

“green
alliance...”

Future positive
Green Alliance's
2012 strategy

“Green Alliance’s key strengths are its influence... and its understanding of the political process.”

An independent review of Green Alliance, Firetail, 2008

A new approach for a new era

I am very pleased to introduce Green Alliance’s strategy for the next three years. This document outlines our vision and goals for 2012, the six themes of our new work programme, and how we will collaborate with partners and supporters to achieve our goals.

It marks a step change in both our approach and our ambitions. The urgency of the issues facing us and the difficult backdrop of the recession demand new approaches. More of the same will not deliver the breakthroughs we need. We have worked with staff, trustees and others to develop a new strategy that we hope and believe will do so.

Green Alliance remains focused, as we have been from the outset, on securing commitment and action from the three main political parties. Our prosperity and security are more under threat than ever from climate change and other environmental pressures. Only action by politicians will determine whether we can avert the risks we now face, and seize the opportunities that a low-carbon future presents.

However, our political leaders don’t act in isolation. One of the foundations of Green Alliance’s past success has been our commitment to building partnerships in the business and voluntary sectors, and shared approaches to securing political action. Under our new strategy we will be extending this approach, building deeper relationships with existing partners and, critically, developing new partnerships with voluntary sector organisations concerned with economic, social, and other issues.

Green Alliance is 30 this year. There is much for us to celebrate, and we are very aware of the contributions made by the all the staff and trustees who have led Green Alliance over that period. I trust that those who have helped us to reach this landmark will welcome this new strategy.

We cannot, of course, do it alone. We will only achieve our goals by working with others to develop and secure the vision and goals outlined here. We look forward to working with old and new friends to make our plans a reality.



Stephen Hale
director
May 2009

Green Alliance's vision for 2012

We aim to mobilise the full power of the third sector, business, and others to ensure that political leaders deliver ambitious solutions to global environmental issues.

Our strategic goals 2009-12

Mobilise the network

Use the power of the third sector, business and others to create an external environment in which ambitious policy on climate change and other environmental issues is politically imperative.

Engage the leaders

Persuade political leaders to deliver environmentally sustainable solutions to the economic downturn and other contemporary challenges.

Build our capacity

Develop the relationships, knowledge and skills to influence European policy and politics.

Green Alliance

30 years inspiring and influencing change

founded in 1979 to “inject an environmental perspective into the political life of Britain”

persuaded the main political parties to produce their **first comprehensive environmental policy statements**, 1980s

hosted **Margaret Thatcher's first meeting** with environment organisations, 1980s

led the joint lobby of environment groups for the **first white paper on the environment**, 1990s

convened the **cross sectoral campaign for better pesticide and GM regulation**, 1990s

led the lobby that **helped to shape the new Environment Agency**, 1990s

hosted **Tony Blair's first speeches on the environment** as party leader and prime minister, 1990s

Some recent achievements

Since 2006, Green Alliance has provided the platform for many of the most significant political speeches on the environment, by speakers including Gordon Brown, David Cameron, Nick Clegg, David Miliband and George Osborne.

We brought together over 40 businesses and voluntary organisations to push for action on heat. As a result the government committed to a new national heat strategy in 2009 alongside a package of new financial incentives.

Since 2006, we have convened the Green Standard coalition of the top nine UK environment groups. Our annual analysis of progress has attracted national press coverage and influenced the priorities and approach of the parties.

Our consortium of businesses from the waste, manufacturing and retail sectors made the case directly to the Treasury for higher landfill tax. The tax was subsequently increased in the 2007 budget and will reach £72 per tonne by 2013.

Our proposals for an EU budget for climate security were the focus for discussions in Paris, Berlin, Prague, Warsaw and Brussels in 2008. We were invited by Commission President Jose Manuel Barroso to speak at a major European conference, and we are now an influential player in the public and private debate on the future of the EU budget.

Green Alliance has been a leading voice in the UK and Europe promoting carbon capture and storage (CCS) technology. We helped to secure a dramatic shift in UK climate change policy in April 2009, with a government commitment to new regulation and new funding for up to four CCS demonstration projects.

Green Alliance and NCVO have been appointed as joint secretariat for a new government and third sector task force, launched in March 2009, to make recommendations on how to accelerate action on climate change and the environment.



Our themes for 2009-12

Political leadership

Sustainable economy

Third sector

Climate and energy futures

Green living

Designing out waste

“Green Alliance are the key people among green NGOs systematically to get under the skin of Whitehall, and develop an understanding of decision-making that factors in both the processes or mechanics of government, and the political drivers behind politicians’ decisions.”

Hugh Raven, commissioner with the Sustainable Development Commission

Political leadership

Politicians have significantly underestimated the scale of the climate change challenge, and that of other environmental issues. Action is lagging dangerously far behind what the latest science tells us is needed.

Failure to act within the next decade will result in severe and irreversible climate change, with profound consequences for the well-being of our planet and humankind. Political leadership on this and other environmental issues will determine whether we succeed or fail.

The next parliament is likely to cover the period 2010-15, and as such, will be the last window of opportunity to get it right on climate change both domestically and internationally.

We will be engaging at the highest level with the most important political figures, in the run up to and after the election, on the priorities and political opportunities arising from this challenge.

Our efforts will be directed at securing action and clear progress in this period. We will work independently and with other groups in business and the third sector.

In the run-up to the general election, we will be leading and co-ordinating collective action by the environment groups and influencing the manifestos and plans of all the main parties. Through the Green Standard coalition we will set out what we would like the parties to commit to and why the environment matters. We will also convene a joint initiative, with development and environment groups, that will raise the profile and significance of climate change in marginal seats.

Contact **Tracy Carty**, senior policy adviser
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“Understanding not just that something needs to be done about climate change, but how best to do it, is crucial. It is fantastic that Green Alliance is taking a lead in promoting the debate about the most economically effective policies. Getting policy wrong is now the biggest danger we face.”

Paul Johnson, senior associate, Frontier Economics

Sustainable economy

The credit crunch and subsequent rapid onset of the recession is stark proof that the economic models of the past have failed. Debt-fuelled, consumption-based growth has proved to be as bad for the economy as it has for the environment.

This is the opportunity to build a new sustainable economic model, one that is good for business, quality of life and the environment.

There is an appetite for change with ambitious talk and political rhetoric about a green new deal and a sustainable recovery.

But how could it really be made to work? What would the policy landscape have to look like to make it happen?

We will be using our unique position and experience to bring together the major players on progress on three critical elements that will take us towards a sustainable economy.

First, we will examine new ways to reward private investment in a low carbon and resource efficient economy. These could include a greater use of bond financing, green savings vehicles, the creation of a state-owned green infrastructure bank and reframing financial regulations to encourage a long term investment culture in the City.

Second, we will look at how the public finances could be rebuilt with greater use of environmental taxes, and develop a political narrative to establish more public support for the measures required.

Finally, we will work with the third sector and business groups to identify policy to help develop the skills and expertise required in the UK workforce to deliver the sort of economic transformation a low carbon economy requires.

With our established relationships at the highest levels in government, the EU, business, trade unions, third sector organisations and academics we are analysing the context and the barriers.

We will turn ideas into feasible propositions and lead the process of change.

Contact **Chris Hewett**, associate
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“Climate change poses an unprecedented challenge, but so far our society’s response has been utterly inadequate. As Green Alliance argues, we need different methods of mobilisation and far more effort to secure cultural as well as policy change if we are to overcome the present paralysis. So far, we have not shifted the general trajectory of society. Green Alliance’s pamphlet will provoke a debate on our strategy, and how we can master the full suite of influences we need to get us on the right path.”

Tony Juniper, former director of Friends of the Earth, commenting on *A new politics of climate change: why we are failing and how we will succeed*, Green Alliance, November 2008

Third sector

The third sector is made up of voluntary and community organisations, charities, social enterprises and co-operatives. It has a major and growing political, economic and social influence in the UK.

The income of the third sector is over £100 billion with assets of over £200 billion and its workforce is larger than the banking and finance sector.

But more important than its economic clout is the ability of the sector to influence public opinion and political action, and to enable individuals and communities to express their concern and commitment to environmental, social and other issues.

Focusing mainly on climate change, we will be working with leading organisations across the third sector. This will include representative bodies, community-based, health and youth initiatives. We will identify the barriers and the links between climate change and their issues, and new approaches to accelerate commitment and action by the third sector and government.

Our aim is to help strengthen the social foundations of political action, and bring the full power and unique influence of the third sector to bear on the political process.

Contact **Faye Scott**, policy adviser
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“Bringing the EU budget into line with the EU’s 2020 climate target ambitions is a big win if we can achieve it. The largest funding lines, accounting for almost 80 per cent of the EU budget, would start funding completely different priorities. Green Alliance’s report was the first to spot this opportunity and identify the huge prize that is potentially within our grasp.”

Tony Long, director, WWF European Policy Office, commenting on *Investing in our future*, Green Alliance, October 2007

Climate and energy futures

The period 2009-12 is critical for climate policy. We welcomed the 2008 Climate Change Act that set targets for action. But now we must ensure that the policy framework delivers on these goals. This will require decisive intervention in a number of areas before and after the next election. There has never been a more important time to engage with government on climate change.

In our view, the need to secure a wave of new investment in energy technology and infrastructure is central. A lack of policy certainty in a number of policy areas is a vital constraint on investment. It is now also threatening the security of our energy supply and could, in time, lead to higher bills, harming both consumers and companies. The challenges of climate change, security and cost must be tackled together.

The recession and the election are both potential constraints on the government in this area. But we cannot run the risk of short-termism at this stage. There are compelling political and economic reasons to act now.

With a consortium of companies concerned by these issues, we are working to persuade all political parties to commit to this new investment.

Our work will target emissions reductions beyond 2010, concentrating on the future for coal and carbon capture technology, low-carbon heat, transport policy and the electricity network infrastructure.

Contact **Thomas Lingard**, deputy director
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“Green Alliance is at the forefront of environmental thinking in the UK. Through their internal specialists and wider network we have access to expertise that not only challenges our current thinking on green issues but helps us to understand and respond to developments that will shape the future of sustainability.”

Paul Pritchard, corporate responsibility manager,
Royal & Sun Alliance

Green living

The choices we all make in our homes and lifestyles contribute to more than a quarter of the UK's carbon footprint. Government efforts to change our ways through information campaigns have had limited success.


Yet, the government remains wary of exerting more direct influence, and is concerned that it needs stronger support from the electorate.

So, there is an urgent need to make environmental behaviour change more attractive in policy terms to politicians.

Drawing on the wealth of existing evidence, from voluntary community initiatives to academic analysis, we will promote politically feasible interventions to government and demonstrate how they can be effective.

We will test these ideas with business, third sector organisations and the public to help policy makers develop a better picture of how, when and where to act.

Contact **Rebekah Phillips**, senior policy adviser
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“The next three years promise a ‘perfect storm’ in the so-called waste resources area in response to a combination of treaty deadlines, fiscal instruments, delayed investments and global demand factors working in unison to drive the fundamentals. The contribution of Green Alliance in shaping and facilitating the debate around these issues, based on the organisation’s wide ranging audience base, has never been more crucial in ensuring we translate ideas into action across all interest groups.”

Peter Jones, independent sector analyst

Designing out waste

Waste is currently an intrinsic feature of our economy. We waste resources through the inefficient design and use of products, and also waste the energy, water and money that goes into producing them. Yet, until recently, the UK has been concerned mostly with what to do about waste once it has been generated, rather than how to eliminate it in the first place.

Green Alliance is working to challenge this approach and change it. We have been the leading player in recent changes to UK waste policy, most notably successfully making the case for higher landfill tax and promoting the concept of zero waste.

We are now taking this success to the next level, and creating a movement to design out waste and accelerate the transition from a linear resource economy (extract-process-consume-discard) to one that treats resources in a more cyclical way.

With a group of major companies we are exploring what such a resource recovery economy should look like, and how to get there from here. Waste starts with products, so we are looking to them for the majority of the solution. With our partners we are analysing and critiquing the policies that affect products and production processes. This work will highlight conflicts and gaps and help to make waste and resource policy more effective and coherent.

We are also working to ensure the EU’s ecodesign directive delivers for the environment and exploring the latest developments in packaging.

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