

annual review 2001/02

“green alliance...”

introduction

Welcome to Green Alliance's annual review for 2001-02. It describes a year in which we have delivered real environmental policy successes. We worked with the Treasury to make the 2002 spending round the greenest yet. We researched new ways of managing energy policy, and helped to shape the Government's energy review. We tackled the difficult issue of why green brands don't sell to the mainstream, with important messages to the branding and marketing community. And when Bjorn Lomborg published his potentially damaging attack on environmentalism, *The Sceptical Environmentalist*, we responded immediately with *Ten Pinches of Salt*, a rebuttal published on our website that was downloaded, read and quoted around the world.



We have certainly reinforced our position as a leading force in the UK environmental movement. We are proud of this position and the achievements that have put us there - but we are not complacent.

Despite great strides in recent years, consensus behind environmental progress is fragile. Environmental goals of both government and business are all too often sidelined when the going gets tough. This happens in part because the coalition of support for the environment has been too narrow.

This represents a big challenge for Green Alliance. Although we have developed an impressive network across many sectors and interest groups, we recognise that progress on environmental policy will always be limited unless we can create a broader, more robust coalition with an interest in environmental solutions. Extending and strengthening our alliances will be a major focus of our future strategy.

I must congratulate Rebecca Willis on her first year as director. It is thanks to her energy and flair, supported by a very able and dedicated staff team, that the organisation has continued to grow in strength and to punch above its weight.

Also, thanks to my fellow trustees, especially Robin Grove-White and Tessa Tennant who stepped down this year, for their immense contribution. Lastly, to all our members, supporters and funders who, together with staff and trustees, make up the creative partnership that is Green Alliance.

A handwritten signature in black ink, which appears to read 'Tony Hams'.

Tony Hams
Chair

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the year ahead



Green Alliance's success lies in our ability to advocate policies that deliver real environmental improvement, and to build support for them amongst decision-makers.

Last year, we homed in on the Treasury's agenda, offering a green perspective on tax and spending decisions. This year, we'll be developing this work, liaising between the Treasury and environmental NGOs, with the support of progressive companies, to make **the case for green taxes**. We'll also continue our work with both the Conservatives and the Liberal Democrats, to ensure robust opposition on environmental issues.

Our focus on resource productivity - reducing the environmental impact of the economy - is shifting this year to look at the **potential offered by 'service innovation'**. For example, if a paint company were to charge for painting an object rather than for pots of paint, their incentive would be to reduce rather than increase the amount of paint supplied. This idea could transform the way we use energy and chemicals.

We'll also be promoting **new ideas for waste policy** through an analysis of successful policies used elsewhere in the world.

A major aim of Green Alliance over the next year is to develop our capacity to make the **environmental voice better heard** when issues that affect the environment, such as the fuel protests in 2000, hit the political agenda.

Last year we carried out an in-depth survey of our stakeholders which revealed the need for Green Alliance to forge a **closer dialogue with European NGOs**. So this year we are placing more emphasis on our role as UK chair of the European Environmental Bureau. The survey also highlighted the need to **communicate our goals** better to members and partners alike. I hope that this review is a helpful step in that direction.

Through our research, events and networks, we will continue to press for pioneering solutions, explore new ideas and help to shape the environment of the future.

I look forward to working with members and supporters of Green Alliance to fulfil our shared aims in the coming year.

A handwritten signature in black ink that reads "Rebecca Willis".

Rebecca Willis
Director

our mission

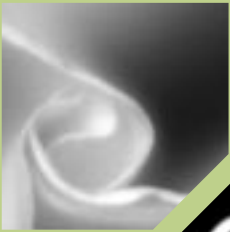
Green Alliance exists to promote sustainable development by ensuring that the environment is at the heart of decision-making

Green Alliance has three main aims:

- ♥ to make the environment a central political issue
- ♥ to integrate the environment effectively in public policy and decision-making
- ♥ to stimulate new thinking and advance the environmental agenda into new areas

**Green Alliance
works with government,
parliament, business and
the environment movement
to encourage new ideas,
dialogue and constructive
solutions**

a year of action



“DEFRA needs to ensure sufficient focus is placed on the education and awareness of its staff, who will have responsibility for delivering the strategy.”

Recommendation from stakeholder seminars, Green Alliance, 2002



“Through a programme of activities for staff, we aim to create a better understanding of sustainable development within DEFRA, to embed the principles and commitments in this strategy in every part of the organisation.”

Foundations for our future, DEFRA, 2002

making the environment a central political issue

party of government:

- ✔ A speech by Margaret Beckett, Secretary of State for the Environment, to a Green Alliance audience, outlined DEFRA's priorities.
- ✔ *Dear Prime Minister*: timely e-pamphlet with opinion-formers spelled out what the environmental challenge should mean in practice for the Labour Government's second term.

NGO strategy and coordination:

- ✔ NGO meetings and dinner with Treasury Chief Secretary Paul Boateng put forward successful case for sustainable development appraisals of Spending Round proposals and funding for recommendations of the Curry Report on food and farming
- ✔ Twice-yearly meetings between heads of environmental groups and Patricia Hewitt, Secretary of State for Trade and Industry, focused this year on the energy policy review and resource productivity.
- ✔ Regular strategy meetings between directors of the UK's major environmental organisations.

opposition:

- ✔ Workshop for Liberal Democrat MPs and advisers on *Environmental approaches to the forthcoming Spending Round*.

parliamentary newsletter:

- ✔ New Welsh section added to our fortnightly *Parliamentary Newsletter*, which keeps subscribers up to date on environmental activity in Westminster, Europe and the devolved administrations. Produced in electronic format.

European Environmental Bureau-UK:

- ✔ Quarterly meetings with Michael Meacher, Minister for the Environment, focused this year on the EU's chemicals strategy and ratification of the Kyoto protocol on climate change.

stimulating new thinking and advancing the environmental agenda into new areas

green branding

- ✧ Published pamphlet *Brand Green: Mainstream or forever niche?* by Wendy Gordon, looking at how to make green brands more desirable.

rapid response:

- ✧ *Ten Pinches of Salt*, by Tom Burke, published on-line as an immediate and acclaimed response to Bjorn Lomborg's *The Sceptical Environmentalist*.

annual meeting:

- ✧ *No time like the future: a debate about environmental possibilities* members forum and panel debate, chaired by Sarah Montague of Radio Four's *Today* programme.

integrating the environment effectively into public policy and decision-making

waste management:

- ✧ A seminar and negotiation with waste management companies finalised our set of environmental performance indicators for the UK waste sector.
- ✧ Launched *Indicating Right: final report and core set of indicators* with over half of the UK waste management industry signed up to use them.

DEFRA strategy:

- ✧ Seminars gathered views of key stakeholders on the Department of Environment, Food and Rural Affairs' (DEFRA's) sustainable development strategy resulting in influential recommendations to DEFRA.

low-carbon economy:

- ✧ Published new report on *Institutional design for a low-carbon economy*
- ✧ Stakeholder seminar presented the case for sustainable energy to the Government's Performance and Innovation Unit (PIU), held with Forum for the Future and the Energy Saving Trust.

precautionary principle:

- ✧ Three stakeholder seminars generated recommendations to government, business and NGOs on decision-making under scientific uncertainty. Published *Precaution in practice: how the precautionary principle is used by government, business and NGOs*.

a greener economy:

- ✧ *From theory to practice: making the bright green economy a reality; Lessons from the US*; and *Marketing green products and services*: three seminars held with resource productivity practitioners and the Department of Trade and Industry.

negotiated agreements:

- ✧ Published *Signed, sealed and delivered? The role of negotiated agreements in the UK*, and *Negotiated agreements best practice checklist*.

Green Globe Task Force

- ✧ High-level seminars for ministers on environmental diplomacy and European Union (EU) preparations for the World Summit on Sustainable Development (WSSD).
- ✧ Brainstorming event to enable creative thinking on the WSSD for officials from the Foreign Office, the Number 10 Policy Directorate, the Cabinet Office and the departments for trade and industry, international development and the environment.
- ✧ Visit by delegation to Belgium to discuss environmental priorities for the Belgian presidency of the EU with the Belgian government.
- ✧ Meeting between Task Force members and Michael Meacher, Minister for the Environment, on the UK's long-term climate change strategy.

Download e-publications and find out more at www.green-alliance.org.uk



"Green Alliance recommends the creation of a new low-carbon policy unit within the Cabinet Office... to co-ordinate and integrate low-carbon policy-making across all relevant departments in Whitehall and beyond."

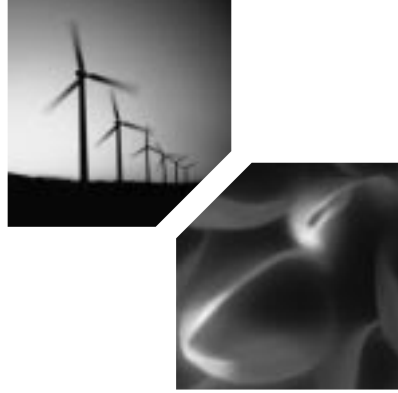
Institutional design for a low-carbon economy, Green Alliance, 2001



"It is recommended that a Sustainable Energy Policy Unit (SEPU) is established. The Unit should stand apart from individual departmental interests and be driven by a cross-Whitehall responsibility for sustainable energy."

The Energy Review, Performance and Innovation Unit, 2002

shaping energy policy



“Having now digested the PIU *Energy Review*, it is clear that the project had a considerable influence on the PIU’s thinking.”

Rick Wilberforce Market Development
Manager – Europe, Pilkington plc

Rising to the challenge posed by climate change will require far-reaching change in the way we generate and use energy. The Royal Commission on Environmental Pollution has advised that the UK should aim for a 60 per cent reduction in carbon dioxide emissions from current levels by 2050. To achieve this, it will be essential to involve all levels of government, the business community and the public in a co-ordinated low-carbon strategy. This is a challenge unprecedented in its complexity.

After holding interviews and seminars with leaders from these groups, we produced recommendations for a reform of the institutions involved in energy policy. *Institutional design for a low-carbon economy* recommended the creation of a low-carbon unit in the Cabinet Office, to co-ordinate climate-related policy. This model has been backed by the Government’s Performance and Innovation Unit’s *Energy Review*, which calls for a Sustainable Energy Policy Unit (SEPU) with ‘cross-Whitehall responsibility for sustainable energy’. The proposals also endorse our recommendation to set up permanent networks of representatives from all organisations with a stake in energy policy. This would ensure effective co-ordination of low-carbon strategy and implementation.

Meanwhile, previous Green Alliance work on energy policy has paid off. A policy to support renewable energy, the ‘renewables obligation’, was launched in April by the DTI, following recommendations put forward in our 1999 report *New Policies for Renewable Energy*. The obligation requires all electricity suppliers to buy an increasing proportion of their electricity from renewable sources, or to trade in a market for renewable energy certificates that will reward more progressive suppliers.

future focus... In partnership with the Policy Studies Institute, we are conducting an assessment of the effects of energy taxation on business strategy, based on a survey of business leaders. We will be offering recommendations to the Treasury for future economic instruments that will benefit both the economy and the environment.

Institutional design for a low-carbon economy, by Fanny Calder, July 2001. Green Alliance, £20

coming clean about waste

Until now, there has been no way of telling how well a waste company is doing on the environment, compared to others. For two years, Green Alliance, in consultation with waste management companies, researched and refined a set of performance indicators that could be applied across the waste sector. We launched these in November 2001, with the publication of *Indicating Right* and, since then, over half the UK's waste industry has signed up.

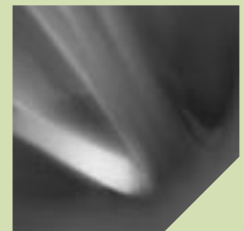
The indicators cover all the major environmental impacts of waste management, and represent a big step forward in improving the environmental performance, and transparency, of the waste sector. The Environmental Services Association, the representative body for the industry, has 'unanimously endorsed' the indicators.

future focus... We are now looking at lessons for the UK from abroad, identifying waste policy packages elsewhere in the EU and in the US which have delivered real progress on sustainable waste management. We will publish the findings from our study later in 2002, and use them to debate the approaches that can be used to drive up the UK's recycling levels.

Indicating Right: Environmental performance indicators for the waste management sector – final report and core set of indicators, by Ben Shaw and Julie Hill, November 2001. Green Alliance, £5

"I see these indicators as being key to tackling the UK's growing waste problem... together with specific targets, the indicators are an effective means of driving improvements in performance and the environment."

Barbara Young Chief Executive, Environment Agency



whatever colour you like, as long as it's green

Green Alliance's new politics pamphlet series offers a platform for thinkers to bring fresh perspectives to the environmental debate.

Brand Green: Mainstream or forever niche?, published in early 2002, suggests that making 'green' a desirable brand could reap dividends for the environment, business and the consumer. According to the author, brand expert Wendy Gordon, truly integrated environmental values will define the successful business of the future. Green niche products, meanwhile, must learn to play the game, and understand what makes a successful brand with wide appeal.

future focus... Green Alliance is following up *Brand Green* by exploring, with brand managers in both mainstream and green companies, how smart marketing can help the shift to more wide-scale sustainable consumption patterns.

Brand Green: Mainstream or forever niche? by Wendy Gordon, May 2002. Green Alliance, £10

"An altruistic or rational message is not sufficiently motivating for the majority of people to change their consumption habits."

Wendy Gordon

the future's bright, the future's green

If we want to protect our environment and maintain our quality of life, we need to do more with less. We need to get more economic development for less environmental impact. This is resource productivity: the basis of a 'bright green economy'.

The Government is making slow progress in taking resource use out of economic growth, so we have been working closely with the Department for Trade and Industry, running seminars looking at policy frameworks to encourage resource productivity. One of the US business models explored, the Chemical Strategies Partnership, has reduced the volume and cost of chemicals used by a General Motor assembly plant by 30 per cent.

Green Alliance also interviewed key players in the economy and environment debate to gauge reactions to the Government's own study (*Resource Productivity: making more with less*, Performance and Innovation Unit, November 2001). The message from our work is clear: improving resource productivity won't happen on its own. The Government needs to take decisive action, and create clear incentives to drive business and consumers.

future focus... Through our Service Innovation Network, including organisations from business, academia, government and NGOs, we aim to improve understanding and uptake of the service model. If businesses sell services, such as agreeable warmth, rather than products, such as electricity, there is an incentive for them to be more efficient with the resources they use. This has the potential to significantly improve the resource productivity of our economy.

precaution in practice

Public outcry on issues such as GM, mobile phones and the MMR vaccine suggests that the policy-making system is letting us down when faced with scientific uncertainty. Through a series of seminars and a report, *Precaution in Practice*, Green Alliance has worked to build consensus amongst government, business and NGOs as to how they should use the precautionary principle to make more effective decisions. Our work shows that public confidence in better outcomes for health and the environment depends on incorporating people's views and values at the earliest opportunity. It offers a clear way forward for both business and government in handling environmental risk.

future focus... Through our public policy work we shall be taking forward these recommendations in work on waste and biotechnology policy.

Precaution in Practice: How the precautionary principle is used by government, business and NGOs, by Jennie Oldham and Rebecca Willis, May 2002. Green Alliance, £20



“People are not seeing the connections between politics and their everyday lives. Commitment to the environment could change this. Showing people that politics is literally about the air that we breathe, the food we eat and the rubbish we recycle may just make the difference.”

Rebecca Willis Director, Green Alliance



dear Prime Minister...

In his first major environment speech, to a Green Alliance audience, Tony Blair promised to “reawaken the environmental challenge as part of the core of British and international politics”. To mark the start of this Government’s second term, Green Alliance commissioned ten open letters to the Prime Minister, to judge his progress. The letters, from directors of environmental organisations, businesses and think tanks, showed concern about the overwhelmingly rural focus of the new Department for Environment, Food and Rural Affairs. This, they argued, would make it more difficult to tackle the environmental challenges posed by planning, transport and industrial policy.

But the letters also spelt out some crucial opportunities for the new department, not least the once-in-a-lifetime chance to reform the Common Agricultural Policy, building on the appetite for change in the countryside that followed the foot-and-mouth crisis. The recent allocation of £200 million to sustainable agriculture schemes in the UK Spending Review suggests that the Government has been persuaded of the benefits that will flow from reform.

future focus... We will continue to evaluate this Government’s record on the environment, looking particularly at how effective DEFRA proves to be at championing sustainable development across all departments.

Dear Prime Minister: Open letters on green goals for the second term, July 2001, can be downloaded from the Green Alliance website at www.green-alliance.org.uk



“Professor Lomborg has waged a powerful attack on a position that no serious person in the environmental world holds. His success is guaranteed, but his purpose is a mystery.”

Tom Burke (left) author, *Ten Pinches of Salt*

“An excellent demolition job.”

John Adams Head of DEFRA's Sustainable Development Unit (until May 2002)

ten pinches of salt

a rapid response to the sceptical environmentalist

Green Alliance aims to ensure that the environmental voice is heard when events that impact on the environment hit the public consciousness. Such events can represent a turning point, determining whether hard-won progress on environmental policy is consolidated or undermined. When *The Sceptical Environmentalist*, a widely reported critique of environmentalism by the Danish writer Bjorn Lomborg, was published in August 2001, Green Alliance issued *Ten Pinches of Salt*, an e-pamphlet response on the same day.

The pamphlet's author Tom Burke, a Green Alliance board member and former adviser to Secretaries of State, reveals with clarity and irony the flaws in Lomborg's argument. This has been one of our most popular publications to date, with over 7,000 electronic copies downloaded and distributed.

future focus... Building on the success of *Ten Pinches of Salt*, more of our reports will be electronic publications, to enable wide circulation with minimal resource use. Through our rapid response initiative, we will develop a model for swift, incisive action when threats or opportunities for the environment arise. Green Alliance is well placed to develop contacts and the capacity to respond within a progressive coalition of NGOs and other supportive organisations.

Ten Pinches of Salt: a reply to Bjorn Lomborg, by Tom Burke, August 2001, can be downloaded from www.green-alliance.org.uk

focus on Europe

With such a significant proportion of environmental legislation originating in Europe, it is crucial that UK environmental organisations like Green Alliance engage in the EU agenda.

Green Alliance has the opportunity to do this through its role as chair of the UK branch of the European Environmental Bureau (EEB), which has over 130 NGO members across Europe. We meet regularly with ministers and officials to put forward our views on European initiatives. This year, we highlighted the disparity between the European Commission's stated commitment to sustainable development, and the lack of an environmental dimension to its preparations for a major gathering of Heads of State, the Barcelona Summit. The resulting Summit declaration did produce greater emphasis on the environment than preparations had indicated, and the Commission has pledged to demonstrate a more integrated approach when it reports in spring 2003.

Other issues taken up by the network include the EU's chemicals strategy, the proposed directive on liability, and ratification of the Kyoto protocol on climate change.

future focus... We are now working with smaller, specialist NGOs to increase their capacity to work on European issues. Through a mixture of advice and consultation, we hope to give these organisations more influence in Europe.

money well spent?

One of the clearest tests of the Government's commitment to the environment is whether it puts its money where its mouth is. In July 2002, the Treasury announced the outcome of the Spending Review, which determines what public funding goes where. During the review process, Green Alliance co-ordinated a joint programme of work with NGOs including RSPB, Greenpeace and WWF, aiming to ensure that all government spending is assessed for its impact on the environment, and to increase the money being spent on green programmes.

Through a series of meetings with senior officials, advisers and ministers, an on-going dialogue between the NGOs and the Treasury has been established. Having listened to our concerns, the Treasury asked all departments to produce reports outlining the impact of their spending bids on sustainable development, and published the criteria it would use to judge departments' performance on this issue.

The outcome of the Spending Review was welcomed for its commitment to provide much-needed funding for greener farming measures. Other welcome measures included targets shared between departments; for example, the Department for Transport will now be held to account for improving air quality, and must work with DEFRA to achieve this. However, there was precious little funding for sustainable solutions to energy needs or waste disposal.

future focus... Our work with the Treasury will continue this year, with a focus on the role of economic instruments in driving environmental progress.

laying the foundations

The 2001 election saw the creation of the Department for Environment, Food and Rural Affairs (DEFRA). The new department adopted sustainable development as its overall aim, and Green Alliance helped DEFRA to make this commitment a reality by contributing to its departmental sustainable development strategy, *Foundations for our future*.

At a series of seminars, representatives from business, NGOs and local government challenged the Department to deliver on its aims - through driving agricultural reform in Europe, focusing on the local, and championing sustainable development across government. Creating a culture of innovation and experimentation within the Department was seen as crucial. Several of Green Alliance's recommendations have been cited in the published strategy, and the themes of local participation and combating social exclusion have become two of the strategy's guiding principles.

future focus... We will continue to engage with government departments to help them meet their commitment to sustainable development, in partnership with their staff and stakeholders.

setting an example

Green Alliance is committed to good environmental management. We are working towards ISO14001 certification of our own environmental management system by 2004. We will continue to improve all areas of our own performance as well as promoting good practice to our stakeholders. This will include raising awareness of the standards we set amongst suppliers, and encouraging those who fall short to improve.

taking stock

This year, we commissioned an independent evaluation of our work, based on interviews with 28 of our senior stakeholders, right across the spectrum of sectors that we work with. The aim was to assess the impact of Green Alliance's work, and stimulate thinking on how we could be more effective.

future focus... In response to the survey's recommendations, we are focusing extra resources on the European environmental policy agenda, and on communicating better with our members and supporters to explain how individual projects contribute to our strategic goals.

talking to our members

Inside Track, the quarterly magazine of Green Alliance, has been given a new look this year. The new layout is designed to give members a better forum for debate. It is also a platform for a wide range of comment on environmental policy. Our website is also being developed to include new features for members and supporters.

future focus... Members will soon be able to subscribe to an email bulletin, offering regular short updates on Green Alliance work.

"Green Alliance acts as a political forum for the environment, where organisations can leave their branding behind and are comfortable to work on more long-term themes."

Nick Mabey
Foreign and
Commonwealth Office



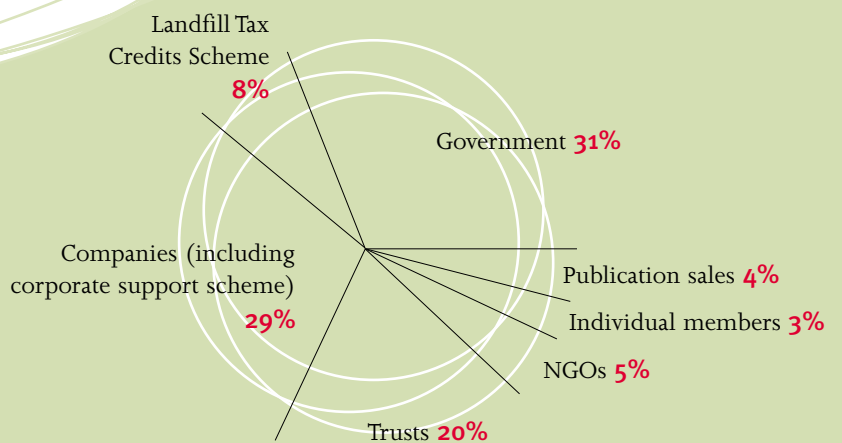


We are grateful to the organisations listed below for supporting Green Alliance's work this year with their donations, grants, sponsorship and project funding.

With special thanks to the Esmée Fairbairn Foundation for a major grant supporting all our work programmes.

- Biffaward
- BT
- Cecil Pilkington Charitable Trust
- Chemical Industries Association
- Cuthbert Horn Foundation
- DEFRA
- DEFRA Environmental Action Fund
- EB Nationwide
- Environment Agency
- Esmée Fairbairn Foundation
- European Commission
- Foreign and Commonwealth Office
- GlaxoSmithKline
- Greenpeace
- Heinrich Boll Foundation
- Innogy
- Marks and Spencer
- RSPB
- Severn Trent plc
- Thames Water
- Unilever
- Viridor
- Westminster Foundation
- WWF-UK

funding 2001/02



Green Alliance strives for a balance of funding from the sectors with which it works.

individual members

life members in red

donor members in green

John Adams	Ian Branton	David Coleman	John Elkington	Karl Harder	Pippa Hyam
Andrew Allen	Tim Branton	Dr J G Collingwood	Dr Nick Eyre	Sir John Harman	David Hyde
Maurice Ash	Professor Jim Bridges	Joanna Collins	Richard Eyre	Martin Harper	Merlin Hyman
Janet Asherson	Raymond Briggs	Mark Collins	Bill Eyres	Susie Harries	Peter Jackson
John Ashton	Roger Brockway	Kenneth Collins	Jeremy Faulk	Roger Harrison	Tim Jackson
Professor Graham Ashworth	Chris Brown	James Colman	Malcolm Fergusson	Sir Peter Harrop KCB	Michael Jacobs
David Astor	James Bruges	Tony Colman MP	Dr David Fleming	James Haselip	Gordon James
Robert Atkinson	Richard Burnett-Hall	Andrea Cook	Sarah Fowler	Lord Haskins	Paul Jefferiss
Dr Mark Avery	Kate Burningham	Tim Cordy	John Fowles	Paul Hatchwell	John Jeffers
Godric E S Bader	Sarah Burton	Charlotte Cornish	Tim Foxon	Tony Hawkhead	Stanley Johnson
Janet Barber	Roger Burton	Martin Couchman	George Franklin	Richard Hawkins	Terry Jones
David Barker C	Tony Burton	Paul Court	Professor John Fyfe	Dirk Hazell	Tony Jones
Dr Robert Barrington	Danielle Byrne	Polly Courtice	Professor Edward Gallagher CBE	Dieter Helm	Dr Andrew Jordan
Colin Beardwood	Fanny Calder	Mr John C L Cox	John Garbutt	James Hemming	Dr Zbigniew Karpowicz
Peter Beaumont	Neil Caldwell	Dr Tony Cox	Clr Nicky Gavron	Chris Hewett	Tristram Keech
Lord Beaumont	Ewen Cameron	Earl of Cranbrook	William Gillis	Simon Hicks	Angela King
Graeme Bell	James Cameron	Robin Gleaves	Robin Gleaves	Paula Higgins	Dr Alexander King
Susan Bell	Mark Campanale	Roger Crofts	Philip Glyn	Julie Hill	Gill Kirk
Uta Bellion	Helen Carey	Kevin Crossley-Holland	Simon Goldrick	Dr Mayer Hillman	Dr Alan Knight
Toby Belsom	Shaun Carr	Cynog Dafis	Sally L Goodman	John Stuart Hills	Peter Knight
Terence Bendixson	Robin Carter	Ann Darnbrough	John Gordon	Baroness Hilton	Jan Kuiper
Gareth Bendon	Pamela Castle	Hubert David	Matthew Gorman	Kate Hinton	Rob Lake
Hilary Benn MP	Ruth Chambers	John Davidson OBE	Richard Grahm	Tony Hirons	John Lane
Nick Bent	Martin Charter	Kate Davies	Professor Malcolm Grant	Tim Hirsch	Dr Derek Langslow
Lord Berkeley	Rodney Chase	Robert Davies	Dr Tony Grayling	Helen Holdaway	Carolina Lasen-Diaz
Dr Frans Berkhout	Beatrice Chaytor	Clifford Davy	Dr Richard Grayson	Patrick Holden	Peter Lehmann
Dee Bingham	David Chaytor MP	Martyn Day	David Green	John C Holliday	Paul Leinster
The Rev Dr Anthony Bird	Maureen Child	Lord De Ramsey	Damian Green MP	Richard Holme	Earl of Lindsay
John Blake	Giles Chitty	Baroness di Pauli	W J Griffiths	Michael Holroyd	Mark Lloyd
Hazel Blears MP	Ian Christie	Jonathan Dimpleby	John Grimshaw	Dunstan Hope	John Lloyd-Jones
John Blunden	Chris Church	Sir Martin Doughty	Professor Michael Grubb	Charlie Hopkins	Dr Ragnar Lofstedt
Ronald Blythe	Dr M J Clark	Dr Peter Draper	Rt Hon John Gummer MP	John Horam MP	Elizabeth Loughran
Anthony Bourne	Helen Clark MP	Christine Drury	Steve Hale	Cathy Hough	Caroline Lucas
David Bowe MEP	Roger Clarke	Kevin Dunion	Paul Hamblin	Stuart Housden	Simon Lyster
Ian Boyd	John Cleese	Dr Malcolm Eames	Chris Hampson	Rupert Howes	Nick Mabey
David Boyle	Barry Coates	Penny Egan	Baroness Hamwee	Robert Hutchison	Ian MacArthur
Duncan Brack	Lindsey Colbourne	Paul Ekins	The Rev A H H Harbottle	Deirdre Hutton	Alex MacGillivray

membership

Why did you join Green Alliance?



"Mostly to ensure that Green Alliance exists and can function properly!"

Sir John Harman (left)

Chairman, Environment Agency

"I was extremely impressed by their insight and vision, but also by their sense of balance."

Simon Goldrick European Corporate Relations Manager, Unilever

"GA has a unique role within the UK environment community and it's a privilege to be part of it in a small way."

Nick Bent Director, Corporate Social Responsibility Unit, Burson-Marsteller London

"I have long been impressed by the balanced and pragmatic views expressed by Green Alliance."

Derek Norman Chair of the Environment Agency's NW REPAC, and Chair of the NW Climate Group

"I was impressed by the combination of moderation and determination in Green Alliance's positioning, which seems to give it the capacity to deal with all the players in the game."

Susie Harries (right) Senior Project Manager, Royal Society for the encouragement of Arts, Commerce and Manufactures

corporate support scheme

Craig Mackenzie	Alice Page	Quinton Richards	Professor Peter Smith	Andy Wales	Amerada Hess
Professor Richard Macroy	Professor John Page	Rosemary Jane Riddell	Stephen Somerville	Mike Walker	BBC
Peter Madden	Nick Paget-Brown	Michael Roberts	Steve Sorrell	Joan Walley MP	BG plc
Professor Aubrey Manning	Michael Palin	Sarah Roberts	Peter Spalding	Diane Warburton	BP plc
Mark Mansley	Fiona Palmer	Archie Robertson	Leslie Spoor	Jennifer Ware	BT
Professor Terry Marsden	Vassili Papastavrou	Alison Pritchard &	Dr Phyllis Starkey MP	John Watson	Conoco (UK) Ltd
Frank Martin	Sara Parkin	James Robertson	Ralph Steadman	Steve Waygood	GlaxoSmithKline
Greg Mason	Kate Parminter	Nick Robins	Geoffrey Steeley	Kay West	Innogy
Lilli Matson	Mamta Patel	Neil Rotheroe	Malcolm Stern	Viscount Weymouth	KPMG
Deborah Mattinson	Tony Paterson	Phil Rothwell	H D Stevenson	Alan Wheeler	Lafarge Aggregates Ltd
Sue Mayer	Mr R C Paul	Joan Ruddock MP	John Stewart	Dr Rowan Whimster	Lattice Group
Ed Mayo	Dr R J Pentreath	Ken Rushton	Helen Stibbard	John Whitelegg	National Wind Power Limited
Fiona McConnell	John Percival	Gerard Ryan QC	Dr Andrew Stirling	Professor David Wiggins	Rio Tinto
Robert McCracken	Michael Philpott	Judith Ryser	Richard Streeter	Hugh Williams	Sainsburys
Professor Jacqueline McGlade	Rev Dr David Pickering	Roger Salmoms	Liana Stupples	Martyn Williams	Severn Trent Plc
Duncan McLaren	Professor Nick Pidgeon	Professor Stephen Salter	Professor Joyce Tait	Sarah Willis	Shell UK Corporate Affairs
Eryl McNally MEP	Canon & Mrs C Pilkington	Richard Sandbrook	Joss Tantram	Richard Willson	Tesco
Dr Jim McQuaid CB	Ben Plowden	Jeremy Sandford	Dr Richard Tapper	James Wilsdon	Thames Water plc
Peter Melchett	Martin Polden	Philippe Sands	Dick Tavern QC	Richard Wilson	The Royal Bank of Scotland
Professor Ian D Mercer	Anita Pollack	Dame Cicely Saunders DBE	Clare Taylor	Nicholas Wilson	TXU Energy
Nicholas Miles	Samantha Pollard	John Sauven	Derek Taylor	Professor Richard Wollheim	Unilever plc
Charles Millar	John Pontin	Diana Schumacher	David Taylor	Alan Woods	United Utilities plc
Peter Mitchell	Dr Duncan Poore	Alister Scott	Mathew Taylor MP	Bob Worcester	Water UK
Lesley Moore	Sir Jonathon Porritt CBE	Paul Scott	Stephen Tester	Martin Wright	
Dr N W Moore	Don Potts	Charles Secrett	Gillian Thomas	Giles Wyburd	
Rob Morley	Catherine Priddey	Brendon Sewill CBE	Gareth R Thomas MP	Graham Robert Wynne	
Alan Q Morton	Mark Pritchard	Yasmin Shariff	George Thompson	Stephen Young	
Dr John Murlis	Simon Propper	William Sheate	Koy Thomson	Barbara Young	
Rupert Nabarro	Michael Pugh	Barry Sheerman MP	Andrew Thorburn		
Robert Napier	Charlie Pye-Smith	Penny Shepherd	Stephen Tindale		
Charles Naylor	Sarah Quinnell	Elizabeth Sidney	Richard Tinson		
Baroness Nicol	Peter Rae	Geoffrey Sinclair	Dr Bruce Tofield		
Derek Norman	Dr Kathleen Raine	Jonathon Sinclair-Wilson	Michael Trash		
Kate Nustedt	M T Rainey	Professor Jim Skea	Chris Tuppen		
Sheila Oakes	Hugh Raven	James Skinner	Ben Tuxworth		
Henry Oliver	The Rev Donald St. John Reeves	Dr Jane Smart	Paul Tyler MP		
Sir Duncan Oppenheim	Professor Nigel Reeves	Tim Smit	Annette van der Kolk		
Dr Gillian Owen	Trewin Restorick	Dr Joe Smith	Richard Wakeford		

Green Alliance's work is championed by a diverse group of influential individuals, who reflect views from all points of the environmental spectrum; as Green Alliance members, they join together to support our mission and aims.

If you are interested in joining Green Alliance, please see the leaflet enclosed in this annual review. Here are some of the reasons why our current members support us, taken from responses to our March 2002 membership survey.

What is the most important benefit to you of Green Alliance membership?



"Being part of a powerful environmental lobby network."

Shaun Carr (left) Transport Consultant, Cap Gemini Ernst & Young



"Knowing that I am supporting an organisation that puts the environment centre stage and brings stakeholders together to develop workable solutions."

Lesley Moore Freelance environmental consultant



"Green Alliance provides that cutting edge insight and is an open door for further enquiry."

Zbig Karpowicz Director, European Environmental Investments, Fauna & Flora International

"To know that there is a forum for debating issues that takes account of environmental aspects in a balanced way and to know that I will meet with people of like minds, even although we may have different view points on particular topics."

Professor John Fyfe International specialist in strategic management

"Green Alliance's intelligent participation in the debate helps to keep me informed."

David Astor former chair of the Council for the Protection of Rural England

"Just knowing that it is there!"

Dr John G Collingwood



AUDITORS' STATEMENT TO THE TRUSTEES OF GREEN ALLIANCE

We have examined the summarised financial statements set out on page 15.

Respective responsibilities of trustees and auditors

You are responsible as trustees for the preparation of the summary financial statements. We have agreed to report to you our opinion on the summarised statements' consistency with the full financial statements on which we reported to you on 11 September 2002.

Basis of opinion

We have carried out the procedures we consider necessary to ascertain whether the summarised financial statements are consistent with the full financial statements from which they have been prepared.

Opinion

In our opinion the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2002.

Trustee
Chartered Accountants & Registered Auditors
Buckingham House East
The Broadway
Stanmore
Middlesex
HA7 4EB

Both expenditure and income increased by 20 per cent in 2001-02, reflecting an increased level of project work undertaken over the period.

Membership subscriptions and publications sales are up five per cent on last year's level. This shift reveals some success in our efforts to increase funds generated from these sources, which provide vital core support. Over the next three years we will be working to further increase the proportion received from these sources to one third of income. With this intention, *in 03-04 we will launch a strategy for attracting and managing a significantly higher individual membership.*

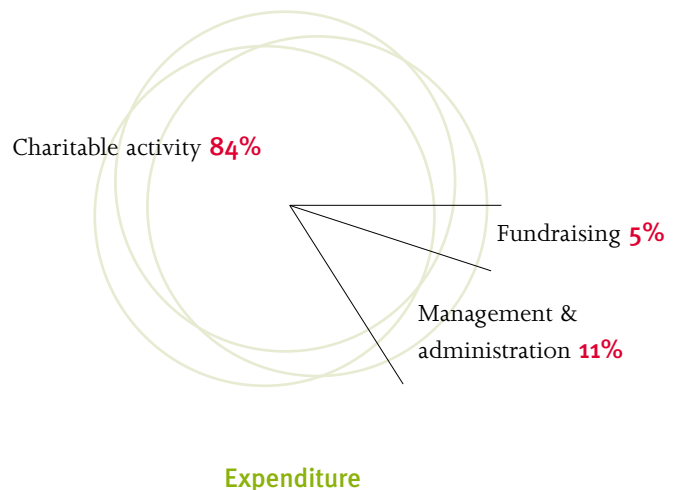
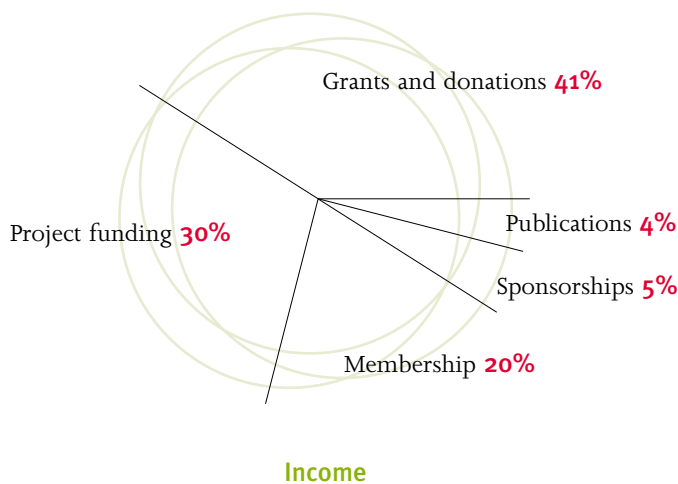
No substantial changes in budget level are expected in the coming year. However, there will be some rise in expenditure following a salary review and increased spending on communication is planned to improve publicity and dissemination of our work.

The short term nature of much of Green Alliance's funding, and the extent of its financial responsibilities and commitments, has led the Trustees to set a policy which aspires to a general reserve of six months' unrestricted expenditure. At the end of this financial year the level stood at nearly £67,000, approximately three and a half months' unrestricted expenditure. It is intended to grow this steadily over the next two to three years to the desired level.

Green Alliance's Trustees have reviewed the governance of the organisation and assessed its exposure to risks, in line with Charity Commission guidance, and will ensure that both are kept under regular review.

The accounts presented here are a summary of the full accounts, which were drawn up according to the latest charity accounting guidelines (SORP). Copies of the full accounts are available from Green Alliance on request.

finance a



summarised accounts for the year ended 31.3.02

statement of financial activities

	year ended 31.3.02 Unrestricted Funds £	year ended 31.3.02 Restricted Funds £	year ended 31.3.02 Total Funds £	15 months to 31.3.01 Total Funds £
Incoming Resources				
Donations and similar income	259,692	–	259,692	206,076
Activities in furtherance of the charity's objects	30,840	176,397	207,237	279,286
Interest receivable	1,705	–	1,705	1,863
Total Incoming Resources	292,237	176,397	468,634	487,225
Cost of Generating Funds				
Fund-raising	21,764	–	21,764	42,607
Net Incoming Resources available for charitable application	270,473	176,397	446,870	444,618
Charitable Expenditure				
Costs of activities in pursuit of charitable activities	160,270	187,508	347,778	343,052
Management and administration	44,429	–	44,429	61,737
Total Charitable Expenditure	204,699	187,508	392,207	404,789
Total Resources Expended	226,463	187,508	413,971	447,396
Net income before transfers	65,774	(11,111)	54,663	39,829
Net transfer between funds	(8,667)	8,667	–	–
Net movements in funds for the year	57,107	(2,444)	54,663	39,829
Fund balances brought forward at 1 January 2000	33,260	30,124	63,384	23,555
Fund balances carried forward at 31 March 2002	90,367	27,680	118,047	63,384

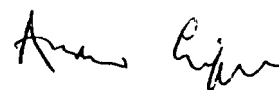
Trustees' statement

The full financial statements were approved by the Directors/Trustees at the AGM on 10 September 2002. They, together with this annual review, have been sent to the Charity Commission and the Registrar of Companies. The financial statements have been audited by Trustient, Chartered Accountants & Registered Auditors and received an unqualified opinion. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. They are extracted from the annual financial statements and these, including the auditor's report and the Trustees' annual report, are available from the Company Secretary at the Green Alliance.

On behalf of the Directors/Trustees:



Tony Hams
Chair



Andrew Gifford
Hon. Treasurer

balance sheet

	31.3.02 £	31.3.02 £	31.3.01 £	31.3.01 £
Fixed Assets				
Tangible Assets		5,671		15,645
Current Assets				
Debtors	54,343		87,856	
Cash at bank and in hand	127,536		23,687	
	181,878		111,543	
Creditors: Amounts falling due within one year	(69,502)		(63,804)	
Net Current Assets		112,376		47,739
Total Assets less Current Liabilities		118,047		63,384
Funds				
Unrestricted funds				
General reserves		70,830		33,260
Designated funds		19,537		–
Restricted funds		27,680		30,124
		118,047		63,384

staff

Rebecca Willis	director
Hilary Brennan	membership officer
Rachel Butterworth	information and website manager
Paul Chambers	convenor, Green Globe Task Force (GGTF)
Joanna Collins	policy officer (from August 2002)
Karen Crane	development co-ordinator
Sarah Flood	publications & finance officer / assistant convenor, GGTF
Charlotte Marples	policy co-ordinator
Jennie Oldham	policy officer
Beatrice Rose	policy officer (to May 2002)
Ben Shaw	senior policy officer

volunteers

Many thanks to Naomi Baker, Anne-Emmanuelle Bégin, Honor Chance, James Haselip, Karl Harder, Greg Mason, Mat Proctor and Sam Strudwick for giving their time to work on Green Alliance projects and administration throughout the year.

For details of volunteer posts and internships, contact Rachel Butterworth or visit www.green-alliance.org.uk/WhatsNew.htm

trustees Tony Hams OBE (Chair)
Andrew Gifford (Hon. Treasurer)
Robin Bidwell CBE
Tom Burke CBE
Robin Grove-White (to September 2002)
Nigel Haigh OBE
Dorothy MacKenzie
Derek Osborn CB
Adrian Phillips CBE
Andrew Purkis OBE
Fiona Reynolds CBE
Tessa Tennant (to December 2001)

**programmes
adviser** Julie Hill

book keeper Marta Silva

bank **NatWest Bank**
Cavell House
2a Charing Cross Road
London
WC2H 0PB

solicitors **Bates, Well and Braithwaite**
Cheapside House
139 Cheapside
London
EC2V 6BB

auditors **Trustient Chartered Accountants**
Buckingham House East
The Broadway
Stanmore
Middlesex
HA7 4EB



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and company limited by guarantee,
registered number 3037633



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