

# Annual report and accounts 2019-20

**“green  
alliance...**



# Green Alliance

## Senior management team

Shaun Spiers  
Executive director

Dustin Benton  
Policy director  
(on secondment to Feb 2021)

Jo Rogers  
Operations director

Belinda Gordon  
Strategy director

Roz Bulleid  
Interim deputy policy director

## Policy team

Amy Mount  
Head of Greener UK unit  
(to Sept 2019)

Sarah Williams  
Head of Greener UK unit  
(from Nov 2019)

Paul McNamee  
Head of politics  
(to Feb 2020)

Chris Venables  
Head of politics  
(from Feb 2020)

Chaitanya Kumar  
Head of climate policy  
(to May 2020)

Libby Peake  
Head of resource policy

Caterina Brandmayr  
Head of climate policy

Gwen Buck  
Policy adviser

James Elliot  
Senior policy adviser

Jonny Ritson  
Policy analyst  
(to Feb 2020)

Ruth Chambers  
Senior parliamentary  
affairs associate

Ben Halfpenny  
Media and  
communications manager

Jo Furtado  
Policy adviser  
(from Jan 2020)

Philippa Borrowman,  
Policy adviser  
(from March 2020)

## Development team

Karen Crane  
Head of communications

Frieda Metternich  
Programme manager

Liz Potts  
Office manager and PA to  
the executive director

Olly Mount  
Events manager  
(from July 2019)

Marta Silva  
Finance manager

## Graduate scheme Sept 2018 – Sept 2019

Gianluca Cavallaro-Ng,  
Policy assistant

Chris Friedler  
Policy assistant

Patrick Killoran  
Policy assistant

Melissa Petersen  
Policy assistant

Molly Easton  
Communications assistant

## Sept 2019-Sept 2020

Imogen Cripps  
Policy assistant

Agathe de Canson  
Policy assistant

Emma Pollitt  
Policy assistant

Ravina Singh  
Policy assistant

Emma Sutton-Smith  
Communications assistant

## Associates

Sue Armstrong Brown

Paul Arwas

Duncan Brack

Chris Church

Ian Christie

Emily Coats

Jonny Hazell

Chris Hewett

Julie Hill

Hywel Lloyd

Jiggy Lloyd

Rebekah Phillips

Dr Rebecca Willis

Dimitri Zenghelis

## Board

Dame Fiona Reynolds DBE  
Chair

Paul Lambert FCA  
Hon Treasurer

Rosemary Boot

Ben Caldecott

Sir Graham Wynne

Alison Austin OBE

Dr Claire Craig CBE

David Baldock

Rita Clifton CBE

Benet Northcote

Craig Bennett  
(from May 2020)

Company registered  
number  
03037633

Charity registered  
number  
1045395

## Registered Office

Green Alliance,  
11 Belgrave Road, London,  
SW1V 1RB

## Secretary

Jo Rogers  
Operations director

## Auditors

Buzzacotts LLP, 130 Wood  
Street, London, EC2V 6DL

## Bankers

Unity Trust Bank plc,  
Nine Brindley Place,  
Birmingham, B1 2HB

## Solicitors

Bates Wells Braithwaite,  
10 Queen Street Place,  
London, EC4R 1BE

The charity and company  
The Green Alliance Trust  
operates under the  
working name Green  
Alliance.

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# DAME FIONA REYNOLDS CHAIR



Photo: David Levenson

I am pleased to present Green Alliance's annual report for 2019-20.

This time last year, we were consumed by Brexit. This is still fundamentally important, but in spring 2020 the political focus switched almost wholly to dealing with the consequences of the coronavirus pandemic. Covid-19 took hold of the country just as the period covered by this report ended. Since then we have seen unprecedented public policy and government intervention, both during the lockdown and since, in attempts to protect people's health and recover the economy. On top of the health and economic crises, Covid-19 has laid bare and exacerbated deep social problems and inequalities.

But alongside all of this, there were positives. The enforced 'stay at home' gave some people a rare chance to pause and connect properly with nature and their local environment. As a consequence, there has been a palpable sense of awakening to the vital issues of climate change and the need to protect and recover nature.

Green Alliance's immediate priority was to protect our staff and switch to action to address the health crisis. Working from home presented us with the opportunity to try out new ways of engaging. We pivoted quickly, increasing our output with a new series of outstanding online events. These have proved enormously popular and are likely to become a permanent feature of our work. Our podcast also attracted new audiences, with weekly interviews with experts discussing everything from the environmental origins of the pandemic to the nature of leadership in difficult times.

If last year felt like an unfrozen moment over Brexit, Covid-19 has also caused us to look at the world in a new light. More than ever we need a vision of a green future, to renew our country, without returning to the exploitative and damaging policies of recent decades. Green Alliance is at the centre of those debates. After a period of real concern about how the pandemic would affect us, we have won new

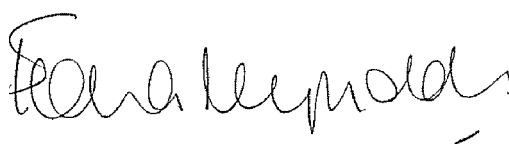
funding for work on a green recovery, in which issues of equality and diversity will be at the heart. With the UK hosting the next major UN climate summit in 2021, we recognise the uniqueness of this moment, with multiple opportunities to shift direction towards a fairer, greener future. We will be seizing every chance across all our projects to make this happen.

I am enormously grateful to our hardworking staff, who have dealt with this extremely difficult

## “More than ever we need a vision of a green future”

period with grace and enthusiasm, keeping Green Alliance on track, fresh and thriving. During 2019-20, we were sorry to say goodbye to Amy Mount, who led the Greener UK unit with such skill and diplomacy and is now working on Brexit strategy for the Department for Environment, Food and Rural Affairs (Defra), and Paul McNamee, who ran our political programme, is now senior adviser to London's deputy mayor for environment and energy. Our policy director, Dustin Benton, is on sabbatical to Defra, applying his great analytical skills to the National Food Strategy until next year.

My particular thanks go to the leadership team: Shaun, Belinda and Jo, whose mix of determination, flair and courage ensured that Green Alliance is in good shape and ready to meet whatever the world throws at us next.



1.

## OUR VISION AND STRATEGY

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## Our vision

Our vision is for a green and prosperous UK.

A country with a healthy environment, beautiful landscapes and flourishing nature, where the zero waste economy is built around thriving green businesses, and where everyone benefits from affordable, high quality food, energy efficient homes and sustainable transport.

It will be a desirable place to live and work, where the wellbeing of future generations is assured and young people are optimistic about their future.

And it will use its scientific excellence, capacity for policy innovation and diplomatic talent to set the global standard in environmental protections, as well as its entrepreneurial drive to provide the low carbon, resource efficient goods and services the world needs.

We believe that ambitious political leadership is the only way to achieve this vision in an inclusive and fair way.



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## Our values

In our work to deliver ambitious leadership for the environment we are guided by the following values:

### We are optimists

We believe that a green and prosperous UK is achievable.

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### We are change makers

Working flexibly and with light feet, we focus on where the power is, and wherever and on whatever we think will have the greatest impact.

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### We are collaborative

We are pluralists and believe that collaboration and seeking to understand others' viewpoints is the only way to make progress, and this is reflected in how we operate both internally and externally.

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### We embrace complexity

We will never ignore the fact that environmental issues are complex, as well as inseparable from other important issues, including social impacts, and do our best to address this in all our work.

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### We are inclusive

In all aspects of our work, including our employment practices, we seek to include, involve and listen to diverse voices and communities, as a necessary component of success.

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## Our strategy 2018-21

Our current strategy sets out aims to help the environment sector respond to Brexit, provide inspiration and space for new thinking on environmental policy and offer solutions to major challenges.

We will be publishing our new three year strategy in 2021 which will address the major challenges of economic recovery from the Covid-19 pandemic, the UK's response to the nature and climate emergencies and the post-Brexit legislative landscape.

**“Esmée Fairbairn Foundation has supported Green Alliance for over 20 years. Their model of connecting diverse organisations to work together is really what’s needed if we are to push – collectively – for improved environmental policy and leadership in the UK.”**

**Caroline Mason, chief executive,  
Esmée Fairbairn Foundation**

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## Strategy headlines:

**Build political support** for a vision of a green and prosperous UK, based on the highest environmental and social standards. One in which clean growth and environmental leadership contribute to the UK's competitive advantage.

**Secure new laws and governance arrangements** to ensure strong environmental protections after Brexit, including campaigning for a new Environment Act to underpin investment in the environment and people's wellbeing.

**Generate new ideas** for world class environmental policy.

These objectives governed our work during 2019-20 and continue to be valid into 2020-21. However, two major events over this period have also significantly influenced the direction of our work: in September 2019 the UK was announced as the host of the next UN climate summit (COP26), now scheduled to take place in November 2021, and the coronavirus pandemic, which reached the UK in early 2020, causing economic disruption and altering the political and policy context in which we work.



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## What we do

### Political engagement

We aim to increase the number of MPs and peers across all parties who support ambitious climate action and enhanced environmental protections.

### Strategic direction for the environment sector

Working with our partners, we ensure the well co-ordinated communication of environmental priorities to government.

### Growing our network of progressive businesses and city leaders

We aim to build support amongst leaders across the country for ambitious environmental leadership by the UK.

### Targeted communications

We keep the environment in the news and provide evidence based commentary on environmental issues.

### Expert analysis and thought leadership

We recommend robust, socially beneficial environmental policies for the UK.

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## Our themes in 2019-20

### Political leadership

Building support, across UK government and parliament, devolved administrations and city leaders, for the UK to play a pivotal role at the COP26 climate summit, showcasing environmental leadership, underpinned by strong domestic delivery.

Securing the best deal for the environment from Brexit, using this chance to strengthen domestic environmental law and, through the Greener UK unit, working with our coalition partners, mobilising their supporters, shaping media narratives and building political support.

### Greening the economy

Showing how low carbon, resource efficient solutions can promote clean growth at the local and national levels, and making the case for policy that increases the uptake of smart clean technology.

### Low carbon future

Putting people at the heart of public policy, for instance through the more rapid uptake of electric vehicles to benefit low income households.

### Resource stewardship

Harnessing high public and political interest in plastic pollution to shape the future of UK resource use, for plastics and other high impact materials.

### Natural environment

Promoting opportunities for private sector funding to solve nature's decline and making the most of new post-Brexit opportunities for a step change in the restoration of the UK's natural environment.

2.

## PROGRESS REPORT

# OVERVIEW OF THE YEAR

## SHAUN SPIERS

### EXECUTIVE DIRECTOR



All but a fortnight of the period covered in this report took place before the Covid-19 pandemic, or at least before the lockdown. It now seems an awfully long time ago.

But that crisis has not altered Green Alliance's way of achieving change: a combination of original thinking, firmly rooted in evidence, and powerful coalition building. What is striking is that our work in the year covered by this review still resonates in the rather different world in which we now live. In fact, it has accelerated the need to think differently about the type of economy and society we want. All the evidence we have gathered points to the need for greener approaches to protect us all against future crises.

For instance, the citizens' juries we hosted in 2019 to consider climate change went on to influence the work of Climate Assembly UK, which reported in September 2020. Both of these exercises endorsed many of the proposals we have put forward in our Cutting Carbon Now project.

We were among the first to call for the sale of new petrol and diesel cars to be phased out by 2030, a key component of net zero transport policy. We have also pushed hard for buildings old and new to be made more energy efficient. Evidence we gathered this year shows how this can be done in a tech-savvy way, maximising economic, as well as social and environmental benefit.

Our approach is informed by working closely with our business partners, drawing on their expertise and experience. We firmly believe that the future can be both green and prosperous, and that progressive businesses are central to achieving it.

But unless we get the post-Brexit settlement right, this vision will be very much harder to achieve. In the run-up to the 2019 general election, the Greener UK coalition, which is run from Green Alliance, won support for an ambitious Environment Bill and

progressive reform of farming policy in England. We worked with our colleagues in Scotland, Wales and Northern Ireland to press for similar aspirations across the four nations. And we were pleased to help secure environmental commitments in all the main party general election manifestos.

We have yet to see all the government's promises banked and the risks are still considerable. But there can be no doubt about the need for a step change in environmental ambition or the public appetite for action. The ecological and climate crises cannot be disentangled. This was a powerful theme of the Time is Now lobby of parliament jointly run by Greener UK and The Climate Coalition in June 2019. It was the largest such event ever, involving 12,000 people and 99 per cent of constituencies.

The 2021 COP26 UN climate conference, to be hosted by the UK, will be a vitally important moment for the world. We are pressing for the UK to take action and make spending commitments that will give it the credibility to steer a successful outcome. Our Countdown to COP conference in February 2020 raised expectations, and the energetic speeches given by Nicola Sturgeon and Michael Gove were welcomed.

Throughout 2019-20, we encouraged debate and fresh thinking through our events, podcast and blog. And, when the pandemic struck, we went fully online, continuing to share and discuss ideas when it was no longer possible to meet face to face, which has increased our output and reach.

I hope you enjoy reading about our activities and achievements over this year. I would particularly like to thank the trusts and foundations, NGOs, businesses and individual members who have made it all possible.

# BUILDING POLITICAL SUPPORT

“Green Alliance creates vital non-partisan spaces through which MPs and peers come together to tackle the most urgent challenges facing our planet. I’m excited to work with them in this parliament to achieve real change.”

Alex Stafford, MP for Rother Valley

## Bringing Greta to parliament

Green Alliance was an official co-host of Greta Thunberg’s widely reported speech to parliament in April 2019. She sat on a panel alongside representatives of all the main parties, including the environment minister at the time, Michael Gove. The room was full of MPs who came to hear her speak.



## Power to the people

For over ten years we have built relationships with MPs and helped politicians from all parties to understand climate impacts through our Climate Leadership Programme.

This year we looked at the best ways to gain public support for effective ways to meet the ambitions of the 2008 Climate Change Act.

We worked with the consultancy Britain Thinks on two pilot citizens’ juries to consider a range of climate policy options, with representative groups of local people in Cardiff and Penrith. Local MP Rory Stewart attended the Penrith event.

Our recommendations from these pilots, published in *Power to the people* (July 2019), influenced the design of the subsequent Climate Assembly UK, commissioned by six parliamentary committees and held in spring 2020.

Since the 2019 general election we have been working under our Climate Leadership Programme with newly elected parliamentarians to ensure they have the skills, knowledge and confidence needed to be climate champions in parliament.

## General election 2019

With the Greener UK coalition, we engaged with all the main parties and produced a manifesto of environmental priorities ahead of the December 2019 general election. These were then reflected in most party manifestos, with the Conservatives and Labour notably committing to our ask of non-regression on environmental standards through Brexit.

To raise the environment as a top election issue, we backed a Channel 4 leadership debate, and made sure that its scope included nature as well as climate.

## OUR WORK IN FOCUS

### CUTTING CARBON NOW

The UK has reduced its carbon emissions faster than other G20 economies and benefited from getting ahead in the global low carbon market.

But, in early 2019, our analysis revealed that this progress was at risk, with no clear plans to bring emissions down further and meet future carbon targets.

We launched our *Cutting Carbon Now* project in spring 2019 to inject new impetus and highlight what was necessary to get the UK back on track. We consulted widely with organisations across the climate sector from the start to ensure it would complement others' work in this area.

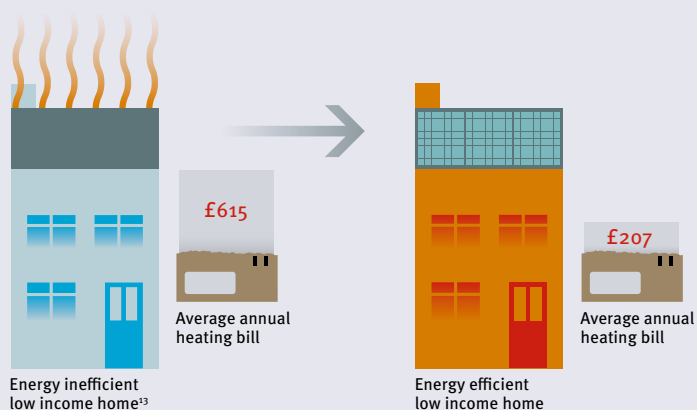
We demonstrated that action was needed right across the economy, not just in the power sector, but also in the transport, buildings, industry, farming and land use sectors.

### Progress on home energy efficiency

Our first infographic report under this project, *Acting on net zero now* (May 2019), illustrated the carbon cuts needed and five short term, 'easy wins' that could relatively quickly be achieved across different sectors.

A major new home energy efficiency programme was one of the proposals in the report. The Conservative Party subsequently pledged £9.2 billion for energy efficiency in its election manifesto. And we welcomed the announcement, in July 2020, of a £3 billion fund for home energy improvements to 2021 as a good start by the government towards fulfilling its election promise.

Better energy efficiency would save nearly six million low income homes £408 a year each on average<sup>12</sup>



From *Acting on net zero now* (May 2019)



Discussing the need for new climate policies, at a joint event with IPPR, in London Climate Action Week, July 2019, with the Rt Hon Ed Miliband MP, co-chair of IPPR's Environmental Justice Commission, climate activist Scarlett Westbrook and Simon Alcock, head of public affairs and campaigning at Client Earth.



## Countdown to COP26

In September 2019, the UK was named as the host of the next major UN climate summit. Scheduled to take place in November 2020 in Glasgow, it was delayed to November 2021 due to the coronavirus pandemic.

This summit will be the biggest moment for global climate action since the COP21 Paris conference in 2015, with a lot at stake. All countries are expected to set out their national emissions reduction plans to meet the historic agreement to limit global warming, first made in 2015.

Failure to achieve this is not an option if the world is to reverse the growing risks of the climate crisis, and the UK is off track on its own domestic action. With this in mind, we focused on the need to ramp up UK ambitions ahead of the conference. We also presented the idea, at the SNP's 2019 party conference, that the summit could found a 'net zero club' of progressive nations. This has now been taken forward by the UN COP26 high level champion, Nigel Topping, through the 'Race to Zero' dialogues.

In *Countdown to COP: perspectives on UK climate action in 2020* (November 2019), we featured expectations for the summit from business, the regions, workers, young people and the world of science.

Our Net Zero Policy Tracker website, launched in February 2020, aimed to monitor new government climate action throughout 2020 ahead of the summit, against our target policies (this has been temporarily taken down following the Covid-19 outbreak and the postponement of COP26).

## Raising UK ambitions

In February 2020, when the summit was still scheduled for late 2020, our 'Countdown to COP' conference brought together over 350 people from all sectors over one day to build anticipation and draw government and media attention to civil society expectations of the UK's role. The conference featured four panel debates and speeches by the Chancellor of the Duchy of Lancaster Michael Gove and the First Minister of Scotland Nicola Sturgeon.



“At the CBI, we believe it’s time for the government to include both production and consumption emissions in its official greenhouse gas figures, and to publish these alongside the UK’s regular GDP and productivity statistics.”  
Dame Carolyn Fairbairn,  
director-general, CBI, in *Countdown to COP26*



Countdown to COP conference: (from left) Nick Bridge, the foreign secretary's special representative for climate change; Alison Doig, head of global policy, Christian Aid; Libby Peake, head of resource policy, Green Alliance (chair); Dr Thomas Hale, associate professor of global public policy, University of Oxford; and Peter Betts CBE, associate fellow, Chatham House



OUR WORK IN FOCUS  
CUTTING CARBON NOW



“As the country that pioneered the industrial revolution, and therefore played the biggest part in powering the change in our climate...we have a responsibility to lead a green industrial revolution to show that we acknowledge our debt to the planet and our debt to others.”

Rt Hon Michael Gove MP, chancellor of the Duchy of Lancaster, in his opening speech to our Countdown to COP conference



“We really should be thinking how we can have civil society much more embedded in the negotiations and discussions and affect the outcome”

Nicola Sturgeon, first minister of Scotland, in her closing speech to our Countdown to COP conference

# SECURING NEW LAWS AND GOVERNANCE FOR THE ENVIRONMENT

Greener UK is a coalition of 13 major environmental organisations with a combined public membership of over eight million. Its co-ordinating unit is based at Green Alliance. It came together in 2016 to ensure that environmental protections were maintained and enhanced as the UK left the EU.

Despite the ups and downs of the Brexit process over the past four years, and the looming threat of a no deal exit from the EU, Greener UK has remained an influential and cohesive force, applying discipline and expertise to exert great collective power. It has elevated and maintained the profile of the environment throughout, securing headline political support for its green benchmarks.

## Showing the public support for strong action

The Time is Now mass lobby of parliament, jointly organised by Greener UK and The Climate Coalition, took place over one day in June 2019. It brought 12,000 people from all over the UK to Westminster to lobby over 300 MPs, covering 99 per cent of constituencies.

## GREENER UK



Bernard Jenkin, MP for Harwich and North Essex, being taken to meet his constituents in a Time is Now rickshaw

Photo: Joe Newman and Greenhouse PR



Former Archbishop of Canterbury Rowan Williams led a Walk of Witness down Whitehall at the Time is Now mass lobby

Greener UK's work was recognised with a 'highly commended' at the 2019 Charity Awards

## GREENER UK

Brexit Risk Tracker: how is the UK doing?

|             |             |
|-------------|-------------|
| ⊗ Air       | ⊗ Fisheries |
| ⊗ Chemicals | ⊗ Nature    |
| ⊗ Climate   | ⊗ Waste     |
| ⊗ Farming   | ⊗ Water     |

Risk level: ✔ Low ⚠ Medium ⊗ High

## Monitoring risks

Tapping the broad expertise of the coalition, Greener UK's Risk Tracker has carefully monitored the risks of Brexit on a range of issues. Throughout 2019-20, ratings across all policy areas shifted to high as the prospect of no deal loomed and the establishment of vital new laws to replace EU legislation was delayed.

Parliamentarians have also welcomed our tracking of the statutory instruments through which EU legislation has been converted to domestic law. This was a huge task due to the high volume and speed at which they were being passed, but was crucial to identify potential weaknesses or reductions in protection.

Peers and MPs have quoted our analyses in parliamentary debates. For example, in part due to our efforts, the House of Lords recognised the increasing risks to the environment and human health when it passed a motion of regret about a chemicals statutory instrument.





Greener UK's senior parliamentary associate, Ruth Chambers, giving evidence to the Liaison Committee Sub-Committee on the effectiveness and influence of the select committee system, May 2019

“Greener UK plays a vital role in its work with government. Our relationship is based on trust which allows for close co-operation, and robust yet respectful debate. This partnership is hugely valuable in testing, shaping and improving policy and legislation for better environmental outcomes”

David Hill, director general, environment rural and marine, Defra

## New and better laws

Brexit is a rare and timely opportunity to establish stronger, more ambitious environmental laws for the UK. Through constructive engagement and parliamentary pressure we secured improvements to the Fisheries and Agriculture Bills as they passed through parliament.

And, following the Greener UK campaign for a new Environment Act, in July 2019 the government announced it would introduce an Environment Bill in the next parliamentary session. Making sure this bill will result in the landmark, world leading environmental legislation promised by the government dominated Greener UK's work throughout the rest of the year.

When the draft bill was published in October 2019, thanks to Greener UK's sustained engagement during its pre-legislative scrutiny, it was significantly improved. This included the addition of legally binding targets on air, water, nature and waste, and an expanded remit and multi-year funding for the proposed Office for Environmental Protection.

Regular evidence was given to parliamentary committees as the bill made its way through parliament and we have worked closely with the Department for Environment, Food and Rural Affairs' (Defra's) bill team, alongside the Aldersgate Group and the Broadway Initiative, to facilitate business views on the bill.

Greener UK members have continued to be concerned at the ongoing delays to, and weaknesses of, all of this environmental legislation, and the absence of a trade strategy supporting high environmental standards.

# GENERATING NEW IDEAS

## GREENING THE ECONOMY

### Smarter transport

A digital revolution for electric vehicles and mobility services



Smarter transport (November 2019)

### Digital solutions

Our Tech Task Force of businesses and innovation organisations was formed in 2018 for a two year investigation into the role of digital technologies in a greener, more productive economy. Smart technology is a powerful way to achieve clean growth and bring business resource costs down, but limited uptake is preventing UK companies from progressing.

We ran three workshops to consult local leaders, experts and businesses: in Birmingham on transport (December 2018), in Bristol on the energy system (July 2019) and in Manchester on low carbon buildings (July 2019). Birmingham and Manchester's workshops respectively included speeches by Andy Street, the West Midlands metro mayor, and Mark Atherton, Greater Manchester's director of environment.

Our first two sectoral analyses, on the energy and transport sectors, were presented to civil servants. Media coverage of our findings centred on the risk of the UK losing its competitive edge in the automotive sector if it fails to embrace smart low carbon transport, and the amount of energy currently wasted by buildings and offices that do not use digital systems.

**“We’re committed to creating a sustainable world. As a founding member of Green Alliance’s Tech Task Force, we are working together to shape the energy transition and bring innovative and sustainable technologies to the forefront of the fight against climate change.”**

**Mike Hughes, Zone President,  
Schneider UK & Ireland**

## Green Innovation Policy Commission

Achieving net zero and the UK's environmental goals will require innovation across all sectors of the economy. Innovation is also a key driver of economic growth and will be vital to strengthen UK businesses' resilience and competitiveness.

Green Alliance is supporting the Green Innovation Policy Commission (GIPC), a high level collaboration of businesses, including John Lewis and UPS, and academics led by Professor Paul Ekins at UCL. It is chaired by John Cridland, the former director general of the CBI and current chair of Transport for the North.

In its year long study, it is investigating policy needed to support green innovation across the economy with a focus on hard to reach sectors, like road freight, heavy industry, buildings and food.

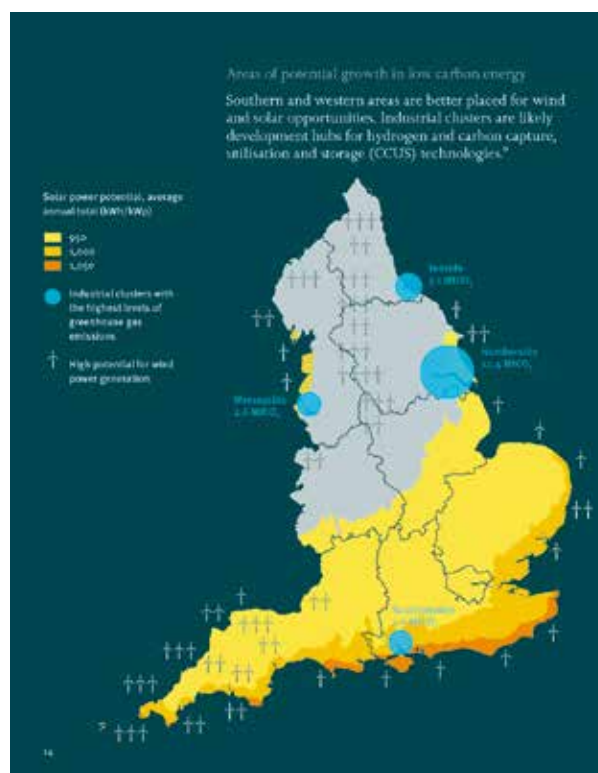
We co-ordinated the launch of the commission in October 2019 and hosted its first event in November 2019. This focused on the role of infrastructure policy in promoting low carbon innovation and made the case for an ambitious, net zero compatible National Infrastructure Strategy.

Over the course of the year, we also hosted a series of sector roundtables and meetings with civil servants. The commission's findings will be reported in November 2020.

**GREEN  
INNOVATION  
POLICY  
COMMISSION**

## Unlocking local clean growth

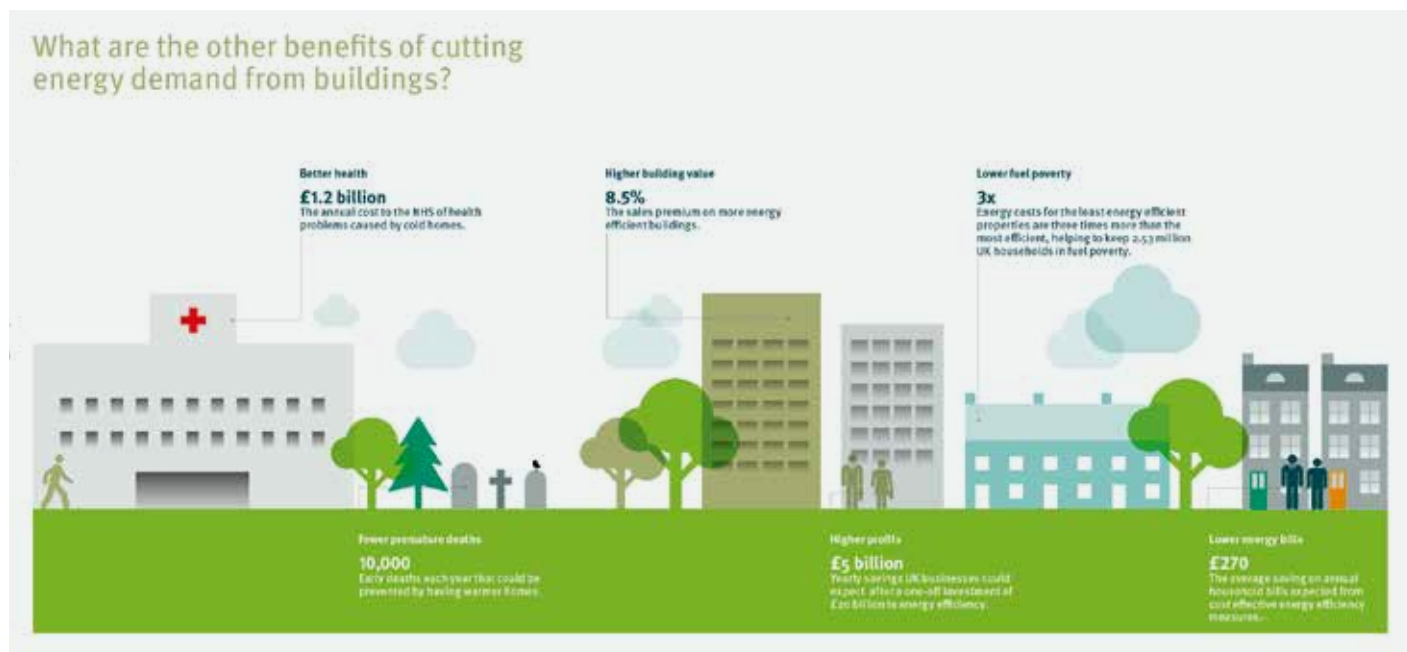
Over two hundred local authorities have declared climate emergencies, the challenge now is for local leaders to translate this momentum into co-ordinated action and opportunities that benefit people and the environment. In a joint study with the think tank Localis, supported by West Midlands Combined Authority, Cornwall Council, ENGIE plc and West Sussex County Council, we reported on the clean growth potential for local areas across England and the new support and powers needed to unlock it.



“As the first rural authority in the country to receive a Devolution Deal, giving us more funding powers and the opportunity to co-design policy to deliver local services, we back this call for central government to support local industrial strategies with new funding and devolved powers”  
Leader of Cornwall Council, Julian German, on our report *The route to clean growth* (October 2019)



From *Balancing the energy equation* (January 2020)



## Public investment in solving the nature and climate crises

Working closely with our NGO partners we collaborated on the report *Government investment for a greener and fairer economy*, published in August 2019 by Greenpeace. This long term, comprehensive strategy lays out, in detail, the extent of public spending needed to address climate change and achieve nature restoration. We also issued a briefing for MPs based on this report and a letter to the chancellor ahead of the government's September 2019 spending round.

**“Going to the effort of decarbonising all of the energy we currently use is not a sensible strategy to bring about a sustainable energy system unless we also take steps to cut demand. This needs to be a dominant part of energy system change.”**

**Professor Nick Eyre, CREDS director, commenting on our report *Balancing the energy equation* (January 2020)**

## Balancing the energy equation

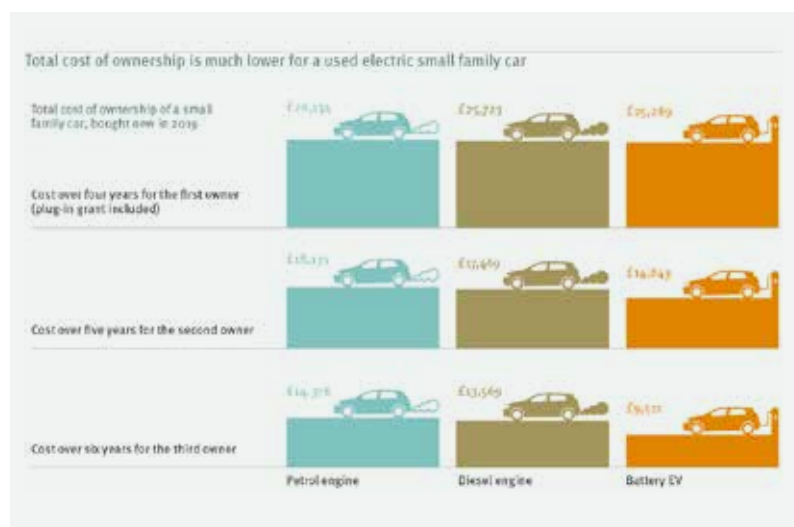
The government's approach to cutting carbon, centred on expanding renewables and phasing out coal, is welcome but only tackling energy supply is not enough to meet the UK's net zero goal. It also ignores the significant economic and social costs of high energy demand, including the negative health impacts, business inefficiency and fuel poverty.

In *Balancing the energy equation* (January 2020) we made the case for an overarching approach to lower energy use as part of a more comprehensive climate strategy.

Based on research by the Centre for Research into Energy Demand Solutions (CREDS) we proposed three steps to guide policy development: to avoid unnecessary energy use, improve energy efficiency and flex energy demand.

## LOW CARBON FUTURE

### Fairer transport



Electric vehicles are not only helpful in cutting carbon and improving air quality, they also have much lower running costs than conventional cars, making them cheaper to own overall than new petrol and diesel cars. But these benefits are currently only reaching wealthier people who can afford to buy them.

In *Going electric* (November 2019) we proposed ways to address this unfairness and help those on lower incomes access electric transport. We coincided our report launch with a related report from the Environmental Defense Fund Europe to send a clear message to government that this should be a priority to prevent increasing inequity and transport poverty.

### Why we don't need new coal mines

In January 2020, a group of sustainability experts, including Green Alliance associate Dr Rebecca Willis and Professor Mike Berners Lee, wrote for us on the plans for a new coal mine in Cumbria and the impact it could have, exploring the evidence around using coal in steel making and how to bring down the CO<sub>2</sub> emissions of the industry.

This sparked significant media attention and a rebuttal by West Cumbria Mining. Our arguments were that the mine could not be 'carbon neutral' as claimed, new coal exploration is incompatible with the UK's carbon reduction targets, any jobs created would be relatively shortlived and that coal is no longer essential to power the steel industry. This was the subject of a BBC Radio 4 Inside Science programme in April 2020.



**"We urgently need an active, low carbon industrial strategy for Cumbria and other local areas, to generate thousands of green jobs rather than hundreds of coal jobs."**

Professor Mike Berners-Lee,  
co-author of *The case against new coal mines in the UK*  
(January 2020)

## RESOURCE STEWARDSHIP

### Building a circular economy

Valuable resources are being lost to the economy. Around 80 per cent of household plastics and textiles are landfilled or incinerated and nearly all electronic waste ends up in low quality recycling. Infrastructure to treat and manage resources has a major influence on whether they are used again or lost forever.

Working with academics from Resource Recovery from Waste, based at the University of Leeds, we presented scenarios for eliminating this unnecessary waste in *Building a circular economy* (November 2019).

We proposed that up to 80 per cent of waste treatment infrastructure could be unnecessary in a more circular system for plastic, electronics and clothing. This could be achieved through new business models, facilities and logistics to reduce consumption in the first place, and then enable the takeback, repair, remanufacture and reuse of products.

These ideas and their implications were discussed with the National Infrastructure Commission and the Department for Environment, Food and Rural Affairs (Defra), including the team updating England's waste prevention plan.

**“By failing to invest in the right infrastructure that supports reduced resource use, we are perpetuating the linear economy. A high value circular economy could generate billions of pounds... deliver half a million clean green jobs, and be a huge opportunity to reduce carbon emissions.”**  
Professor Phil Purnell, convenor of the Resource Recovery from Waste programme, University of Leeds on *Building a circular economy* (November 2019)

### Raising the alarm about chemical regulation

Green Alliance has provided regular commentary on the development of a system to regulate chemicals in the UK to replace the EU's chemical regime REACH. Our concerns about the government's approach were picked up by the Secondary Legislation Scrutiny Committee as it analysed the legislation bringing chemicals regulation into UK law. Our related briefing was extensively quoted by opposition parliamentarians when the legislation was debated. With our backing, the Lords appended a 'regret motion' to the bill. This is an unusual step and a powerful marker to return to in holding the government to account and ensuring the environment and public health remain protected.

### Providing expert advice



Libby Peake, Green Alliance's head of resource policy, giving evidence to the EFRA committee, May 2019

Green Alliance's expertise was sought extensively this year by the government as it developed its resources and waste strategy. Our head of resource policy, Libby Peake, is on Defra's steering group for the strategy and joined high profile businesses and academics on Defra's Circular Economy Working Group.

We gave evidence to the Scottish Parliament's Environment, Climate Change and Land Reform Committee on the impacts of Brexit on waste and chemical regulations, as well as to the Environment, Food and Rural Affairs Committee inquiry into plastic food and drink packaging. We were one of a group of external experts to work with the Labour Party on its resources strategy.

## OUR WORK IN FOCUS

### SOLVING THE PLASTIC PROBLEM

Since 2012, we have pioneered new approaches to dealing with waste with our business consortium, the Circular Economy Task Force (CETF). This year, we concentrated on the issue of plastic pollution and how to prevent it without creating new environmental problems in future.

Ironically, plastic was invented to solve an environmental problem in the 19th century (the threat of extinction to elephants, which were hunted for their ivory), but plastic pollution has become a scourge of modern society. The public wants action and governments and businesses are taking it.

But the solutions are ad hoc. Addressing plastic separately from other materials and one product at a time, like banning plastic straws and stirrers, is treating the symptom instead of the cause, which is throwaway lifestyles. Until this is tackled, not only will we not solve the problem but we are in danger of creating new, potentially just as serious, environmental issues.



### What is business thinking about plastic?

New insight into how the plastic problem is being dealt with by retailers was provided in our report *Plastic promises* (January 2020). Using candid insider accounts of emerging business decisions, through anonymised interviews with companies, we showed that the switch away from plastic is often made without considering the impact of the alternatives, or any guarantees that the right collection and treatment infrastructure exists. Contrary to government thinking, we were able to highlight that businesses do want brave, top down intervention on this issue. This was very widely shared on social media and has become Green Alliance's most downloaded report.

### Why do we need single use?

People think they are doing the right thing by avoiding plastic, but we questioned why single use water containers are needed at all in the UK when we have high quality tap water.

In our *Losing the bottle* infographic (August 2019), we showed the impacts of other, increasingly common, single use containers made of aluminium, glass and carton, comparing them to single use plastic and reusables.



From *Losing the bottle* (August 2019)

“We are aware that [by switching from plastic to other materials] we may, in some cases, be increasing our carbon footprint.” Supermarket representative, quoted in *Plastic promises* (January 2020)



## OUR WORK IN FOCUS

### SOLVING THE PLASTIC PROBLEM



#### Fixing the system

Throughout this work we engaged with other NGOs, as well as civil servants. Defra representatives also attend CETF steering group meetings.

Our experts' workshop in October 2019 gave 50 senior representatives from businesses, academia, government and the environment sector the chance to feedback on our research and our recommendations as they were being developed.

The final report, *Fixing the system* (March 2020), advocated a systemic approach, recommending new guiding principles, better infrastructure and financial incentives, to ensure a circular economy for all materials, not just plastic.

**“The Green Alliance report is a really important contribution to the discussion, and we will be looking at it and seeing how we can take it on board, including what can be done to support reuse, going beyond recycling.”**  
Maya de Souza, head of circular economy policy at Defra, at the launch of *Fixing the system* (March 2020)



#### Influencing the agenda

Parliament's Environment Food and Rural Affairs Committee used our evidence to inform its September 2019 investigation into plastic food and drink packaging. Its recommendations aligned with ours, including its main conclusion, that a “fundamental shift” away from single use packaging, rather than just plastic, is needed. It said: “In the backlash against plastic, other materials are being increasingly used as substitutes in food and drink packaging. We are concerned that such actions are being taken without proper consideration of wider environmental consequences, such as higher carbon emissions.”

Defra has indicated that it hopes to incorporate our recommendations into its forthcoming revision of the waste prevention plan for England.

This work has changed the public discourse, with our reports being extensively covered by the mainstream media and discussed on social media. *Plastic promises* was mentioned over 50 times in the media in the month it was published, including the *Daily Telegraph*, *The Times*, *The Daily Mail*, *The Guardian*, Sky News and BBC Radio 4's flagship news programme Today and consumer programme You and Yours.

## NATURAL ENVIRONMENT

### A new way to invest in sustainable land management

For the past four years, we have worked closely with the National Trust on the idea of a Natural Infrastructure Scheme. Until this year, it was a theory with potential to give farmers a new income stream and to solve problems like poor water quality or flooding without hard infrastructure while also improving the environment.

This year, we started testing the idea in practice. Supported by the National Trust and Defra, and working with a range of interested parties, we are piloting this model to explore how public and private funding can best work together. Based in the Eden catchment in Cumbria, an area with a history of flooding and water quality issues, the project is supported as part of the 'tests and trials' process for the government's new Environmental Land Management system. We hope this demonstration, which runs until late 2020, will lead to a functioning market model that can be replicated elsewhere.



### Cutting carbon through land use

The climate impacts of the land use sector have received very little policy attention, despite it offering substantial opportunities to reduce emissions and store carbon. Our report *Cutting the climate impact of land use* (April 2019) explained how it was possible for the UK to reduce emissions from land by nearly 60 per cent by 2030 through actions like planting 70,000 hectares of new woodland per year and banning peatland burning.

We presented our findings to experts and the government, including representatives of the Scottish and Northern Irish governments, and provided insights on the implications of dietary choices, in relation to land use and climate, to the team working on the National Food Strategy.



**"If we get it right, new, low carbon models of land management will make farms more productive and resilient to the effects of climate change. Delay will only make the challenge greater and more expensive. It takes time for trees to grow and soil to recover. This transformation needs to start now, not in the future."**

Sir Graham Wynne, fellow at the World Resources Institute, on *Cutting the carbon impact of land use* (April 2019)





## Is carbon offsetting really credible for aviation?

Currently there is no guarantee that the carbon offsets increasingly used by the aviation sector will lead to genuine carbon reductions. However, properly verified nature-based offsets could help to buy time while the industry develops genuinely zero carbon technologies. They could also be a new source of funds for environmentally beneficial projects.

Throughout 2019 we explored this idea, through workshops for businesses, environmental experts, academics, land managers and the government, on the challenges and opportunities of nature-based offsetting.

Our conclusions were published in *The flight path to net zero* (April 2019) and were widely shared and reported. These included the proposal to create a new national Office for Carbon Removal, to regulate and provide confidence in the carbon removal market, and our proposal for a new Farm and Soil Carbon Code, through which farmers and land managers could

verify ‘carbon farming’ measures and sell high quality carbon credits. The idea for a new soil carbon code has since been taken forward jointly by Stewart Arbuckle, farmer and founder of Agricarbon UK, and Forest Carbon, who are now in the early stages of developing a new code.

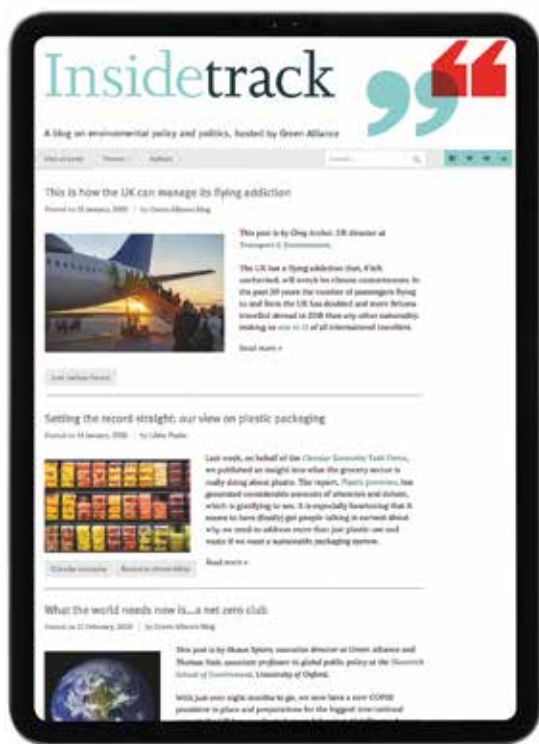
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**“Farmers are seeking ways to tackle climate change and biodiversity loss in a commercially viable way. Green Alliance’s independent analysis and convening has really helped to advance these ambitions.”**  
Stewart Arbuckle, farmer and founder of Agricarbon UK

## HOSTING DEBATE

### Inside Track

Readership of our blog grew by 30 per cent in 2019-20 compared to the previous year. It provided a platform for commentary and perspectives on current issues from our own experts and others, including business leaders, senior economists, energy experts, farmers, campaigners and politicians.



### Our blog in 2019-20

130 posts

100,000 views

55,000 visitors

## Bringing leaders and experts together

Green Alliance's work is fuelled by bringing people together, creating new partnerships, opening dialogue and fostering new ideas. We hosted 14 public events during the year, as well as a large number of specialist workshops and meetings under our projects. Our Countdown to COP conference in February 2020 (see also page 14) was the most ambitious event we have ever staged, with 340 attendees, two keynote speakers and 18 external panellists speaking at debates throughout the day.



Countdown to COP one day conference (February 2019)



Pascal Lamy, former director-general of the World Trade Organization, speaking at 'Beyond chlorinated chicken: UK trade policy and the environment post-Brexit' (April 2019)



Rt Hon Michael Gove MP speaking to guests at our 2019 summer reception



**The enormous economic and social impact of the coronavirus pandemic in 2020 has significantly influenced the context of our work for the year ahead. Nevertheless, we have been successful in obtaining funding for a pipeline of projects, so we expect activity levels to be around the same as in 2019-20.**

In addition to work under our themes, we are launching a major new strand of work in the autumn 2020, focused on a green economic recovery. Following are the main headlines under our themes in 2020-21:

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### Greening the economy

As the UK economy recovers from the pandemic, it must be rebuilt in ways that work for both people and nature, to prevent long term social and environmental problems undermining future prosperity. That means investing in high quality jobs and communities, alongside climate solutions and nature. Through our new Green Renewal project we will work together with our partners, in businesses and other environmental organisations, to build the case for a green and fair economic recovery.

Our aim to make digitally enabled clean growth, coupled with high environmental standards, a core economic priority for government will continue. In 2020-21 we will make the case that this is needed to build economic resilience.

Our Tech Task Force programme concludes with a report on our two year exploration into the value of smart low carbon economic solutions. This will be complemented by our summary of the Green Innovation Policy Commission's main findings, outlining the main actions necessary to stimulate innovation at the scale and pace required to reach net zero and strengthen the economy in recovery.

With the think tank UK100 we will be making recommendations to help local authorities take forward their plans to tackle the climate emergency, taking account of current economic challenges and local circumstances.

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### Political leadership

Following the postponement, from 2020 to 2021, of both the UN climate summit in the UK and the Convention on Biological Diversity in Beijing, we will continue to concentrate our advocacy on an ambitious role for the UK at both summits and joined up domestic policy on climate and nature issues. We will work with partners to build the political vision and narrative for a green recovery from the pandemic.

Our Climate Leadership Programme continues with Covid-19 secure private roundtables and dinners for the new intake of MPs following the 2019 general election, to provide them with the latest information on climate policy to support them in their new roles.

At a time of great uncertainty around the transition out of the EU, the Greener UK coalition's work will focus on maintaining and building on the UK's high environmental standards in the future relationship with the bloc and in trade deals. It will also focus on ensuring that new legislation and governance arrangements across the UK upholds and enhances environmental standards and protections.

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## Low carbon future

We will work to make sure national level policies can demonstrably close the gap in meeting the government's net zero goal for 2050 in the transport, buildings and power sectors, and to secure targeted finance and enhanced support for local areas.

Through our Cutting Carbon Now project we are making the case for ambitious UK action to cut emissions ahead of hosting the COP26 summit at the end of 2021. And, in a major new three year project on decarbonising transport, we will be convening leading businesses and NGOs around the promotion of ambitious UK policy across all areas of transport.

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## Resource stewardship

This year we will advocate better resource use as a necessary plank of the government's strategy to decarbonise the economy, as well as a means to boost employment across the regions and raise economic productivity.

Our work on improving resource management continues. We will be pressing for legislation and legally binding targets to address the full lifecycle of materials. And our new TransformTax project is looking at how taxes can be used to prevent over consumption and encourage lower impact lifestyles.

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## Natural environment

Our work on this theme will be urging more action to increase the UK's natural capacity for carbon storage over the next decade. We will push for enhanced food security in the light of Covid-19 and the nature and climate emergencies.

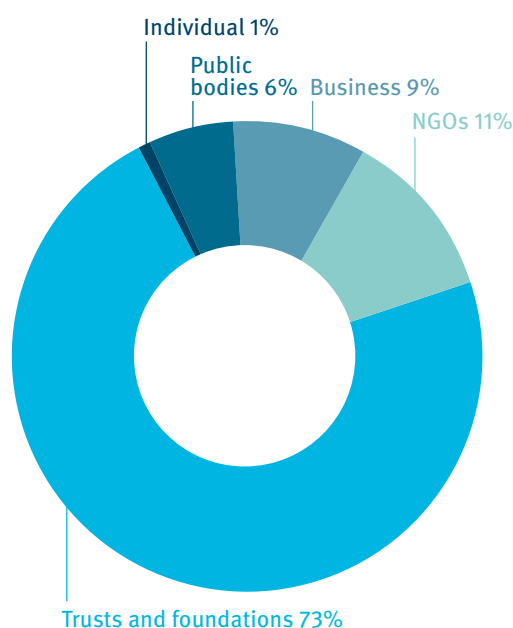
We will use insights gained from our pilot project in the Eden Valley, testing a new market model for farmers to sell environmental improvements, to advise how the new national Environmental Land Management Scheme can make the most of private investment.

4.

## FINANCE AND FUNDRAISING REVIEW



## Income



## Treasurer's report

The global coronavirus pandemic sent the UK into lockdown as the financial year ended in March 2020 so, whilst the financial statements reported here are not heavily impacted, it is the most significant risk to Green Alliance since the economic crisis of 2008 and is discussed in this review.

We responded quickly and thoroughly to establish new working arrangements, protect existing projects and income streams, and think about how the pandemic might affect and potentially disrupt our work in the future. A review of this is in the risk section of this report (see page 39).

For the year ended March 2020, Green Alliance's income grew to £1,948k, despite initial expectations that it would plateau at the 2019 level of £1,605k. This growth is a result of greater activity in the climate policy and politics space as we expanded our Cutting Carbon Now project, in anticipation of the UN climate summit COP26 to be hosted by the UK, and as we started new work on local authorities' climate emergency declarations.

We continue to convene Greener UK, the coalition of 13 of the UK's leading environmental organisations, to push for high standards in post-Brexit legislation and a powerful Office of Environmental Protection, expanding the work to focus on the devolved nations and the European Parliament. This growth has been funded predominantly by trusts and foundations. Income from trusts and foundations has increased by almost half, this year making up 73 per cent of our total income, whilst income from corporate funders has dropped by 30 per cent from £224k to £175k and funding from NGOs has fallen by 22 per cent from £321k to £225k.

Expenditure for the year was £1,755k (2019: £1,579k) generating a significant surplus of £194k (2019: £26k surplus). This included additions to the restricted fund of £185k to be spent on projects in 2020-2021 and a small contribution to the free reserves of £9k.

## Reserves

In March 2020 the board reviewed the reserves policy and approved a new risk based approach, to be reviewed annually. With an office move planned for March 2021 it is important that Green Alliance builds up some additional reserves to cover the costs. Leaving the current office space is not negotiable and provides an opportunity to review premises options.

At the point of review, the board concluded that the level of reserves required at March 2021 should be £300k to maintain operations or wind up projects as a result of loss of income, or failure to secure funds, and £150k to finance the office move planned for March 2021. Therefore, the ambition for general fund at March 2020 was set at £400k with a view to building to £450k in March 2021. Following the office move the reserves will revert to £300k pending a further review of need.

Total funds at the end 31 March 2020 (note 12 in the financial statements) were £844k (2019: £643k) comprising of 466k restricted funds (2019:£281k) and £378k in the general fund (2019: £362k).

The available reserves of the charity are the general fund less the net book value of tangible fixed assets at 31 March 2020 and were £361k at that date, which is below the £400k ambition.

## Investments

At the present time, the trustees' policy is to maintain all cash balances on deposit earning a market rate of interest. Green Alliance held no other shares or investments in the financial year.

## Going concern

As soon as the country entered lockdown as a result of the coronavirus pandemic it was expected that there would be significant economic impact. Green Alliance undertook detailed analysis of various financial scenarios and cash flow to ensure the organisation could survive. In parallel, we accelerated our fundraising efforts, particularly focusing on the opportunity for a green economic recovery.

This approach has been successful and enabled the board of trustees to review Green Alliance's financial position and assert that there are sufficient resources to manage any operational or financial risks.

Following the detailed sensitivity review, and considering secured income and a robust cashflow projection, the board considers there is a reasonable expectation that Green Alliance will continue in operational existence in the foreseeable future without uncertainty. For this reason the board continues to adopt the going concern basis of accounting in the preparation of these accounts.

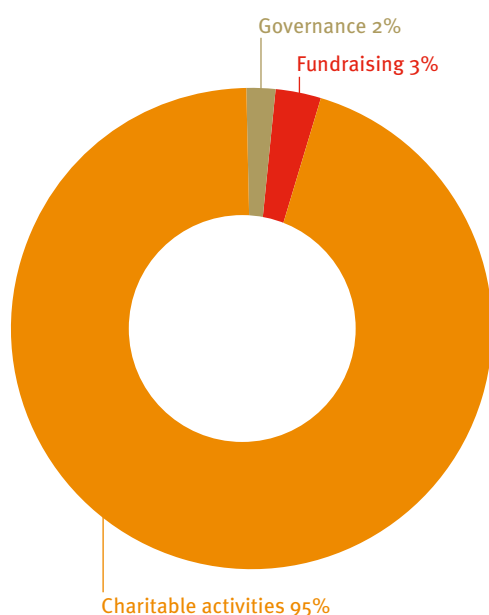
## Fundraising statement

Green Alliance does not employ any third parties to undertake fundraising activity on its behalf. Fundraising is led by the senior management team with support from the staff.

The majority of Green Alliance's income is generated through trusts or foundations; NGOs or businesses. We have a membership scheme for individuals, with over 300 members, who contribute to the organisation through a regular fee. We ask for new members' consent and preferred method of contact and respect the wishes of those who choose not to be contacted. We have not undertaken any fundraising activity involving direct mail or telephoning supporters. We did not receive any complaints about our fundraising activity in the year.

In line with 2016 fundraising regulations we have written guidance for staff who are concerned about the fundraising practices of Green Alliance and to ensure that they are protected from discrimination in any cases of whistleblowing.

## Expenditure



  
Paul Lambert FCA  
Treasurer

5.

# STRUCTURE, GOVERNANCE AND RISK MANAGEMENT

Green Alliance Trust was founded in 1979. It was registered as a charitable company, limited by guarantee, in 1995. The charity and company The Green Alliance Trust operates under the working name Green Alliance.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

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### Board of trustees

The charity is governed by a board of trustees. Day to day running of the charity is delegated to the executive director and senior management team. The charity is staffed by paid employees.

The finance and management sub-committee meets quarterly to monitor financial performance, risk and other management issues. The appointments committee is responsible for the recommendation of new board members and meets as required.

Recruitment of trustees is directed by organisational need. Green Alliance appoints trustees on the basis of the skills and experience they can bring to the custodianship and management of the business and its activities. All prospective trustees are recruited from a range of external sources and by public advertisement. Recommendations from the appointments committee are voted on at either an AGM or at a board meeting, in accordance with our memorandum and articles of association. Each prospective trustee is invited to a board meeting prior to their appointment to ensure mutual suitability. Once confirmed, they are then appointed or co-opted to the board. New trustees are provided with an induction to the organisation and the role, and additional training is made available as required.

Trustees stand down and can be re-elected annually at each AGM. After a trustee has served for one year their position is reviewed, thereafter it is reviewed at three year intervals. Unless there are exceptional circumstances, no trustee serves longer than eleven years.

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### Governance review

The board assessed its governance of Green Alliance using the NCVO assessment wheel and undertook a skills audit in March 2020. The board was satisfied that the approach to governance is satisfactory.

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### Principal risk and uncertainties

Green Alliance operates in an uncertain funding environment, in common with other charities, and a significant amount of our work is reactive and responsive to changing political activity. The trustees have a risk management framework to ensure risks are effectively identified and minimised.

We review our risk register annually and assess all of the risks and mitigating actions necessary to manage them. These include risks relating to:

- Premises, IT and business continuity
- Health and safety

- Financial resources
- People and talent retention
- Reputation and compliance

The most significant risks to Green Alliance identified for 2020-21 are:

**Reputation:** Green Alliance's reputation is paramount and we make every effort to act with integrity to protect it. We pay great attention to ensuring our independence in our interactions with political parties and our business partners.

**Funding:** Green Alliance operates in an uncertain funding environment but has strived to secure multi-year grants and to broaden its range of funders to mitigate against the risks.

**Premises:** The lease for the current offices for Green Alliance expires in 2021, at the start of the year the identified risk was related to being able to find suitable and affordable premises in a central London location.

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### **Covid-19 pandemic**

A global pandemic was not on our risk register but as lockdown became almost certain in early 2020 we reviewed our business continuity plan to reflect the potential implications and made adjustments that would enable us to shut our offices at short notice with little disruption to our activity.

The pandemic presented further risks as to whether we would be able to deliver our projects, particularly those that were heavily focused on convening and advocacy. As physical meetings were no longer possible we needed to revise our convening programme and we recognised that the priority for MPs and our other stakeholders would be the emergency situation. We restructured our projects to be as viable as possible in a lockdown situation and contacted funders to ensure they were in agreement with our changes. Our funders have been extremely supportive of our recommended changes and we have been able to maintain high levels of activity across all of our work.

This approach has been successful and Green Alliance is in a strong position. The focus will be on the risks to staff of long term remote working, effective delivery of new projects with increased levels of remote working, how to return to work safely and securing new premises.

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### **Organisational policies**

In 2019-20 we reviewed our business funding principles which led us to end some historical partnerships with companies that did not meet business funding guidelines approved by the board of trustees in December 2019.

Our first formal diversity, equity and inclusion plan will be implemented in 2020-21.

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### **Related party transactions**

The charity The Green Alliance Trust wholly owns the company The Green Alliance. This company continues to remain dormant and there were no transactions with the



charity during the year. Details of other party related transactions are set out in note 15 to the accounts on page 62.

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### Staff and volunteers

The fifth cohort of assistants under our graduate scheme were appointed in September 2019. We are grateful to Rebecca Willis, Julie Hill, Sue Armstrong Brown, Richard Benwell and Ellen Baker for mentoring staff on the scheme on a pro bono basis throughout the year.

The pay of the senior management team and all staff is reviewed annually by trustees and is normally increased in accordance with cost of living, where practicable, taking into account the charity's financial position. Pay levels for positions are benchmarked against similar roles, as and when they become vacant. Details of remuneration paid to key management personnel are set out in note 7 to these financial statements (see page 57).

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### Environmental impact

Green Alliance's work promotes sustainable development by ensuring that the environment is at the heart of decision making and we seek to apply this in all aspects of our own operations.

Suppliers are chosen to align with our values and environmental policy, and for potentially higher impact services, such as printing and cleaning, we employ ISO14001 accredited companies with a strong environmental ethos. When purchasing for the office, second-hand items are considered along with criteria such as energy consumption, manufacturing methods, materials, packaging, emissions and the need for consumables.

**Publications:** For printing high numbers of a publication, a waterless offset litho process is used with vegetable inks. Small print runs are processed digitally. All printing is on uncoated 100 per cent recycled stock. To reduce waste and the need for printing, all publications are made available to read digitally and some are only published online.

**Events:** In organising our events we attempt to follow the guidance of the sustainable events standard ISO 20121.

**Recycling and reuse:** Items no longer needed are passed on to charity shops and other reuse distributors; if this is not possible, materials are recycled where feasible. All electrical equipment is dealt with according to, or exceeding, WEEE directive obligations, and almost all glass, metal, plastic and paper waste, as well as batteries and toner cartridges are recycled.

**Transport:** Staff are supported in choosing greener methods of transport. Green Alliance promotes the Cycle to Work scheme, we have access to showers and locked bicycle stands, and offers rail season ticket loans. When other transport is required, for example to carry equipment and heavy packages, hybrid taxis, cycle or electric vehicle couriers are preferred.

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## Public benefit

The charity is guided by founding aims which state that it will:

- conserve, protect and restore the natural resources and animal plant life of the world;
- advance the education of the public in respect of conservation, protection and restoration of such natural resources and animal and plant life including the promotion of research;
- promote sustainable development for the benefit of the public by:
  - the preservation, conservation and protection of the environment and the prudent use of natural resources; and
  - the promotion of sustainable means of achieving economic growth and social progress.

The trustees confirm they have complied with the Charities Act 2011 to have due regard to public benefit guidance, published by the Charity Commission in determining Green Alliance's activities.

Green Alliance is careful to ensure its work is inclusive, accessible and responsive to the needs of beneficiaries.

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## Trustees' responsibilities

Trustees, who act as directors of the company for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of The Green Alliance Trust for the year ended 31 March 2020. The board of trustees confirms that the annual report and financial statements of the company comply with current statutory requirements, the requirements of the company's governing document and the provisions of the statement of recommended practice Accounting and Reporting by Charities SORP 2015 FRS 102

Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy, at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Charities Act 2006. They are also responsible for safeguarding the assets for the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- they have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

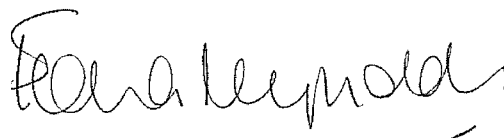
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### Auditors

The auditors, Buzzacott LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

The report of the trustees has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within part 15 of the Companies Act 2006. In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

On behalf of the trustees



Dame Fiona Reynolds DBE  
Chair of the board of trustees  
30 September 2020

6.

INDEPENDENT  
AUDITOR'S  
REPORT TO  
THE MEMBERS  
OF THE GREEN  
ALLIANCE TRUST

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## Opinion

We have audited the financial statements of The Green Alliance Trust (the 'charitable company') for the year ended 31 March 2020 which comprise the statement of financial activities, the balance sheet, statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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## Other information

The trustees are responsible for the other information. The other information comprises the information included in the report and accounts, other than the financial statements and our auditor's report thereon. Our opinion on the financial



statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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#### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements

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#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements  
As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

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### **Auditor's responsibilities for the audit of the financial statements**

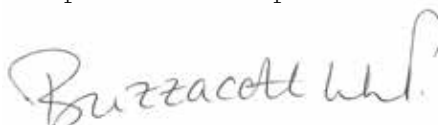
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Shachi Blakemore (senior statutory auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

30 September 2020

7.

ACCOUNTS FOR  
THE YEAR ENDED  
31 MARCH 2020

## The Green Alliance Trust

### Statement of financial activities for the year ended 31 March 2020 (incorporating the income and expenditure account)

|                                    | Notes     | 2020<br>Restricted<br>funds<br>£ | 2020<br>Unrestricted<br>funds<br>£ | 2020<br>Total<br>funds<br>£ | 2019<br>Total<br>funds<br>£ |
|------------------------------------|-----------|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                |           |                                  |                                    |                             |                             |
| Donations and legacies             | 3         | —                                | 64,192                             | 64,192                      | 78,794                      |
| Charitable activities              |           |                                  |                                    |                             |                             |
| Political leadership               |           | 928,485                          | 65,546                             | 994,031                     | 705,101                     |
| Resource stewardship               |           | 25,000                           | 243,088                            | 268,088                     | 197,012                     |
| Low carbon future                  |           | 513,180                          | 4,167                              | 517,347                     | 468,815                     |
| Natural environment                |           | —                                | 103,067                            | 103,067                     | 153,905                     |
| Investments                        |           | —                                | 1,673                              | 1,673                       | 1,670                       |
| <b>Total income</b>                |           | <b>1,466,665</b>                 | <b>481,733</b>                     | <b>1,948,398</b>            | <b>1,605,297</b>            |
| <b>Expenditure on:</b>             |           |                                  |                                    |                             |                             |
| Raising funds:                     |           |                                  |                                    |                             |                             |
| Fundraising                        | 4         | —                                | 57,089                             | 57,089                      | 35,615                      |
| Charitable activities              | 4         |                                  |                                    |                             |                             |
| Political leadership               |           | 898,515                          | 79,562                             | 978,077                     | 826,304                     |
| Resource stewardship               |           | 16,896                           | 240,276                            | 257,172                     | 163,213                     |
| Low carbon energy                  |           | 366,678                          | 11,265                             | 377,943                     | 369,683                     |
| Natural environment                |           | —                                | 84,499                             | 84,499                      | 184,325                     |
| <b>Total expenditure</b>           |           | <b>1,282,089</b>                 | <b>472,691</b>                     | <b>1,754,780</b>            | <b>1,579,140</b>            |
| <b>Net income</b>                  |           | <b>184,576</b>                   | <b>9,042</b>                       | <b>193,618</b>              | <b>26,157</b>               |
| Transfers between funds            |           | —                                | —                                  | —                           | —                           |
| <b>Net movement in funds</b>       |           | <b>184,576</b>                   | <b>9,042</b>                       | <b>193,618</b>              | <b>26,157</b>               |
| <b>Reconciliation of funds</b>     |           |                                  |                                    |                             |                             |
| <b>Total funds brought forward</b> |           | <b>281,289</b>                   | <b>368,859</b>                     | <b>650,148</b>              | <b>623,991</b>              |
| <b>Total funds carried forward</b> | <b>12</b> | <b>465,865</b>                   | <b>377,901</b>                     | <b>843,766</b>              | <b>650,148</b>              |

All activities relate to continuing operations and the Statement of Financial Activities includes all gains and losses recognised in the year. The comparative Statement of Financial Activities is on note 20. The notes on pages 51-63 form part of these financial statements.

## The Green Alliance Trust

### Balance sheet at 31 March 2020

|   | Notes | 2020<br>£ | 2020<br>£ | 2019<br>£ | 2019<br>£ |
|---|-------|-----------|-----------|-----------|-----------|
| <b>Fixed assets</b>                                   |       |           |           |           |           |
| Tangible fixed assets                                 | 8     |           | 17,303    |           | 17,389    |
| <b>Current assets</b>                                 |       |           |           |           |           |
| Debtors and prepayments                               | 9     | 740,250   |           | 471,181   |           |
| Cash  |       | 457,383   |           | 437,143   |           |
|   |       |           | 1,197,633 |           | 908,324   |
| <b>Creditors:</b> amounts falling due within one year | 10    | (371,170) |           | (275,565) |           |
| Net current assets                                    |       |           | 826,463   |           | 632,759   |
| Total assets less current liabilities                 | 11    |           | 843,766   |           | 650,148   |
| <b>Charity funds</b>                                  |       |           |           |           |           |
| Restricted funds                                      | 12    |           | 465,865   |           | 281,289   |
| Unrestricted funds                                    | 12    |           | 377,901   |           | 368,859   |
|   |       |           | 843,766   |           | 650,148   |

The full financial statements were approved and authorised for issue by the trustees on the 30 September 2020 and signed on their behalf by

  
Chair

  
Treasurer

The notes on pages 51-63 form part of these financial statements



## The Green Alliance Trust

### Statement of cash flows

|  | 2020<br>£ | 2019<br>£       |           |
|--|-----------|-----------------|-----------|
| <b>Cash flows from operating activities</b>                                    |           |                 |           |
| <b>Net cash provided by (used in) operating activities</b>                     | 27,302    | (104,127)       |           |
| <b>Cash flows from investing activities</b>                                    |           |                 |           |
| Interest income  | 1,673     | 1,670           |           |
| Purchase of equipment  | (8,735)   | (19,159)        |           |
| <b>Net cash used in investing activities</b>                                   | (7,062)   | (17,489)        |           |
| Changes in cash and cash equivalents in the period                             | 20,240    | (121,616)       |           |
| Cash and cash equivalents at the beginning of the reporting period             | 437,143   | 558,759         |           |
| <b>Cash and cash equivalents at the end of the reporting period</b>            | 457,383   | 437,143         |           |
| <b>Reconciliation of net income to net cash flow from operating activities</b> |           |                 |           |
|  | 2020<br>£ | 2019<br>£       |           |
| Net income   | 193,618   | 26,157          |           |
| Add back depreciation charge   | 8,821     | 13,545          |           |
| Interest income  | (1,673)   | (1,670)         |           |
| Increase in debtors  | (269,069) | (170,921)       |           |
| Increase in creditors  | 95,605    | 28,762          |           |
| <b>Net cash provided by (used in) operating activities</b>                     | 27,302    | (104,127)       |           |
| <b>Analysis of cash and cash equivalents</b>                                   |           |                 |           |
|  | 2020<br>£ | 2019<br>£       |           |
| Cash in hand   | 457,383   | 437,143         |           |
| <b>Analysis of changes in net debt</b>   |           |                 |           |
|  | 2019<br>£ | Cash flows<br>£ | 2020<br>£ |
| Cash in hand   | 437,143   | 20,240          | 457,383   |

# The Green Alliance Trust

## Notes to the financial statements

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### 1. Accounting policies

#### **Basis of preparation of financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

#### **Legal status**

The charity is a company limited by guarantee registered in England and Wales. The members of the company are the trustees named on page 4. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

#### **Preparation of the accounts on a going concern basis**

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements, and have paid particular attention to the impact of Covid-19 on the charity, as detailed on page 36.

The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

#### **Income**

Income is recognised in the year in which the charity is entitled to receipt, it is probable that the charity will receive the income and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income is to be expended in a future accounting period. Income comprises of donations, subscriptions, bank interest and income from charitable activities.

Donations are included in full in the Statement of Financial Activities when there is entitlement, probability of receipt and the amount of income receivable can be measured reliably.

Subscriptions are accounted for on an accruals basis.

Subscriptions relating to a later period are therefore carried forward to that period and treated as deferred income in the balance sheet.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity. This is normally upon notification of the interest paid or payable by the bank.

Income from charitable activities relates to grants and other income of a contractual nature. Grants are recognised when the charity has entitlement to the income, any performance conditions attached to the grants have been met, the amount of income receivable can be measured reliably and there is probability of receipt. Income of a contractual nature is recognised to the extent that it is probable that the economic benefits will flow to the charitable company and the revenue can be reliably measured. It is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

### **Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

Costs of raising funds comprise of direct costs relating to fundraising income and their associated support costs.

Expenditure on charitable activities includes the costs of all activities undertaken to further the purposes of the charity relating to the strategic vision and their associated support costs.

### **Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs and governance costs which support the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. Support costs are allocated based on a percentage of direct costs in each activity.

Governance costs are those costs incurred in connection with enabling the charity to comply with external regulation, constitution and statutory requirements and in providing support to the trustees in the discharge of their statutory duties.

The charity is registered for VAT. In common with many other charities, The Green Alliance Trust's expenses are inflated by the cost of irrecoverable VAT.

## **Employee benefits**

### **Short term benefits**

Short term benefits including holiday pay are recognised as an expense in the period in which the service is received.

### **Employee termination benefits**

Termination benefits are accounted for on an accrual basis and in line with FRS 102.

### **Pension scheme**

The Green Alliance Trust operates a defined contribution pension scheme for the benefit of its employees. The pension scheme of the company is funded by contributions partly from the employees and partly from the company. The assets of the scheme are held independently from those of The Green Alliance Trust in an independently administered fund. The pensions costs charged in the financial statements represent the contributions payable during the year.

## **Operating leases**

Rentals payable under operating leases are charged in the Statement of Financial Activities on a straight line basis over the life of the lease.

## **Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors that have been raised by the charity for particular purposes.

## **Tangible fixed assets and depreciation**

All assets costing more than £400 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Furniture & fixtures: 33.33 per cent straight line

Computer equipment: 25 per cent straight line

## **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

### **Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### **Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### **Creditors and provisions**

Creditors and provisions are recognised where the charity and group has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due

### **Statement of cash flows**

The charity's cash flow statement reflects the presentation requirements of FRS 102

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## **2. Judgments in applying accounting policies and key sources of estimation uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Although these estimates are based on management's best knowledge of the amount, events or actions, actual results may ultimately differ from those estimates. The trustees consider the following items to be areas subject to estimation and judgement.

- Estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge; and
- allocating support costs across charitable activities.

The full impact following the recent emergence of the global coronavirus pandemic is still unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, beneficiaries, funders, suppliers and the wider economy. As set out in these accounting policies under "preparation of the accounts on a going concern basis", the trustees have considered the impact of the pandemic on the charity and have concluded that, although there may be some negative consequences, it is appropriate for the charity to continue to prepare its accounts on the going concern basis.



### 3. Donations

|                                    | 2020               | 2019          |
|------------------------------------|--------------------|---------------|
|                                    | Unrestricted funds |               |
|                                    | £                  | £             |
| Donations (trusts and individuals) | 2,755              | 425           |
| Membership subscriptions           | 19,087             | 41,516        |
| Other income                       | 42,350             | 36,853        |
| <b>Total</b>                       | <b>64,192</b>      | <b>78,794</b> |

### 4. Expenditure:

|                              | Direct costs<br>£ | Direct staff costs<br>£ | Support costs<br>£ | Total 2020<br>£  | Total 2019<br>£  |
|------------------------------|-------------------|-------------------------|--------------------|------------------|------------------|
| <b>Raising funds:</b>        |                   |                         |                    |                  |                  |
| Fundraising                  | —                 | 50,380                  | 6,709              | 57,089           | 35,615           |
| <b>Charitable activities</b> |                   |                         |                    |                  |                  |
| Political leadership         | 341,696           | 522,747                 | 113,634            | 978,077          | 826,304          |
| Resource stewardship         | 111,778           | 122,073                 | 23,321             | 257,172          | 163,213          |
| Low carbon future            | 100,870           | 233,408                 | 43,665             | 377,943          | 369,683          |
| Natural environment          | 9,676             | 64,799                  | 10,024             | 84,499           | 184,325          |
| <b>Total</b>                 | <b>564,020</b>    | <b>993,407</b>          | <b>197,353</b>     | <b>1,754,780</b> | <b>1,579,140</b> |
|                              | Direct costs<br>£ | Direct staff costs<br>£ | Support costs<br>£ | Total 2019<br>£  |                  |
| <b>Raising funds:</b>        |                   |                         |                    |                  |                  |
| Fundraising                  | —                 | 30,673                  | 4,942              | 35,615           |                  |
| <b>Charitable activities</b> |                   |                         |                    |                  |                  |
| Political leadership         | 208,061           | 506,701                 | 111,542            | 826,304          |                  |
| Resource stewardship         | 45,060            | 97,701                  | 20,452             | 163,213          |                  |
| Low carbon future            | 144,308           | 187,246                 | 38,129             | 369,683          |                  |
| Natural environment          | 53,467            | 107,986                 | 22,872             | 184,325          |                  |
| <b>Total</b>                 | <b>450,896</b>    | <b>930,307</b>          | <b>197,937</b>     | <b>1,579,140</b> |                  |

## 5. Allocation of support costs to activities

|                     | Raising funds<br>£ | Political leadership<br>£ | Resource stewardship<br>£ | Low carbon future<br>£ | Natural environment<br>£ | Total 2020<br>£ | Total 2019<br>£ |
|---------------------|--------------------|---------------------------|---------------------------|------------------------|--------------------------|-----------------|-----------------|
| Premises            | 3,851              | 38,452                    | 7,891                     | 14,776                 | 3,392                    | 68,362          | 62,504          |
| Office costs        | 254                | 2,537                     | 521                       | 975                    | 224                      | 4,511           | 5,799           |
| Communication       | 839                | 8,376                     | 1,719                     | 3,219                  | 739                      | 14,892          | 14,545          |
| Support staff costs | —                  | 46,651                    | 9,574                     | 17,926                 | 4,115                    | 78,266          | 81,779          |
| Governance - staff  | 1,211              | 12,086                    | 2,480                     | 4,644                  | 1,066                    | 21,487          | 23,360          |
| Governance - other  | 554                | 5,532                     | 1,136                     | 2,125                  | 488                      | 9,835           | 9,950           |
| <b>Total</b>        | <b>6,709</b>       | <b>113,634</b>            | <b>23,321</b>             | <b>43,665</b>          | <b>10,024</b>            | <b>197,353</b>  | <b>197,937</b>  |
|                     | Raising funds<br>£ | Political leadership<br>£ | Resource stewardship<br>£ | Low carbon future<br>£ | Natural environment<br>£ | Total 2019<br>£ |                 |
| Premises            | 2,659              | 34,588                    | 6,342                     | 11,823                 | 7,092                    | 62,504          |                 |
| Office costs        | 247                | 3,209                     | 588                       | 1,097                  | 658                      | 5,799           |                 |
| Communication       | 619                | 8,049                     | 1,476                     | 2,751                  | 1,650                    | 14,545          |                 |
| Support staff costs | —                  | 47,263                    | 8,667                     | 16,157                 | 9,692                    | 81,779          |                 |
| Governance - staff  | 994                | 12,927                    | 2,369                     | 4,419                  | 2,651                    | 23,360          |                 |
| Governance - other  | 423                | 5,506                     | 1,010                     | 1,882                  | 1,129                    | 9,950           |                 |
| <b>Total</b>        | <b>4,942</b>       | <b>111,542</b>            | <b>20,452</b>             | <b>38,129</b>          | <b>22,872</b>            | <b>197,937</b>  |                 |

Support costs are allocated based on a percentage of direct costs in each activity.

Premises costs shown above represents those amounts not directly attributed to projects through overhead recharges. Total premises costs for the year were £103,851 (2019: £110,057).

## 6. Net income

|  | 2020<br>£     | 2019<br>£     |
|--|---------------|---------------|
| This is stated after charging the following: |               |               |
| <b>Depreciation of tangible fixed assets</b> |               |               |
| owned by the charity                         | 8,821         | 13,545        |
| <b>Auditors remuneration</b>                 |               |               |
| as auditors                                  | 8,050         | 7,850         |
| other services                               | 1,285         | 1,250         |
| <b>Operating lease costs (property)</b>      | <b>80,343</b> | <b>88,644</b> |

During the year no trustee received remuneration or benefits in kind (2019 – none). During the year, expenses of £70 were reimbursed to two trustees for travel and subsistence (2019: Three trustees received reimbursement of expenses for travel and subsistence of £298).

## 7. Staff costs and numbers

|                       | 2020<br>£        | 2019<br>£        |
|-----------------------|------------------|------------------|
| Wages and salaries    | 928,009          | 879,131          |
| Social security costs | 96,639           | 92,110           |
| Pension costs         | 68,513           | 64,205           |
| <b>Total</b>          | <b>1,093,161</b> | <b>1,035,446</b> |

|  | 2020<br>No. | 2019<br>No. |
|--|-------------|-------------|
| <b>The average head count of staff during the year was as follows:</b> |             |             |
| Project staff  | 20          | 19          |
| Support staff  | 4           | 4           |
| Governance   | 1           | 1           |
| Fundraising  | 1           | 1           |
| <b>Total</b>   | <b>26</b>   | <b>25</b>   |

The total full time equivalent was 24.2 (2019: 22.9).

The total number of employees earning in excess of £60,000 during the year were as follows:

|  |   |   |
|--|---|---|
| Staff earning remuneration between £60,000 - £70,000   | 1 | 1 |
| Staff earning remuneration between £90,001 - £100,000  | — | 1 |
| Staff earning remuneration between £100,000 - £110,000 | 1 | — |

Employer pension contributions totalling £14,770 (2019: £14,327) were paid into a defined contribution scheme for the above higher earners.

Key management personnel comprise the trustees and chief executive and the senior management team. The total employment benefits including employer pension and national insurance contributions of the key management personnel were £344,016 (2019: £297,802).

## 8. Tangible fixed assets

|                       | Furniture & fittings<br>£ | Computers & IT equipment<br>£ | Total<br>£ |
|-----------------------|---------------------------|-------------------------------|------------|
| <b>Cost</b>           |                           |                               |            |
| At 1 April 2019       | 24,388                    | 55,242                        | 79,630     |
| Additions             | —                         | 8,735                         | 8,735      |
| Disposals             | —                         | (3,258)                       | (3,258)    |
| At 31 March 2020      | 24,388                    | 60,719                        | 85,107     |
| <b>Depreciation</b>   |                           |                               |            |
| At 1 April 2019       | 24,388                    | 37,853                        | 62,241     |
| Charge for the year   | —                         | 8,821                         | 8,821      |
| Disposals             | —                         | (3,258)                       | (3,258)    |
| At 31 March 2020      | 24,388                    | 43,416                        | 67,804     |
| <b>Net book value</b> |                           |                               |            |
| At 31 March 2020      | —                         | 17,303                        | 17,303     |
| At 31 March 2019      | —                         | 17,389                        | 17,389     |

## 9. Debtors: due within one year

|                                | Total funds<br>2020<br>£ | Total funds<br>2019<br>£ |
|--------------------------------|--------------------------|--------------------------|
| Trade debtors                  | 276,129                  | 192,056                  |
| Prepayments and accrued income | 441,473                  | 257,029                  |
| Other debtors                  | 22,648                   | 22,096                   |
| <b>Total</b>                   | <b>740,250</b>           | <b>471,181</b>           |

## 10. Creditors: amounts falling due within one year

|                                  | Total<br>funds<br>2020<br>£ | Total<br>funds<br>2019<br>£ |
|----------------------------------|-----------------------------|-----------------------------|
| Trade creditors                  | 34,254                      | 28,024                      |
| Taxation and social security     | 29,268                      | 23,348                      |
| VAT payable                      | 41,633                      | 39,140                      |
| Accruals                         | 59,658                      | 56,382                      |
| Deferred income (see note below) | 198,319                     | 116,437                     |
| Advance subscriptions            | —                           | 5,417                       |
| Other creditors                  | 8,038                       | 6,817                       |
| <b>Total</b>                     | <b>371,170</b>              | <b>275,565</b>              |

Deferred income relates to income received in the year specifically for the following year. In 2019-20, £97,559 was released to the Statement of Financial Activities and £198,319 was received in the year but for project work to be performed in the following period.

## 11. Analysis of net assets between funds

|                               | Restricted<br>funds<br>2020<br>£ | Unrestricted<br>funds<br>2020<br>£ | Total<br>funds<br>2020<br>£ | Total<br>funds<br>2019<br>£ |
|-------------------------------|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| Tangible fixed assets         | —                                | 17,303                             | 17,303                      | 17,389                      |
| Current assets                | 465,865                          | 731,768                            | 1,197,633                   | 908,324                     |
| Creditors due within one year | —                                | (371,170)                          | (371,170)                   | (275,565)                   |
| <b>Total</b>                  | <b>465,865</b>                   | <b>377,901</b>                     | <b>843,766</b>              | <b>650,148</b>              |
|                               | Restricted<br>funds<br>2019<br>£ | Unrestricted<br>funds<br>2019<br>£ | Total<br>funds<br>2019<br>£ |                             |
| Tangible fixed assets         | —                                | 17,389                             | 17,389                      |                             |
| Current assets                | 281,289                          | 627,035                            | 908,324                     |                             |
| Creditors due within one year | —                                | (275,565)                          | (275,565)                   |                             |
|                               | <b>281,289</b>                   | <b>368,859</b>                     | <b>650,148</b>              |                             |

## 12. Statement of funds

|                           | At 1 April<br>2019<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>in/(out)<br>£ | 31 March<br>2020<br>£ |
|---------------------------|-------------------------|------------------|--------------------|----------------------------|-----------------------|
| <b>Restricted funds</b>   |                         |                  |                    |                            |                       |
| Political Leadership      | 127,855                 | 928,485          | (898,515)          | —                          | 157,825               |
| Resource Stewardship      | 22,186                  | 25,000           | (16,896)           | —                          | 30,290                |
| Low Carbon Future         | 131,148                 | 513,180          | (366,678)          | —                          | 277,650               |
| Natural Environment       | 100                     | —                | —                  | —                          | 100                   |
|                           | 281,289                 | 1,466,665        | (1,282,089)        | —                          | 465,865               |
| <b>Unrestricted funds</b> |                         |                  |                    |                            |                       |
| General funds             | 368,859                 | 481,733          | (472,691)          | —                          | 377,901               |
| <b>TOTAL FUNDS</b>        | <b>650,148</b>          | <b>1,948,398</b> | <b>(1,754,780)</b> | <b>—</b>                   | <b>843,766</b>        |
|                           | At 1 April<br>2018<br>£ | Income<br>£      | Expenditure<br>£   | Transfers<br>in/(out)<br>£ | 31 March<br>2019<br>£ |
| <b>Restricted funds</b>   |                         |                  |                    |                            |                       |
| Political Leadership      | 216,132                 | 670,101          | (775,534)          | 17,156                     | 127,855               |
| Resource Stewardship      | —                       | 68,719           | (46,533)           | —                          | 22,186                |
| Low Carbon Future         | 18,828                  | 452,440          | (345,782)          | 5,662                      | 131,148               |
| Natural Environment       | 25,687                  | 5,000            | (30,585)           | (2)                        | 100                   |
|                           | 260,647                 | 1,196,260        | (1,198,434)        | 22,816                     | 281,289               |
| <b>Unrestricted funds</b> |                         |                  |                    |                            |                       |
| General funds             | 363,344                 | 409,037          | (380,706)          | (22,816)                   | 368,859               |
| <b>TOTAL FUNDS</b>        | <b>623,991</b>          | <b>1,605,297</b> | <b>(1,579,140)</b> | <b>—</b>                   | <b>650,148</b>        |

Funding received for specific projects is accounted for as restricted funds. Where the fund is overspent a transfer is made from general funds to cover the deficit. In 2019-20, Green Alliance's restricted funds were divided between themes of work, for more details on their aims please see page 9. Please note that, for the purposes of accounting, Greening the Economy theme activity is included under Resource Stewardship.:

The balances on restricted funds as at 31 March 2020 arise from income received for specific projects on which some expenditure is still to be incurred.



### 13. Operating lease commitments

At 31 March the charity had the following future lease payments (including VAT), under non-cancellable operating leases:

|                       | Land and buildings |           |
|-----------------------|--------------------|-----------|
|                       | 2020<br>£          | 2019<br>£ |
| Expiry:               |                    |           |
| Under 1 year          | 95,806             | 95,806    |
| Between 2 and 5 years | —                  | 95,806    |

### 14. Related party transactions

| Related party                              | Nature of transaction | Transaction amount |                  | Further details and connection   |
|--|-----------------------|--------------------|------------------|--|
|  |                       | 2020<br>£          | 2019<br>£        |  |
| Conservative Environment Network           | Expenditure           | 15,800             | 13,200           | Consultancy services were provided for the Greener UK programme.<br>Ben Caldecott and Benet Northcote are both directors.  |
| Seahorse Environmental Communications      | Expenditure           | 18,000             | 18,000           | Consultancy services were provided for the Greener UK programme.<br>Shaun Spiers is a member of the advisory council.      |
| RSPB                                       | Income debtor         | 24,609<br>—        | 24,170<br>24,170 | Funding was provided in relation to the Greener UK programme.<br>David Baldock and Graham Wynne are board members.         |
| WWF UK                                     | Income debtor         | 17,609<br>17,609   | 43,405<br>—      | Funding was provided in relation to the Greener UK programme.<br>Rita Clifton is a fellow and former trustee               |
| Royal Society of the Arts                  | Income debtor         | —<br>—             | 5,000<br>5,000   | Benet Northcote, Jo Rogers and Fiona Reynolds are fellows.   |
| Institute to European Environmental Policy | Expenditure           | —                  | 14,610           | Analysis work completed for the Greener UK programme.<br>David Baldock is a consultant and Graham Wynne is a board member. |

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**15. Share capital**

The Green Alliance Trust is a company Limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

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**16. Taxation**

The charitable company is exempt from corporation tax on its charitable activities.

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**17. Pension Commitments**

The pension cost represents contributions made by the charity to the defined contribution scheme.

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**18. Commitments**

At 31 March 2020 there are no capital commitments (2019: £nil).

## 19. Comparative Statement of Financial Activities

|                                    | Notes | Restricted funds<br>2019<br>£ | Unrestricted funds<br>2019<br>£ | Total funds<br>2019<br>£ |
|------------------------------------|-------|-------------------------------|---------------------------------|--------------------------|
| <b>INCOME FROM:</b>                |       |                               |                                 |                          |
| <b>Donations and legacies</b>      | 3     | —                             | 78,794                          | 78,794                   |
| <b>Charitable activities</b>       |       |                               |                                 |                          |
| Political leadership               |       | 670,101                       | 35,000                          | 705,101                  |
| Resource stewardship               |       | 68,719                        | 128,293                         | 197,012                  |
| Low carbon future                  |       | 452,440                       | 16,375                          | 468,815                  |
| Natural environment                |       | 5,000                         | 148,905                         | 153,905                  |
| <b>Investments</b>                 |       | —                             | 1,670                           | 1,670                    |
| <b>Total income</b>                |       | <b>1,196,260</b>              | <b>409,037</b>                  | <b>1,605,297</b>         |
| <b>EXPENDITURE ON:</b>             |       |                               |                                 |                          |
| <b>Raising funds:</b>              |       |                               |                                 |                          |
| Fundraising                        | 4     | —                             | 35,615                          | 35,615                   |
| <b>Charitable activities</b>       |       |                               |                                 |                          |
| Political leadership               | 4     | 775,534                       | 50,770                          | 826,304                  |
| Resource stewardship               |       | 46,533                        | 116,680                         | 163,213                  |
| Low carbon energy                  |       | 345,782                       | 23,901                          | 369,683                  |
| Natural environment                |       | 30,585                        | 153,740                         | 184,325                  |
| <b>Total expenditure</b>           |       | <b>1,198,434</b>              | <b>380,706</b>                  | <b>1,579,140</b>         |
| <b>Net income/(expenditure)</b>    |       | <b>(2,174)</b>                | <b>28,331</b>                   | <b>26,157</b>            |
| Transfers between funds            |       | 22,816                        | (22,816)                        | —                        |
| <b>Net movement in funds</b>       |       | <b>20,642</b>                 | <b>5,515</b>                    | <b>26,157</b>            |
| <b>Reconciliation of funds</b>     |       |                               |                                 |                          |
| <b>Total funds brought forward</b> |       | <b>260,647</b>                | <b>363,344</b>                  | <b>623,991</b>           |
| <b>Total funds carried forward</b> | 12    | <b>281,289</b>                | <b>368,859</b>                  | <b>650,148</b>           |

We are grateful to every organisation and individual who supported our work in 2019-20

Funding was received from the following organisations:

# THANKS

## **£1,000 to £5,000**

Campaign to Protect Rural England  
E3G  
GAMBICA Association  
Lancaster University  
Marine Conservation Society  
Ørsted

## **£5,001 - £10,000**

ClientEarth  
Friends of the Earth  
Ramboll UK  
Veolia

## **£10,001 - £20,000**

Ball Beverage Packing UK  
Boots Plc  
Department for Environment, Food and Rural Affairs  
Dutch Embassy  
Greenpeace UK  
Kingfisher Plc  
University of Leeds  
Viridor Waste Management Ltd  
Wildfowl and Wetlands Trust  
Woodland Trust  
WWF UK

## **£20,001 - £30,000**

High Value Manufacturing Catapult  
Innovate UK  
Kenneth Miller Trust  
Kestrelman Trust  
Localis  
RSPB  
Schneider Electricity  
Suez  
Tellus Mater Foundation  
University of Oxford  
The Wildlife Trusts

## **£30,001 - £40,000**

JMG Foundation  
Schroder Foundation  
University of Sussex  
Waterloo Foundation

## **£40,001 - £80,000**

Heathrow

## **£80,001 - £100,000**

Samworth Foundation

## **£100,001 - £120,000**

National Trust

## **£120,001 - 140,000**

Friends Provident Foundation

## **£180,001-£200,000**

Esmée Fairbairn Foundation

## **£250,001 - 300,000**

Network for Social Change

## **£550,001 - £600,000**

European Climate Foundation

# INDIVIDUAL MEMBERSHIP

Green Alliance's individual members include senior professionals from the environmental sector, business and government, along with others from many different sectors who believe in our vision and strategy. We greatly appreciate the ongoing engagement and support of our membership which contributes to the breadth of our network, helps to reinforce our messages and provides vital core support.

For more information about joining Green Alliance as an individual member, please contact Jo Rogers, operations director at [jrogers@green-alliance.org.uk](mailto:jrogers@green-alliance.org.uk)

## Current members (at September 2020)

Jamie Abbott  
John Adams  
Syed Ahmed  
Tim Ash Vie  
Anne Ashe  
John Ashton  
Jane Ashton  
Dr Robert Atkinson  
Dr Mark Avery  
Janet Barber  
David Barker QC  
Alison Barnes  
Keith Barnes  
Phil Barton  
Clive Bates  
Peter Beaumont  
Toby Belsom  
Terence Bendixson  
David Bent  
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Peter Betts  
Sean Birch  
Ronald Blythe  
Dr Stephen Bolt  
David Boyle  
Duncan Brack  
Tim Branton  
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Sarah Burton  
Danielle Byrne  
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Rachel Cary  
Pamela Castle OBE  
Maureen Child  
Giles Chitty  
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Dr Michael Clark  
Roger Clarke  
Barry Coates  
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Ian Hawking  
Dirk Hazell  
Barbara Herridge  
Joan Herrmann  
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Julie Hill MBE  
Dr Mayer Hillman  
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Hannah Hislop  
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Leo Horn-Pathanothai  
Stuart Housden  
Alex House  
Catherine Howarth  
Rupert Howes  
Jim Hubbard  
Chris Huhne  
Robert Hull  
David Hutchinson  
Merlin Hyman  
Julian Jackson  
Michael Jacobs  
Alex Jelly  
Prof Nicholas Jenkins  
Stanley Johnson  
Joanna Johnston  
Claire Jones  
Prof Andrew Jordan  
Ravi Kewalram  
Sean Kidney  
Angela King  
Alexander King

|                           |                          |                             |                                 |
|---------------------------|--------------------------|-----------------------------|---------------------------------|
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| Lucinda Langton           | Michael Roberts          | Dr Rowan Whimster           | Sheena Will                     |
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| Simon Lyster              | Archie Robertson         | Dr Rebecca Willis           | Giles Wyburd                    |
| Ian Macarthur             | Nick Robins              | Prof James Wilsdon          | Dimitri Zenghelis               |
| Dr Eleanor Mackay         | Neil Rotheroe            | Nicholas Wilson             |                                 |
| Dr Tom Macmillan          | Phil Rothwell            | Alan Woods                  | Life members                    |
| Prof Richard Macrory      | Prof Stephen Salter      | Sir Graham Wynne OBE        | David Andrew                    |
| Harini Manivannan         | Jeremy Sandford          | Baroness Young of Old Scone | Alison Austin                   |
| Mark Mansley              | Philippe Sands QC        |                             | Gregory Barker                  |
| Frank Martin              | Jenny Saunders           | Donor members               | Richard Barnes                  |
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| Prof John Page            | Clym Tomas Stephenson    | Peter Madden                | Michael Massey                  |
| Nicholas Paget-Brown      | Lord Stevenson           | Peter Maddox                | John Midgley                    |
| Philip Parker             | John Stewart             | Dr Lilli Matson             | Alice Page                      |
| Sara Parkin               | Andrew Stirling          | Robert McCracken QC         | MT Rainey                       |
| Dr Doug Parr              | Neil Stockley            | Duncan McLaren              | Matthew Rhodes                  |
| Mamta Patel               | Martin Stott             | Graham Meeks                | Chris Rose                      |
| Anthony Paterson          | Robin Stott              | John Murlis                 | Penny Shepherd                  |
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# OUR PARTNERS IN 2019-20

## GREENER UK

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Protecting  
wildlife for  
the future



The  
countryside  
charity

ClientEarth<sup>+</sup>



GREENPEACE



## Circular Economy Task Force

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## Tech Task Force

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GAMBICA

Innovate UK



## Business Circle

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