

Annual report and accounts 2020-21

 **green
alliance...**

Green Alliance

Senior management team

Shaun Spiers
Executive director

Dustin Benton
Policy director

Jo Rogers
Operations director

Belinda Gordon
Strategy director

Roz Bulleid
Deputy policy director

Policy and politics team

Sarah Williams
Head of Greener UK unit

Chris Venables
Head of politics

Gwen Buck
Senior policy adviser

Joe Tetlow
Senior political adviser
(from April 2021)

Ruth Chambers
Senior parliamentary
affairs associate

Robbie McPherson
APPG co-ordinator
(from June 2021)

Jo Furtado
Policy adviser
(to April 2021)

Sam Alvis
Head of green renewal
(from Jan 2020)

Chaitanya Kumar
Head of climate policy
(to May 2020)

Caterina Brandmayr
Head of climate policy

Libby Peake
Head of resource policy

James Elliott
Senior policy adviser

Helena Bennett
Senior policy adviser
(from May 2021)

Philippa Borrowman
Policy adviser
(to September 2021)

Agathe de Canson
Policy adviser
(from September 2020)

Zoe Avison
Policy analyst
(from September 2020)

Heather Plumpton
Policy analyst
(from May 2021)

James Fotherby
Policy adviser
(from September 2021)

Holly Rowden
Policy adviser
(from September 2021)

Development team

Karen Crane
Head of communications

Frieda Metternich
Programme and strategy
manager

Liz Potts
Office manager and EA to
the executive director

Olly Mount
Events and engagement
manager

Marta Silva
Finance manager

Ben Halfpenny
Media and
communications manager

Joe Dodd
Communications officer
(from September 2020)

Leslene Powell
HR and admin officer
(from March 2021)

Graduate scheme

September
2019-September 2020

Agathe de Canson
Policy assistant

Emma Pollitt
Policy assistant

Emma Sutton-Smith
Communications assistant

Imogen Cripps
Policy assistant

Ravina Singh
Policy assistant

September 2020-
September 2021

Aradhna Tandon
Policy assistant

Holly Rowden
Policy assistant

James Fotherby
Policy assistant

Tom Booker
Policy assistant

Ryan Leung
Policy assistant
(to April 2021)

Board

Dame Fiona Reynolds DBE
Chair (to 10 December
2020)

Sir Graham Wynne
Chair (from 10 December
2020)

Paul Lambert FCA
Honorary Treasurer

Rosemary Boot

Ben Caldecott

Alison Austin OBE

Dr Claire Craig CBE
(to July 2021)

David Baldock

Rita Clifton CBE

Benet Northcote

Craig Bennett
(from May 2020)

Company registered
number
03037633

Charity registered
number
1045395

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Secretary
Jo Rogers
Operations director

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Bankers
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Birmingham, B1 2HB

Solicitors
Bates Wells, 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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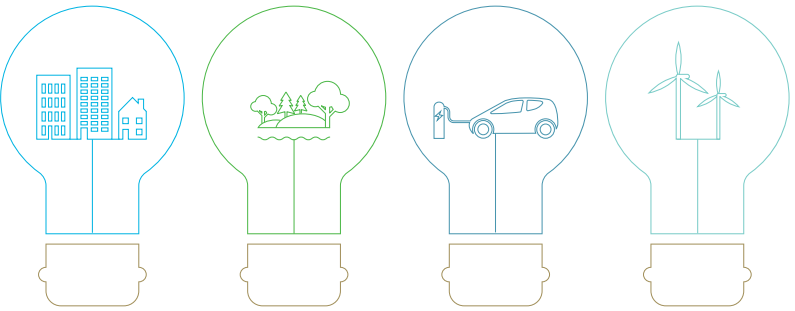
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Sir Graham Wynne Chair

This was a year of huge disruption, jeopardy and anxiety for the whole country as Covid-19 struck. In fact, we entered the first of several lockdowns right at the beginning of the period covered by this report.

As an organisation that prides itself on its flexibility and deftness at navigating change, we adapted fast, with effective online systems and a strong virtual working culture. In our communications, we pivoted to hosting podcasts and running popular online events, often at short notice. These attracted larger audiences than we have ever achieved for in person events.

Notwithstanding the unequal impact of the pandemic across society, we were also quick to see that the changes wrought by the pandemic were a rare window of opportunity to accelerate the country towards a fairer, stronger and greener economy in future. By July, we had proposed our *Blueprint for a green recovery* and gained new support for a major new Green Renewal project to promote it.

We were mindful too of the need to avoid the pandemic derailing the progress of two upcoming landmark moments for the UK: the COP26 global climate summit in Glasgow and the passing of major post-Brexit environmental legislation. On climate, our Cutting Carbon Now project periodically audited the government's progress in cutting greenhouse gas emissions. On post-Brexit legislation, the Greener UK coalition, led by Green Alliance, worked very effectively to improve the government's Environment Bill.

We are acutely aware that, although this time of change presents opportunities, there is also great jeopardy, not least because of the difficulty of advancing crucial international negotiations in a virtual world.

There is precious little time left to tackle the intertwined climate and nature crises and, while we know that our economy depends on a healthy, stable environment, this message is only fitfully understood and acted upon by those in power. Over the coming year, working with our network of allies, we will redouble our efforts to persuade the UK government to take the far reaching measures needed to restore the environment. We look forward to working with all our supporters in this critical endeavour.

Finally, I would like to record my gratitude to our team. I am immensely proud of the way they have come through this year, not just managing but taking us forward as a thriving growing organisation.



A handwritten signature in black ink, reading "Graham Wynne".

1.

Our vision and strategy

Our vision

Our vision is for a green and prosperous UK for all.

We want a country where people and nature can thrive together. Where the economy is built on strong environmental principles to ensure long term wellbeing and a healthy environment. We believe that everyone, wherever they live, should have affordable, sustainable, high quality homes, food and transport, and access to green spaces.

The UK should be a place where nature's value is recognised and where a carbon neutral and zero waste economy enables green businesses to provide good jobs across the country. We want the country's scientific excellence, capacity for innovation and diplomatic talent to set the global standard for environmental protection.

We believe that ambitious political leadership is at the core of achieving this.

Our values

We are optimists

We believe that a green and prosperous UK is achievable.

We are change makers

We are flexible and agile, focusing on where the power is, and on whatever we think will have the greatest impact.

We are collaborative

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

We embrace complexity

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

We are inclusive

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

Our strategy 2018-21

This was the final year of our strategy covering 2018-21.

Our strategy for this period was to:

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.

While these strategic objectives remained relevant in 2020-21, from March 2020 much of our policy and political work, as well as our operations, pivoted quickly in response to the pandemic. In particular, we responded to the postponement of the COP26 climate summit, to be hosted by the UK, which was moved to November 2021, and the economic impact and opportunity for change caused by Covid-19.

Our new three year strategy, published in June 2021, reflects this shift, with a focus on translating cross party commitment to a greener UK into concrete action, through economic recovery plans, the UK's response to the nature and climate emergencies and the post-Brexit domestic legislative landscape.

Strategic objectives

Political engagement

Increase the number of MPs and peers across all parties who support enhanced environmental protections.

Strategic direction for the environment sector

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

Grow our network of progressive businesses and city leaders

Build support for ambitious international environmental leadership by the UK.

Targeted communications

Keep the environment in the news, clarify evidence and maintain intelligent commentary on environmental issues.

Expert analysis and thought leadership

Inform robust environmental policy for the UK to take forward into the post-Brexit era.

In 2020-21 our work was organised under the following themes:

Political leadership

- Building support, across the government and parliament, devolved administrations and city leaders, for the UK to play a pivotal role at the COP26 climate summit.
- Promoting the need for a green recovery from the pandemic.
- Securing the best deal for the environment from Brexit and strengthening new domestic environmental law, through our work with Greener UK.

Greening the economy

- Showing how low carbon, resource efficient solutions can promote clean growth at the local and national levels,
- Demonstrating how these solutions also provide good jobs across the country.
- Making the case to accelerate the uptake of smart clean technology.

Low carbon future

- Putting people at the heart of public policy, for instance by making the case for the more rapid uptake of electric vehicles to benefit everyone.
- Advocating stronger local decision making to support greener communities and local climate action.

Resources

- Harnessing public and political interest in plastic pollution to shape the future of UK resource use, both for plastics and other high impact materials.
- Focusing on changing underlying resource management systems to increase efficiency.
- Increasing political recognition of resource efficiency as an important climate policy.

Natural environment

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

Highlights of the year

April 2020

We called for a new Office for Carbon Removal and a farm and soil carbon code, to strengthen the oversight of carbon offsetting. Other influential voices have since recommended a body to oversee carbon removals, and the government is supporting the development of a new UK Soil and Farm Carbon Code

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June 2020



Over 14,000 local constituents signed up to 'The time is now' virtual lobby, organised by Green Alliance and The Climate

Coalition, to ask their MPs to put people, climate and nature at the heart of the Covid-19 recovery. Page 11

July 2020

Our advocacy contributed to green investment headlining Chancellor Rishi Sunak's emergency Summer Economic Statement in July 2020, which included £3 billion for decarbonising housing and public buildings. Page 20

Following Green Alliance's recommendations, the government announced it would adopt the 65 per cent recycling target of the EU's Circular Economy Package. It has since announced plans for binding resource productivity and waste minimisation targets to complement this, which we have advocated since 2017.

Page 23

September 2020

We took over the secretariat of the Environment All Party Parliamentary Group, hosting ten events in the first seven months, setting up new social channels for MPs and significantly increasing MP engagement on climate and nature issues. Page 12

October 2020

Green Alliance's executive director Shaun Spiers was appointed to the government's Strategic Trade Advisory Group. Page 16

Kwasi Kwarteng, then clean growth minister, responded directly to our Tech Task Force recommendations on digitalisation and the low carbon economy, saying that forthcoming government strategies would seek to join up the two agendas. Page 19



November 2020

The Labour Party backed our Environment Bill amendment on single use products and our stance on the need to do more to tackle the problem. Page 22

The Environmental Audit Committee's report into e-waste and the circular economy contained 50 references to Green Alliance's work and adopted many of the policies that we have advocated, including cutting VAT on repairs. Page 23

November 2020 and May 2021

Pressure from the Greener UK coalition, led by Green Alliance, succeeded in bringing the delayed Environment Bill back to parliament twice, avoiding the derailing of vital new protections and standards. [Page 15](#)

November 2020

Prime Minister Boris Johnson confirmed the government would bring forward phase out of the sale of new petrol and diesel vehicles by ten years, from 2040 to 2030, a move first proposed by Green Alliance in 2017. [Page 21](#)

December 2020

Following our work with leading academics at the Centre for Industrial Energy, Materials and Products and the Centre for Research into Energy Demand Solutions, the Climate Change Committee acknowledged the importance of resource efficiency in climate policy. It incorporated our recommendations, including ecodesign standards, into its sixth carbon budget advice to government. [Page 23](#)

Our report *The local climate challenge* was our most read publication of the year, downloaded nearly 12,000 times in four months. [Page 20](#)



The local climate challenge,
December 2020

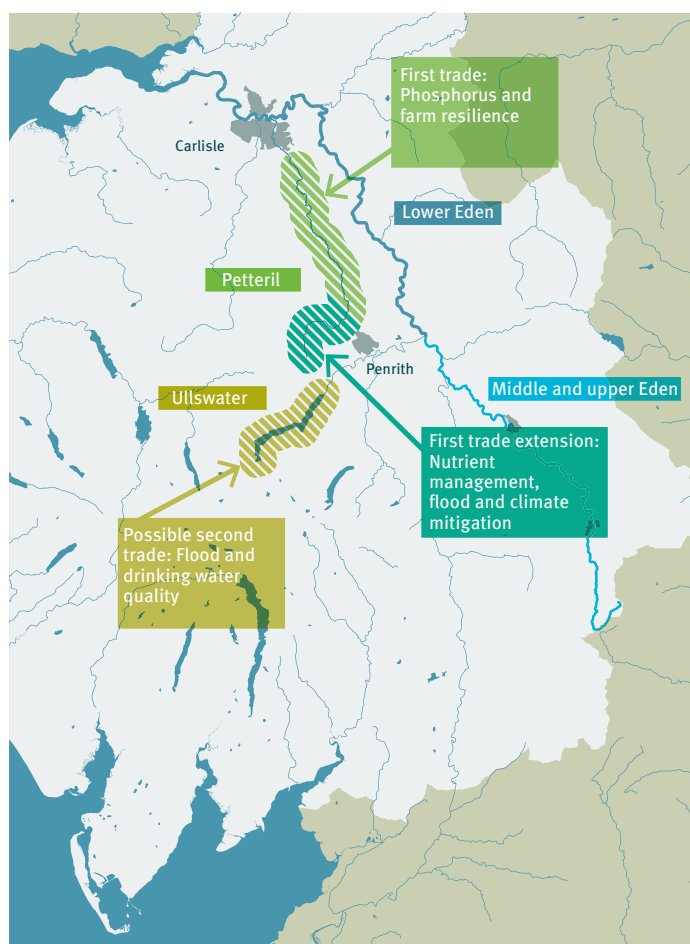
March 2021

Our budget commentary featured in all the major broadsheets, and on the BBC and Sky News. [Page 20](#)

Our first animation, calling for the UK to halve its resource use, received over 8,500 views in its first week of broadcast. [Page 26](#)



After we presented the conclusions of our trial of how to use private payments for nature restoration in Cumbria to Defra, the department is developing plans to integrate private funding across all its new Environmental Land Management schemes. [Page 24](#)



2.

Progress report 2020-21

Political leadership

Blueprint for a resilient economy

The extraordinary disruption of Covid-19, early in 2020, led to a swift change to our Cutting Carbon Now political strategy to focus on the need for a green economic recovery. In *Blueprint for a resilient economy* (June 2020), and a series of detailed briefings, we emphasised that the economic rescue package in the wake of the crisis should set a new direction for the UK.

This advocacy, which was then echoed by other influential voices beyond the environment sector, led to Chancellor Rishi Sunak saying he wanted a “green recovery with concern for our environment at its heart”. He made green investment one of the headlines of his emergency Summer Economic Statement in July 2020, including £3 billion for decarbonising housing and public buildings. However, there is still much to do to secure a green recovery and put the environment at the heart of the Treasury’s thinking.



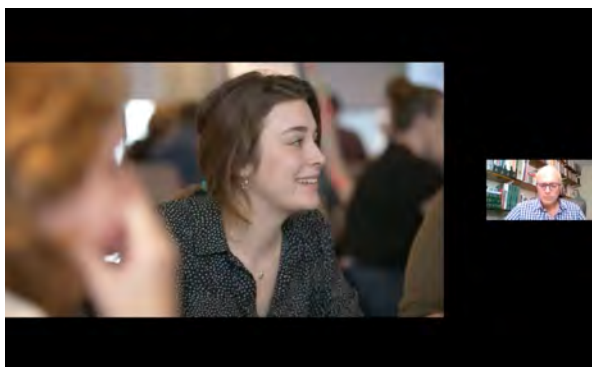
Shaun Spiers, Green Alliance’s executive director, providing comment in *The Times* ‘Red Box’ following the release of the prime minister’s *Ten point plan for a green industrial revolution* in November 2020

‘The time is now’ lobby goes digital

In 2019, we co-organised the biggest ever mass lobby of parliament. ‘The time is now’ saw 12,000 constituents travel to Westminster to speak to their MPs about the need for urgency in taking climate and nature action. Undaunted by the restrictions of the pandemic, we once again worked with The Climate Coalition to organise an even larger virtual lobby of MPs in June 2020. Over 14,000 people signed up to ask their MPs to put people, climate and nature at the heart of Covid-19 recovery. More than 200 meetings were held with MPs over 24 hours.

Climate Leadership Programme for MPs

Our Climate Leadership Programme for MPs, has run since 2009. It has significantly increased the number of parliamentarians engaged on climate change. Following the 2019 general election, we worked to inform the large new intake of Conservative MPs about environmental issues, and particularly, on priorities for a green recovery. Our private briefings on topics such as public opinion on climate change and the economics of net zero have helped to sustain the climate consensus in parliament. During the year, MPs involved in the programme regularly tabled questions in parliament, organised debates and asked ministers oral questions on climate.



‘Climate Assembly UK: results briefing for the NGO and environment sector’, online event, September 2020

A new role running the Environment APPG

In September 2020, we took over the secretariat of the Environment All Party Parliamentary Group (APPG). Working closely with its chair, Anthony Browne MP, we organised its relaunch at a major event in parliament, with guest speaker Mark Carney, the former Bank of England governor and UN special envoy on climate action and finance. Intending to quickly increase the impact of the APPG at a pivotal time for environment policy, we set up new social channels for the group and organised a full programme of events with senior parliamentary speakers and experts, including Sajid Javid, Professor Partha Dasgupta, Anneliese Dodds, the NFU chair Minette Batters and the COP26 President Alok Sharma. Over the year, we significantly increased the number of MPs actively involved in the APPG.

Making 2021 count

In association with partner organisations (Wildlife and Countryside Link, the Aldersgate Group, The Climate Coalition, the Coalition for Global Prosperity and the Environment APPG) we hosted a full day of online panels and interviews in November 2020 to discuss the crucial year ahead for action to avert the climate and nature crises, as the UK geared up to host the 2021 COP26 climate summit in Glasgow. Over 600 online attendees took part and heard from expert speakers and senior politicians, including COP26 President Alok Sharma, Labour leader Keir Starmer and Scotland’s environment and climate change minister Roseanne Cunningham.

“As the secretariat for the Environment APPG, Green Alliance impresses with its wealth of experience and expertise across politics and the environmental sector.”
Anthony Browne MP, chair of the Environment APPG

A blue event poster for 'Making it count 2021'. At the top left, it says 'Friday 27 November 9.00am'. The Green Alliance logo is in the top right. The title 'Making it count 2021' is in large white text, with the subtitle 'a year of UK leadership for climate and nature' below it. Under 'Opening messages', there are three portraits: Chris Venables (Head of politics, Green Alliance, Host for the day), Roseanna Cunningham MSP (Cabinet secretary for environment, climate change and land reform in the Scottish government), and Rt Hon Keir Starmer MP (Leader of the Labour Party).

Political strategy for the environment sector

We convened environmental representatives around the deal the UK would be taking to the Glasgow climate summit in November 2021. This included running high level meetings between the COP26 President Alok Sharma and the CEOs of major environmental charities.

The first meeting between environmental organisations and the Labour leader Keir Starmer was organised by Green Alliance in January 2021.

To maintain momentum on climate and nature advocacy throughout the Covid-19 lockdowns, we hosted weekly calls between sector representatives, Wildlife and Countryside Link and The Climate Coalition, and other leading environmental NGOs. This regular strategic collaboration helped to align thinking and public messaging across the sector.



COP26 President Alok Sharma delivering an address online during the 'Making it count' day of events, November 2020

Tracking UK climate action

In the run up to the UK hosting the COP26 UN climate summit in 2021, we tracked government progress towards its own domestic target of a net zero carbon economy by 2050. We analysed the impact of new policies announced since the start of 2020. The update of our *Net zero policy tracker* in December 2020 found the government to be significantly off track, despite new announcements on housing and transport. This was reported across the media, including on Radio 4's Today programme.

We kept up regular communications with Number 10 and HM Treasury about these findings and our recommendations, including four tests for the COP26 summit:

- _delivery of real progress towards the global commitment to keep warming to 1.5°C;
- _having a credible domestic net zero carbon strategy;
- _ensuring justice for those on the frontline of the climate crisis;
- _highlighting the connections between the nature and climate crises.

Greener UK

In 2016, Green Alliance convened Greener UK, an unprecedented coalition of 12 leading environmental organisations, supported by over 50 other networks and groups, to unify the environment movement's response to Brexit.

After the UK left the EU in January 2020, the coalition continued to influence significant post-Brexit legislation, on fisheries, trade and agriculture, as well as the landmark Environment Bill.

GREENER UK



Keeping vital legislation on track

Drawing on the expertise of all the organisations involved, we succeeded in persuading the government to bring forward new legislation, through an Environment Bill. When the pandemic struck in March 2020, the bill's progress was paused, leaving protections hanging by a thread. Greener UK focused on urging the return of the legislation as soon as possible and raising the government's ambitions in the bill.

With the help of experts across many disciplines, we tracked and analysed gaps in environmental governance and policy across the UK. We focused on issues between England and Northern Ireland, interim arrangements, environmental targets and principles and special areas of concern, such as chemicals regulation and species conservation.

The final assessment of Greener UK's Risk Tracker, in March 2021, was that "the government's landmark promise to 'maintain and enhance' protections has not been met", with four areas (air quality, nature protection, waste and resources, and chemicals) deemed to be at high risk. No area was found to be low risk.

Where was the Environment Bill?

The Environment Bill is the most comprehensive and significant piece of environmental legislation for over two decades. Delay to its passage through parliament in 2020 was of real concern as, once the UK had left the EU, important environmental protections would be removed until new provisions were established. We pressed for the bill to return through parliamentary questions, media interventions and social media. This initially succeeded. However, Greener UK had to apply pressure again when the bill was delayed for a third time in early 2021, with our concerns reported in *The Daily Telegraph*, *BBC News*, *The Guardian* and *The Times*. It finally resumed its progress through parliament in May 2021.



Rt Hon Greg Hands MP, minister of state for trade policy speaking at the Greener UK online event 'How can trade policy help to achieve the UK's environmental ambitions?', July 2020

“Green Alliance plays a valuable role in convening and focusing the views of NGOs through Greener UK. Its regular and active contributions bring insight, perspective and constructive challenge, and I have welcomed its sustained interest in the role for strong environmental governance post-Brexit.”

Dame Glenys Stacey, chair designate of the Office for Environmental Protection

Informing parliamentary debates

A total of sixteen detailed briefings from Greener UK on the Environment Bill, for the House of Commons committee stage, were heavily relied upon by MPs. In October, two environment select committees were persuaded to raise the alarm about slow progress and the lack of transparency around the bill. This led to the Department for Environment, Food and Rural Affairs (Defra) announcing an interim system for public complaints when environmental laws are broken and providing clarity around the new Office for Environmental Protection (OEP), a watchdog for environmental law, first proposed by Greener UK in 2018. *BBC News* reported our concern that an amendment allowing the government to “advise” the OEP on how it enforces environmental law would enable ministers to steer away from awkward or inconvenient cases. We also highlighted the need for a full shadow OEP to provide a stronger base for its early work. In March 2021, the government responded by announcing that the OEP would be launched on an interim basis ahead of its formal establishment as part of the Environment Bill.

Trade and agriculture standards

Amid rising unease around the potential for new trade deals to erode UK environment standards, Greener UK worked with farming, trade and animal welfare groups to campaign for existing protections to be maintained. Green Alliance's executive director Shaun Spiers, who also chairs Greener UK, was appointed to the government's Strategic Trade Advisory Group in October 2020. This enhanced the environment sector's engagement with the Department for International Trade.

To raise public awareness around food standards, Greener UK supported the Mail on Sunday's 'Save our Family Farms' campaign throughout the summer of 2020. Coalition members provided stories and comment, including a major piece on risks around antibiotics. Faced with such concerted campaigning, the government established a new quasi-independent Trade and Agriculture Commission (TAC) to analyse policy options and future agreements.

Worried that the TAC would not offer sufficient scrutiny over trade, Greener UK worked with Sustain to establish the Future British Standards Coalition (FBSC) in September 2020, spanning animal welfare, public health, farming and trade law, it looked in detail at the government's approach to food standards. Its final report, *Safeguarding standards*, in November 2020, urged ministers to maintain high import standards through legal bans, to consider the use of tariffs carefully and to improve the breadth of sectors represented on the TAC. These conclusions were reported in the media and were acknowledged several times in parliament. They were also reflected in the TAC's final report. The government has since moved to extend any future TAC representation to environmental and animal welfare groups.



Greener UK worked with Sustain to look in detail at the government's approach to food standards and trade

Stronger environmental focus for new legislation

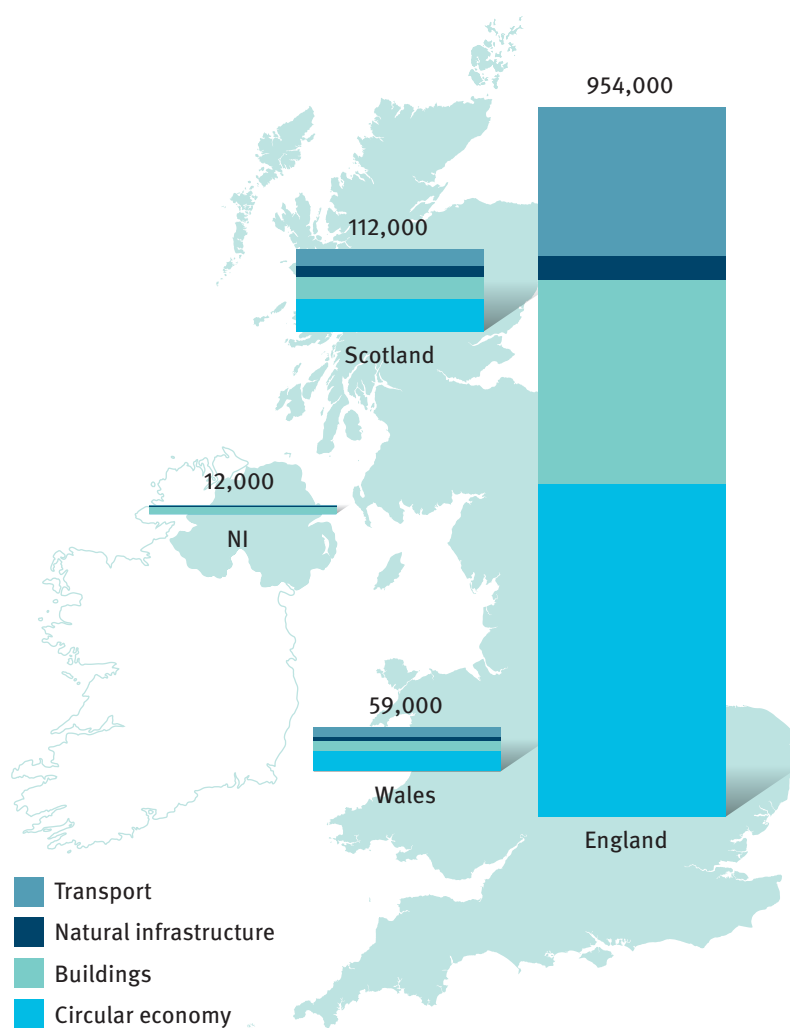
Autumn 2020 marked the end of long running campaigns to strengthen the Agriculture and Fisheries Bills. Thanks to concerted work by Greener UK, the 'public money for public goods' purpose in the Agriculture Bill passed unscathed and the future of agricultural support in England post-Brexit has dramatically shifted towards environmental recovery.

The ability of the Fisheries Bill to protect the marine environment was another major focus for Greener UK's advocacy. Whilst the government did not accept the case that sustainability should be its prime objective, several of its objectives are now environmental. The government also agreed to issue a call for evidence on remote electronic monitoring (cameras on boats to encourage sustainable fishing).

Greening the economy

The right building blocks for recovery

Green Alliance has focused on the importance of infrastructure for a greener economy for many years, as it governs how people live and work. Our report *Getting the building blocks right* (November 2020) looked at the UK's infrastructure needs in the context of economic recovery from Covid-19, and how to get the country on track for net zero and nature recovery. We argued that accelerating the green economy could create over a million jobs across the UK. Emphasising where the government's current approach is contradictory, eg its roads programme, we set out what a green industrial revolution for the UK should look like. This included proposing a 'net zero test' for all infrastructure decisions and scaling up investment in neglected areas, like resource efficiency and nature. Our advocacy encouraged the National Infrastructure Commission to improve its stance on biodiversity, and the government committed to review its national policy statement on roads.



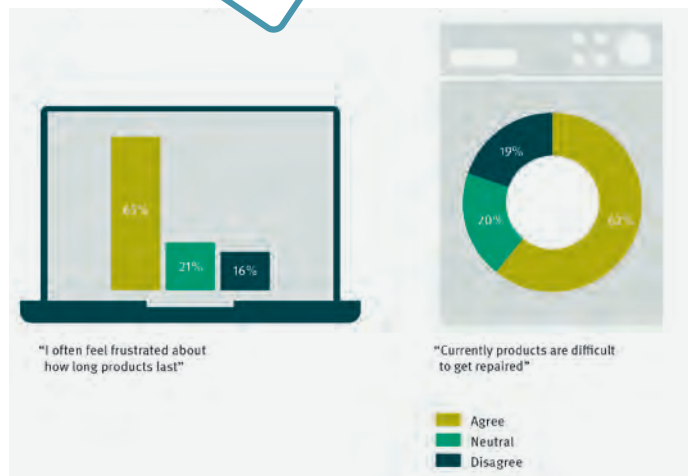
Scaling up infrastructure for net zero could support over a million jobs across the country over the next decade. From *Getting the building blocks right*, November 2020

The need for a green recovery from Covid-19

Towards the end of the year we launched Green Renewal, a major new project with a highly focused mission to promote the economic and social benefits of a green recovery from Covid-19. Using diverse voices from business and civil society, it influenced the narrative on the need for a greener and fairer economy. We had an immediate impact around the budget in March 2021, with our commentary in the major broadsheets, and on the BBC and Sky News. We have built important new relationships with Treasury civil servants, while our focus on job creation has attracted engagement from many of the new intake of Conservative MPs. Initial research, with the influential agencies Public First and WPI Economics, has built a body of evidence on green employment opportunities in different sectors. We reported the results of these studies and surveys in the summer of 2021. This project is breaking new ground, acting as a go between environmental groups and the Treasury. It is also covering economic topics not previously viewed through an environment lens, for instance on the purpose of the UK Infrastructure Bank and the government's levelling up agenda.

Transforming tax for a greener economy

With the support of the Joseph Rowntree Charitable Trust we launched a new three year project on how the tax system can assist the public to adopt greener lifestyles and avoid behaviours that harm the environment. An expert advisory board is helping to guide and test our recommendations. Our first report of the project, *Added value* (September 2020), examined potential changes to VAT, the UK's tax on consumption. It highlighted three relatively straightforward changes to the tax as an example of simple, quick reforms that could be made.



People are frustrated by product lifespans and the lack of repairability. From *Added value*, September 2020

"Green Alliance brings a deep understanding of how to present messages and engage with policy makers to maximum effect. In our work together I have benefited greatly from its expertise in policy and policy engagement."

Paul Ekins, professor of resources and environmental policy, UCL Institute for Sustainable Resources

Task force conclusions echoed by minister

In May 2020, our Tech Task Force of leading innovation organisations and businesses produced its third and final sectoral focus report. This looked at opportunities for digital technology to drive novel green developments in the construction and buildings sector. This followed two explorations into digital approaches to greening transport and business energy use.

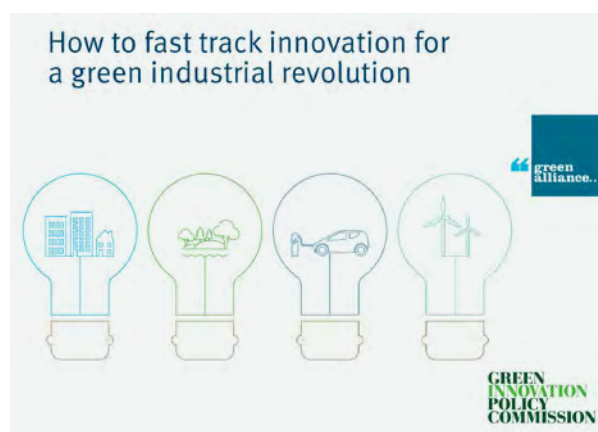
In *Smart and green* (October 2020), we summarised the task force's conclusions emphasising the need for much greater integration between decarbonisation and digitalisation policies. At an event to launch the report, then clean growth minister Kwasi Kwarteng responded, pointing to forthcoming government strategies that would seek to connect these agendas. The Department for Business, Energy and Industrial Strategy (BEIS) has since adopted a technology-based approach to regulating the energy efficiency of large commercial and industrial buildings and there has been more alignment between the work of the department's 'Made smarter' and industrial decarbonisation teams.



Rt Hon Kwasi Kwarteng MP, then minister of state for business, energy and clean growth speaking at 'Unlocking the green digital revolution for the UK', online event, October 2020

Futureproofing supply chains

Building on our previous work around the emissions generated at home and abroad from the UK's consumption of goods and services, we worked with the Fairtrade Foundation to identify how to futureproof the supply chains of bananas and roses. We held an event, supported by the foundation, to explore how tackling the UK's global environmental footprint could promote a more resilient economy.



Amplifying the case for green innovation

Since 2019, our role in the Green Innovation Policy Commission (GIPC), led by Professor Paul Ekins at University College London and Sir John Cridland, was to make sure its work was well understood by the government. This included promoting its priorities to the BEIS and Environmental Audit Committees, and providing input to BEIS task forces on economic recovery. We helped to launch the commission's final report in January 2021 and published our own summary of its findings for policy makers, *How to fast track innovation for a green industrial revolution* (January 2021). Headline messages from the report included the need for a better use of government powers of investment, regulation and procurement to stimulate innovation. With a significant business leader membership, the GIPC also called for a new green transition partnership between the public and private sectors. We continue to emphasise this important study's conclusions to both BEIS and the Treasury.

Low carbon future

The power of local climate action

By late 2020, 75 per cent of English local authorities had declared a climate emergency, demonstrating their determination to act on the climate crisis. We held workshops for six authorities already leading on this agenda, to explore their policy options. We also interviewed representatives of 12 other authorities aspiring to do more, to hear directly about the issues they face. *The local climate challenge* (December 2020) stressed the importance of local action in meeting climate goals and the need for greater powers and funding for local authorities to take effective action. This was our most read report of the year with nearly 12,000 downloads in three months.

This report helped to shape subsequent work by the National Audit Office and we have given evidence to select committees on its findings. Workshops with civil servants and a coalition of environment, local authority and research organisations also explored particular local sectoral challenges and made the case for a comprehensive policy framework to support local action. These helped to nurture stronger relationships with government departments on these issues and led to ongoing discussions about how to plug evidence gaps in future.



In *The local climate challenge*, December 2020, we argued that, with more government support, local authorities would be best placed to support communities and local businesses to tackle climate change

“Green Alliance’s work has helped to raise awareness around the local dimension of climate action, proving that mayors and local leaders have a vital role to play in getting us to net zero.”

Andy Street, mayor of West Midlands

Aligning NGO views on transport

As a leading advocate for earlier phase out of the sale of new petrol and diesel cars and vans, we were delighted when the government confirmed, in November 2020, that it would bring forward the phase out date by ten years, from 2040 to 2030, accelerating the move to low carbon transport with all the benefits to society and the environment that will bring. This was a very significant win for our work on transport.

In autumn 2020, we launched a new programme of work on decarbonising transport. As the sector responsible for the greatest share of carbon emissions, there needs to be much swifter, decisive action to bring down transport emissions. Early research under the programme made the case for an ambitious regulatory framework to speed up the electric vehicle transition.

We recruited new members from across the environment sector to our transport roundtable, increasing its membership to 30. This strengthened the cross-sector response to the department's 'Decarbonising Transport' consultation.

We produced briefings and held meetings for civil servants, MPs and NGOs on expectations for the government's transport decarbonisation plans, on how planning reforms can support the move to low carbon transport and on the need to include emissions from international aviation and shipping in future UK carbon emission reduction targets. This influenced the government to announce that it would include international aviation and shipping emissions in UK decarbonisation targets, a positive move in the effort to decarbonise these high emitting sectors.



Cathryn Higgs, head of food policy at The Co-op, speaking at 'Is tackling the UK's global environmental footprint the route to a resilient, low carbon economy?', online event, February 2021

The case for clean air zones

There is a wealth of evidence showing that the best and fastest way to prevent dirty air in cities from damaging people's health is through clean air zones, charging polluting vehicles to enter. Local areas with significant air quality issues have responded to a requirement from the government to deal with it, with many making plans for clean air zones. However, there was some pushback early in 2020, partly due to the pandemic, with suspicions that they are a stealth tax and might be ineffective. In *The case for clean air zones* (March 2021), we countered the myths and clarified the evidence in favour of clean air zones. We demonstrated how they can play an important role in meeting air pollution and climate targets as well as improving community wellbeing. *The Times* and *The Guardian* both featured stories around our findings.



The case for clean air zones, March 2021

Resources

Influencing more political action on resources

Throughout the year, we kept the Climate Change Committee (CCC) and civil servants in Defra, BEIS and the Treasury briefed on the role that resource efficiency could play in a green recovery from Covid-19, and on the need for waste reform and resource reduction targets in the Environment Bill.

Our evidence to an Environmental Audit Committee inquiry into green jobs argued that a more ambitious approach to the circular economy could deliver hundreds of thousands of new jobs, on top of benefits for climate and nature.

We organised a letter to the House of Commons Environment Bill Committee, from businesses and trade associations, supporting an important amendment that would expand the power to charge for single use items, from those made of plastic to all single use materials. It was supported by Labour, which adopted our stance on the need to do more to tackle the wider issue of throwaway society.

With CHEM Trust, we wrote to ministers, urging them to resist the chemical industry's calls for deregulation under UK REACH, the UK's replacement for the EU chemicals regime. There have been alarming calls from some businesses suggesting they should not have to provide full safety data for chemicals they use in the UK because of the additional financial burden it would impose.



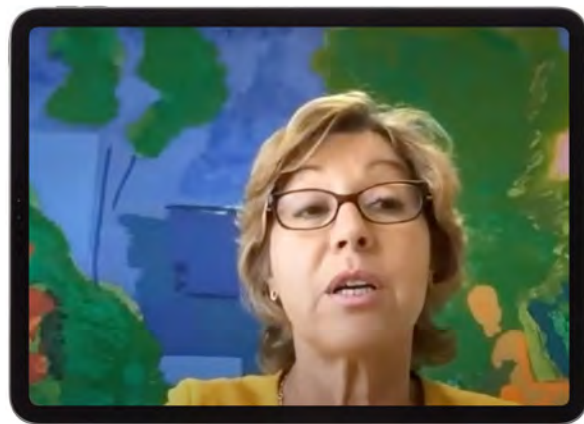
Libby Peake, Green Alliance's head of resources, giving advice about circular economy opportunities to the Environmental Audit Committee's hearing on green jobs, skills and training, February 2021.

“Corplex joined Green Alliance’s Circular Economy Task Force in 2021 because it is giving voice to the most effective ways to make the circular economy a reality, through its research, membership and connection to policy makers.”

Lucas van der Schalk, CEO, Corplex

Securing ambitious national recycling targets

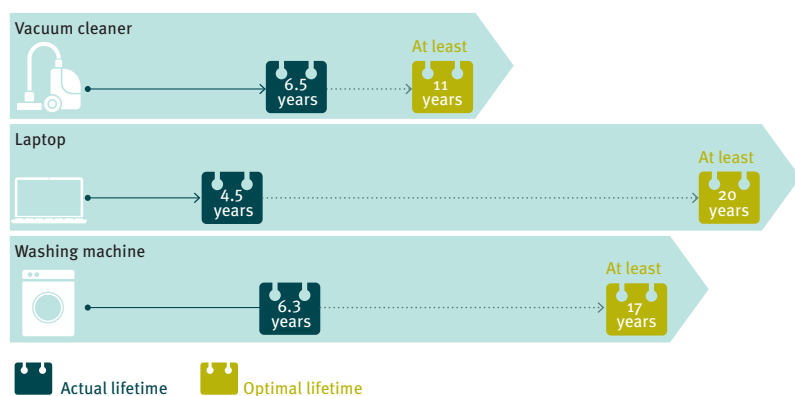
In response to signals that the government might drop the EU's Circular Economy Package targets following Brexit, we kept the pressure up for it to maintain them, through parliamentary questions, prompting enquiries from journalists and a blog which accused the government of backtracking. In response, the government announced it would adopt the EU's headline 65 per cent recycling target. It also released plans for binding resource productivity targets to complement this target, a necessary pairing which we have advocated since 2017.



Rebecca Pow MP, environment minister speaking at 'Recycling in the UK: what do people think?', online event, September 2020

The need for a design first approach

In *Design for a circular economy* (November 2020), the first report in the year for our Circular Economy Task Force, we focused on how design influences a product's environmental impact. We urged the government to fulfil its promise to match or exceed EU standards of ecodesign. This report was part of our ongoing work, first with the Centre for Industrial Energy, Materials and Products and now with the Centre for Energy Demand Solutions. It influenced the CCC to acknowledge the importance of resource efficiency in climate policy. Some of our recommendations feature in its advice to government on the sixth carbon budget. This work also heavily influenced the Environmental Audit Committee's report into e-waste and the circular economy, which contained 50 references to our work.



How long should energy efficient products last to compensate for emissions caused by their production, transport and disposal?
From *Design for a circular economy*, November 2020

A new UK vision for resource use

While high product standards and recycling incentives are important for a circular economy, unless there are clear and ambitious targets to reduce resource use overall, the UK's environmental impacts will continue to mount up. This includes unsustainable levels of waste, climate change, damage to nature and water stress. The UN estimates that resource extraction and processing drives half of global emissions and 90 per cent of biodiversity loss. Our second report in the year for the Circular Economy Task Force, *Targeting success* (March 2021), looked at the causes of these issues and the solutions. We concluded that a more systemic approach is essential, with a target needed to halve the nation's resource use by 2050. This message was promoted in our first animation which was shared widely on social media and received over 8,500 views in its first week of broadcast.

Natural Environment

Influencing post-Brexit plans for farm support

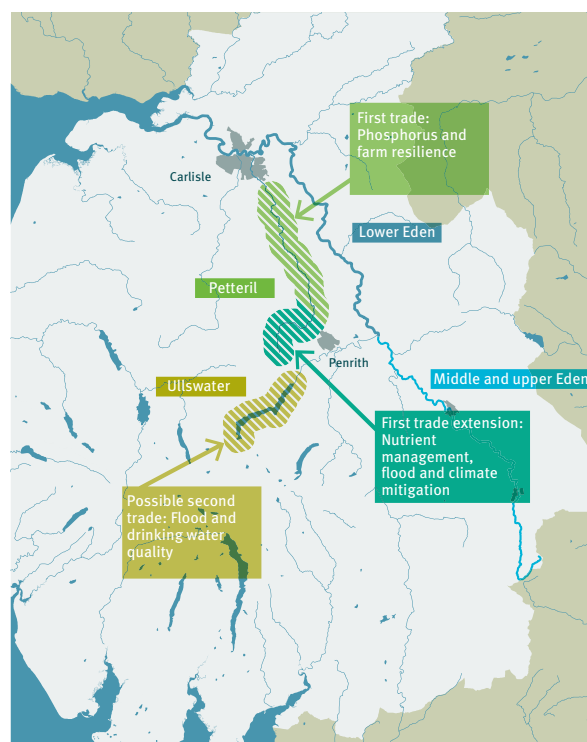
The UK is breaking with the past following Brexit and will support farmers through a new Environmental Land Management (ELM) scheme, based on the 'public money for public goods' principle. Over the past five years, we have worked with the National Trust on ideas to create a step change in environmental restoration, combining both public and private funds to support a new market concept we have called a Natural Infrastructure Scheme.

As our thinking aligned with Defra's new funding plans, we were invited to join its 'tests and trials' programme, to explore how they could be integrated with the ELM scheme.

This year we briefed the government on scheme improvements and explored technological solutions. We also ran a series of gaming workshops, involving potential market participants, to simulate how public money could be brought together with funding from private beneficiaries, like utility companies and food businesses, to deliver outcomes they need from the land, such as reducing flood risk and pollution.

In our workshops we used the example of a real demonstration project in the River Eden catchment in Cumbria to investigate how best to reach agreements between public and private interests and the farmers delivering environmental services. In November, we presented our ideas to Defra, which included a new 'interface' between public and private payments for ELM and we held a workshop to help tailor the proposals to their needs.

In March 2021, we concluded this work with a toolkit based on the lessons we learned from the trial in the Eden Valley. We are pleased that, following our recommendations, Defra is now developing plans to integrate private funding across all the new ELM schemes.



We worked with partners in the Eden Valley, Cumbria, to demonstrate how trading in positive environmental outcomes, between farmers and beneficiaries, could work. From *Building local markets for sustainable land management with the Eden Model*, March 2021

Proposing strong oversight of carbon offsetting

Aviation is increasingly turning to carbon offsetting to try and reduce its damaging impacts on the climate. But there is an unresolved challenge to ensure offsetting does not reduce the effort to cut emissions, and there are big issues with the quality of offsets on the market, with no guarantee they will help to tackle climate change.

In *The flight path to net zero* (April 2020) we recommended a new national Office for Carbon Removal to regulate the market, give more confidence that carbon removal offsetting works and demonstrate good practice to the rest of the world. The government has since shown interest in this idea and the Energy Systems Catapult, the National Infrastructure Commission and a team of researchers from Imperial College, the University of Leeds and Foresight Transitions have all called for a similar body to oversee carbon removal.

We also highlighted the potential value of using funding from effective offset schemes to speed up nature restoration in the UK and called for a new Farm and Soil Carbon Code, so farmers and land managers can verify their 'carbon farming' measures and gain a new income stream from the sale of credits. Following our recommendations, a new UK Soil and Farm Carbon Code is now being developed, with support from the government's Natural Environment Investment Readiness Fund.



In *The flight path to net zero* we highlighted the potential value of funding from effective offset schemes to speed up nature restoration in the UK and reiterated our call for a new Farm and Soil Carbon Code



Jamie Arbib, co-founder of RethinkX, speaking at 'What will lab grown meat and dairy mean for food, farming and the environment?', online event, December 2020

Debating the future of food and farming

We hosted two online debates on forthcoming changes to farming and food in the context of climate change. The first brought academics, innovators and farmers together on what laboratory grown meat could mean for our food system and the environment. The discussion highlighted the potential for it to improve the environment and for the UK to be a market leader, but also the urgent need for policy to ensure farmers and others in the food system are not disadvantaged by these new products. The other event, on the implications of the government's review of gene editing regulation, revived a long running debate, which Green Alliance has previously been deeply involved with, about the control of this technology and the environmental threats and benefits it might present.

Reaching wider audiences in 2020-21

Blog views doubled

2019-20: 130 posts
100,000 views 55,000 visitors

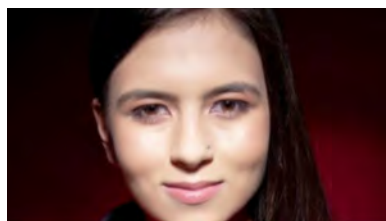
2020-21: 169 posts
168,000 views 103,000 visitors

Podcast output rose

We increased activity on our podcast as all our work went online in early 2020, featuring regular one to one interviews and highlights of our events. We broadcast 32 podcasts in 2020-21. Episodes covered a wide range of issues, including interviews with bird expert and campaigner Mya Rose Craig, the authors Dara McNulty and Margaret Heffernan, the Liberal Democrat leader Sir Ed Davey, Environment Minister Rebecca Pow and economist Dieter Helm.



Interview with Emma Howard Boyd, chair of the Environment Agency, June 2020



Interview with Mya-Rose 'Birdgirl' Craig, January 2021



Interview with Sir Ed Davey, Liberal Democrat leader, January 2021



Celebrating nature writing with longlisted Wainwright Prize authors Jini Reddy and Dara McNulty, July 2020



Our first animation, broadcast in March 2021, argued for a UK strategy to halve resource use by 2050. It received over 8.5k views on social media in its first week.

A new approach to events

The switch to online events, imposed by the pandemic, turned out to be a huge opportunity for Green Alliance. Freed of the confines of venues, we were able to vastly increase our output and range. It allowed us to reach more diverse audiences from all over the country and around the world, and to invite speakers from as far away as the US and India. With much less advance planning required, we were able to host reactive debates at short notice on emerging issues in environmental policy and politics. The online format also enriched our interaction with audiences, enabling an easy flow of chat, knowledge sharing and questions. Making them available to view afterwards on our YouTube channel has also extended our reach further. We will be keeping these innovations, which have now permanently changed our approach to events, as we explore new hybrid formats in the slow return to in person meetings.

We ran 24 online events during the year, with a total of 98 speakers and 5,850 attendees.

Our most popular event of the year was 'Racism in the environment sector: why we must change and how we can do it' in September 2020 which had 750 attendees and 1.7k views on Youtube.

3.

Our plans for 2021-22

Green Alliance published a new strategy in 2021. Responding to the circumstances created by the pandemic and the urgency of acting on the climate and nature emergencies, during 2021-22 it focuses on three broad objectives: to turn UK political ambition on climate and nature into rapid action, to promote effective solutions for a fair transition to a green economy and to push the boundaries to find new answers to complex environmental problems. In addition, we have made a new commitment to improve diversity, inclusion and equity internally and across the wider environment movement (see page 31). We acknowledge these important considerations in the task of building a fairer, greener, more prosperous society.

Below are our priorities under our themes to meet these objectives during 2021-22:

Political Leadership

We will work to ensure that all government strategy aligns with and supports the urgent need to meet climate and nature commitments. Our advocacy will focus on mainstreaming environmental priorities, including in plans for economic recovery. We will promote joined up domestic policy in preparation for the UK hosting the major global climate summit in November 2021.

Greening the Economy

Decisions made by the Treasury are crucial to meeting the UK's climate and nature targets. We will continue to focus on changes to tax and other incentives that can support the shift to a fair green economy for all, ending the perversities and poor economic signals that result in environmental harm. Focusing on the need for a sustainable recovery from the impact of Covid 19, we will conduct research and advocacy to stimulate a green renewal for the UK, including through infrastructure, innovation and new employment opportunities.

Greener UK

As the Environment Bill reaches its final stages towards becoming legislation, our work with our coalition partners will focus on securing the most ambitious and robust Environment Act possible, with a highly effective governance system to support it. We will work to make sure the UK's high environmental standards are not compromised in new trade deals and that the environmental provisions of the EU-UK Trade and Cooperation Agreement are properly implemented.

Low Carbon Future

Targeting the most polluting sector in the UK, our decarbonising transport programme will recommend national policies that demonstrably close the gap in reaching net zero carbon in the sector. We will also be developing our position on the role of new technologies to reduce carbon, exploring new solutions for cutting emissions from the built environment and industry, and we will continue our work on the potential of local government to tackle climate change at the community level.

Resources

With our Circular Economy Task Force, we will continue to promote an economy wide target to cut resource use, to reduce the carbon emissions and environmental damage arising from over consumption. We will broaden the conversation around supply chains to include better due diligence, resource use and resilience and we will target the legislative changes needed to address the full lifecycles of all materials, extending the focus beyond plastic and the end of a product's life.

Natural Environment

We will make sure that nature and biodiversity priorities are not sidelined in the pursuit of climate action. We will continue to advocate new governance for natural and engineered carbon removals and sustainable nature-based solutions for the climate and nature emergencies. Continuing our work on new economic routes to nature restoration, we will analyse existing private payments for ecosystem services projects and recommend how to develop them into functioning markets.

4.

Equity, diversity and inclusion

As for many organisations, the death of George Floyd and the subsequent focus on the Black Lives Matter movement stimulated increased attention on equity, diversity and inclusion (EDI) issues at Green Alliance. We acknowledge that the environmental, charity and think tank sectors have all fallen short in their representation of wider society. We have started to address the issues we face as an organisation and as a sector, and we aim to take a proactive approach to equity, diversity and inclusion.

Trustees endorse and support this direction and, during the year, they approved an EDI action plan (created by a staff working group) and appointed a diversity champion on the board. The action plan sets out the priorities for the organisation to embed EDI and anti-racism into our work culture and external work. The plan outlines objectives, activities and outcomes across four pillars: organisational culture, recruitment and retention, external communications and engagement, and our policy and politics work. We have also embedded our commitment to address barriers to racial equality in our organisation and the sector in our 2021-24 strategy. We are working with consultant partners The Social Justice Collective and Impact Culture, to support organisational learning and the development of long term goals.

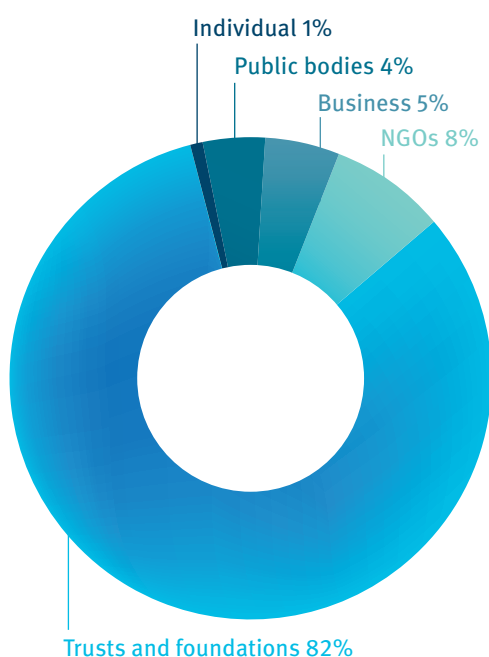
As part of our contribution to meaningful action in the sector we held an event in September 2020 to discuss the experiences of people of colour in our area of work and ways we can improve. Over 700 people attended the online event 'Racism in the environment sector: why we must change and how we can do it'. A second event, in June 2021, 'Building momentum for change' looked at the sector's progress over the year and discussed collective efforts.

We have also engaged with cross sector groups, the Diverse Sustainability Initiative, led by IEMA, and the inclusion, equality and diversity group, led by Wildlife and Countryside Link.

5.

Finance and fundraising review

Income



Treasurer's report

At the beginning of the financial year the UK had just gone into lockdown as a result of the coronavirus pandemic. Whilst we expected such a significant world event to affect our ability to operate, we did not expect that we would still be under lockdown as the financial year ended in March 2021. However, despite the challenges of a year under restrictions, everyone at Green Alliance has worked incredibly hard to maintain operations, financial stability and a sense of team cohesion to achieve our objectives.

Green Alliance's income for the year ended March 2021 grew to over £2.2m. This is slightly higher than the budget that was set prior to the pandemic and defied our early expectations of how the year would progress.

We took immediate and thorough steps to manage Green Alliance's financial health over the year, which included full analysis of the potential impact on income sources and how we could respond. We reviewed our funded projects and communicated how we planned to revise activity to continue to have impact during the crisis. We are grateful to all our funders who have been flexible and supportive of our work during the period.

As a result, we have been able to continue all of our planned work, with some adjustments, and we have added new projects, grown our income and the team.

We formally added a new theme 'Greening the Economy' to our work plan and launched a new project focused on building a green economy post pandemic.

We grew our activity in the climate space through a decarbonising transport project to add to existing work under our Cutting Carbon Now and local authorities projects, we also added more capacity to our climate advocacy work and took over the secretariat of the All Party Parliamentary Group on the environment.

As would be expected in a time of economic uncertainty our income from corporate funders reduced (from £175k) to £100k and from NGOs (from £225k) to £172k. Our growth has been enabled by increased support from trusts and foundations who provided 82 per cent of our total income (73 per cent last year). The share of income from trusts and foundations has increased, as has the number of trusts supporting our work. We are not dependent on any one funder for more than 16 per cent of our income.

We received a one-off donation of £100k from an anonymous trust in the year, via the National Philanthropic Trust, due diligence was undertaken through the Environmental Funders Network to ensure that this donation satisfied Green Alliance's funding principles.

Expenditure for the year was £1.8m (2020 £1.75m), generating a significant surplus of £397k (2020: £194k surplus). This was made up of additions to the restricted fund of £319k to be spent on projects in 2021-22 and a contribution to the free reserves of £79k. We spent approximately £20k as one-off costs for a move into temporary office space in March 2021 and plan to make a more permanent move in 2021-22.

Reserves

The board reviewed the reserves in March 2020 and concluded that the level of unrestricted reserves required by March 2021 would be £450k to maintain operations or wind-up projects as a result of loss of income, or failure to secure funds and to finance an office move in the coming year.

Total funds at the end 31 March 2021 (note 12 in the financial statements) were £1.24m (2020: £844k) comprising of £785k restricted funds (2020: £466k) and £457k in unrestricted funds (2020: £378k).

The free reserves of the charity, being the general unrestricted fund less the net book value of tangible fixed assets, at 31 March 2021, were £287k. The unrestricted funds of the charity, less the net book value of tangible fixed assets, were £437k. This is £13k short of the reserves policy target set by the board.

Investments

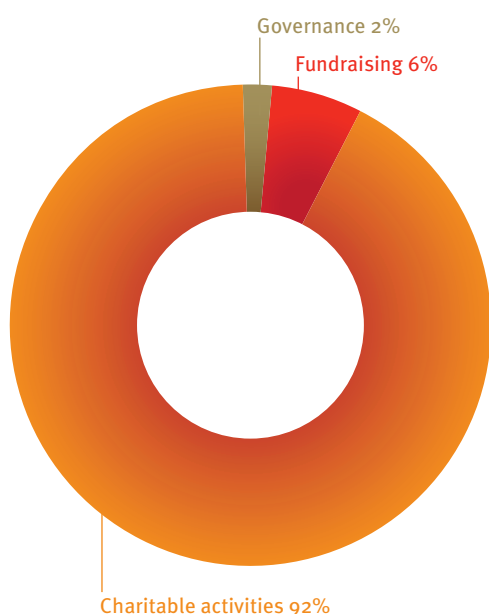
At the present time, the trustees' policy is to maintain all cash balances on deposit earning a market rate of interest. Green Alliance held no other shares or investments in the financial year.

Going concern

The board of trustees has reviewed Green Alliance's financial position and believes there are sufficient resources to manage any operational or financial risks. Cashflow forecasts through to September 2022, analysing different scenarios, have been undertaken and, on that basis, the board considers there is a reasonable expectation that Green Alliance will continue in operational existence in the foreseeable future.

For this reason the board continues to adopt the going concern basis of accounting in the preparation of these accounts.

Expenditure



Fundraising disclosure

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.

A handwritten signature in black ink, appearing to read 'P. G. Lambert', is displayed on a light grey rectangular background.

Paul Lambert FCA
Treasurer

6.

Structure, governance and risk management

Green Alliance was founded in 1979. It was registered as The Green Alliance Trust, a charitable company, limited by guarantee, in 1995. The charity and company The Green Alliance Trust continues to operate 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.

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. From March 2020, the finance and management sub-committee held additional meetings to monitor the impacts of the pandemic on Green Alliance's financial health.

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, following that it is reviewed at three year intervals. Unless there are exceptional circumstances, no trustee serves longer than eleven years.

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

Unsurprisingly, the greatest risks identified for Green Alliance in 2021 related to the pandemic and included:

- Ability to deliver projects and have impact
- Financial stability
- Wellbeing of staff
- Premises

Green Alliance addressed project risks immediately with a thorough review and redesign of activity to continue to have impact. Areas particularly affected were our ability to access policy makers and our engagement with stakeholders. We moved quickly to online events and meetings and were able to maintain good levels of access and engagement over the year.

As soon as the country entered lockdown 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.

Our team have coped remarkably well with remote working and intermittent lockdowns, but we acknowledge that the majority of people experienced negative impacts on their wellbeing at various stages over the year. Isolation, the blending of home and work, and health anxiety are a few of the issues people had to deal with. We have an employee assistance programme available to all staff, have maintained social activities and provided access to a wellbeing programme for people working in the environment sector.

Alongside pandemic related risks, Green Alliance had to move out of its offices in March 2021, we secured a peppercorn lease short term and will seek longer term premises in the current year. There is still a risk attached to finding affordable central London property, we will be assessing our business needs with consideration of better hybrid and flexible working options.

Related party transactions

The Green Alliance Trust and the dormant company The Green Alliance are connected in that all the directors of The Green Alliance are also trustees of The Green Alliance Trust. There were no transactions with The Green Alliance during the year. Details of other party related transactions are set out in note 15 to the accounts on page 64.

Staff and volunteers

The sixth cohort of assistants under our graduate scheme were appointed in September 2020. We are grateful to Rebecca Willis, Julie Hill, Tamsin Cooper, Leah Davis and Amy Mount for mentoring staff on the scheme on a pro bono basis throughout the year.

We undertook a salary benchmarking exercise between January and March of 2021 with the help of external consultants and the finance and management committee approved a new salary framework in April 2021. The benchmarking process included reviewing pay bands and levels for similar roles across the NGO and think tank sectors.

The pay of the senior management team and all staff is reviewed annually by trustees and is increased in accordance with cost of living, where practicable, taking into account the charity's financial position. Details of the remuneration of key management personnel are set out in note 7.

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 our own operations too.

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 strong environmental credentials. When purchasing for the office, second-hand items are considered along with criteria such as energy consumption, manufacturing methods, materials, packaging, emissions and consumables. All our publications are available to read online and many are only published online. In organising our events we follow the guidance of the sustainable events standard ISO 20121.

Staff are supported in choosing greener methods of transport. Green Alliance promotes the Cycle to Work scheme and offers rail season ticket loans. When other transport is required, for example to carry equipment and heavy packages, hybrid taxis, cycles or electric vehicle couriers are used. We use hybrid or electric taxis wherever possible.

In our office move in 2021 we used a removal company with strong environmental credentials and recycled defunct IT equipment through Computer Aid. We kept all our furniture and made minimal disposals. The new office has secure bicycle storage and there are showers on site for staff to use.

Public benefit

The charity is guided by its 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.

Trustee's 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 2021. 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: 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 (Charities SORP (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 of 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.

Safeguarding and whistleblowing

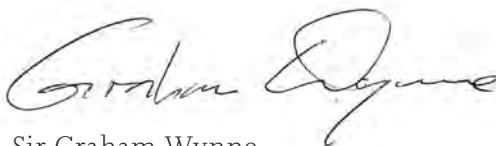
Green Alliance has a safeguarding policy and whistleblowing procedure to ensure staff have reasonable protections in undertaking their work, and are able to report any perceived wrongdoing within the organisation. Whistleblowing reports go directly to a nominated member of the board. There were no safeguarding or whistleblowing complaints raised in the year.

Auditors

The auditors, Buzzacott, 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, who are also the trustees, have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

On behalf of the trustees

A handwritten signature in black ink, appearing to read 'Graham Wynne', written in a cursive style.

Sir Graham Wynne
Chair of the board of trustees

7.

Independent auditor's report to the members of The Green Alliance Trust

Opinion

We have audited the financial statements of The Green Alliance Trust (the 'charitable company') for the year ended 31 March 2021 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 2021 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.

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.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

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.

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

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.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, Charities Act 2011 and data protection legislation;

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in the accounting policies were indicative of potential bias; and
- performed substantive testing of expenditure including authorisation thereof.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of trustee meetings; and
- enquiring of management as to actual and potential litigation and claims, including inspecting the relevant correspondence from regulators and advisors;

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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/auditors' responsibilities](http://www.frc.org.uk/auditors%20responsibilities). This description forms part of our auditor's report.

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.

A handwritten signature in dark ink, appearing to read 'Shachi Blakemore', is written over a faint, light blue circular stamp. The stamp contains the text 'Buzza' and 'cot' in a stylized font.

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

8.

Accounts for
the year ended
31 March 2021

The Green Alliance Trust

Statement of financial activities for the year ended 31 March 2021 (incorporating the income and expenditure account)

		2021 Restricted funds	2021 Unrestricted funds	2021 Total funds	2020 Total funds
	Notes	£	£	£	£
Income from:					
Donations and legacies	3	—	181,143	181,143	38,842
Charitable activities					
Political leadership		749,782	69,454	819,236	994,031
Greening the economy		35,000	154,201	189,201	—
Low carbon future		560,765	3,938	564,703	517,347
Resources		168,225	109,350	277,575	268,088
Natural environment		33,500	143,703	177,203	128,417
Investments		—	370	370	1,673
Total income		1,547,272	662,159	2,209,431	1,948,398
Expenditure on:					
Raising funds:					
Fundraising	4	—	112,803	112,803	57,089
Charitable activities	4				
Political leadership		689,089	111,954	801,043	978,077
Greening the economy		34,952	8,517	43,469	—
Low carbon future		389,287	20,416	409,703	377,943
Resources		110,115	107,311	217,426	257,172
Natural environment		5,193	222,328	227,521	84,499
Total expenditure		1,228,636	583,329	1,811,965	1,754,780
Net income and net movement in funds		318,636	78,830	397,466	193,618
Reconciliation of funds					
Total funds brought forward		465,865	377,901	843,766	650,148
Total funds carried forward	12	784,501	456,731	1,241,232	843,766

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 19
The notes on pages 52-64 form part of these financial statements.

The Green Alliance Trust

Balance sheet at 31 March 2021 (company number: 03037633)

	Note	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible fixed assets	8		19,620		17,303
Current assets					
Debtors and prepayments	9	540,747		740,250	
Cash		1,203,272		457,383	
		1,744,019		1,197,633	
Creditors: amounts falling due within one year	10	(522,407)		(371,170)	
Net current assets			1,221,612		826,463
Total assets less current liabilities	11		1,241,232		843,766
Charity funds					
Restricted funds	12		784,501		465,865
General unrestricted funds	12		306,731		377,901
Designated funds	12		150,000		—
			1,241,232		843,766

The full financial statements were approved and authorised for issue by the trustees on 14 September 2021 and signed on their behalf by



Chair



Treasurer

The notes on pages 52-64 form part of these financial statements

The Green Alliance Trust

Statement of cash flows

	2021 £	2020 £
Cash flows from operating activities		
Net cash provided by operating activities	759,277	27,302
Cash flows from investing activities		
Interest income	370	1,673
Purchase of equipment	(13,758)	(8,735)
Net cash used in investing activities	(13,388)	(7,062)
Changes in cash and cash equivalents in the period	745,889	20,240
Cash and cash equivalents at the beginning of the reporting period	457,383	437,143
Cash and cash equivalents at the end of the reporting period	1,203,272	457,383
Reconciliation of net income to net cash flow from operating activities		
	2021 £	2020 £
Net income	397,466	193,618
Add back depreciation charge	11,441	8,821
Interest income	(370)	(1,673)
Decrease (increase) in debtors	199,503	(269,069)
Increase in creditors	151,237	95,605
Net cash provided by operating activities	759,277	27,302
Analysis of cash and cash equivalents		
	2021 £	2020 £
Cash in hand	1,203,272	457,383

No separate statement of movements in net debt has been prepared as there is no difference between the net cash and cash equivalents and the net debt of the charity.

The Green Alliance Trust

Notes to the financial statements

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) (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 the inside front cover. 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 34.

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 the cost of raising funds and expenditure on charitable activities. Support costs are allocated based on a percentage of staff costs and overheads directly charged to each activity.

In prior years the support costs were allocated based on total direct costs. As such support costs for 2020 and 2021 are not directly comparable.

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

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

	2021	2020
	Unrestricted funds	
	£	£
Donations (trusts and individuals)	156,199	2,755
Membership subscriptions	21,366	19,087
Other income	3,578	17,000
Total	181,143	38,842

4. Expenditure

	Direct costs £	Direct staff costs £	Support costs £	Total 2021 £	Total 2020 £
Raising funds					
Fundraising	-	94,403	18,400	112,803	57,089
Charitable activities					
Political leadership	163,429	481,646	155,968	801,043	978,077
Greening the economy	10,029	23,407	10,033	43,469	—
Low carbon future	53,403	267,984	88,316	409,703	377,943
Resources	98,959	92,741	25,726	217,426	257,172
Natural environment	68,055	120,049	39,417	227,521	84,499
Total	393,875	1,080,230	337,860	1,811,965	1,754,780

	Direct costs £	Direct staff costs £	Support costs £	Total 2020 £
Raising funds				
Fundraising	—	50,380	6,709	57,089
Charitable activities				
Political leadership	341,696	522,747	113,634	978,077
Low carbon future	100,870	233,408	43,665	377,943
Resources	111,778	122,073	23,321	257,172
Natural environment	9,676	64,799	10,024	84,499
Total	564,020	993,407	197,353	1,754,780

5. Allocation of support costs to activities

	Raising funds £	Political leadership £	Greening the economy £	Low carbon future £	Resources £	Natural environment £	Total 2021 £	Total 2020 £
Premises	—	47,787	4,211	27,771	5,888	12,328	97,985	68,362
Office costs	—	1,428	126	830	176	369	2,929	4,511
Communication	—	7,733	681	4,494	953	1,995	15,856	14,892
Support staff costs	16,337	83,352	4,051	46,376	16,049	20,775	186,940	78,266
Governance – staff	2,063	10,523	511	5,855	2,026	2,623	23,601	21,487
Governance – other	—	5,145	453	2,990	634	1,327	10,549	9,835
Total	18,400	155,968	10,033	88,316	25,726	39,417	337,860	197,353

	Raising funds £	Political leadership £	Low carbon future £	Resources £	Natural environment £	Total 2020 £
Premises	3,851	38,452	14,776	7,891	3,392	68,362
Office costs	254	2,537	975	521	224	4,511
Communication	839	8,376	3,219	1,719	739	14,892
Support staff Costs	—	46,651	17,926	9,574	4,115	78,266
Governance - staff	1,211	12,086	4,644	2,480	1,066	21,487
Governance - other	554	5,532	2,125	1,136	488	9,835
Total	6,709	113,634	43,665	23,321	10,024	197,353

During the year a review was undertaken of the methodology applied to the allocation of support costs. Due to changes in the structure of projects, support costs for the year ended 31 March 2021 have been allocated based on the percentage of staff costs and overheads directly charged to each activity. In prior periods, support costs were allocated based on a percentage of total direct costs in each activity.

6. Net income

	2021 £	2020 £
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This is stated after charging the following:

Depreciation of tangible fixed assets

- owned by the charity	11,442	8,821
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Auditors' remuneration

- as auditor	9,250	8,050
- other services	1,300	1,285

Operating lease costs (property)

	80,343	80,343
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7. Staff costs and numbers

	2021 £	2020 £
Wages and salaries	1,102,440	928,009
Social security costs	112,038	96,639
Pension costs	76,293	68,513
Total	1,290,771	1,093,161

The average head count of staff during the year was as follows:	2021 No.	2020 No.
Project staff	30	30
Support staff	4	4
Governance	1	1
Fundraising	2	1
Total	37	36

The total full time equivalent was 25.6 (2020: 24.2).

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 £70,001 - £80,000	1	—
Staff earning remuneration between £100,001 - £110,000	1	1

Employer pension contributions totalling £20,436 (2020: £14,770) 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 £346,360 (2020: £344,016). This figure does not include the policy director who has been on secondment for the full year and not undertaken any key management responsibilities.

During the year no trustee received remuneration or benefits in kind (2020 – none).

During the year, expenses of £nil were reimbursed to no trustees for travel and subsistence (2020: £70 reimbursed to two trustees).

8. Tangible fixed assets

	Furniture and fittings £	Computers and IT equipment £	Total £
Cost			
At 1 April 2020	24,388	60,719	85,107
Additions	—	13,758	13,758
Disposals	(8,140)	(15,435)	(23,575)
At 31 March 2021	16,248	59,042	75,290
Depreciation			
At 1 April 2020	24,388	43,416	67,804
Charge for the year	—	11,441	11,441
Disposals	(8,140)	(15,435)	(23,575)
At 31 March 2021	16,248	39,422	55,670
Net book value			
At 31 March 2021	—	19,620	19,620
At 31 March 2020	—	17,303	17,303

9. Debtors: due within one year

	Total funds 2021 £	Total funds 2020 £
Trade debtors	150,037	276,129
Prepayments and accrued income	371,398	441,473
Other debtors	19,312	22,648
Total	540,747	740,250

10. Creditors: amounts falling due in one year

	Total funds 2021 £	Total funds 2020 £
Trade creditors	39,887	34,254
Taxation and social security	32,635	29,268
VAT payable	21,205	41,633
Accruals	55,676	59,658
Deferred income (see note below)	355,238	198,319
Other creditors	17,766	8,038
Total	522,407	371,170

Deferred income relates to income received in the year specifically for the following year. In 2021, £198,319 was released to the Statement of Financial Activities and £355,238 was received in the year but for project work to be performed in the following period.

11. Analysis of net assets between funds

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Tangible fixed assets	—	19,620	19,620	17,303
Current assets	784,501	959,518	1,744,019	1,197,633
Creditors due within one year	—	(522,407)	(522,407)	(371,170)
Total	784,501	456,731	1,241,232	843,766

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	—	17,303	17,303
Current assets	465,865	731,768	1,197,633
Creditors due within one year	—	(371,170)	(371,170)
	465,865	377,901	843,766

12. Statement of funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers in/(out) £	31 March 2021 £
Restricted funds					
Political leadership	157,825	749,782	(689,089)	—	218,518
Greening the economy	—	35,000	(34,952)	—	48
Low carbon future	277,650	560,765	(389,287)	—	449,128
Resources	30,290	168,225	(110,115)	—	88,400
Natural environment	100	33,500	(5,193)	—	28,407
	465,865	1,547,272	(1,228,636)	—	784,501
Unrestricted funds					
General funds	377,901	662,159	(583,329)	(150,000)	306,731
Property fund	—	—	—	150,000	150,000
Total funds	843,766	2,209,431	(1,811,965)	—	1,241,232

The designated property fund represents the anticipated costs of moving to new premises once the current office licence has expired. This includes an allowance for fit out costs to make any premises suitable for the needs of the charity.

12. Statement of funds (continued)

	At 1 April 2019 £	Income £	Expenditure £	31 March 2020 £
Restricted funds				
Political leadership	127,855	928,485	(898,515)	157,825
Low carbon future	131,148	513,180	(366,678)	277,650
Resources	22,186	25,000	(16,896)	30,290
Natural environment	100	—	—	100
	281,289	1,466,665	(1,282,089)	465,865
Unrestricted funds				
General funds	368,859	481,733	(472,691)	377,901
Total funds	650,148	1,948,398	(1,754,780)	843,766

Funding received for specific projects is accounted for as restricted funds. Green Alliance's restricted funds were divided between themes of work with the following aims:

Political leadership: building the ambitious political leadership necessary to bring about change to reverse nature's decline and create a greener, fairer, low carbon economy.

Greening the economy: ensuring the government's financial policies align with its environmental ambitions and the move to a green economy.

Low carbon future: accelerating the renewal and rapid decarbonisation of the UK's energy infrastructure and presenting policy solutions to make power more flexible.

Resources: advocating a more resource efficient system, which keeps materials in productive use and avoids the environmental problems caused by waste.

Natural environment: generating new thinking and building powerful new alliances to support nature's recovery.

The balances on restricted funds as at 31 March 2021 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 & buildings 2021 £	Land & buildings 2020 £
Expiry:		
Under 1 year	—	95,806
Between 2 and 5 years	—	—

During the year the charity moved offices. The current premises are leased at a peppercorn rent until June 2023. A service charge is payable in relation to the property.

14. Related party transactions

Related party	Nature of transaction	Transaction amount 2021 £	Transaction amount 2020 £	Further details and connection
Conservative Environment Network	Expenditure	30,000	15,800	Consultancy services were provided for the Greener UK programme. Ben Caldecott and Benet Northcote are both directors.
Seahorse Environmental Communications	Expenditure	36,690	18,000	Consultancy services were provided for the Greener UK programme. Shaun Spiers is a member of the advisory council.
RSPB	Income Debtor	11,305 7,000	24,609 —	Funding was provided in relation to Greener UK programme. David Baldock is on RSPB's advisory committee and Sir Graham Wynne is RSPB's vice president..
WWF UK	Income Debtor	14,323 —	17,609 17,609	Funding was provided in relation to Greener UK. Rita Clifton is a fellow and former trustee
The Wildlife Trusts	Income Debtor	7,626 7,000	— —	Funding was provided for the greener UK programme; Craig Bennet is the chief executive of The Wildlife Trust
Wessex Water	Income	1,000	—	Wessex Water joined the Business Circle in December 2020. Fiona Reynolds is a non-executive director of Wessex Water
Southern Water Services	Income	1,000	—	Southern Water joined the Business Circle in August 2020. Rosemary Boot is an independent non-executive director of Southern Water Services.

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.

16. Taxation

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

17. Pension commitments

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

18. Commitments

At 31 March 2021 there are no capital commitments (2020: £nil).

19. Comparative statement of financial activities

	Notes	2020 Restricted funds £	2020 Unrestricted funds £	2020 Total funds £
Income from:				
Donations and legacies	3	—	38,842	38,842
Charitable activities				
Political leadership		928,485	65,546	994,031
Low carbon future		513,180	4,167	517,347
Resource stewardship		25,000	243,088	268,088
Natural environment		—	128,417	128,417
Investments		—	1,673	1,673
Total income		1,466,665	481,733	1,948,398
Expenditure on:				
Raising Funds:				
- Fundraising	4	—	57,089	57,089
Charitable Activities	4			
Political leadership		898,515	79,562	978,077
Low carbon future		366,678	11,265	377,943
Resource stewardship		16,896	240,276	257,172
Natural environment		—	84,499	84,499
Total expenditure		1,282,089	472,691	1,754,780
Net income and net movement in funds		184,576	9,042	193,618
Reconciliation of funds				
Total funds brought forward		281,289	368,859	650,148
Total funds carried forward	12	465,865	377,901	843,766

Thanks

For details about supporting Green Alliance as a funder, partner or member, please contact Jo Rogers, operations director, jrogers@green-alliance.org.uk

We are grateful to every organisation and individual who contributed to our work in 2020-21

£1,000-£5,000

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Bambino Mio Ltd
The Co-op
CPRE
ERG UK Holding Ltd
Good Energy
Iceland Foods Ltd
MCS
OVO Group
Ramco UK Ltd
Scottish Power
Southern Water
SSE plc
Triodos Bank UK Ltd
Wessex Water

£5,001-£10,000

Friends of the Earth
Greenpeace
Wildfowl and Wetland Trust

£10,001-£20,000

ClientEarth
Kingfisher Plc
Nestlé
RSPB
Schneider Electric UK
Viridor
The Wildlife Trusts
Woodland Trust

£20,001-£30,000

Fairtrade Foundation
Marmot Trust
National Trust
Suez Recycling and Recovery UK
Treebeard Trust
WWF UK

£30,001-£40,000

Gower Street
John Ellerman Foundation
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£40,001-£50,000

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£50,001-£80,000

Waterloo Foundation

£80,001-£100,000

Department for Environment, Food and Rural Affairs

£120,001-£140,000

Friends Provident Foundation

£140,001-£160,000

Joseph Rowntree Charitable Trust

£200,001-£250,000

Network for Social Change

£250,001-£300,000

Esmée Fairbairn Foundation
Quadrature Climate Foundation

£300,001-£350,000

European Climate Foundation
Samworth Foundation

Our alliances

GREENER UK



Green renewal coalition



Circular Economy Task Force



Tech Task Force



“Triodos Bank is proud to be part of Green Alliance’s Business Circle. It provides a unique space for us to join important conversations across sectors about the economic development and change needed to secure a greener future.”

Bevis Watts, CEO, Triodos Bank

Business Circle



Members

Our individual members include those active in our network, experts in the fields of environment, business and government, and those in other spheres who wish to support our work.

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