



green
alliance...

“Better lives and a better future can only be achieved by respecting the value and constraints of the natural environment. This is the defining belief of our staff, trustees and network.”

Annual report and accounts
2014-15

Green Alliance

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Strategy director

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Chair, from 10 December 2014

Philip Parker
Hon Treasurer

Robin Bidwell CBE
Chair, until 10 December 2014

Rosemary Boot
appointed 10 December 2014

Tom Burke CBE

Ben Caldecott

Catherine Howarth

Alistair Keddie
resigned 12 March 2015

Alan Knight
resigned 10 September 2014

Professor Mariana Mazzucato

Sophia Tickell

Sir Graham Wynne

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

Contents

Trustees report

Chair's and director's introductions	2
1 Our aims and strategy	6
2 Impact highlights 2014-15	8
3 New leadership	10
4 Strong analysis	16
5 Powerful alliances	27
6 Our plans for 2015-16	30
7 Finance and fundraising review	33
8 Structure, governance and risk management	36

Accounts

9 Independent auditors' report	42
10 Accounts for the year ended 31 March 2015	45

Thanks	58
Members	59

Dame Fiona Reynolds Chair



Photo: David Levenson

I was honoured to become Green Alliance's new chair in December 2014, taking over from Robin Bidwell who steered the organisation so well over the past seven years. We are all grateful to him. I have been a member and trustee of Green Alliance for many years, and believe we make a unique contribution to analysis, thinking and debate about the critical place of the environment in public policy.

There could not be a more important time for Green Alliance as we face, as a country, the twin challenges of addressing climate change and, in particular, the Paris Conference in December 2015, and what is increasingly being described as the Great Acceleration, as pressures on global and domestic biodiversity mount. Our government has clear targets on both but not, yet, the policies and mechanisms that will deliver them. Our constructive and persuasive voice can make a difference, as we demonstrated with the joint party leaders' pledge on climate change in the run up to the 2015 general election. And we need to, as we have already seen some pulling back on key policies for the environment and nature since the election.

This annual report records an impressive year of work, and a significant contribution to thinking and action on energy, climate change, infrastructure, natural resources, the circular economy and the political narrative around environmental goals.

In our new strategy for 2015-18 we are moving beyond these areas to work on new challenges. We are beginning a programme of work on the natural environment, where we are exploring new ideas and in new partnerships to achieve ways of recognising the extraordinary value of our natural and cultural environment and improving the prospects for its protection.

Building on previous work, especially on infrastructure, we are also committed to putting the 'public' back into public policy, by demonstrating the benefits of effective dialogue about the policy and investment choices we face. We are also excited by the possibilities of our Next Generation Council as a way of involving today's talented and ambitious young leaders in shaping our future.

We have a lot to do but, as this report shows, we also have an impressive track record of making a difference, working with partners from all sectors and bringing new and creative ideas into play. As trustees, we are all immensely grateful to our dedicated and hugely capable team, led by Matthew Spencer, on whom Green Alliance's hard won achievements rest.

“Our constructive and persuasive voice can make a difference, as we demonstrated with the joint party leaders’ pledge on climate change in the run up to the 2015 general election.”

Dame Fiona Reynolds, chair

Matthew Spencer
Director



We don't often blow our own trumpet, so it was great to hear so much praise for our work from government ministers, partners in other organisations and former staff at our 35th anniversary celebration in 2014. It's clear that we are seen as a persuasive, intelligent builder of ideas and bridges. I am pleased to report that, over the past year, those ideas and bridges only got bigger and that, as we head into a challenging time for UK green policy and a big year for international agreements, Green Alliance is on fighting form. We're attracting major new partners across sectors, growing the organisation and extending our reach beyond the UK.

In 2014-15 our small but hyperactive policy team produced the kind of analysis and insight associated with big budget research institutions. For instance, our study of smart devices and the circular economy delved deep into the Indian, US and UK markets, emerging with conclusions about how new business models for the tech industry could exploit lucrative secondary markets for used devices. On offshore wind, we grappled with a knotty, but familiar, problem: how can government protect its flexibility but still give business investors certainty to move long term projects forward? We proposed a 'commit and review' regime which has been widely welcomed by both government and industry.

But our major influencing impact this year was undoubtedly securing the pledge made by Prime Minister David Cameron and other party leaders in February 2015, to uphold the Climate Change Act, seek a strong global climate deal in 2015 and end the use of unabated coal power generation. We could not have achieved it without the help of our NGO partners and support from within the parties. It surprised many observers and gave great heart to climate advocates across the world, working in more partisan environments like Australia and the US. It showed the power of purposeful convening.

Unfortunately, since the 2015 general election, the new government has dropped some key green policies, such as Zero Carbon Homes. This means that we will need to develop even more powerful partnerships to ensure that the UK stays on track, and redouble our efforts to nurture the environmental champions within politics.

Over the next year we want to achieve good outcomes in two areas in particular: government support for UK renewable energy growth in the 2020s, working through a new clean energy alliance of business and NGOs; and, through the establishment of a pan European leadership group, we aim to influence an effective EU circular economy policy package to improve resource efficiency.

Our unique cross party and cross sectoral network enables us to break through the political tribalism which can hold better policy back. I look forward to working with our partners and peers in what will be a pivotal year for UK's green progress and for climate and sustainable development goals internationally.

“As we head into a challenging time for UK green policy and a big year for international agreements, Green Alliance is on fighting form.”

Matthew Spencer, director

Our aims and strategy

1

Our vision of a greener Britain is of a country which provides a high quality of life for current and future generations; it has a strong economy with no net carbon emissions, an innovative industrial base with low demand for virgin materials and thriving ecosystems, and strong public engagement in decision making.

Green Alliance is a charity, independent think tank and advocate, working in a responsive way in a complex political environment. We are guided by our mission to maximise the UK's contribution to an environmentally sustainable world.

We believe that pluralist politics, informed by strong analysis, dialogue and public participation creates better policy, and is a powerful route to a greener future and better lives. Active leadership from politics, civil society and business can accelerate this process by ensuring that it is fair, articulates a shared goal and creates a durable investment environment.

The conviction that better lives and a better future can only be achieved by respecting the value and constraints of the natural environment is the defining belief of our staff, trustees and network.

2014-15 was the final year of activity governed by our strategy 2012-15 which focused on the need for a greener economy in the UK, as a fundamental determinant of a successful economic recovery.

Under our new strategy 2015-18 our goal is to create a Greener Britain through better policy. We will do this by nurturing a new generation of leaders, improving public participation in policy making and securing new political leadership for the natural environment.

Impact highlights 2014-15

2

New leadership

Historic pledge

Green Alliance brokered a historic climate pledge by the three main party leaders in February 2015. They committed, for the first time, to work across party lines to maintain UK climate action, including promises to seek a strong global climate deal and end the use of unabated coal.

Ambitious EU target

NGO advocacy, co-ordinated by Green Alliance, made the case for an ambitious EU emissions reduction target for 2030, and supported Number 10, the Cabinet Office and DECC in the UK's successful attempt to get 27 other European nations to agree to cut carbon emissions by at least 40 per cent by 2030.

Establishing green roots in politics

Our Green Roots programme engaged leading political thinkers and senior politicians from the three main political traditions in the UK to develop compelling environmental narratives for each.

Strong analysis

A circular economy for smart devices

Our research, supported by Google, into the UK, US and Indian markets for smart devices revealed that significant profits – over £700 million per year for smartphones alone – could be generated using new circular economy business models we identified for the sector.

Focus on infrastructure

We publicised the role of low carbon infrastructure in the UK economy and highlighted the need for reforms to infrastructure decision making. The new framework we proposed for greater public engagement was supported by, among others, shadow Treasury minister Lord Adonis and National Grid.

“We supported a group of nine major UK environmental NGOs in promoting Greener Britain proposals in four key areas for the new government.”

The future of UK offshore wind

We demonstrated how short term policy and funding uncertainty will cause the UK’s offshore wind industry to falter in the 2020s, unless action is taken now. Senior industry executives strongly endorsed our recommendations, presented to the Offshore Wind Programme Board. The new government, in line with our recommendations, has announced it will extend the Levy Control Framework into the 2020s.

Powerful alliances

Making the environment an election issue

We supported a group of nine major UK environmental NGOs in promoting Greener Britain proposals in four key areas for the new government. Many of these were included in the party manifestos. Our public hustings event with leading politicians in March 2015 raised the profile of the environment ahead of the general election.

Shaping the UK resource agenda

In 2014-15, the Circular Economy Task Force of eight major businesses continued to shape new thinking around better resource management in the UK. It reported on how fragmentation of local authority recycling services wastes £1.7 billion annually and researched the need for new institutions in government for more effective resource policy. There is now widespread support within both the waste sector and the government for greater harmonisation of collection systems, which is critical to improving recovery and expanding the market for secondary materials.



New leadership

3

Green Alliance aims to be a fresh source of ideas for UK politicians, enabling them to put green priorities at the heart of government.

“This agreement represents inspiring leadership and true statesmanship by all three men. The political courage it represents on all sides is exactly what our world most needs in order to solve the climate crisis.”

Former US Vice President
Al Gore

Securing a historic pledge on climate action

In February 2015, working with a coalition of NGOs, we achieved a major breakthrough, brokering a cross party climate change agreement between the Conservative, Liberal Democrat and Labour parties. They agreed to maintain UK climate action, including commitments to seek a strong global climate deal and end the use of unabated coal in power generation. This was the first time any major industrial nation has agreed publicly to phase out unabated coal. In a crucial year for climate diplomacy it consolidated the UK's ambitions and reassured business about the country's low carbon direction. The pledge attracted international media coverage and strong support from the global CEOs of Aviva and Unilever and the UK CEO of Siemens, as well as the former US Vice President Al Gore and leading climate economist Lord Stern.



Prime Minister David Cameron signing the climate pledge in February 2015



General election 2015

The 'Green Standard' group of nine UK environmental organisations, supported by Green Alliance, has assessed and reported on the parties' green performance since 2007. Ahead of the 2015 general election, we published *Greener Britain* on behalf of the group, setting out a list of proposals for the next government in four areas: international action, nature, communities and economy. Senior MPs, including Nick Clegg, Caroline Flint and Amber Rudd, welcomed the report. When the manifestos were published, Labour and Liberal Democrat promises aligned with the *Greener Britain* proposals in all four areas and the Conservatives reflected them in two: securing a global climate deal and nature's recovery.

Greener Britain hustings

In March 2015 we organised a major public hustings event around the *Greener Britain* goals. It aimed to raise the profile of the environment in the run up to the election. The panel included two secretaries of state, Ed Davey and Elizabeth Truss, shadow secretary of state Caroline Flint and Caroline Lucas of the Green Party. Chaired by Tom Heap of the BBC's *Costing the Earth*, it was a lively, interactive debate which reached a wide audience both in person and online, trending nationally on Twitter.



The Greener Britain Hustings (March 2015) with Caroline Lucas MP, Rt Hon Elizabeth Truss MP, Rt Hon Caroline Flint MP and the Rt Hon Ed Davey MP, chaired by the BBC's Tom Heap

“Britain is a trading nation and has benefited greatly from globalisation. But can we continue to do so while simultaneously contributing to the mitigation of global warming and addressing resource constraints? This pamphlet provides some imaginative ways in which this can be achieved. I commend it as a constructive addition to the debate.”

Lord Howard of Lympne
CH QC on *Green conservatism:
better resource productivity for a
resilient economy*



Creating momentum for a good global climate deal

Throughout the year we worked to create momentum and raise the expectations of UK political leaders for a good global climate deal in Paris in 2015. For instance, our collaboration with Christian Aid, Greenpeace, RSPB and WWF, for the report *Paris 2015: getting a global deal on climate change*, highlighted the context and benefits of a good deal. We hosted discussions with MPs, their advisers, opinion formers, NGOs, media commentators and major businesses, including Abundance, BT, Siemens, RES and Alstom, to identify priorities and opportunities for collaboration.

Raising UK ambitions for the EU

Green Alliance played a role in helping a broad coalition of organisations make the case for a strong EU 2030 climate goal, and supporting the UK's successful efforts to get all EU nations to commit to at least 40 per cent emissions reductions. For a year in advance of the EU decision, we co-ordinated NGO advocacy and organised meetings with Number 10, the Cabinet Office and DECC. Working with E3G in Brussels, we shared UK priorities with NGOs across Europe and communicated them to EU commissioners and Jean-Claude Juncker, the president of the European Commission.

Our publication *How the UK benefits from EU action on climate change* in May 2014 explained the benefits of strong European environment policy to UK MEPs, encouraging them to be more ambitious.

Strengthening political narratives on the environment

Since 2012 we have worked to develop environmental narratives with the leading thinkers of the UK's three main political traditions under our 'Green Roots' project. In 2014-15, three pamphlets explored the following questions: how to build a public mandate for infrastructure? (Green Social Democracy); how to ensure resource resilience in open markets? (Green Conservatism); and, how to achieve better environmental outcomes through Treasury reform? (Green Liberalism). The MPs Duncan Hames, Huw Irranca Davies and Dan Byles all wrote media pieces around these questions and they were debated at the 2014 party conferences.

“Green Alliance has been an annoyingly persistent (but always calm, persuasive and rational) interlocutor throughout my years in Downing Street. I doubt that those concerned with ecology, or those concerned with climate change, or indeed those concerned with our heritage, could have a better advocate in Westminster.”

Rt Hon Oliver Letwin MP

Green Alliance's 35th anniversary

We celebrated Green Alliance's 35th anniversary in November 2014 with a major gathering of nearly 400 members and friends, including our NGO, academic, business and public sector partners. Oliver Letwin and Ed Miliband made impressive speeches, recognising Green Alliance's contribution to UK environmental policy over that time.



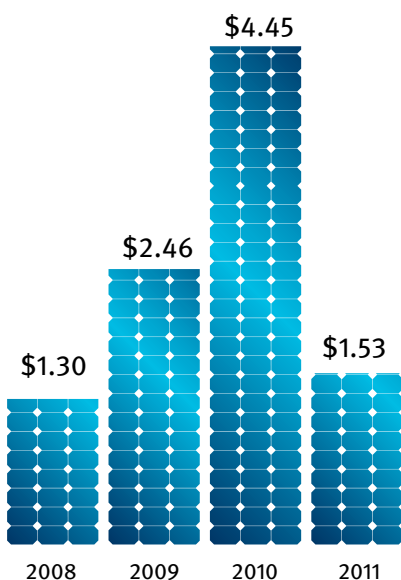
The Rt Hon Oliver Letwin MP and Rt Hon Ed Miliband MP speaking at our 35th anniversary event (November 2014)

Climate leadership for MPs

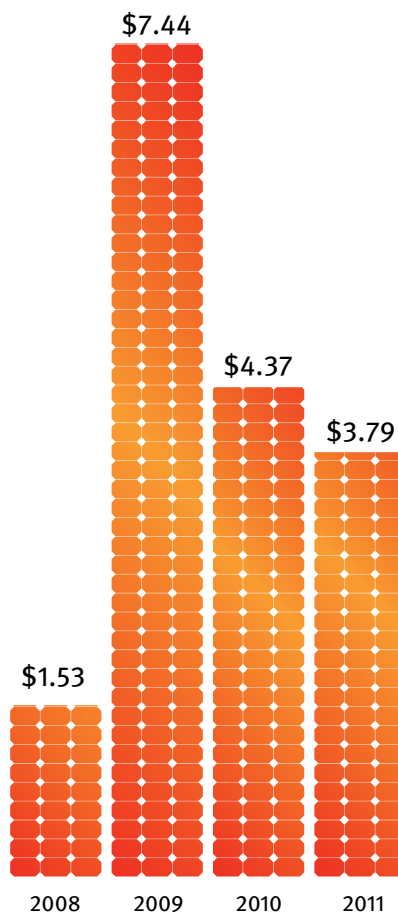
In the run up to the general election in May 2014, Green Alliance's Climate Leadership workshops enabled prospective parliamentary candidates to hear from leading climate scientists from the Royal Society, the chief executive of the Committee on Climate Change and business and community leaders. And, following the serious floods across the UK in early 2014, we ran three workshops bringing together local experts, politicians and community leaders in vulnerable constituencies. Their findings and recommendations on flooding and adaptation for their areas were summarised in our publication *After the floods* and were submitted to national government to inform future strategy.

UK

Per capita investment



US



US investment in renewables research, development and deployment (RD&D)
From our infographic *Climate leadership: UK and US compared*, October 2014

UK and US compared

In October 2014, our event with journalists, opinion formers, UK policy makers and Jason Bordoff, former special assistant to the US president and senior director for energy and climate change at the National Security Council, discussed how the US has moved from being a global climate laggard to a leader in just a few years. We made the case for the UK to continue to pursue an ambitious international climate deal and explicitly link its diplomatic efforts to the US line.

Strong analysis

4

policy insight

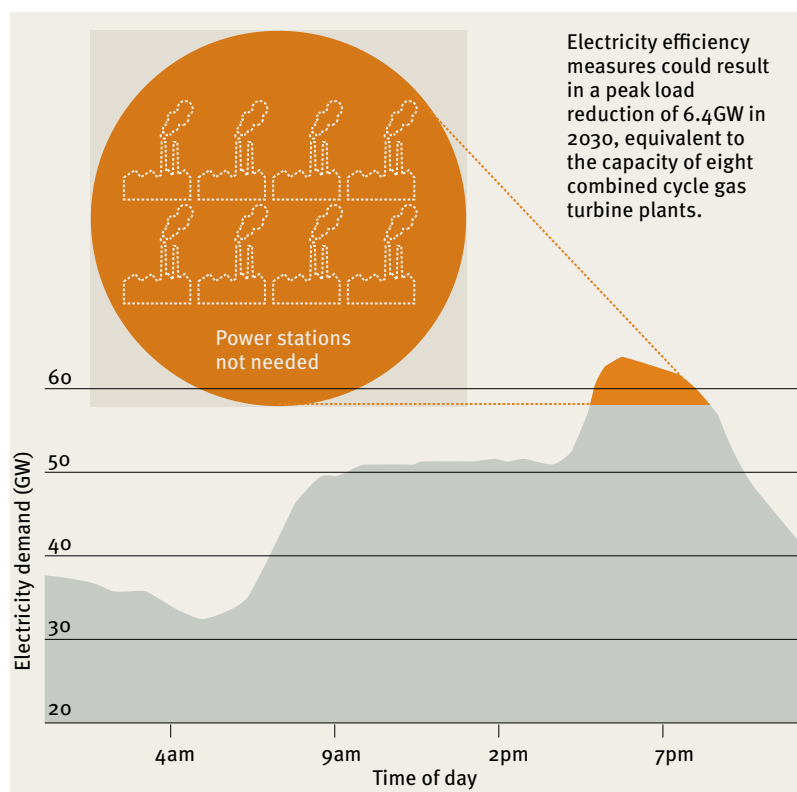
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The renewal and rapid decarbonisation of the UK's energy infrastructure is the biggest investment challenge of the age. Green Alliance is working with leading businesses and NGOs on the policy frameworks necessary for investment and innovation.

Winning the case for energy efficiency

For several years Green Alliance has promoted the concept of negawatts to solve electricity supply issues, ie using energy saving measures rather than just new electricity generation. So we were pleased when the government announced an electricity demand reduction pilot scheme in June 2014, allowing energy saving schemes to compete alongside generation schemes to ensure capacity at peak times. This pilot was informed by our work which we discussed with the Department of Energy and Climate Change (DECC) ahead of the scheme's launch.



From *Kickstarting the negawatts market*, July 2014

“Green Alliance are the source of many of the most exciting new ideas in their area... their work on developing an energy efficiency feed-in tariff took an innovative, pro-market approach to how we boost energy efficiency in this country and led to a trial conducted by DECC.”

Greg Barker, minister for energy and climate change, 2010-14

“There is agreement amongst consultees about the benefits of the ‘commit and review’ policy proposed by Green Alliance. This involves governments committing to a level of market growth, while retaining the option to reduce this commitment if the industry does not meet cost of energy reduction criteria by a certain date.”

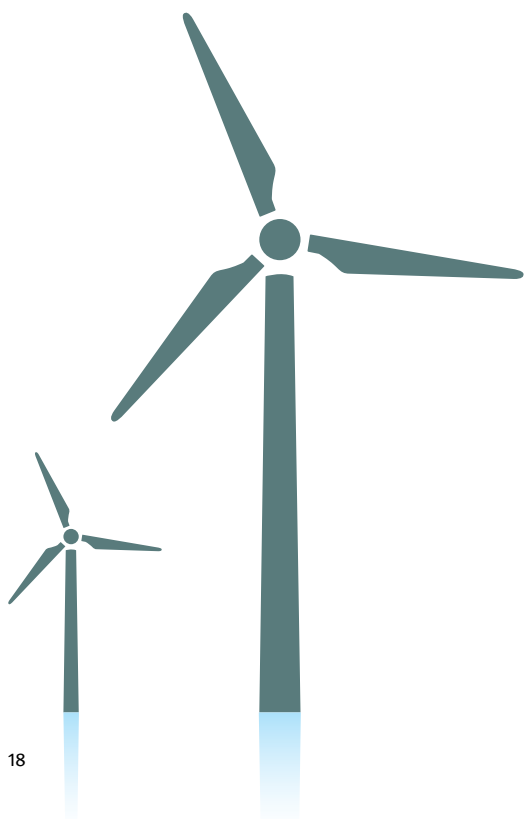
Approaches to cost-reduction in offshore wind: a report to the Committee on Climate Change, BVG Associates, June 2015

The future of offshore wind

Our report *UK offshore wind in the 2020s* (November 2014) warned that short term policy and funding uncertainties will undermine the UK’s ability to decarbonise during the 2020s. We were invited by the Offshore Wind Programme Board to discuss our conclusions; and, in a survey of senior industry executives carried out for the Committee on Climate Change, our concept of ‘commit and review’ was strongly endorsed. The new government, in line with our recommendations, has since announced it will extend the Levy Control Framework into the 2020s.



Stick or twist? The next government’s choices on offshore wind (November 2014), with (L to R) Philip Inman, *The Guardian*; Ian Temperton, Climate Change Capital; and Matthew Knight, Siemens



“Thank you so much for this report, which is absolutely fascinating, and will prove an invaluable resource.”

Chris Jofeh, Global Buildings Retrofit Leader, Arup, on *Greening the skyline*, November 2014



“It is vital that we build public support for infrastructure projects by articulating the benefits at both a national and regional level. Green Alliance presents a valuable set of ideas to help develop thinking about how government and industry can better engage with the public.”

John Pettigrew, executive director UK, National Grid, on *Opening up infrastructure planning*, February 2015

Greening the skyline

The City Bridge Trust has supported a two year Green Alliance project to research issues around tower blocks and the environment. In the first year we looked at aspects including energy, waste, water and transport, producing a report and a well-received guide for residents and building managers. In 2014, the second year of the project, we focused exclusively on energy issues as an area with great potential for improvement. We worked closely with the Institute for Sustainability and conducted in depth interviews and workshops with residents and experts. Our *Greening the skyline* report identifies the conditions needed for successful tower block retrofits. Despite the current funding context, we found great scope for improvement in a number of areas and made recommendations that local authorities, government, housing associations, retrofit businesses and others have all indicated will be useful to their future planning.

Public engagement in infrastructure planning

In February 2015 we reported on the need for greater public engagement in infrastructure decision making. At our debate Lord Adonis, Labour’s shadow Treasury minister, accepted the need for better public consultation and involvement. Our conclusions were strongly supported by National Grid and in the publication *Infrastructure Intelligence*.



Can we build a public mandate for infrastructure? (February 2015) with (L to R) John Pettigrew, National Grid; Shaun Spiers, Campaign to Protect Rural England; Amy Mount, Green Alliance; and shadow infrastructure minister, Lord Adonis

Decarbonising industry with CCS

Our publication *Decarbonising British industry* coincided with the government's own report in March 2015 stating that industry needed to decarbonise using carbon capture and storage (CCS). We quantified the benefits of heavy industry piggybacking on existing CCS demonstration plants. LSE economists and the Carbon Capture and Storage Association have since followed up our ideas.

Catalyst Debates 2014

Our series of Catalyst Debates, supported by Nestlé UK, aimed to explore with experts a range of new perspectives on how to encourage more businesses to go further on sustainability. The discussions covered consumer opinion, sustainable agriculture and the views of Generation Y.



Feeding Britain: Can we do it sustainably? (July 2014)
with Teresa Fabian, PwC (above)



Does Generation Y trust business on sustainability? (September 2014)
with (L to R) Julia Groves, Trillion Fund and Bernie Hogan, Oxford Internet Institute



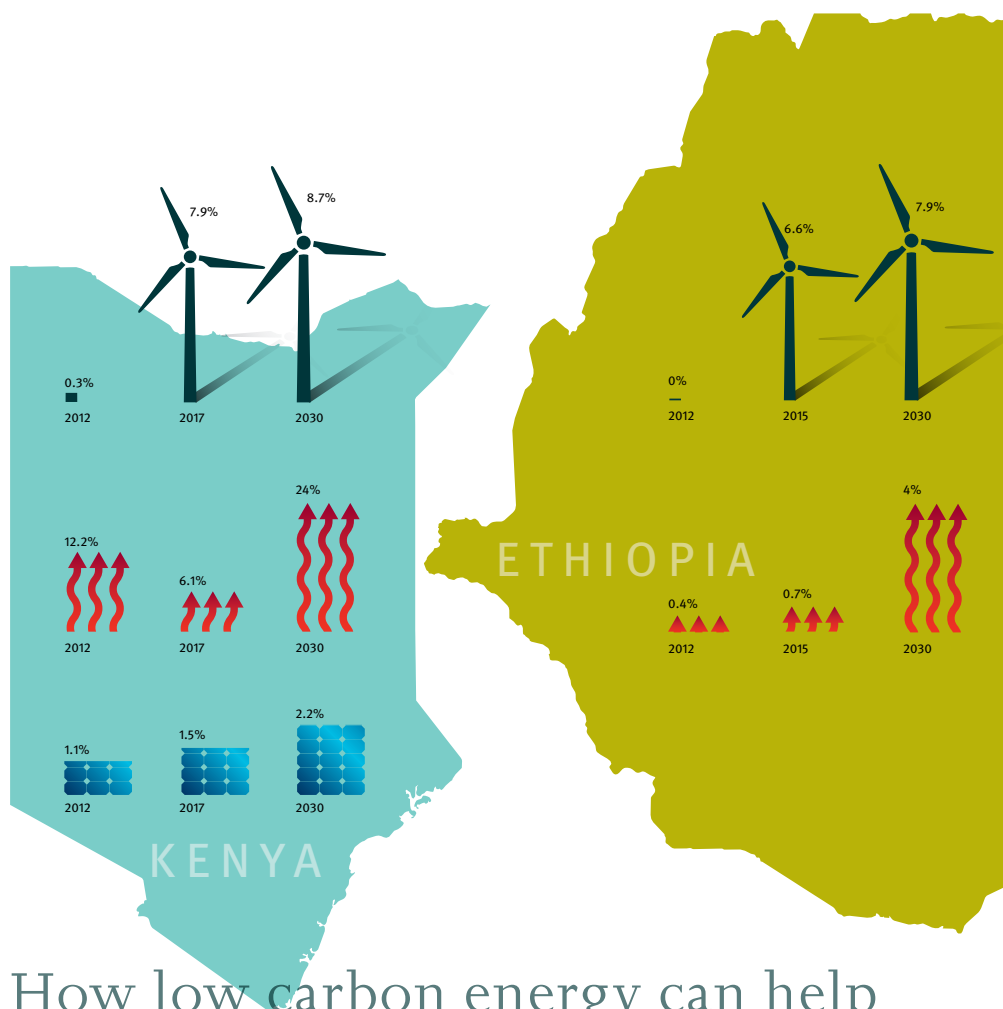
Can business succeed on sustainability if consumers aren't interested? (June 2014)
with (L to R) Jose Lopez, Nestlé and Justin Keeble, Accenture



Low carbon Africa: development and business opportunity? (April 2014)
with (above, L to R) Williams Nkurunziza, Rwandan High Commissioner to the UK; Rolake Akinkugbe, FBN Capital; Stefan Dercon, DFID; Laura Taylor, Christian Aid; Simon Bransfield-Garth, Azuri Technologies; and (below) Chuka Umunna MP

“For African economies to become sustainable – and environmentally sustainable – where they offer their people a shot at making the most of their potential – business is the future.”

Chuka Umunna MP



How low carbon energy can help development in Africa

With support from Christian Aid, RSPB, Greenpeace and WWF, we produced an infographic which demonstrated the potential of low carbon energy to speed up development in sub-Saharan Africa. We discussed the opportunities for change for Africa and for UK trade with African and UK experts.

Our work on resource stewardship focuses on improving sustainable sourcing and achieving a more circular system, in which resources remain productive in the economy for longer.

Building the case for a circular economy

Green Alliance convenes the Circular Economy Task Force, a group of leading companies researching ways to help businesses adopt circular economy approaches and optimise their resource use.

Our analysis in the task force’s report *Wasted opportunities: smarter systems for resource recovery* (July 2014) made it clear that the way UK recovery systems are organised means that local authority recycling wastes £1.7 billion annually. Based on evidence of better systems run locally and abroad, we suggested a number of ways to improve resource recovery in the UK. The Department for Environment, Food and Rural Affairs have subsequently set up a group, including Green Alliance, to look into collection systems.



From *Wasted opportunities: smarter systems for resource recovery*, July 2014

In another report for the task force we looked at how government institutions need to reform to improve resource policy, assessing which would be the most effective of six possible options, including an office for resource management and a new department for natural resources. The Environmental Audit Committee’s 2014 report, *Growing a circular economy*, drew heavily on our analysis and the oral evidence we provided the committee.

An event we organised with the Dutch Embassy in March 2015 discussed proposals to strengthen bilateral circular economy trade, and share the policy lessons between countries. We also wrote a comprehensive guide to the circular economy for the Do Short business series.

“How 125 million old smartphones are going to waste: tapping into growing markets for used devices can drive revenues and reduce companies’ carbon impact”
BusinessGreen headline on our report A circular economy for smart devices, February 2015

“Councils waste £200m on rubbish bins of all colours”
The Times headline on our report Wasted opportunities, July 2014

A circular economy for smart devices

A Green Alliance report supported by Google, published in February 2015, focused on the UK, US and Indian markets, and revealed that the carbon footprint of smartphones, tablets and laptops can be reduced by up to half through redesign and software changes. It also showed that significant profits – in excess of £700 million per year for smartphones alone – can be made by pursuing a circular economy business model.

Yesterday’s flagship can out compete today’s best seller

Samsung Galaxy SIII, available May 2012

Motorola Moto E, available May 2014



From *A circular economy for smart devices*, February 2015



Does more ambitious water efficiency hold the key to bringing down water bills? (February 2015) with Daniel Johns, Committee on Climate Change

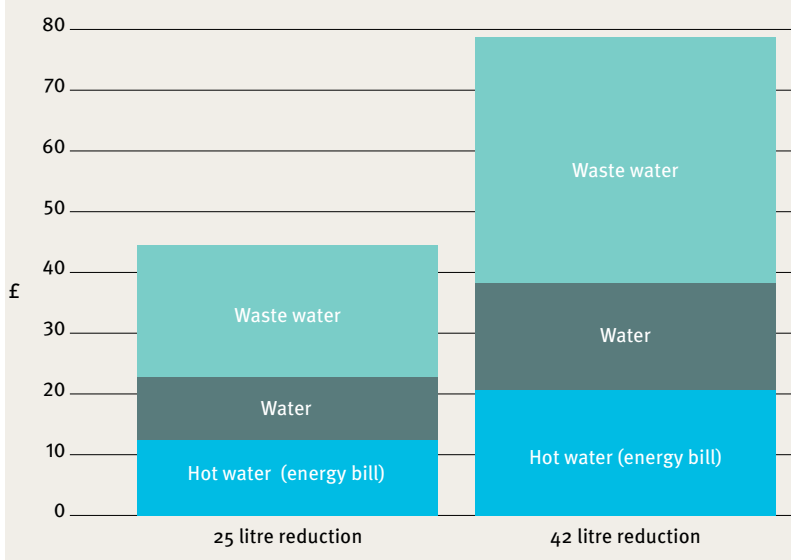
“The circular economy presents a tremendous opportunity for Scotland’s long term economic prospects. This report highlights some of the potential benefits for a number of Scotland’s key industries”

Richard Lochhead,
cabinet minister for the
environment, Scotland

How water efficiency can help consumers

Our research into future water resource issues concluded, in February 2015, that much more ambitious water conservation could help to reduce future bill rises for consumers, by avoiding the need for large scale new infrastructure such as reservoirs and desalination. Our panel debate on the subject, included the CEOs of Ofwat and Southern Water.

Potential annual household bill savings from reduced water use



From *Cutting the cost of water*, February 2015

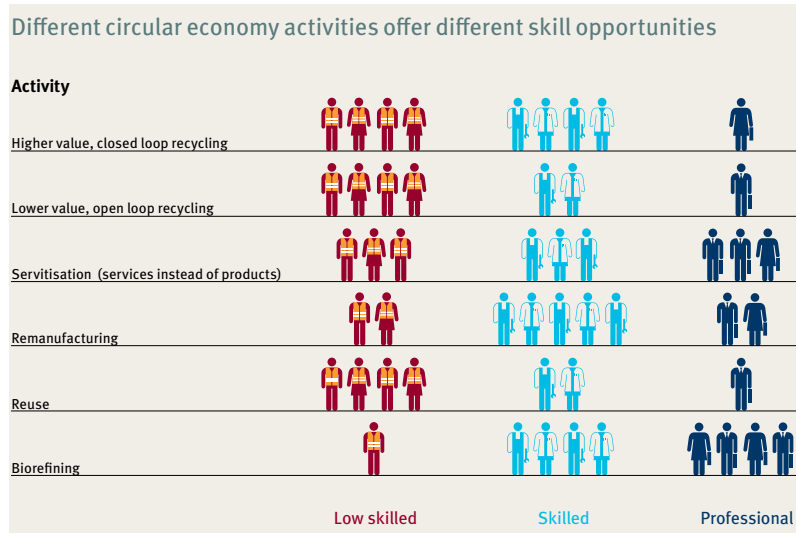
Business benefits for Scotland

On behalf of Zero Waste Scotland we reported on the country’s potential to benefit economically from the circular economy, revealing significant opportunities in the energy, food and distillery, and financial sectors. Our report *Circular economy Scotland* (January 2015) was released with support from Scottish minister for the environment, Richard Lochhead.

Achieving a sustainable economy has been a central theme of Green Alliance's work. We have highlighted the importance and contribution of the green economy to the macroeconomy. Robust economic analysis is central to all our themes. In 2014-15, we also conducted a number of discrete projects with an economic focus, including a series of high level seminars for policy makers.

Job opportunities from the circular economy

With WRAP, we analysed the potential impact of a more resource efficient economy on the UK's labour market. We found that it could contribute significantly to solving structural unemployment, creating new jobs in regions where unemployment is higher, such as the North East and West Midlands, and among low to mid skilled occupations, where higher job losses are likely in future.



From *Employment and the circular economy*, January 2015

Tracking the Treasury's infrastructure pipeline

A new Green Alliance analysis of the UK's infrastructure pipeline, updated by the Treasury in December 2014, indicated that, for the first time, high carbon projects were expected to exceed low carbon projects in the financial year 2014-15. A series of short term tactical decisions to promote road building, demote renewables and offer tax breaks for oil and gas extraction had changed a previously encouraging picture for UK low carbon infrastructure, as highlighted in a previous Green Alliance report. We are continuing to monitor Treasury updates to the pipeline.

Economic seminar series

Five Green Alliance seminars in 2014-15 provided in depth understanding of topical economic themes for environmental experts.



Should the state do anything to stimulate green innovation and industrial development? with Professor Mariana Mazzucato of the University of Sussex



Natural capital: If we look after the stocks will the flows look after themselves? with Professor Dieter Helm of the University of Oxford



What have we learned from the financial crisis? with Professor Lucrezia Reichlin of the London Business School

Improving data on the low carbon economy

Since 2012 Green Alliance has studied low carbon business activity in the wider economy, showing that it was a growth sector during the recession. In monitoring the sector, however, we became aware of difficulties with the quality of the data coming from the Department for Business Innovation and Skills (BIS). Following our intervention, BIS commissioned a new survey and the Office of National Statistics began to collect annual statistics, providing more robust data on the state of the low carbon sector.

Green Alliance award for savings and investment warning

Our report *The future savings challenge* (August 2014), supported by Hermes Fund Managers, reported the outcome of our workshops with young adults. It warned of the serious implications, for the UK savings sector and future investment potential, of Generation Y's attitude to finance and sustainability. The report won highly commended at the City of London Corporation's 2015 Sustainable City Awards.

“This work by Green Alliance is important in that it is the first serious attempt, to my knowledge, to reach out to the younger generation through focus groups to try to assess their views around their savings and, more importantly, their ability to influence the investment ecosystem of the future.”

Saker Nusseibeh, CEO, Hermes Fund Managers, on *The future savings challenge*, August 2014

Powerful alliances

5



Green Alliance benefits from productive partnerships with many leading organisations and companies. The organisations on the right were partners on our themes in 2014-15.

For a list of our current partners visit
www.green-alliance.org.uk

Our NGO partners



Our business partners

Low Carbon Energy consortium

nationalgrid

SIEMENS



Circular Economy Task Force



Business Circle members

Many of our projects benefit from business input. For over 20 years, the Green Alliance Business Circle has brought together companies from different sectors, to share views on current policy debates and discuss issues they have in common.

ALSTOM



nationalgrid



ROCKWOOL



SIEMENS



A close-up, side-profile shot of a man with short, light-colored hair and glasses, wearing a blue and white checkered shirt. He is holding a black handheld microphone in his right hand and gesturing with his left hand, palm facing up. The background is blurred, showing vertical lines of green and blue. Overlaid on the right side of the image is a large white number '6' between two horizontal white lines.

Our plans for
2015-16

6

2015-16 is the first year of Green Alliance's new three year strategy focused on creating a greener Britain through better policy. The change of government in 2015 provides new impetus and focus for our work over the coming year. Our political leadership work will also be dominated by the UN global climate agreement in December 2015 and the forthcoming EU referendum.

Powerful alliances

Natural environment

Because politics has failed to adequately address the decline in the UK's natural systems, our new Natural Environment theme will offer fresh perspectives and expertise to revive the agenda. We will build new alliances and give civil society and progressive business a say in shaping a new policy framework. In a project partnership with Nestlé, we are convening business and land management expertise to progress the debate on using natural capital methods to improve the health of the natural environment. And our new collaboration with the National Trust will explore new thinking on markets and practices to support sustainable land management.

Clean energy

We are establishing a clean energy alliance to make the case for the continued growth of renewable energy in the UK. In a tougher political climate for the industry, major government decisions affecting the future of clean energy are being made in 2015-16. Our collaboration will help others mobilise latent public support and align advocacy efforts. We aim to ensure that public voices are heard in the energy policy debate, and secure the conditions for renewable energy to thrive in the 2020s.

New leadership

A UK climate plan for 2015

Following our work to broker the cross party climate pledge in February 2015, we are promoting a climate plan, created with CAFOD, Christian Aid, Greenpeace, RSPB and WWF, that will enable the government to deliver on the promises made, including international leadership at key events in 2015 and setting a date to end the use of unabated coal.

Supporting new environment leaders

We are establishing a Next Generation Council to bring together promising young leaders from civil society and business and to give them a stronger voice and influence over policy decisions that will affect their environment in future. This initiative aims to introduce fresh voices and new creative energy into environmental politics and build a diverse cohort of future leaders, skilled in environmental policy.

Strong analysis

European resource policy

In a major new extension of our work into Europe, we will focus on the options for strong EU circular economy policy and the alignment of resource stewardship with EU growth strategy. We will make policy recommendations to support a major transition towards less resource intensive production of goods and services. Working with the Aldersgate Group and Dutch and German partners we will aim to build a powerful, progressive voice in favour of better resource management in Europe.

Creative policy solutions for difficult issues

In an ambitious joint project with Kings College London, the London School of Economics and Imperial College, we will research creative solutions to tackling so-called 'nexus' issues, like air pollution which have multiple dimensions, making them difficult for policy makers and politicians to deal with.

Novel materials

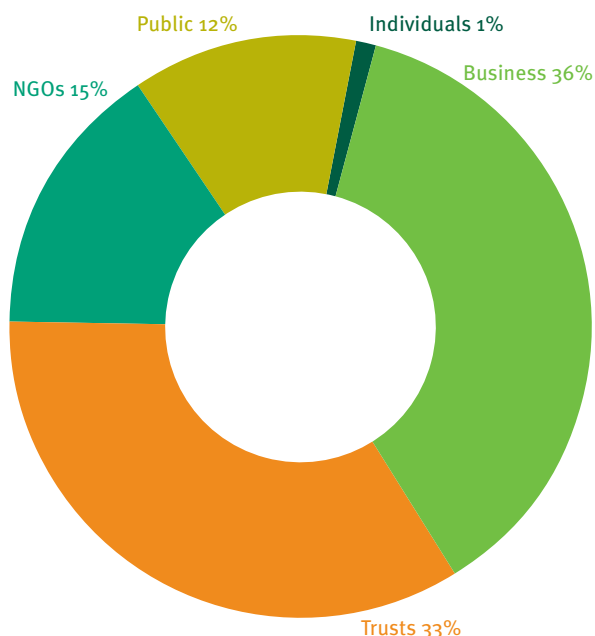
New materials and processes, like carbon fibre, bioplastics and 3D printing, promise to reduce the use of carbon and energy. But there is a risk these materials will fall into the same wasteful, linear resource patterns as we have seen for existing materials. Our new work will inform innovation strategy, analysing how to make recovery and reuse of novel materials easy right from the start, reducing waste and, potentially, the cost of the materials themselves.



Finance and fundraising review

7

Income



Variations in income and expenditure are consistent with Green Alliance's experience over the past four years, where income may increase one year and decrease the next, as funding is secured close to the year end for projects delivered the next year. Green Alliance ended 2014-15 with a negative balance of £75,373, of this £42,106 was a contribution to the general reserve and £117,479 was net expenditure of restricted funds. Our income, at £1,082,353, was lower than the previous financial year (by just over £134,000), and expenditure increased by around £94,000 to £1,157,726.

Our budget for 2015-16 seeks to increase the level of income to over £1.25 million. To achieve this, we are continuing to develop relationships with existing funders and build new partnerships and new sources of income. This has been helped by the investment of more senior staff time in programme and project development in 2014-15, enabling the generation and development of new ideas, which has already resulted in new funds in 2015-16. This will also continue into the next financial year.

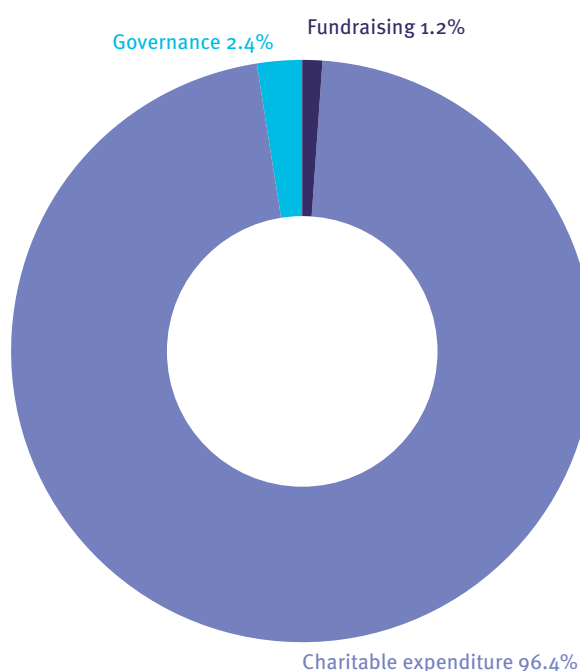
A proportion of the general funds set aside for planned expenditure in 2014-15 (£9,544) was for office refurbishment this year. We still plan to spend this money on work required in our current offices. For 2015-16, we will set aside £100,000 in a designated fund for an office move, as we approach the end of our current lease.

Unspent restricted project funds decreased, from £341,535 at 31 March 2014 to £224,056, at 31 March 2015, indicating a high rate of project delivery this year, as described in this report.

Green Alliance holds no fixed assets apart from office equipment. Details of all the funds are given in note 14 on pages 55-56. The trustees are confident that adequate resources are available to enable completion of these projects.

We aim to maintain a diversity of funding, well balanced across sources. We have achieved this in this financial year with approximately a third of our funding derived from trusts, a third from businesses and a further third from public sources, NGOs and individuals. This year we are also pleased to have increased the proportion of public funding for our work, through new channels of support from research institutes.

Expenditure



Reserves

It is the trustees' policy to sustain a general fund equivalent to between three and four months of anticipated expenditure, excluding direct costs relating to restricted funding and the amount represented by fixed assets.

The amount of free reserves (unrestricted funds less the amount tied up in fixed assets) at 31 March 2015 was £528,483. This represents five months of relevant expenditure planned for 2015-16 and, therefore, is in excess of our planned range. However, we plan to use some of this reserve towards expenditure in 2015-16 when we hope to move to larger premises. We expect to allocate a designated fund of up to £100,000 towards this expenditure, which will bring our reserves back in line with our policy, at around four months of relevant planned expenditure.

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.

A woman with glasses and a plaid jacket is looking down at a document she is holding. The background is blurred, showing other people in a professional setting.

Structure,
governance
and risk
management

8

The Green Alliance Trust was founded in 1979. It was registered as a charitable company limited by guarantee in 1995. Its working name is Green Alliance.

Board of trustees

Green Alliance is governed by a board of trustees who develop strategy and policies to guide staff and to safeguard the interests of the organisation. They oversee financial management and organisational health. Trustees also advise and assist staff with planning and fundraising.

The director, appointed by the trustees, has overall responsibility, with the support of the senior management team, for representing Green Alliance, communicating its vision and policy, managing staff, budgets and the day-to-day operations of the organisation.

The board comprises up to twelve trustees who meet four times a year. A sub-group of up to five trustees also meets quarterly to oversee finance and risk management matters and provide recommendations to the board.

In 2014 trustees agreed to establish an advisory council, to enable Green Alliance to engage a greater number of senior opinion formers and environmental thinkers. The aim of the council is to provide a forum for key environmental policy issues to be discussed and to help inform Green Alliance's thinking. It does not have any governance or formal policy making role. Plans are still evolving for this advisory body and it is hoped that it will provide a way of engaging the next generation of environmentalists.

Recruitment of trustees is directed by organisational need, taking into consideration current skills gaps, expertise and commitment to Green Alliance's mission. Existing trustees nominate suitable candidates and posts may be advertised externally at the discretion of the board. In June 2014, a nominations committee of up to three trustees was established, tasked with making recommendations of suitable candidates to the board on an on going basis.

Trustees stand down and can be re-elected annually at the AGM. After a trustee has served for one year and again after a further three years, and after each subsequent three year period, their position is reviewed. Unless there are exceptional circumstances, no trustee should serve for more than eleven years.

The recruitment and induction procedure for new trustees includes the provision of detailed background information, before appointment, to gain a full understanding of the organisation. Prospective candidates are also invited to attend a board meeting, speak to current trustees and spend time with staff. On appointment, training is also offered.

Risk management

The trustees have reviewed Green Alliance's activities and operations in detail and have a strategic plan setting out the major opportunities available and the risks to which the organisation is exposed. Trustees assess areas of possible risk and detailed aspects of the plan are reviewed on a rolling basis at each board meeting. The board carries out a comprehensive review of risk annually, covering such areas as health and safety, reputational risk, human resources and fraud.

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 related party transactions are set out in note 17 to the accounts on page 57.

Staff and volunteers

Green Alliance is actively building its staff capacity to provide the new skills necessary to achieve the ambitions under our new strategy 2015-18.

In April 2015, Angela Francis was welcomed as Green Alliance's new economist. Julian Morgan left in March 2015 on completion of his two year secondment from the European Central Bank. Sue Armstrong Brown took up the post of policy director in October 2014, on secondment from the RSPB. Amy Mount became our new senior policy adviser on energy in June 2014.

In 2014-15 Green Alliance received voluntary assistance through project and administration internships. The maximum number of volunteers taking part in the internships during the year at any time was seven, contributing hours equivalent to just over four extra full time staff members. Interns were provided with development opportunities and support to enhance their future careers in the environment or NGO sectors.

We are delighted to have launched our new graduate scheme in September 2015, with an initial intake of five full time participants. This programme, offering yearly placements at Green Alliance in policy and communications, aims to provide an early career boost for new entrants to the environment sector.

Environmental impact

Green Alliance seeks wherever possible to reduce the negative impact of its activities on the environment, for example through the following initiatives:

Publications: Small print runs are processed digitally. For large print jobs a waterless offset litho process is used with vegetable inks. We use a high environmental standard, ISO14001 accredited printer. All printing is on uncoated paper manufactured with 100 per cent post-consumer waste. To reduce waste and the need for printing, all publications are made available to read online and some are only published online.

Sourcing services and supplies: The location and environmental policies of suppliers and services are assessed before they are employed. When purchasing for the office, second hand items are considered. Criteria such as low energy consumption, manufacturing methods, materials, packaging, emissions and the use of consumables are considered whenever possible. Green Alliance has a sustainable events policy and list of preferred caterers is maintained, meeting ethical standards.

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

Transport: Staff are supported in choosing greener methods of transport. Green Alliance pays mileage to cyclists, promotes the Cycle to Work scheme and London Cycling Campaign membership. We provide shower facilities and offer rail season ticket loans. When other transport is required, for example to carry equipment and heavy packages, hybrid technology taxis, cycle or electric vehicle couriers are used.

Public benefit

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's charitable objects are:

'To conserve, protect and restore the world's natural resources, animal and plant life, and to educate the public about these aims, including the promotion of research, and to promote sustainable development for the benefit of the public.'

Our mission is:

‘To promote sustainable development by ensuring that the environment is at the heart of decision-making.’

The trustees regularly review Green Alliance’s plans to ensure all activities are in pursuance of these goals.

Our work provides public benefit through activities to promote the protection and improvement of the environment on which individuals and businesses depend, and to enhance the conditions under which a greener and more sustainable economy can operate. There is no restriction to these benefits. Green Alliance aims to communicate its analyses and recommendations as widely and freely as possible, particularly to those with the power to make changes that will benefit the public at large.

The only identified direct private benefit arising from our activities is the employment and remuneration of staff, and the use of consultancy and other services, necessary to carry out our aims.

Trustees’ responsibilities

The trustees of the charity, who are also directors for company law purposes, present this report and the audited financial accounts of The Green Alliance Trust (the charity) for the year ended 31 March 2015. They are responsible for preparing this report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The trustees confirm that the annual report and financial statements comply with current statutory requirements, the requirements of the charity’s governing document and the provisions of the *Accounting and reporting by charities statement of recommended practice* (SORP) issued in March 2005.

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of 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 Companies Act 2006. They are also responsible for safeguarding the assets of 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; and
- 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.

Auditors

The auditors, haysmacintyre, will be proposed for re-appointment in accordance with Section 485 of the Companies Act 2006. The report of the trustees has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006. In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

On behalf of the trustees



Dame Fiona Reynolds DBE
Chair of the board of trustees

23 September 2015



Independent
auditors' report
to the members
of The Green
Alliance Trust

9

We have audited the financial statements of The Green Alliance Trust for the year ended 31 March 2015 which comprise the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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.

Respective responsibilities of trustees and auditor

As explained more fully in the trustees' responsibilities, set out on page 40, 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.

We have been appointed auditor under the Companies Act 2006. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

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 2015 and of its incoming resources and application of resources, including the 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.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company 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 exemption in preparing the trustees' Annual Report or from the requirement to prepare a Strategic Report.



Murtaza Jessa (Senior Statutory Auditor)
for and on behalf of haysmacintyre
Statutory Auditor
26 Red Lion Square
London WC1R 4AG

23 September 2015

haysmacintyre are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

A close-up photograph of a hand holding a document. The document is a financial statement or account, with columns of numbers and text. The hand is positioned at the top left, holding the edge of the paper. The document is slightly curved, showing multiple pages. The background is blurred, suggesting an office or desk environment.

Accounts for
the year ended
31 March 2015

10

The Green Alliance Trust

Statement of financial activities for the year ended 31 March 2015

	Note	2015 Restricted funds £	2015 Unrestricted funds £	2015 Total funds £	2014 Total funds £
Incoming resources					
Incoming resources from generated funds:					
Voluntary income	2	-	129,412	129,412	121,322
Bank interest receivable		-	2,329	2,329	2,486
Incoming resources from charitable activities:					
Research, events and publications	3	941,462	9,150	950,612	1,092,597
Total incoming resources		941,462	140,891	1,082,353	1,216,405
Resources expended					
Cost of generating funds					
Fundraising	4	-	13,709	13,709	13,030
Charitable expenditure					
Research, events and publication costs	5	1,060,484	55,809	1,116,293	1,022,592
Governance costs	6	-	27,724	27,724	27,726
Total resources expended		1,060,484	97,242	1,157,726	1,063,348
Net income before transfers		(119,022)	43,649	(75,373)	153,057
Transfers between funds	14	1,543	(1,543)	-	-
Net income after transfers		(117,479)	42,106	(75,373)	153,057
Fund balances brought forward at 1 April 2014		341,535	497,475	839,010	685,953
Fund balances carried forward at 31 March 2015		224,056	539,581	763,637	839,010

All activities relate to continuing operations and the Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 48-57 form part of these financial statements

The Green Alliance Trust

Balance sheet at 31 March 2015

		2015		2014	
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	10		11,098		9,969
Current assets					
Debtors and prepayments	11	232,106		194,415	
Cash		688,979		863,235	
		921,085		1,057,650	
Creditors					
amounts falling due within one year	12	(168,546)		(228,609)	
Net current assets			752,539		829,041
Total assets less current liabilities	13		763,637		839,010
Charity funds					
Restricted funds	14		224,056		341,535
Unrestricted: funds	14		539,581		497,475
			763,637		839,010

The financial statements have 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 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The full financial statements were approved and authorised for issue by the trustees on the 23 September 2015 and signed on their behalf by



Fiona Reynolds, Chair



Philip Parker, Hon. Treasurer

The notes on pages 48-57 form part of these financial statements.

The Green Alliance Trust

Notes to the financial statements

1. Accounting policies

Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standards for Smaller Entities (effective April 2008). The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), Accounting and reporting by charities issued in March 2005, applicable accounting standards and the Companies Act 2006.

Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on the inside front cover of this report. 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.

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.

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. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Incoming resources

All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Donations are accounted for as received by the charity. Income from grants is accounted for on a receivable basis, and is included in the Statement of Financial Activities once the charity has established legal title to the income and amounts due can be quantified with reasonable accuracy. Income from grants will only be deferred to future accounting periods where donors have imposed restrictions on the expenditure which amount to a precondition requiring the grant to be used against expenditure in future periods.

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.

Resources expended

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

Support costs are those costs incurred directly in support of expenditure on the objects of the charity and have been allocated on the basis of staff costs.

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.

Cashflow

The company has taken advantage of the exemption in Financial Reporting Standard No. 1 from the requirement to produce a cash flow statement on the grounds that it is a small charitable company.

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 and fittings: 33.33 per cent straight line

Computer equipment: 25 per cent straight line

Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA as incurred.

Pensions

All permanent staff employed by the charitable company are eligible for membership of the defined contribution pension scheme. The pension scheme of the company is funded by contributions partly from the employees and partly from the company. Such contributions are held in administered funds completely independently of the company's finances. The contributions made by the company are accounted for on an accruals basis.

VAT

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.

2. Voluntary income

	2015 £	2014 £
General charitable grants		
Westminster Foundation	26,563	32,906
General donations	24,131	2,483
Membership subscriptions	67,403	72,828
Sponsorships	-	8,000
Other income	11,315	5,105
Total	129,412	121,322

3. Incoming resources from charitable activities

	2015 £	2014 £
Grants for projects	287,371	550,221
Project funding & fees	663,241	542,376
Total	950,612	1,092,597

4. Fundraising costs

	2015 £	2014 £
Staff costs	12,183	11,512
Support costs	1,526	1,518
Total	13,709	13,030

5. Charitable expenditure

	2015 £	2014 £
Direct costs	287,823	236,469
Staff costs	736,243	694,535
Support costs	92,227	91,588
Total	1,116,293	1,022,592

6. Governance costs

	2015 £	2014 £
Direct costs	9,315	8,869
Staff costs	16,360	16,660
Support costs	2,049	2,197
Total	27,724	27,726

7. Allocation of support costs to activities

	Fundraising costs £	Charitable costs £	Governance costs £	Total 2015 £	Total 2014 £
Communication	140	8,480	188	8,808	8,283
Postage and stationery	120	7,267	161	7,548	5,883
Premises	1,137	68,717	1,527	71,381	80,065
Other direct costs	129	7,763	173	8,065	1,072
Total	1,526	92,227	2,049	95,802	95,303

Support costs have been allocated on basis of staff time.

8. Net (expenditure)/income

	2015 £	2014 £
This is stated after charging the following		
Depreciation of tangible fixed assets		
- owned by the charity	7,206	5,881
Auditors remuneration (excluding VAT)		
- as auditors	6,630	6,340
- other services	2,110	2,110
Irrecoverable VAT	13,618	20,002

During the year no trustee received remuneration or benefits in kind (2014: nil).

During the year two trustees received reimbursement of expenses totalling £291. (2014: three trustees received reimbursement of expenses £419.20)

9. Staff costs and numbers

	2015 £	2014 £
Wages & salaries	651,967	612,754
Social security costs	67,934	64,731
Pension costs	44,885	45,222
Total	764,786	722,707

The average number of full-time equivalent staff during the year was as follows:

	2015 No.	2014 No.
Project staff	16	18
Governance	1	1
Fundraising	1	1
Total	18	20

Staff earning remuneration above £60,000 - £70,000	1	-
Staff earning remuneration above £80,000 - £90,000	1	1

Employer pension contributions totalling £12,200 (2014: £7,417) were paid into a defined contribution scheme for higher earners.

10. Tangible fixed assets

	Furniture & fittings £	Computers & IT equipment £	Total £
Cost			
At 1 April 2014	5,160	29,563	34,723
Additions	475	7,860	8,335
Disposals	-	(1,336)	(1,336)
At 31 March 2015	5,635	36,087	41,722
Depreciation			
At 1 April 2014	3,598	21,156	24,754
Charge for the year	1,720	5,486	7,206
Disposals	-	(1,336)	(1,336)
At 31 March 2015	5,318	25,306	30,624
Net book value			
At 31 March 2015	317	10,781	11,098
At 31 March 2014	1,562	8,407	9,969

11. Debtors: due within one year

	Total funds 2015 £	Total funds 2014 £
Fees, subscriptions & grants receivable	187,646	168,462
Prepayments and accrued income	42,248	25,953
Other debtors	2,212	-
Total	232,106	194,415

12. Creditors: amounts falling due in one year

	Total funds 2015 £	2014 £
Trade creditors	25,366	37,468
Taxation and social security	18,537	17,562
VAT	31,018	23,836
Accruals	21,771	25,984
Deferred income (see note below)	49,585	87,210
Advance subscriptions	16,250	29,583
Other creditors	6,019	6,966
Total	168,546	228,609

An amount was received from Westminster Foundation in March 2015 which related to rent due for 2015-16 which was treated as deferred income £24,697 (2014: £24,228). The remaining £24,888 (2014: £62,982) of the deferred income relates to amounts invoiced in advance for projects expressly starting in future periods.

13. Analysis of net assets between funds

	Restricted funds 2015 £	Unrestricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Tangible Fixed Assets	-	11,098	11,098	9,969
Current Assets	224,056	697,029	921,085	1,057,650
Creditors due within one year	-	(168,546)	(168,546)	(228,609)
Total	224,056	539,581	763,637	839,010

14. Statement of funds

	Brought forward £	Incoming resources £	Outgoing resources £	Transfers in/(out) £	Carried forward £
Restricted funds					
Political Leadership and NGO Engagement	172,034	313,796	(355,345)	60	130,545
Resource Stewardship	94,206	254,628	(319,333)	50	29,551
Low Carbon Energy	72,351	232,504	(249,528)	1,179	56,506
Sustainable Economy	2,944	140,534	(136,278)	254	7,454
	341,535	941,462	(1,060,484)	1,543	224,056
Unrestricted funds					
Designated funds:					
Refurbishment and equipment	9,544	-	-	-	9,544
	9,544	-	-	-	9,544
General funds	487,931	140,891	(97,496)	(1,543)	530,037
	497,475	140,891	(97,496)	(1,543)	539,581
Total funds	839,010	1,082,353	(1,157,726)	-	763,637

In 2014-15 Green Alliance's restricted funds were divided between themes of work with the following aims:

Political Leadership and NGO Engagement: to secure the political leadership and action needed to tackle climate change and other environmental problems.

Resource Stewardship: to influence government decision making on waste and resource policy, as part of a long term mission to change how resources are valued and used in the economy.

Low Carbon Energy: to promote the development of the infrastructure necessary to secure a low carbon future for the UK.

Sustainable Economy: to analyse how the big economic levers of private investment, taxation, and public spending can be used to accelerate the low carbon transition.

14. Statement of funds continued...

Income, which is received for specific projects, is accounted for as restricted funds. Where the fund is overspent a transfer is made from general funds to cover the deficit.

The balances on restricted funds as at 31 March 2015 arise from income received for specific projects on which some expenditure is still to be incurred.

Green Alliance's designated fund has the following aim:
Refurbishment and equipment £9,544 brought forward
The anticipated expenditure was delayed to 2015-16.

15. Summary of funds

	Brought Forward £	Incoming Resource £	Outgoing Resources £	Transfers In/(out) £	Carried Forward £
Restricted funds:	341,535	941,462	(1,060,484)	1,543	224,056
Unrestricted funds	497,475	140,891	(97,242)	(1,543)	539,581
	839,010	1,082,353	(1,157,726)	-	763,637

16. Operating lease commitments

	Buildings 2015 £	Buildings 2014 £
Expiry:		
Under 1 year	-	-
Between 1 and 2 years	45,344	-
Between 2 and 5 years	-	55,787
	45,344	55,787

17. Related party transactions

The Green Alliance Trust and the company The Green Alliance are connected by the fact that the directors of The Green Alliance are also trustees of the Green Alliance Trust.

The Green Alliance Trust received no income in 2015 from The Green Alliance, which was dormant throughout the year.

Two trustees work for organisations that have paid fees to Green Alliance during the year:

Sir Graham Wynne is a board member of the IEEP, which provided funding in 2014-15 for work on the Political Leadership: White Paper Dinner project (£1,000). He is also vice-president of RSPB, which provided funding for the NGO project (£20,000), and for the Political Leadership: White Paper Dinner project (£12,000).

Alan Knight is a non-executive director of WRAP, which provided funding for the Circular Economy Task Force (£7,500), the employment and circular economy project (£26,667) and the resource resilient Scotland project (via Zero Waste Scotland) (£53,456).

18. 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.

19. Taxation

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

20. Pension Commitments

The pension cost represents contributions made by the charity to the defined contribution scheme. The contribution made in the year was £46,885 (2014: £45,222). £6,019 (2014: £6,966) of contributions were outstanding at year end.

Thanks

We are grateful to every organisation and individual that supported our work in 2014-15

Funding was received from the following organisations in 2014-15:

£1,000 to £5,000	£5,001 to £20,000	£20,001 to £40,000	£40,001 to £60,000	£100,000 to £120,000
Alstom	A family trust	Boots	National Trust	Esmée Fairbairn Foundation
BP International	CAFOD	Dong	Schroder Foundation	European Climate Foundation
Calouste Gulbenkian Foundation UK	Christian Aid	Greenpeace	Shell	
Campaign for Better Transport	Joseph Rowntree Charitable Trust	National Grid	Zero Waste Scotland	
Cardiff University	Kyocera Document Solutions	NERC		No individual gave more than £1,000
CPRE	Resource Association	Nestlé		
FCL Global	Samworth Foundation	RSPB		
Friends of the Earth	Sininvestec	Siemens		
Heathrow Airport	Statkraft	Southern Water		
IEEP	The Wildlife Trusts	Westminster Foundation		
Interface	Unilever	WRAP		
Oak Foundation	Vattenfall	WWF		
Oakdene Hollins	Veolia			
RES	Viridor			
Scottish Power				
WWF Scotland				

Internship programme

We are extremely grateful to the following individuals who gave their time and skills to Green Alliance under our internship programme during 2014 and 2015:

Kate Anson	Gemma Kirk	India Redrup
Jasmine Arnould	Cecile Kobryner	Georgina Rubens
Tatiana Biktimirova	Danielle Kopecky	Julia Seewald
Rachael Blundell	Juha Leppanen	Ben Tritton
Matt Burling	Robyn Pearce	
Nic Craig	Steven Rae	
Isabelle Edwards	Mia Rafalowicz-Campbell	

Members

Our individual members include those active in our network, eminent professionals in the fields of environment, business and government, or those distinguished in their careers in other spheres who wish to support our work. Members receive our journal *Inside Track* and invitations to our major events.

Annual membership: £40

Donor members regularly contribute above this amount.

Life membership: £500

Members (at September 2015)

Jamie Abbott	Lord Cameron of Dillington	Matthew Gorman	Prof Nicholas Jenkins
John Adams	Mark Campanale	Dr Tony Grayling	Stanley Johnson
Syed Ahmed	Shaun Carr	David Green OBE	Claire Jones
John Alker	Pamela Castle OBE	Prof Michael Grubb	Terence Jones
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Tim Ash Vie	Maureen Child	Stephen Hale OBE	Prof Andrew Jordan
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