LEADERSHIP FOR THE ENVIRONMENT



ANNUAL REPORT AND ACCOUNTS 2017-18

GREEN ALLIANCE

Senior management team

Shaun Spiers Executive director (from June 2017)

Leah Davis
Acting co-director
(to April 2017)

Tamsin Cooper
Strategy director/acting co-director
(to May 2018)

Belinda Gordon Strategy director (from July 2018)

Dustin Benton Policy director

Jo Rogers Operations director

Policy team

William Andrews Tipper Head of natural environment

Angela Francis Chief economist

Amy Mount

(to September 2018)

Head of Greener UK unit

Paul McNamee Head of politics

Chaitanya Kumar Senior policy adviser

Libby Peake Senior policy adviser

Caterina Brandmayr Policy analyst

Costanza Poggi Policy adviser (to August 2018)

James Elliott Policy adviser

Development team

Karen Crane

Head of communications

Josie Evetts

Office manager and pa to the director

Elena Perez

Events co-ordinator

Marta Silva Finance manager

Frieda Metternich Programme manager

Graduate scheme

Sept 2017- Sept 2018: Tom Kelsey

Policy assistant

Bente Klein Policy assistant

Shara Samra

Policy assistant

Stephanie Shields Policy assistant

Angharad Hopkinson

Communications assistant (to March 2018)

Emma Atkins

Communications assistant (from April 2018)

Sept 2018- Sept 2019: Gianluca Cavallaro-Ng

Policy assistant

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Policy assistant

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Melissa Petersen Policy assistant

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Chris Church

Ian Christie Emily Coats

Jonny Hazell

Chris Hewett

Julie Hill

Hywel Lloyd

Jiggy Lloyd Rebekah Phillips

Rebecca Willis

Dimitri Zenghelis

Board

Dame Fiona Reynolds DBE

Chair

Philip Parker

Hon treasurer (to September 2017)

Paul Lambert FCA

Hon treasurer

(from September 2017)

Alison Austin

David Baldock

Rosemary Boot

Ben Caldecott

Rita Clifton CBE

(from July 2018)

Dr Claire Craig CBE

Professor Mariana

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Sophia Tickell

(to July 2017)

Sir Graham Wynne

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Charity registered number 1045395

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Jo Rogers, operations director

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Solicitors

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



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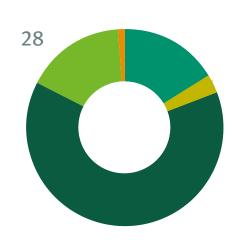
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DAME FIONA REYNOLDS CHAIR



As we publish this report, there are only months to go before the UK leaves the European Union. We will look back on the period since the Brexit decision as one of the most dramatic and curious of recent times.

Dramatic because of the swings and roundabouts of agreement, disagreement and uncertainty; curious because never in recent times has it been less clear how public policy will either shape or respond to one of the biggest sources of upheaval since the second world war.

But what is neither dramatic nor curious – nor in doubt – are the achievements of the Greener UK coalition, which, thanks to Green Alliance and our many collaborators, have had a real impact on thinking and decisions over the past year.

During the passage of the EU (Withdrawal) Bill, the only substantive gains made were environmental, thanks to a team of expert briefers from across the environment sector, led by Amy Mount and Ruth Chambers in the Greener UK unit at Green Alliance. Ours were the only amendments passed that are set to result in lasting change, with the government's promise to introduce a new environmental regulator.

Of course the delivery of that promise raises further challenges but, with widespread admiration for Greener UK and the achievements charted in this report, we know we have been right to spend so much of our time since the referendum safeguarding and, where possible, enhancing the vision for a greener outcome from Brexit.

But that's not all we have done. As this report also outlines, our small, expert team has produced a raft of insightful reports this year on themes as diverse as electric vehicles, trade, manufacturing, distributed energy and sustainable agriculture. And we are increasingly working with new partners: the new metro mayors, devolved governments and major city networks, to demonstrate the potential for new solutions.

Widely admired for well-researched contributions to debates, purposefully directed to the right people and institutions, Green Alliance continues to demonstrate that we have the dynamism and skills to make a real impact. Our unique mix of intellectual authority, political nous and collaborative instinct means we reach the people and places others cannot; and, at this time of uncertainty and flux in public policy, those skills are needed more than ever.

I am proud to chair Green Alliance, and enormously proud of and grateful to our small and extremely dedicated staff. That they are brilliant is not in question, and evidenced by the fact that when we lose them it is to organisations that have spotted their talent and can entice them away. This year, two of our senior management team departed to public sector jobs: Leah Davis returned from a secondment to support the deputy mayor of London on environment and energy, and Tamsin Cooper, our longstanding strategy director, left to take up the role of head of strategy at Defra. We are enormously grateful to them both, particularly Tamsin who had worked with us for seven years. We are delighted to welcome Belinda Gordon as our new strategy director, and to promote Dustin Benton, another longstanding member of staff, to our senior management team.

The senior management team leads our staff with flair and determination. As trustees, we thank them all, and the funders and partners we work with, to shape this unprecedented moment in public policy, aiming for a greener future for us all.

Flora Llynoids



Green Alliance is a charity, independent think tank and advocate, committed to achieving a greener future.

OUR VISION

Our vision is for a green and prosperous UK. A country with a healthy environment, beautiful landscapes and flourishing nature, where the zero waste economy is built around thriving green businesses, and where everyone benefits from affordable, high quality food, energy efficient homes and sustainable transport. It would be a desirable place to live and work, where the wellbeing of future generations is assured and young people are optimistic about their future. It would use its scientific excellence, capacity for policy innovation and diplomatic talent to set the global standard in environmental protections, as well as its entrepreneurial drive to provide the low carbon, resource efficient goods and services the world needs.

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

HOW WE WORK

Inspiring new leadership

We support effective political leadership for the environment by advising on and influencing key political processes, and engaging and informing leading political thinkers and senior politicians on environment issues.

Undertaking strong analysis

We carry out research and analysis to provide robust evidence for policy changes that work for government, business, the public and the environment.

Creating powerful alliances

We are supporting the NGO and business sectors to ensure their voices are heard on issues related to the protection and improvement of the environment. We work with a range of leading companies who support our vision, offering them the opportunity to share their experience and to work with us as we develop new approaches to environmental policy. We also collaborate with the leaders of the major environment and development NGOs, regularly facilitating joint messages to government, ensuring their views on important issues are clearly represented and heard.

In 2017-18 our work was organised under the following themes:

Political Leadership: working in partnership with NGOs to provide political parties with the ideas and strategies they need to put environmental priorities at the heart of their policies; and co-ordinating Greener UK, the coalition of 13 major environmental organisations, working to ensure strong environmental protections after the UK leaves the EU.

Low Carbon Energy: working on policy solutions to make power more flexible, especially so small scale technologies like solar and electric vehicles can be integrated into the system, to maximise the benefits of renewables and to reduce transport emissions, the UK's largest source of carbon emissions.



Resource Stewardship: working with leading businesses, academics and NGOs on policy to bring about a more resource efficient system, keeping materials in productive use and avoiding the environmental problems caused by waste.

Natural Environment: building new alliances between businesses and NGOs to explore new policies to reverse long term decline in the UK's natural environment and supporting political leadership for nature's recovery.

OUR STRATEGY

Green Alliance has set a new strategy for 2018-21. Over the next three years we will continue to help the environment sector respond to Brexit, provide inspiration and space for new thinking on environmental policy and offer solutions to major challenges.

Our three objectives for 2018-21 are to:

- build political support for a vision of a green and prosperous UK, based on the highest environmental and social standards, where clean growth and environmental leadership can 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;
- _ influence ambitious domestic policy for a low carbon and resource efficient economy and a prospering natural environment.

How we will do this:

Political engagement

We aim to 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 we will ensure the well co-ordinated communication of priorities to government.

Grow our network of progressive businesses and city leaders

We will build support for ambitious and international environmental leadership by the UK.

Targeted communications

We will work to keep the environment in the news, clarify evidence and maintain intelligent commentary on environmental issues.

Expert analysis and thought leadership

We will inform robust environmental policy for the UK to take forward into the post-Brexit era.

IMPACT HIGHLIGHTS 2017-18

Political leadership

- __ Greener UK's Pledge for the Environment was supported by 180 MPs across parliament
- __ Greener UK succeeded in firmly embedding the environment into the Brexit debate, influencing senior ministers to acknowledge its importance and prompting the prime minister to say, in March 2018, that there was "no serious political constituency" in the UK for reducing environmental standards after Brexit.
- Parliamentarians of all parties referred to Greener UK's briefings in the EU (Withdrawal) Bill debates and agreed that environmental protections should be maintained post-Brexit.
- Defra Secretary of State Michael Gove first promised to create a new green watchdog to oversee environmental protections at Greener UK's Conservative party conference event in 2017.
- Green Alliance advocacy in advance of the 2017 general election succeeded in securing a strong statement committing to climate leadership in the Conservative manifesto. Corbyn cited Green Alliance in his major speech on Brexit in February 2018.

Policy impacts

- We helped to raise government ambitions on clean growth and industrial strategy with influential analysis, outlining the central and positive contribution of climate action to the economy. Our assertion, that growth needs to be low carbon and resource efficient, was a central theme of the Industrial Strategy and Green Alliance's executive director, Shaun Spiers, spoke at the launch of the Clean Growth Strategy in October 2017, alongside government ministers Greg Clark and Claire Perry.
- In 2018, the government legislated to require all EV chargers to be smart by 2019, in line with the recommendations in our report People power (April 2017).
- __ Following our analysis in Closing the clean power gap (September 2017) of the renewables deployment necessary to meet carbon targets, the chancellor subsequently committed to maintain funding for 2GW per year of offshore wind as we recommended.
- __ The Industrial Digitalisation Review incorporated our narrative of low carbon and resource efficient growth as a critical component for successful industrial strategy
- We influenced the government's approach to addressing marine plastic pollution. Our advocacy contributed to a UK government decision to consult on a deposit return scheme and consider taxing single use plastics.
- Our Natural Infrastructure Scheme concept, developed with the National Trust, was cited in the government's 25 year plan for the environment, as an innovative financing mechanism with the potential to play a significant role in restoring the natural environment.





"Greener UK's briefing materials have been crucial for me and the other peers who majored on the environment...looking forward to continuing to work with you." Lord Krebs

The work of our Political Leadership theme this year ran on two tracks: the immediate and vital task of co-ordinating the work of the Greener UK coalition, focused on ensuring robust environmental protections post-Brexit, and emphasis on the longer view and the UK's future role in global climate action.

SETTING THE FOUNDATIONS AND PRINCIPLES OF POST-BREXIT LEGISLATION

Support for the Greener UK coalition of 13 leading environmental organisations, which Green Alliance co-ordinates, grew over the year. As well as the 13 coalition partners, it is now supported by 35 other environmental organisations and 11 major affiliated networks; 180 MPs have signed up to Greener UK's Pledge for the Environment. The coalition runs 11 working groups on different policy areas.

Throughout the year, and with intense, detailed negotiation over a relatively short period of time, Greener UK had unprecedented success in building a sector-wide consensus on the strategy for achieving a strong environmental framework post-Brexit.

Starting from a worrying position, where the environment was not referenced at all in the Brexit debate, Greener UK opened up the political space and firmly raised the environment as a Brexit priority, leading to a significant shift in the government's narrative. The former Brexit secretary David Davis said, in a speech in February 2018, that Britain was determined to "lead a race to the top in global standards", recognising that international environmental collaboration is essential to protect the environment for future generations. And, in March 2018, the prime minister said there was "no serious political constituency" in the UK for reducing environmental standards and protections after Brexit.

Following briefings issued by Greener UK, Defra Secretary of State Michael Gove changed his view, from saying that judicial review would, in the first instance, be enough to ensure protection post-Brexit (considered by the environment sector to be too limited and risky) to promising to create a new UK environmental regulator, as we proposed. He first announced it at Greener UK's Conservative party conference event in autumn 2017, before it was reported by the Sunday Telegraph. He also committed to the principle of public money for public goods and environmental enhancement being at the heart of the UK's new agriculture policy.

The coalition worked on the EU (Withdrawal) Bill, securing significant government commitments on environmental governance and principles. A positive parliamentary debate on the environment, referencing Greener UK and informed by its briefings, had parliamentarians from all parties agreeing on the need to maintain protections post-Brexit.

With clarity of purpose and the power of strong consensus, the environmental sector was the only one to achieve changes to the face of the bill on its completion through parliament.

On the first anniversary of the EU referendum, Greener UK launched its Brexit Risk Tracker. This online public tool tracks the risk to different areas of environmental policy as Brexit progresses and, through quarterly updates, is helping to raise media awareness of the impacts of Brexit.

ELECTION READY

We were prepared for the snap election called in April 2017. There were signals that climate would not feature in the campaigns, and in the Conservative manifesto in particular, so we quickly convened environmental and development organisations to strengthen all the parties' commitments on the environment and climate. Our asks were sent to manifesto writers within a week of the election being called. This had an impact: climate ambitions were stated in the Conservative manifesto, including the aim for Britain to be at the "forefront of action against global climate change". Labour and the Liberal Democrats also included top-line ambitions to meet climate targets and move to a low carbon economy. Labour's manifesto also committed to insulate four million homes as an infrastructure priority.

TV and radio presenter Clive Anderson chaired Greener UK's general election hustings, organised by Green Alliance. The event gave environmental professionals and members of the public the opportunity to grill Conservative, Labour, Liberal Democrat and Green spokespeople on their environment proposals.

Commitments beyond those in the Conservative election manifesto were made by Defra minister Therese Coffey at the event. She stated that the government's 1-in-2-out regulation policy would not apply to EU regulations transposed in the EU (Withdrawal) Bill. And she reiterated her party's commitment to protect Sites of Special Scientific Interest and the ban on ivory sales, as it had promised in 2015, but not stated in the current manifesto.







Greener UK's hustings. Top: Baroness Parminter. Above: Clive Anderson with Barry Gardiner MP.



STRENGTHENING THE UK'S INTERNATIONAL VOICE ON CLIMATE

The day before the election we issued a media statement from 28 organisations, across different sectors, urging whoever became the next prime minister to be tougher in response to President Trump's decision to pull out of the Paris climate agreement. There was widely reported dismay when Prime Minister Theresa May failed to make climate change a priority at the G20 heads of government meeting in July. But this was redressed when, in her speech to the UN General Assembly in September 2017, she warned Donald Trump that his plan to withdraw from the Paris climate change treaty was a threat to global prosperity and security.

THE IMPORTANCE OF LOCAL LEADERSHIP IN DRIVING ACTION

Ahead of the local elections in May 2017, when six new regional metro mayors were elected for the first time, we published *Greening the city regions* with partners the National Trust, CPRE, Campaign for Better Transport and the Wildlife Trusts.

The report highlighted the environmental strengths and weaknesses of each region and the opportunities open to each mayor, providing them with a starting point for their environmental strategies. Since its publication, we have discussed how to implement our ideas with the Birmingham metro mayor's team.

In partnership with UK100 and M&S, we held a parliamentary reception in February, hosted by Alex Sobel MP, for business leaders, local authority leaders and MPs, showcasing the commitment of local leaders to make the clean energy transition a success for the UK and its communities. Climate minister Claire Perry MP and Lord Deben, chair of the Committee on Climate Change, both spoke at the event.



M&S 'Plan A' director Mike Barry, speaking at our joint parliamentary reception with UK100 in February



"The work that your charity has done for leadership within the environment is exemplary."

Letter from the Rt Hon Michael Gove MP, following our summer reception in June 2017, his first public event as the newly appointed secretary of state for environment, food and rural affairs



"Green Alliance estimates that trade in low carbon goods and services contributed over £42 billion to the economy in 2015."

Labour leader, Jeremy Corbyn, speaking in Coventry in February 2018

LOW CARBON TRADE AND THE UK'S PLACE IN THE WORLD

As talk of future trade deals and defining Britain's place in the world rose up the political agenda this year, we made sure environment and climate were central to the discussion.

Our infographic Trade in a decarbonising world (November 2017), produced in partnership with CAFOD, Christian Aid, Greenpeace, RSPB and WWF, highlighted why putting low carbon at the heart of future trade policy would benefit the UK.

As well as the unprecedented opportunity of £17.5 trillion worth of low carbon investment in emerging economies to 2030, we stressed the UK's commitment to climate leadership and helping other countries to go low carbon. Since this work was published, we have continued to engage with the Department for Business, Energy and Industrial Strategy on trade and the environment.



On behalf of Greener UK, we also produced Britain's trading future: a post Brexit export strategy led by clean growth (February 2018), which explained why and how the UK should put clean growth at the heart of its free trade strategy post-Brexit. As over 40 per cent of the UK's trade in goods and services is with the EU, and it is likely to remain the single largest market for the UK post-Brexit, we recommend that the UK's low carbon and renewable energy sector should pursue regulatory alignment with the EU to continue to thrive and expand its contribution to UK trade.



Climate minister, Claire Perry MP, spoke at our event 'Trade in a decarbonising world', which was followed by a panel discussion between Baroness Brown, vice chair of the Committee on Climate Change's Adaptation Sub-Committee, the Bishop of Salisbury and Siemens UK CEO Juergen Maier.

SHOWCASING SCOTLAND'S GREEN AMBITIONS

In January 2018, we hosted an event with the Scottish Government, at Scotland House in London, at which the MSPs Roseanna Cunningham, cabinet secretary for environment, climate change and land reform, and Humza Yousaf, minister for transport and the islands, discussed Scotland's ambitions for a "future proofed, hi-tech, low carbon economy".



Scottish Government showcase event: LBC presenter James O'Brien with MSPs Humza Yousaf and Roseanna Cunningham.



LOW CARBON ENERGY



PEOPLE POWER

Our report on the changes coming to the UK's power system, People power (April 2017), highlighted the jeopardies and opportunities of a more distributed, automated, consumer-led power system. Excellent news coverage of our main conclusions, about the need for a well-planned transition to smaller scale power technologies, drew interest from government policy makers, industry and academics. We have since been called on regularly to provide media commentary around the issue, particularly the impacts of electric vehicles on the electricity grid.





"An excellent contribution to the debate." Dr Matthew Lockwood, senior research fellow, University of Exeter

"Great to see Green Alliance pushing the case for a smart, flexible power system." Susanne Baker, head of techUK's Environment & Compliance Programme (on Twitter)

CLEAN POWER

We modelled the projected costs of different forms of low carbon energy sources and what would be necessary to meet carbon targets and found that, to keep costs down, the Treasury should continue to commit funding to offshore wind. We took our conclusions, published in Closing the clean power gap (September 2017), to the government and were pleased when the Chancellor, Philip Hammond, announced he was maintaining the level of finance for offshore wind at 2GW per year as we proposed.

"Excellent briefing from @GreenAllianceUK raises same concerns as my petition to parliament last month." Helen Hayes MP on Why the UK needs an ambitious clean growth plan now (on Twitter)

How the UK can lead the electric vehicle revolution

RAISING UK AMBITION ON CLEAN GROWTH

The government's decarbonisation plan was a long time in the pipeline. First announced in 2016, it was soon downgraded to an emissions reduction plan, with the aim of achieving low cost delivery. With wavering confidence in the government's commitment to the plan, we worked to raise expectations and ambitions for what this significant document, underpinning future government policy, would contain.

Why the UK needs an ambitious clean growth plan now (August 2017) showed the extent of the economic opportunity and the risks of a weak plan to the UK's international standing as a climate leader.

"Lack of direction is creating uncertainty for business and investors and reducing the government's ability to meet its own carbon reduction goals. The consequences of the delay are already becoming evident in the power, heat and transport sectors." Why the UK needs an ambitious clean growth plan now (2017)



We were one of just three NGOs invited to participate in a government roundtable for the clean growth plan steering group. At the meeting climate minister Claire Perry MP referenced our report a number of times.

When the Clean Growth Strategy was eventually published in October 2017, our executive director, Shaun Spiers, spoke at the launch, alongside Juergen Maier, the chief executive of Siemens UK, Claire Perry MP and the BEIS Secretary of State Greg Clark.

In our view, the strategy impressively reframed government climate action, not as difficult and necessary, but as a huge economic opportunity. However, it was not the hoped for delivery plan, and its 2040 commitment to end the sale of diesel and petrol vehicles was not especially ambitious or world leading.

CHANGING THE GOAL ON EVS

We have continued to press the government to bring forward the deadline to end petrol and diesel vehicle sales to 2030.

Targeting the government's proposed Road to Zero strategy, we set out in How the UK can lead the electric vehicle revolution (March 2018) why and how the ban could be shifted to ten years earlier. We have spoken and written extensively to promote this message and the drive for a 2030 target for the ban has now been echoed by others, including National Grid, the UK Energy Research Centre and electric vehicle charging companies and manufacturers.

RESOURCE STEWARDSHIP

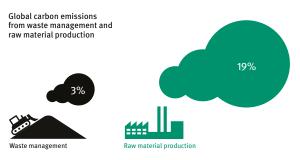


Illustration from *Lean and clean* (October 2017)

INDUSTRIAL STRATEGY

A major strand of our work over the year was to push for greater resource efficiency and low carbon development in the government's anticipated industrial strategy. Our studies show that these are essential drivers of competitive advantage for the future, and that a modern industrial strategy can only succeed if aligned with low carbon energy and resource efficiency policies.

Our pamphlet Industrial strategy fit for the future (April 2017) brought together the views of respected thinkers from politics, business, trade unions and academia, including Dame Julia King, CBI director-general Carolyn Fairbairn and Sir Vince Cable, in support of this message.

In June, we were asked by the head of the government's industrial digitalisation review, Professor Juergen Maier, to present a paper on the use of technology to enable resource efficiency. We presented our analysis to the review's project team, including 20 CEOs of the UK's biggest companies. When it was published as the Made Smarter Review in October 2017, it included our frame of low carbon and resource efficient growth as a critical component for successful industrial strategy. It also recommended a Transformational Digital Demonstrator Programme focused on a digital circular economy.

In Lean and clean (October 2017) we proposed a manufacturing upgrade programme for the UK, to help businesses raise their resource efficiency, and close the north-south productivity divide by supporting good jobs across the country. We convened a joint statement, which appeared in the Financial Times, with the British Chamber of Commerce, North West Business Leaders Team, TUC, Institute of Manufacturing and the Association for the Conservation of Energy, urging the government to make this part of its industrial strategy.



Angela Francis, Green Alliance's chief economist, on BBC News in October 2017

The Industrial Strategy white paper, when it came out in November 2017, positioned clean growth – through low carbon technologies and the more efficient use of resources – as "one of the greatest industrial opportunities of our time". Clean growth is also one of the strategy's four 'grand challenges'. We are now working to ensure delivery of these aspirations, particularly around boosting manufacturing in the north.



Our most popular blog of 2017-18, by senior policy adviser Libby Peake, featured our proposed solutions to plastic pollution

'Deposit scheme for plastic bottles 'is the best most effective way to tackle waste in the oceans' Daily Mail, 4 August 2017

'UK needs bottle deposit scheme to cut plastic litter in oceans, says thinktank' The Guardian, 4 August 2017

MARINE POLLUTION

Since 2016, we have advocated much greater government action on marine plastic pollution and, during the year, we actively engaged in the growing media debate around plastics. Centred on two infographics, presenting the sources of and solutions to plastic pollution, our work has helped to influence the government's proposals to consult on a deposit return scheme for plastic bottles and to consider taxing single use plastics to tackle pollution.

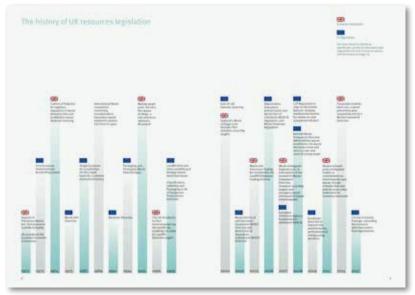
A Green Alliance infographic How to stop nearly two thirds of plastic waste getting into the sea published in August 2017, was widely shared on social media.



POST-BREXIT RESOURCE STRATEGY

We gathered the views of the business members of our Circular Economy Task Force and other resource professionals to determine potential impacts of Brexit on resource policy and how to mitigate them. We summarised them in *A new direction* for UK resource strategy after Brexit (November 2017), a briefing for MPs produced for Greener UK. The chair of the Environmental Audit Committee, Mary Creagh MP, subsequently put forward some of the points on chemicals regulation in parliamentary debates on the EU (Withdrawal) Bill.

We have since been invited by BEIS and Defra civil servants to help set up a business-led resource productivity task force, led by ministers, an idea the Circular Economy Task Force has advocated for some time.



From A new direction for UK resource strategy after Brexit (November 2017)

"The UK faces a stark choice: to embrace a progressive resource efficiency agenda or revert to simple waste management."

A new direction for UK resource strategy after Brexit (November 2017)

ALLIANCE FOR CIRCULAR ECONOMY SOLUTIONS (ACES)

In 2015, we created ACES, a pan-EU alliance of organisations, backed by strong economic analysis and business support, to influence EU circular economy policy.

ACES succeeded in influencing EU circular economy policy debates on employment, ecodesign and marine plastics. In particular, its work supported the decision to use regulation in the ecodesign directive to require products to be designed for a circular economy and demonstrated that a circular economy would significantly lower unemployment in the UK, Germany, Italy and Poland. It developed a task force on the circular economy for the T20 process, which provided research-based policy advice to the 2017 G20, led by Germany. The task force was co-chaired by the Institute for European Environmental Policy (IEEP) and Green Alliance and led to the adoption of two G20 declarations: one on marine litter action and another on resource efficiency.

However, in spite of some initial policy success on waste and ecodesign, the EU's Circular Economy Action Plan has not yet been fully implemented. The timeline for many actions has been delayed and policy choices made by the UK after the Brexit vote have undermined the salience of British voices in Brussels. Therefore, it was decided not to extend the ACES partnership after September 2017.

NATURAL ENVIRONMENT

THE NATURAL INFRASTRUCTURE SCHEME FOR POSITIVE ENVIRONMENTAL OUTCOMES

We continued to promote the Natural Infrastructure Scheme concept, which we developed with the National Trust in 2016. In 2017 we presented the idea to Defra civil servants, explaining how this market mechanism could be used to achieve positive environmental outcomes, such as flood alleviation and soil protection.

In two reports this year we demonstrated how the scheme could be used. Natural Infrastructure Schemes in practice (September 2017) showed its application in large scale water management, and as a means to return vulnerable upland farmers to profit. And, in Protecting our assets (December 2017), we featured a case study showing how the scheme could be employed to improve soil and water quality in the Anglian river basin. We gave evidence drawing on this analysis to the Environmental Audit Committee's inquiry into nitrate pollution in February 2018 and discussed it on Radio 4's Farming Today programme in June 2018.



INFLUENCING THE 25 YEAR ENVIRONMENT PLAN

At the request of the Department for Environment, Food and Rural Affairs (Defra), we convened nine major environmental organisations to feed in shared views on the 25 year environment plan.

When the plan was launched by the prime minister in January 2018, we were in demand to provide comment on Sky News, BBC2's Victoria Derbyshire programme and the World Service, as well as the Financial Times, The Times and Washington Post.

The plan included prominent endorsement of our Natural Infrastructure Scheme idea, which was described as an innovative financing mechanism with the potential to play a significant role in restoring the natural environment.

While we commended the plan's overall ambition and direction, we stressed the need for clarity on how its good intentions would be put into effect and called on the government to introduce a new Environment Act to underpin its ambitions.



Green Alliance's head of environment, Will Andrews Tipper, presented the Natural Infrastructure Scheme idea at our event 'Paying the price' in December 2017

"A really good report. We must remind policy makers of the links between food production and sustainability. They are not

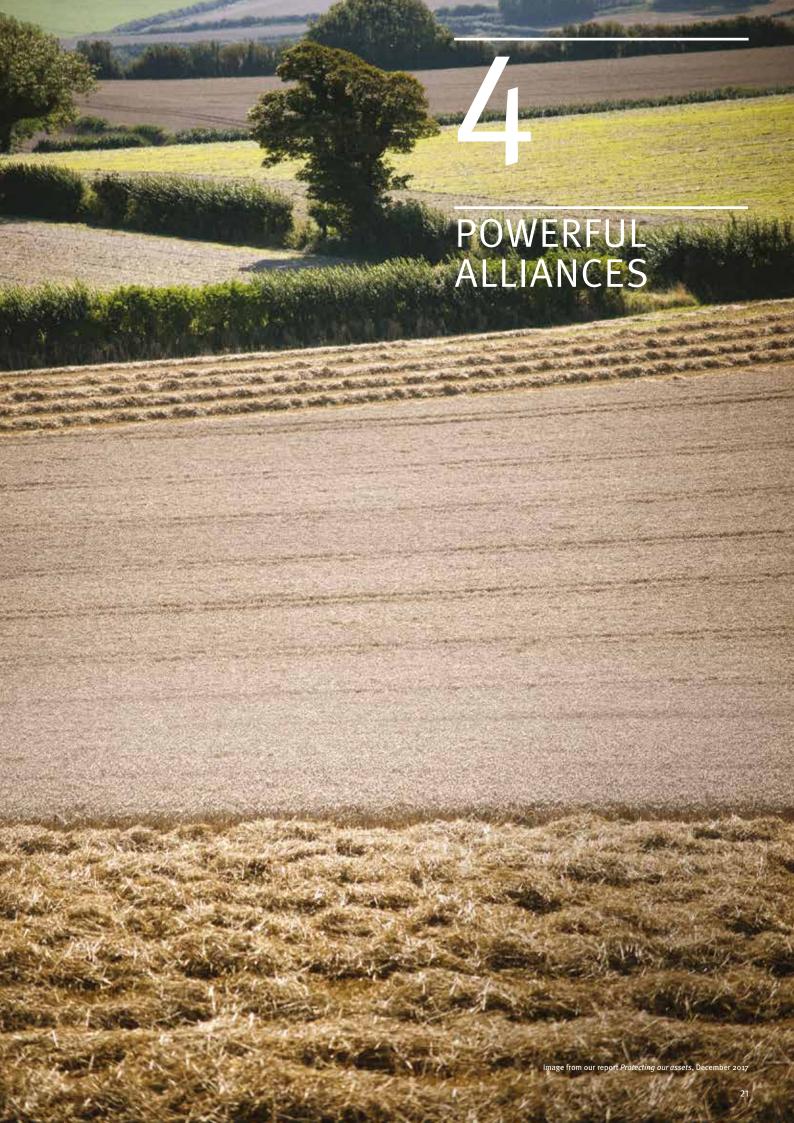
an either/or."
Professor Tim

Professor Tim Lang, Centre for Food Policy, City, University of London, commenting on *Setting the standard* (March 2018)

MORE SUSTAINABLE FOOD PRODUCTION

Our Food and Nature Task Force, a major alliance between the food retailers Tesco, Sainsbury's, Nestlé and the Co-op, was founded in 2017 to stimulate collaboration and partnerships around more sustainable food production. The task force receives support and advice from Jonathan Hughes, CEO of Scottish Wildlife Trust and co-founder of the World Forum on Natural Capital, and David Fursdon, owner of Fursdon estate and chair of Beeswax Dyson Farming.

Our first piece of work for the task force was Setting the standard (March 2018), an analysis of how different Brexit scenarios could affect UK food prices, farming and the natural environment. It recommended that the government's new agricultural support scheme should give preference to sustainable food production, require good environmental reporting, invest in farm-based innovation and safeguard standards in trade deals. Our chief economist, Angela Francis, presented its conclusions to the Environment, Food and Rural Affairs Committee's evaluation of the economic impact on farming of the government's proposed new payment system, based on 'public money for public goods'. She also took part in a panel debate on BBC Radio Four's programme Costing the Earth, discussing the future of the countryside.



GREENER UK



























CIRCULAR ECONOMY TASK FORCE









Transforming waste"

FOOD AND NATURE TASK FORCE









BUSINESS CIRCLE MEMBERS













ACES













NGO PARTNERS













5 FUTURE PLANS



In May 2018 we published Green Alliance's new strategy for the next three years. Our overarching objectives are to work with all parties to achieve the best possible outcome for the environment from Brexit, at the same time as investing in the ideas and policy thinking needed to take the country forward successfully in the future.

It announced a new theme of work, Greening the Economy, under which we are showing that moving to a greener economy is not only good for the environment but also good for business, increasing competitiveness in global markets and providing high quality job opportunities. Our former Low Carbon Energy theme is now titled 'Low Carbon Future' reflecting the broader scope of our work on decarbonisation.

Highlights of our plans for the coming year:

Political leadership

Continuing to co-ordinate the important work of Greener UK as Brexit progresses, we will secure the support of MPs and peers to make new environmental legislation as robust as possible, including establishing a new environmental watchdog with the resources, powers and independence to hold government to account.

We are working hard to raise domestic ambition in the new Environment Bill and in future agriculture and fisheries bills. We will work alongside other sectors calling for high standards, to demonstrate support by both businesses and civil society for high levels of environmental and consumer protection. Particularly, we are focusing on future trade deals as a means to drive up environmental standards worldwide.

With business leaders, technology providers and others we will continue to make the case for clean growth as the gold standard for economic leadership in the 21st century and, with our existing NGO partners, we will focus on making sure the government maintains its role as a climate leader, underscored by strong domestic action.

We will also nurture new relationships across parliament and beyond, extending our Climate Leadership Programme for MPs, and continuing to work with devolved levels of government, such as the metro mayors.

Greening the economy

In its first year, this new theme will centre on establishing our Tech Task Force, launched in the autumn of 2018. The task force, comprising a group of leading technology businesses and innovation bodies, is focused on finding ways to speed up the adoption of digital technologies that support low carbon and resource efficient growth.

Low carbon future

We are continuing to advocate for much higher government ambition on electric vehicles, building the case with the support of industry and NGO stakeholders.

Over the next year will look at the barriers to the growth of community energy projects and explore the most credible pathway to decarbonise the UK's heating systems. We will promote a cost effective approach to greater energy efficiency, so all housing can meet the government's target of being at least EPC band C by 2035 and show how a flexible, smart energy system is better for consumers and the economy

Throughout 2018 we are partnering with UKERC (the UK Energy Research Centre) on 'She is Sustainable – energy pioneers' an initiative to empower a group of early career women through

a series of events, helping them grow their influential networks, improve their awareness of opportunities and increase their exposure in the energy sector.

With the C40 network of global cities we are conducting a detailed analysis into the capacity major cities have to cut their emissions associated with consumption, an area of huge potential that has previously been ignored.

We are exploring the potential for land use decarbonisation, steered by an expert panel, chaired by our trustee Sir Graham Wynne.

Resource stewardship

Under this theme we are continuing to press for policy solutions for the better use of resources throughout the economy and, in particular, to cut plastic pollution, focusing on the government's upcoming resources and waste strategy, expected at the end of 2018.

We are relaunching our Circular Economy Task Force with the ambition to create a more holistic approach to plastic production, consumption and end of life management. We will continue our ongoing collaboration with leading universities, examining the role of public attitudes towards resource efficiency.

Our experts will provide analysis and advice on opportunities to increase reuse and recycled materials in UK products, and build the case for improving industry's resource productivity to enhance UK competitiveness and low carbon leadership.

Natural environment

In this area of work, we are providing new insights and proposals to help the government achieve its 25 year environment plan ambitions in a way that benefits everyone.

Involving a broad network of farmers and land managers, and leading thinkers in business, civil society and politics, we are providing a platform to debate issues around more sustainable land use, the role of technology and the contribution of land management to meeting climate targets.

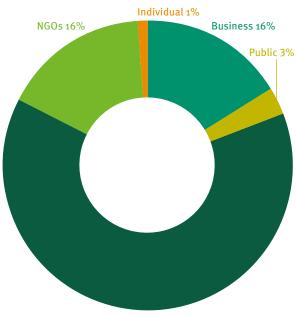
We are adding our voice to the call for a new UK food policy, to underpin domestic environmental progress, and ensure future trade agreements do not undermine high UK standards.

This year we will expand our work with major supermarkets and food brands, under our Food and Nature Task Force, with a new project emphasising why a resilient food supply chain is necessary to support sustainable and productive farming systems in the UK.

With the National Trust and a group of water companies we are progressing with the development of our Natural Infrastructure Scheme demonstration project in Cumbria.



INCOME



Trusts and Foundations 62%

TREASURER'S REPORT

Last year we experienced significant growth in our Political Leadership theme's activity as a result of the UK's vote to leave the European Union. Political and economic uncertainty, and concerns around the UK's future and the impact on the environment, have not abated during the past 12 months. In response, we have increased our efforts to ensure that protections and regulations will be enshrined in UK law after we leave the EU.

Our concerns have clearly resonated with our supporters as we have more than doubled the financial support we received for Greener UK and other politically themed activity to £908,054 (£412k in 2016-17). This has included a distinct tranche of funding to work specifically on the EU (Withdrawal) Bill and on ensuring that there is commitment from government to a new Environment Act and green watchdog post-Brexit.

Our income grew by 32 per cent to £1,564k overall. Growth in our Political Leadership theme has been somewhat offset by greater difficulty in raising funds for policy research and analysis, especially for our Resource Stewardship and Low Carbon Energy themes, particularly from corporate funders. Income from business has dropped from 21 per cent to 16 per cent of total income over the past year, despite overall growth.

Income sources in the current year compared to the previous year:

	2017-18	2016-17
Business	16%	21%
Public	3%	3%
Trusts and foundations	62%	48%
NGOs	16%	27%
Individuals	1%	1%

However, our Natural Environment theme attracted new funding for the Food and Nature Task Force, set up to investigate possible scenarios for UK food and farming once the Common Agricultural Policy no longer applies to the UK.

We continue to monitor the external landscape, and will ensure that our policy ideas and research remain relevant and contribute to the success of the UK after Brexit.

In line with increased income, our expenditure on charitable activity increased from £1,470k to £1,577k. However, expenditure exceeded income by £28k, as we made a £14k draw on reserves to make provision for a bad debt; the restricted fund also reduced by £14k to complete delivery of the ACES project for which we received funding in previous year.

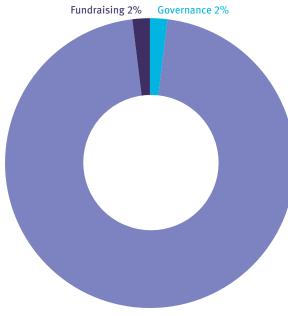
Reserves

The trustees' policy is to retain reserves of between three and four months operating costs to ensure continuity in the event of unexpected or difficult circumstances.

Total funds at the end 31 March 2018 (note 12 in the financial statements) were £621k comprising of £244k restricted funds and £363k in the general fund. Therefore, Green Alliance's general fund this year was equivalent to three months of net operating costs.

As our staff team has grown, our liabilities have increased and, as such, the funds we need to comply with our reserves

EXPENDITURE



Charitable expenditure 96%

policy has also increased. We aim to add to the general fund in March 2019.

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. 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.

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.

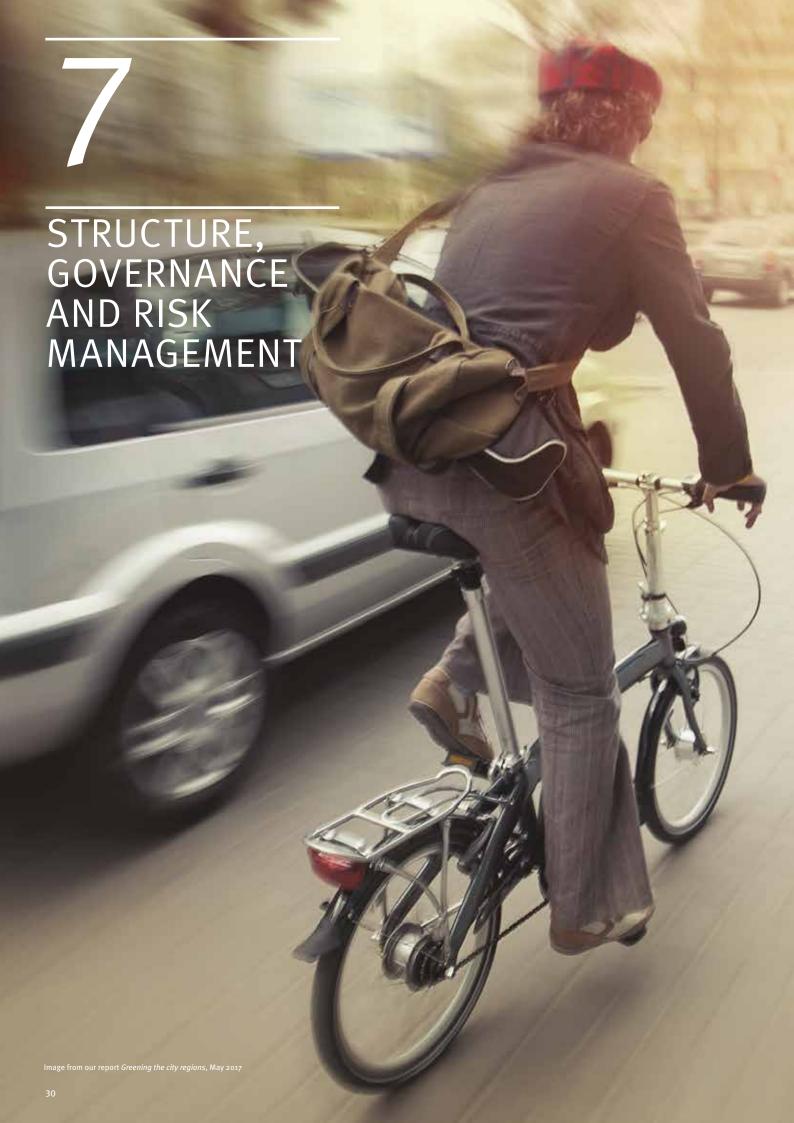
In line with 2016 fundraising regulations we have written guidance for staff who are concerned about the fundraising practices of Green Alliance and to ensure that they are protected from discrimination in any cases of whistle blowing.

General Data Protection Regulation

In 2017-18 Green Alliance started preparing its approach to GDPR compliance, including a new privacy policy and procedures, in discussion with our solicitors at Bates, Wells and Braithwaite.

Paul Lambert FCA

Treasurer



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

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

Board of trustees

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

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

Recruitment of trustees is directed by organisational need. Green Alliance appoints trustees on the basis of the skills and experience they can bring to the custodianship and management of the business and its activities. All prospective trustees are recruited from a range of external sources and by public advertisement. Recommendations from the appointments committee are voted on at either an AGM or at a board meeting in accordance with our memorandum and articles of association.

Each prospective trustee is invited to a board meeting prior to their appointment to ensure mutual suitability. Once confirmed, they are then appointed or co-opted to the board. New trustees are provided with an induction to the organisation and the role, and additional training is made available as required.

Trustees stand down and can be re-elected annually at each AGM. After a trustee has served for one year their position is reviewed, 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 conti	nuity
Health and safety	•
Financial resources	
People and talent retention	
Reputation and compliance	

The most significant risks to Green Alliance identified in 2017-18 related to:

- __ Funding challenges and managing budgets in an uncertain external landscape.
- __ Lack of political salience of the environment in the context of Brexit.
- __ Increased likelihood of complaints regarding political campaigning and spending rules.

By focusing resources on analysing the issues raised by Brexit for the environment and engaging with multiple stakeholders on these issues, we have both ensured that the environment has stayed on the political agenda and have secured significant income to undertake this work. As the Brexit process continues we will be concerned with funder fatigue and ensuring we are still at the forefront of new policy ideas for the UK.

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 52.

Staff and volunteers

In June 2017, Shaun Spiers became executive director of Green Alliance after 13 years leading the Campaign to Protect Rural England.

In May 2018, Tamsin Cooper left after seven years to take up the role of head of strategy at Defra. During her time at Green Alliance, Tamsin had a significant positive impact on the organisation and the sector in her roles as strategy director and acting director. We are hugely grateful to have benefited from her intellect, passion and drive, and we wish her all the best for the future.

The third cohort of assistants under our graduate scheme were appointed in September 2017. We are grateful to Rebecca Willis, Julie Hill, Sue Armstrong Brown, Richard Benwell and Harvey Jones for mentoring staff on the scheme on a pro bono basis throughout the year.

The pay of the senior management team and all staff is reviewed annually by trustees and is normally increased in accordance with cost of living, where practicable, taking into account the charity's financial position. Pay levels for positions are benchmarked against similar roles, as and when they become vacant.

Environmental impact

Green Alliance's work promotes sustainable development by ensuring that the environment is at the heart of decision making and we seek to apply this in all aspects of our own operations 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 a strong environmental ethos. When purchasing for the office, second-hand items are considered along with criteria such as energy consumption, manufacturing methods, materials, packaging, emissions and the need for consumables.

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

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

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

Transport: Staff are supported in choosing greener methods of transport. Green Alliance pays mileage to staff cycling to events and promotes the Cycle to Work scheme. We have access to showers and locked bicycle stands, and offer 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 preferred.

Public benefit

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

- __ conserve, protect and restore the natural resources and animal and 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.

Trustees' responsibilities

Trustees, who act as directors of the company for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of The Green Alliance Trust for the year ended 31 March 2018. The board of trustees confirms that the annual report and financial statements of the company comply with current statutory requirements, the requirements of the company's governing document and the provisions of the statement of recommended practice Accounting and Reporting by Charities SORP 2015 FRS 102

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

- __ select suitable accounting policies and then apply them consistently;
- __ observe the methods and principles in the Charities SORP;
- __ make judgements and estimates that are reasonable and prudent;
- ___ state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- __ prepare the financial statements on the going concern basis

unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time 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.

Auditors

The auditors, haysmacintyre, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006. The report of the trustees 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. 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



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

Opinion

We have audited the financial statements of The Green Alliance Trust for the year 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. 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 2018 and of the charitable company's net movement in funds, 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.

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 charity 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement (set out on page 32), 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.

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

Conclusions relating to going concern

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. 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 includes the directors' report prepared 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 strategic report and the directors' report included within the Trustees' Annual Report have 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 (which incorporates the directors' report). **GREEN ALLIANCE**ANNUAL REPORT AND ACCOUNTS 2017-18

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 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic 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.

Murtaza Jessa (Senior Statutory Auditor)
For and on behalf of
haysmacintyre, Statutory Auditors
10 Queen Street Place
London EC4R 1AG

27 September 2018



THE GREEN ALLIANCE TRUST STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2018 (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

		2018 Restricted Funds	2018 Unrestricted Funds	2018 Total Funds	2017 Total Funds
	Notes	£	£ _	£ _	£
Income from:					
Donations and legacies	3	-	76,790	76,790	107,337
Charitable activities					
Political Leadership		908,054		908,054	412,071
Resource Stewardship		40,552	92,236	132,788	306,049
Low Carbon Energy		225,636	_	225,636	300,932
Natural Environment		33,450	206,549	239,999	71,806
Investments			699	699	1,634
Total income		1,207,692	376,274	1,583,966	1,199,829
Expenditure on:					
Raising funds					
Fundraising	4		34,054	34,054	24,597
Charitable activities	4				
Political Leadership		797,503	33,267	830,770	557,272
Resource Stewardship		191,485	95,604	287,089	434,536
Low Carbon Energy		215,541	24,397	239,938	259,830
Natural Environment		17,065	202,991	220,056	218,586
Total expenditure		1,221,594	390,313	1,611,907	1,494,821
Net income/(expenditure)		(13,902)	(14,039)	(27,941)	(294,992)
Transfers between funds		3,396	(3,396)	<u> </u>	_
Reconciliation of funds Total funds brought forward		271,153	380,779	651,932	946,924
Total funds carried forward	12	260,647	363,344	623,991	651,932

All activities relate to continuing operations and the Statement of Financial Activities includes all gains and losses recognised in the year. The comparative Statement of Financial Activities is on note 20 The notes on pages 43-53 form part of these financial statements

THE GREEN ALLIANCE TRUST BALANCE SHEET AT 31 MARCH 2018

		2018	}	2017	7
	Note	£	£	£	£
Fixed assets					
Tangible fixed assets	8		11,775		18,379
Current assets					
Debtors and prepayments	9	300,260		255,091	
Cash		558,759		643,173	
			859,019	898,264	
Creditors					
Amounts falling due within one year	10	(246,803)		(264,711)	
Net current assets			612,216		633,553
Total assets less current liabilities	<u>11</u>		623,991		651,932
Charity funds					
Restricted funds	12		260,647		271,153
Unrestricted: funds	12		363,344		380,779
			623,991		651,932

The full financial statements were approved and authorised for issue by the trustees on 27 September 2018 and signed on their behalf by

Fiona Reynolds, Chair

Paul Lambert, FCA, Hon treasurer

The notes on pages 43-53 form part of these financial statements

THE GREEN ALLIANCE TRUST STATEMENT OF CASH FLOWS

	2018 £	2017 £
Cosh flows from operating activities	~	~
Cash flows from operating activities Net cash provided /(used in) operating activities	(80,997)	(203,078)
Cash flows from investing activities		
Interest income	699	1,634
Purchase of equipment	(4,116)	(22,028)
Net cash provided by (used in) investing activities	(3,417)	(20,394)
Changes in cash and cash equivalents in the period	(84,414)	(223,472)
Cash and cash equivalents at the beginning of the reporting period	643,173	866,645
Cash and cash equivalents at the end of the reporting period	558,759	643,173
Reconciliation of net (expenditure) /income to net cash flow from operating activities		
Net income /(expenditure)	(27,941)	(294,992)
Add back depreciation charge	10,720	11,406
Interest income	(699)	(1,634)
(Increase)/decrease in debtors	(45,169)	54,393
Increase / (decrease) in creditors	(17,908)	27,749
Net cash used in operating activities	(80,997)	(203,078)
Analysis of cash and cash equivalents		
Cash in hand	558,759	643,173

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) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Legal status

The charity is a company limited by guarantee registered in England and Wales. The members of the company are the trustees named on page 32. 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

Considering the current level of reserves, despite uncertainty around future funding landscape and the impact of Brexit negotiations in 2018, the Trustees are satisfied that the charity is a going concern, and that these accounts should be prepared on that basis.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Donations and gifts 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.

Grants are recognised in full in the Statement of Financial Activities in the year in 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 received in advance of the provisions of a specified service/ activity is deferred until the criteria for income recognition is met.

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.

Investment income is recognised on a receivable basis once the amounts can be measured reliably.

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.

GREEN ALLIANCEANNUAL REPORT AND ACCOUNTS 2017-18

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, finance, personnel, payroll and governance costs which support the Charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. Support costs are allocated based on a percentage of direct costs in each activity.

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

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

Employee benefits

Short term benefits

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

Employee termination benefits

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

Pension scheme

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

Operating leases

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

Fund accounting

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

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

Tangible fixed assets and depreciation

All assets costing more than £400 are capitalised.

Tangible fixed assets are stated at cost less depreciation.

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

Furniture and 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. We review the recovery of our debts regularly and make provision for doubtful debts as appropriate.

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 charitable company'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.

Depreciation

The useful economic lives of tangible fixed assets are based on management's judgement and experience. When management identifies that actual useful economic lives differ materially from the estimates used to calculate depreciation, that charge is adjusted retrospectively. As tangible fixed assets are not significant variances between actual and estimated useful economic lives will not have a material impact on the operating results. Historically no changes have been required.

3. Donations and legacies

				2018 £	2017 £	
Donations (trusts and individu	als)		3.	5,604	42,705 49,139	
Membership subscriptions	(425)			6,460		
Other income				4,726	15,493	
Total			70	6,790	107,337	
4. Expenditure						
	Direct costs	Direct staff costs	Support costs £	Total 2018 £	Total 2017 £	
Raising funds						
Fundraising		31,006	3,048	34,054	24,597	
Charitable activities						
Political Leadership	392,556	391,568	46,646	830,770	557,272	
Resource Stewardship	61,840	208,500	16,749	287,089	434,536	
Low Carbon Energy	96,523	132,977	10,438	239,938	259,830	
Natural Environment	72,457	136,844	10,755	220,056	218,586	
Total	623,376	900,895	87,636	1,611,907	1,494,821	
	Direct costs	Direct staff costs	Support costs £	Total 2017 £		
Raising funds						
Fundraising		17,718	6,879	24,597		
Charitable activities						
Political Leadership	209,832	268,800	78,640	557,272		
Resource Stewardship	150,765	201,127	82,644	434,536		
Low Carbon Energy	101,862	123,447	34,521	259,830		
Natural Environment	95,415	96,302	26,869	218,586		
Total	557,874	707,394	229,553	1,494,821		

5. Allocation of support costs to activities

	Raising funds £	Political Leadership £	Resource Stewardship £	Low Carbon Energy £	Natural Environment £	Total 2018 £	Total 2017 £
Premises	1,215	18,601	6,680	4,162	4,289	34,947	185,703
Office costs	228	3,489	1,253	781	805	6,555	6,879
Communication	486	7,438	2,671	1,665	1,715	13,974	14,788
Governance – staff	783	11,981	4,301	2,681	2,762	22,509	12,853
Governance – other	336	5,137	1,844	1,149	1,184	9,650	9,330
Total	3,048	46,646	16,749	10,438	10,755	87,636	229,553
	Raising funds £	Political Leadership £	Resource Stewardship £	Low carbon Energy £	$\begin{array}{c} \text{Natural} \\ \text{Environment} \\ \text{\pounds} \end{array}$	Total 2017 £	
Premises	5,565	63,618	66,857	27,927	21,736	185,703	
Office costs	206	2,357	2,477	1,034	805	6,879	
Communication	443	5,066	5,324	2,224	1,731	14,788	
Governance – staff	385	4,403	4,628	1,933	1,504	12,853	
Governance – other	280	3,196	3,359	1,403	1,092	9,330	
Total	6,879	78,640	82,645	34,521	26,868	229,553	

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

6. Net income/(expenditure)

	2018 £	2017 £
This is stated after charging the following:		
Depreciation of tangible fixed assets		
owned by the charity	10,720	11,406
Auditors, remuneration		
- as auditors	8,300	8,050
- other services	1,350	1,280
Operating lease costs (property)	79,062	84,297

During the year no trustee received remuneration or benefits in kind (2017 - nil).

During the year two trustees received reimbursement of expenses for travel and subsistence £259 (2017: Three trustees received reimbursement of expenses for travel and subsistence £365) No amounts were paid directly to third parties.

7. Staff costs and numbers

	2018	2017
	£	£
Wages and salaries	785,899	612,790
Social security costs	80,368	59,573
Pension costs	57,138	46,034
<u>Total</u>	923,404	718,397
	2018 No.	2017 No.
The average head count of staff during the year was as follows:		
Project staff	22	23
Governance	1	1
Fundraising	1	1
Total	24	25

Headcount figures (above) relate to the number of individuals that worked in a specific area in the financial year, as per FRS102 reporting requirements rather than the full time equivalent staff across the year.

In line with increased staff expenditure to £923,404, the full time equivalent staff level rose from 20 to 24 in 2017-18. This included the appointment of a new full time director.

Staff earning remuneration above £60,000 - £70,000	1	<u> </u>
Staff earning remuneration above £70,000 - £80,000	1	

Employer pension contributions totalling £12,816 (2017: £nil) were paid into a defined contribution scheme for 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 £299,643 (2017: £323,499). This includes amount paid to staff members under seconded contracts totalling £6930 (2017:£130,703).

8. Tangible fixed assets

	Furniture and fittings \pounds	Computers and IT equipment £	Total £
Cost			
At 1 April 2017	24,388	37,610	61,998
Additions	-	4,116	4,116
At 31 March 2018	24,388	41,726	66,114
Depreciation			
At 1 April 2017	11,885	31,734	43,619
Charge for the year	6,251	4,469	10,720
At 31 March 2018	18,136	36,203	54,339
Net book value			
At 31 March 2018	6,252	5,523	11,775
At 31 March 2017	12,503	5,876	18,379

9. Debtors: due within one year

	Total fur	nds
	2018 £	2017 £
Trade debtors	201,041	185,082
Prepayments and accrued income	74,091	44,602
Other debtors	25,128	25,407
Total	300,260	255,091

10. Creditors: amounts falling due in one year

	Total funds		
	2018 £	2017 £	
Trade creditors	12,741	10,120	
Taxation and social security	25,232	15,967	
VAT	23,458	43,708	
Accruals	41,071	44,410	
Deferred income (see note below)	124,049	131,276	
Advance subscriptions	12,917	12,917	
Other creditors	7,335	6,313	
Total	246,803	264,711	

Deferred income relates to income received in the year specifically for the following year. In 2018, £131,276 was released to the Statement of Financial Activities and £124,049 was received in the year but for project work starting in following period.

11. Analysis of net assets between funds

	Restricted funds 2018 £	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Tangible fixed assets	-	11,775	11,775	18,379
Current assets	260,647	598,372	859,019	898,264
Creditors due within one year		(246,803)	(246,803)	(264,711)
Total	260,647	363,344	623,991	651,932

The analysis of 2017 net assets between funds is shown below

	Restricted funds 2017 £	Unrestricted funds 2017 £	Total funds 2017 £
Tangible fixed assets	-	18,379	18,379
Current assets	271,153	627,111	898,264
Creditors due within one year		(264,711)	(264,711)
	379,463	380,779	651,932

12. Statement of funds

	Brought forward £	Incoming resource £	Outgoing resources	Transfers in/(out)	Carried forward £
Restricted funds					
Political Leadership	102,185	908,054	(797,503)	3,396	216,132
Resource Stewardship	150,933	40,552	(191,485)	_	_
Low Carbon Energy	8,733	225,636	(215,541)	_	18,828
Natural Environment	9,302	33,450	(17,065)		25,687
	271,153	1,207,692	(1,221,594)	3,396	260,647
Unrestricted funds					
Designated funds - refurbishment and equipment					
General funds	380,779	376,274	(390,313)	(3,396)	363,344
Total funds	651,932	1,579,856	(1,611,907)	<u>-</u>	619,881

£3,396 was transferred into the political leadership theme restricted fund from the general reserve to cover expenditure on the Cities project which was unfunded.

Funding received for specific projects, is accounted for as restricted funds. Where the fund is overspent a transfer is made from general funds to cover the deficit. In 2017-18 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.

Resource Stewardship: working to bring about a more resource efficient system, which keeps materials in productive use and avoids the environmental problems caused by waste.

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

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

The balances on restricted funds as at 31 March 2018 arise from income received for specific projects on which some expenditure is still to be incurred.

14. Operating lease commitments

At 31 March 2018 the charity had the following future lease payments (including VAT), under non-cancellable operating leases:

	Land and buildings		
	2018 £	2017 £	
Expiry:			
Under 1 year	95,806	77,568	
Later then 1 year and not later than 5 years	191,612	232,704	

Future lease payments are currently at £95,805 per year

15. Related party transactions

The Green Alliance Trust, the charitable company 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 2018 from The Green Alliance, which was dormant throughout the year.

Sir Graham Wynne is vice-president of RSPB, which provided funding in 2017-18 for the NGO Political project (£16,000) (2017:£16,600) and for Political Leadership: Greener UK (£14,000) (2017:£14,000).

Alison Austin is a non-executive director of WRAP, which provided funding for the Circular Economy Taskforce (£8000) in 2017-7, (2016-17, £8,000).

Rosemary Boot is a non executive director of Southern Water Services. Southern Water provided £25,000 to part fund the Natural Infrastructure Scheme in 2017-18.

Ben Caldecot is a senior associate fellow at Bright Blue who were funded by Green Alliance to produce the report A greener, more pleasant land in June 2017 for £20,000.

16. 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.

17. Taxation

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

18. Pension Commitments

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

19. Commitments

At 31 March 2018 there are no commitments (2017: £nil).

20. Comparative Statement of Financial Activities

	2017 Restricted funds	2017 Unrestricted funds	2017 Total funds
	£	£	£
Income from:			
Donations and legacies	-	107,337	107,337
Charitable activities			
Political Leadership	412,071	-	412,071
Resource Stewardship	278,406	27,643	306,049
Low Carbon Energy	121,663	179,269	300,932
Natural Environment	71,806	-	71,806
Investments	<u>-</u>	1,634	1,634
Total income	883,946	315,883	1,199,829
Expenditure on:			
Raising Funds:			
Fundraising		24,597	24,597
Charitable activities			
Political Leadership	434,840	122,432	557,272
Resource Stewardship	317,616	116,920	434,536
Low Carbon Energy	113,224	146,606	259,830
Natural Environment	170,563	48,023	218,586
Total expenditure	1,036,243	458,578	1,494,821
Net income/(expenditure)	(152,297)	(142,695)	(294,992)
Transfers between funds	43,987	(43,987)	-
Reconciliation of funds			
Total funds brought forward	379,463	567,461	946,924
Total funds carried forward	271,153	380,779	651,932

We are grateful to every organisation and individual who contributed to our work in 2017-18.

Funding was received from the following organisations:

£1,000 to £5,000

BP

Campaign for Better Transport ClientEarth

Campaign to Protect Rural England

E3G

Friends of the Earth

Heathrow

Ørsted

Scottish Power

Shell

Wildfowl and Wetlands Trust

£5,001-£10,000

CAFOD

Christian Aid

Defra

Scottish Government

Southern Water

United Utilities

Wessex Water

Woodland Trust

WRAP

£10,001-£20,000

Calouste Gulbenkian

Foundation

Co-op

JMG Foundation

Kingfisher

Sainsbury's

Tesco

Viridor

Wildlife Trusts

£20,001-£30,000

Boots plc

Greenpeace

WWFUK

£30,001-£40,000

Nestlé

Samworth Foundation

John Ellerman Foundation

RSPB

Schroder Foundation

Waterloo Foundation

£40,001-£80,000

C40 Cities

£100,001-£120,000

Esmée Fairbairn Foundation National Trust

£180,001-£200,000

European Climate Foundation

£400,001-£450,000

Children's Investment Fund Foundation

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.

Annual membership: £40

Donor members regularly contribute above this amount.

Life membership: £500

We gratefully received a generous donation of £10,000 from a Green Alliance member in the year.

MEMBERS

Current members	Kate Davies
(at September 2018)	Hannah Dick
Jamie Abbott	Julie Doyle
John Adams	Stephanie Draper
Syed Ahmed	Christine Drury
<u>Tim Ash Vie</u>	Jane Durney
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Jane Ashton	John Elkington
John Ashton	Sara Eppel
Robert Atkinson	Louise Every
Alison Austin OBE	Bill Eyres
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Janet Barber	Tim Foxon
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(England and Wales) no. 3037633
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