

# Annual report and financial statements

2021

2022



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# Sir Graham Wynne Chair



“We secured new protections and oversight for nature, air, water and waste.”

This was a year of both national and global landmark moments for the environment, with the government passing its first major environmental legislation for 20 years, and the UK hosting the long awaited COP26 climate summit, bringing together the world’s nations in Glasgow. I am proud that, in both cases, Green Alliance played an important role.

It was our work steering the Greener UK coalition of leading green organisations post-Brexit that first proposed, and then helped to shape, the Environment Act. This included the establishment of a new environmental watchdog, the Office for Environmental Protection. The twists and turns of the process were such that we could never feel confident of the outcome, with the pandemic adding complexity and doubt. But, after more than three years of painstaking, detailed work and intense advocacy, a positive result was finally achieved in November 2021. Despite flaws in the legislation, we secured new protections and oversight for nature, air, water and waste. This is an enormous achievement which could not have been delivered without unprecedented co-operation – at both strategic and detailed levels – amongst a large number of organisations. It leaves our sector stronger and demonstrates the power of sophisticated collaboration. Much remains to be secured through secondary legislation, but we have a solid foundation to work from.

The COP26 UN climate summit in Glasgow was first scheduled for late 2020, and Green Alliance hosted a high profile conference early that year to build expectations and promote ambition across sectors. The delay caused by the pandemic risked loss of momentum and focus, and we worked assiduously to keep the spotlight on critical issues and ensure that ambitions remained high. We took a team to Glasgow, the first time we have attended a climate summit, and provided political commentary throughout. Whatever its shortcomings, COP26 delivered a raft of powerful commitments, not least on coal and forests. Green Alliance now looks to the government to continue to lead the climate agenda by delivering fully on both its domestic and international promises.

Towards the end of the year covered by this report, the cost of living crisis started to bite in earnest. We believe that accelerating the green economy, with the efficiencies, good jobs, lower energy bills, better homes and transport benefits it offers, is the most secure way out of the crisis long term. Since February 2022, we have been making this case strongly, gathering allies and working across all our themes to promote solutions underpinned by solid evidence.

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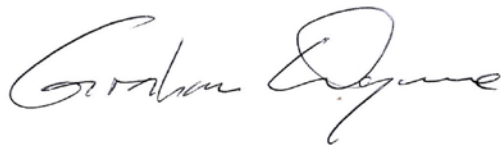
“Increased capacity will allow us to do more of what we do well at this incredibly challenging time.”

We built good relations with Boris Johnson’s government and, whatever our reservations, he provided leadership on climate change and the natural environment. The country now has a new prime minister. We will be doing all we can to convince Liz Truss and her new administration of the need for positive action on the environment, for the sake of the planet but also for the many advantages it will give to Britain.

I am delighted to say that our team has grown significantly this year. We are very clear on our goals, as set out in our recent strategy, and the increased capacity will allow us to do more of what we do well at this incredibly challenging time.

One thing committed to wholeheartedly in our strategy is tackling the lack of diversity, both within our organisation and the sector we are part of. We conducted an equity, diversity and inclusion audit during the year, using external consultants. The report was uncomfortable reading in parts for all of us, but the openness and enthusiasm of our staff and board to bring about rapid change is exciting. I am confident that we will emerge from this process as a better organisation and that the impact on our work will be hugely positive.

I’d like to take this opportunity to thank our dedicated and skilled staff team for their unflagging efforts to advance the Green Alliance agenda, and my fellow trustees for the wise counsel and governance they provide.



Sir Graham Wynne  
Chair of trustees

Our vision and strategy

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# Our vision

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

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

The UK should be a place where nature's value is recognised and where a carbon neutral and zero waste economy enables green businesses to provide good jobs across the country.

We want the country's scientific excellence, capacity for innovation and diplomatic talent to set the global standard for environmental protection.

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

# Our strategy 2021-24

**“Green Alliance’s new strategy is timely. It directs the organisation’s considerable policy expertise and influence towards the need for rapid and real action on the climate and nature crises, and we strongly support its focus on a fair and just transition for society.”**

Sufina Ahmad, director, John Ellerman Foundation

This was the first year of work under our new strategy 2021-24, published in June 2021. This states our aim to focus on turning secured cross parliamentary environmental commitments into action, through the economic recovery from the Covid-19 pandemic, the UK’s response to the nature and climate emergencies, and the post-Brexit legislative landscape.

It should be noted that, following the publication of this strategy, the impacts of the war in Ukraine, the cost of living crisis and major changes in the government have dominated the context in which Green Alliance works and presented additional challenges to maintaining existing political commitments on the environment.

Our objectives set under this strategy are to:

- 1. Turn UK political ambition on climate and nature into rapid action**
- 2. Promote effective solutions for a fair transition to a green economy**
- 3. Push the boundaries to find new answers to complex environmental problems**

Under our strategy, we have set the following priorities for our work themes over the next three years:

### Political Leadership

- Informing and strengthening the growing network of environmental champions in parliament, including as secretariat of the All Party Parliamentary Group (APPG) for the Environment, leading open and robust debate across the political spectrum.
- Ensuring our policy recommendations on nature, resources and low carbon economic development are taken forward across all government departments.
- Working with civil society and businesses to present a united voice in pushing for greater ambition from government.
- Leading the Greener UK coalition's work on the Environment Bill: strengthening the new Office for Environmental Protection, environmental principles and a new framework for environmental improvement targets; ensuring new green governance regimes across the UK are effective, ambitious and well resourced; and advocating high environmental standards as a fundamental principle of all UK trade deals.

### Greening the Economy

- Conducting research and advocacy to stimulate green renewal following the pandemic, including through infrastructure development, innovation and skills.
- Ensuring the Treasury's decisions align with the government's net zero and nature targets, and taxes and other incentives support the shift to a green economy.

### Low Carbon Future

- Identifying what is needed to get the transport sector on track for net zero and make the most of the benefits of greener transport for the UK.
- Developing ideas to drive new investment in UK industry and the built environment to speed up the low carbon transition.
- Pressing for more powers and support for local action on climate change.

### Resources

- Promoting a target to cut UK resource use by half by 2050 as an essential aim in tackling the climate and nature crises.
- Outlining effective policies with our Circular Economy Task Force that will accelerate the development of a resilient UK economy.
- Promoting action on consumption emissions to reduce the impacts of imported products.

### Natural Environment

- Promoting solutions that reflect the complex interactions between agriculture, diet and land use and how these affect nature and the climate.
- Advocating new business models and economic change to reverse nature's decline.
- Proposing measures for the effective oversight of nature-based solutions to climate change.

# Our values

## We are optimists

We believe that a green and prosperous UK is achievable.

## We are change makers

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

## We are collaborative

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

## We embrace complexity

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

## We are inclusive

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



# Our 2021-22 highlights

After a long campaign with the Greener UK coalition, our push for comprehensive new environmental legislation post-Brexit led to the landmark Environment Act being passed in November 2021. This would not have happened without our work and we were proud to receive a Prospect Think Tank Award for this achievement.

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Ahead of the COP26 climate summit, we drew together influential voices and evidence, and successfully persuaded the government to raise its ambition and commit to an earlier 2035 target to decarbonise the UK's power system.

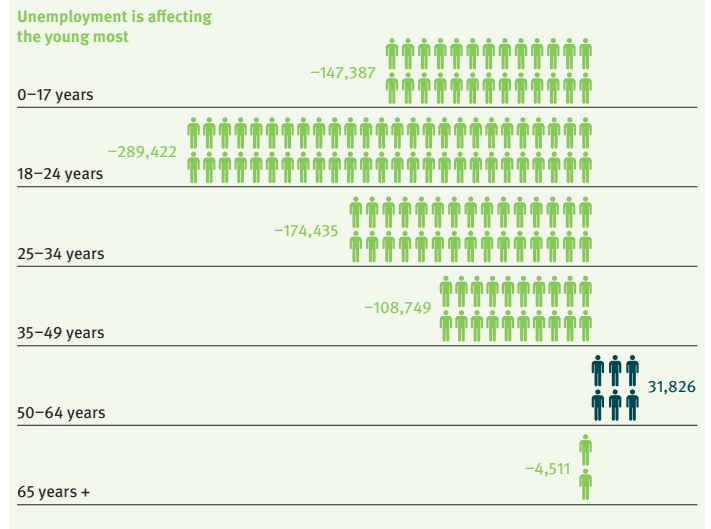
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We hosted the first retreat for environmental NGO leaders for 16 years, to discuss how to strengthen the sector's collective impact.

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Our influential new evidence and analysis on the state of the green jobs market and workers' attitudes was used by the Treasury, the Department for Environment, Food and Rural Affairs and the Labour Party.

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Our 2021 spending review response was directly referenced by the Treasury Committee in its questions on the budget in parliament.

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The government's *Net zero strategy*, published in October 2021, included a chapter on local climate action, reflecting our call for more expectations and support of local authorities' role on climate.  
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In November 2021, we presented strong evidence for why a circular economy for critical materials is needed for resource security. When the government's critical minerals strategy was published it included our recommendation.  
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We were the leading voice in calls which led to a government commitment to a new zero emissions vehicle mandate on car manufacturers from January 2024.  
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The Climate Change Committee drew on our evidence on public attitudes to green taxes for its own work.  
Page 17

It is the best type of green tax in that it already exists and can be easily applied by government.

North West England, suburban

Is that money going to be used appropriately? It needs to be invested into making things like solar panels and insulation accessible.

Wales, rural

When they said that families on low income might be the most impacted I was a bit more concerned.

South West England, urban



Influenced by our research into natural capital governance, the government committed to a land use framework that includes provision for nature protection under its new food strategy.  
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Our first organisational audit of equity, diversity and inclusion is now influencing positive changes to our strategy and operations.  
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# Political leadership

## Building expectations and ambitions for COP26

The UN COP26 climate summit was hosted by the UK in Glasgow in November 2021. Delayed by a year due to the pandemic, we worked hard to build momentum and maintain focus around this hugely significant moment for the world. We helped the UK environmental sector to co-ordinate strategy, bringing together senior policy and political representatives of leading green groups for weekly calls. We also convened meetings between NGO leaders and the COP26 President Alok Sharma. In monthly calls with Number 10 and Treasury officials, we used our four tests for COP26 as the basis for engagement. These were: progress on the 1.5°C Paris Agreement target for global warming; a credible UK net zero strategy; climate justice for poorer nations; and acknowledgement of the link between the nature and climate crises.

At party conference events in the autumn, we hosted speeches on UK aspirations for the conference by the shadow energy and climate secretary, Ed Miliband MP, and COP26 President Alok Sharma MP.

A team from Green Alliance attended COP26, the first time we have attended a global climate summit. We kept our network informed on developments with daily email briefings and we hosted three events: one with the Environment APPG and other APPGs on how parliamentary consensus can be strengthened to tackle climate change, another on resource security, supported by Suez, and one on transport decarbonisation. Our spokespeople provided ongoing media commentary on summit announcements, including on *Sky News* and *BBC News*.

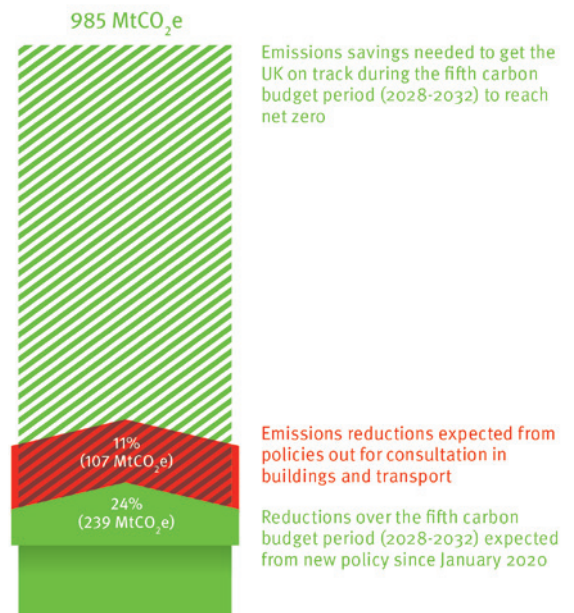
“Can I start by expressing my thanks to Green Alliance for hosting this event. You are a great organisation... informed and informative, intelligent and committed.”

Shadow Environment and Climate Change Secretary Rt Hon Ed Miliband MP, speaking at our event ‘Time to deliver’, October 2021

## Keeping track of government climate progress

We have monitored and publicised government progress against its climate commitments since 2020 with our *Net zero policy tracker*. The April and September 2021 editions gave us a basis for ongoing commentary through the year on the UK’s ambitions, as the government prepared to release its net zero strategy and host COP26. Our April edition was referred to in a piece by the chair of the Environmental Audit Committee Phillip Dunne MP in *Times Red Box* and was highlighted by Shadow Climate and Energy Secretary Ed Miliband MP in parliament. We launched the autumn update at a parliamentary event attended by 30 MPs from six political parties. This was covered by BBC Radio 4’s Today programme, BBC News, *The Times* and *The Independent*. West Midlands Mayor Andy Street, Christian Wakeford MP and John McDonnell MP all wrote prominent media comment pieces based on our findings.

### Shortfall in greenhouse gas emissions reductions



From *Net zero policy tracker: September 2021 update*

“The co-ordination role the Environment APPG played at, and since, COP26 has created a stronger foundation for collaboration across parliamentary groupings... it is helping to ensure... that urgent and ambitious action on climate is, and is seen to be, a mainstream, priority policy concern across all parties.”  
 Lynette Huntley, director, Peers for the Planet

## Supporting MPs

Our Climate Leadership Programme informs MPs about the latest thinking on climate science and policy. This year we hosted an online roundtable, attended by 14 Conservative, Labour and SNP MPs, to discuss public opinion on climate change. Our events at both Labour and Conservative autumn 2021 party conferences involved panel discussions on home decarbonisation, a green recovery from the pandemic and how to create a low carbon steel industry.

The expansion of our politics team this year enabled us to increase parliamentary engagement and issue regular MP briefings, eg on the Climate Change Committee’s 2021 Progress Report, COP26 targets and the energy price crisis.

Since taking over the secretariat of the Environment All Party Parliamentary Group (APPG) in 2021, we have raised its profile and income, increasing its standing amongst MPs. We expanded the APPG’s events programme during the year, with senior political and expert speakers including Rt Hon Sajid Javid MP, Professor Partha Dasgupta, Anneliese Dodds MP, NFU president Minette Batters and COP26 President Alok Sharma.

In response to rising scepticism about the net zero target, among some MPs, the APPG organised a letter to *The Guardian*, demonstrating cross party support for the goal. It was significant that the chief secretary to the Treasury, Simon Clarke, reaffirmed the Treasury’s support for net zero, at the Environment APPG’s ‘Greening the economy’ event in February 2022.

## Cutting the cost of living with a green economy

With inflation rising and energy prices soaring, the cost of living had developed into a major crisis by early 2022. As the government considered how to protect vulnerable households in the short term, we produced a simple infographic report to demonstrate that many of the longer term answers to this crisis could be found in actions that also address climate change. We continue to advocate that greater efficiencies, better home insulation, greener transport, reducing food waste, cutting fuel demand and speeding up the development of cheaper renewable energy alternatives all make economic sense and will be better for society.

The average family with children throws away £700 worth of food each year



From *Cutting the cost of living with a green economy* (March 2022) (note, this data was correct at the time of publication)

## Supporting the environment sector

In March 2022, we brought the chief executives of leading green groups together for a retreat over two days to explore how to improve and strengthen the sector’s collective impact, to ensure the climate and nature crises are addressed in this critical decade. The last time we hosted a similar awayday was in 2006.

# Greener UK

As part of our Political Leadership work, we lead the Greener UK coalition, a collaboration of UK environmental organisations founded after the EU referendum to ensure strong environmental governance and regulation post-Brexit.

## GREENER UK



“By co-ordinating NGO initiatives and integrating them with the concerns of parliamentarians, Greener UK helped to improve the Environment Bill in some key respects.”

Lord Anderson of Ipswich KBE KC

## Working for strong UK environmental legislation

Greener UK campaigned for an Environment Act since first identifying the risk of an environmental governance gap in 2017. Having persuaded the government of the need for new legislation, Greener UK unit, based at Green Alliance, then tracked and scrutinised the Environment Bill’s progress closely, through many delays, maintaining media and parliamentarians’ attention on it. The coalition’s priority amendments and seventeen briefings produced for the Lords stages of the Environment Bill during the year had a powerful impact.

Over a thousand days after the draft bill was published and 648 days since it was first introduced to parliament, the Environment Act gained Royal Assent in November 2021.

Greener UK’s prolonged campaign, supported by parliamentarians, resulted in many improvements to the legislation. For example, it now includes a legally binding targets framework covering nature, water, air and waste.

The Office for Environmental Protection (OEP), a watchdog Greener UK proposed, was created under the act and is able to launch investigations on its own initiative, enforce climate law and hold public authorities to account, as well as the government.

After the Environment Act was passed, Greener UK’s attention quickly turned to implementation and ensuring that the new institutions and policies promised were properly established.

As a result of the coalition’s work with Caroline Lucas MP and the Environmental Audit Committee, for instance, the government was persuaded to reverse a proposed watering down of long term funding commitments for the OEP, restoring funding promised to five years.

## Raising concerns about trade

Greener UK has publicised the threat of weakened environmental standards from new trade deals, such as the UK-Australia trade deal and it has played a central role in increasing parliamentary scrutiny of this issue.

The coalition wrote to the prime minister and the foreign secretary about the risks, which was reported in the *Financial Times*, *The Guardian* and *The Times*. These concerns were taken to select committee inquiries, the Trade and Agriculture Commission and the International Trade Committee. Along with WWF, Which?, Sustain, RSPCA and CIWF, we highlighted the lack of environmental and animal welfare safeguards in the deal, as well as the threat of low standard imported foods to important habitats and public health. Green Alliance's executive director, Shaun Spiers, who is also chair of Greener UK, is a member of the government's Strategic Trade Advisory Group. During the year, Greener UK also joined the Trade and Cooperation Agreement Domestic Advisory Group and Civil Society Forum as the only environmental representative.



## “The right idea at the right time”



In February 2022, Green Alliance was awarded the Prospect Think Tank Award in the Climate, Energy and Environment category for our work steering the Greener UK coalition. The judges described our work as “the right idea at the right time, and well executed.”



Head of Greener UK, Sarah Williams, receiving the Prospect Think Tank Award in February 2022

## Sharing expertise

Statutory instruments (SIs) are the way the UK parliament has transposed EU law into UK law. The process had to be carried out relatively quickly after Brexit, with the risk of only light scrutiny and weakening of legislation. As the vast majority of EU laws to be transposed were environmental, Greener UK undertook an enormous task in monitoring this process. A hub of Greener UK experts from coalition member organisations published briefings on the main issues and trends identified in Defra's EU exit SIs programme and on how to influence the process. This compilation of over two years' analysis and experience will be an invaluable ongoing resource for the environment sector in future.

# Greening the Economy

## Making the case for good green jobs

We carried out a deep exploration of green jobs and skills, commissioning external consultants to carry out research and a survey. We reported on this analysis from a number of different perspectives.

We started with the research by Public First for Green Alliance, involving ten focus groups, to find out what prospective job applicants think about green jobs. Its conclusions included that, while knowledge of the green economy was low, green jobs were appealing, but security and working conditions were a priority. We heard from Rachel Wolf of Public First and Mika Minio of the TUC at the report launch. A joint op-ed by our head of economy, Sam Alvis, and Rachel Wolf, was published by *The Times*, emphasising that green work must also be good work. Both the Treasury and the Labour Party said they found our analysis helpful.

We commissioned the consultancy WPI Economics to look into the economic benefits of investing in nature as part of the recovery. Their results were summarised in *Jobs for a green recovery* (May 2021), which found that the biggest opportunities for new nature sector jobs were in areas with the highest employment challenges, particularly in the so-called ‘red wall’ areas. The report was used by Defra in its spending review submission asking for new funds for nature restoration and job creation.

In *Levelling up through circular economy jobs* (August 2021), we demonstrated how the government could pursue a circular economy to reduce needless waste and, at the same time, create up to 450,000 jobs, many distributed across former industrial regions that need new job opportunities.

In January 2022, our policy insight *Closing the UK’s green skills gap* identified where the gaps are likely to be and the interplay with levelling up. This was mentioned by MPs in a parliamentary debate on the Post-16 Skills and Education Bill.

Throughout the year, our work on jobs and skills received extensive media coverage, including in the *Daily Express*, *The Sun*, the *Yorkshire Post*, *CityAM*, *The Independent* and *The Guardian*. In April 2022, our executive director Shaun Spiers was invited to join the government’s Green Jobs Delivery Group.



“The skills base within UK retrofitting is far lower than in Germany, for example. The impact of that is that when you get your loft insulated, it’s not done right.”

Mika Minio, energy economist, climate and industry, TUC, at our event ‘Do people want green jobs?’, June 2021

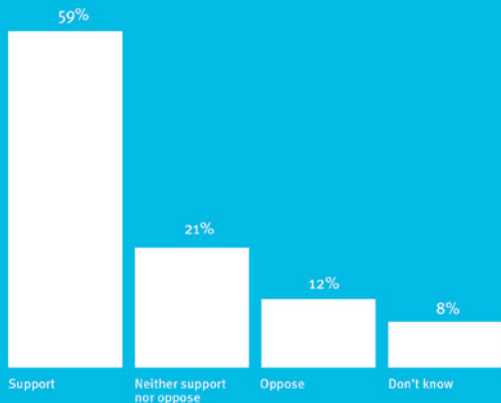
“Not only is this a good cause but it creates export opportunities and jobs, and you can have a better life and a better standard of living.”

Rachel Wolf, founding partner, Public First at our event ‘Do people want green jobs?’, June 2021

## People want a greener tax system

Ahead of the launch of the Treasury’s Net Zero Review, expected in spring 2021, we released initial findings of a survey we commissioned from BritainThinks showing overwhelming support for greener taxes. Our report *The green light for change* (April 2021) generated positive discussion amongst economic and government experts on Twitter, and it was featured in the *Financial Times*.

**Q: To what extent do you support or oppose using the tax system to make environmentally damaging behaviours more expensive?**



From *The green light for change* (April 2021)

Our subsequent report, *A greener tax system* (August 2021), outlined these findings in more detail and reported the results of the citizens’ juries held by BritainThinks on what would make a tax system that rewarded environmentally beneficial behaviour and penalised pollution most acceptable to the public. Our message from this work, that there is widespread support for a greener tax system that is fair, effective and transparent, was covered in a *Daily Express* exclusive.

In September 2021, we published a set of principles for a green and fair tax system jointly with other NGOs and think tanks. The CCC drew on our evidence on public attitudes for its work.

## Pushing for a green spending review

We co-ordinated environment groups’ advocacy around the October 2021 spending review, pulling together joint public investment asks and helping to develop the political narrative. We engaged with Defra, BEIS and the Treasury around the review and our recommendations were adopted by BEIS and Defra in their internal submissions.

Our analysis of the review and its implications for meeting climate and nature targets featured in an exclusive for the *i* paper with commentary by Green Alliance’s head of economy Sam Alvis. The Labour Party subsequently referenced this work, and it was used in the parliamentary debate and the Treasury Committee’s oral questions on the budget.

**“Right now, the fiscally responsible thing to do is to drive private sector innovation on net zero through significant public sector investment.”**  
**Sam Alvis, Green Alliance’s head of economy, writing in the *i*, 28 October 2021**

# Low Carbon Future

## The future of transport

Almost a third of the UK's carbon emissions came from transport in 2019. It is the UK's most polluting sector but has been one of the slowest to act on climate, with emissions unchanged since 1990.

In spring 2021 we advocated for the government's expected transport decarbonisation plan to be ambitious and comprehensive. The day after it was launched, in July 2021, we hosted an online event, providing an opportunity to question the transport decarbonisation minister Rachel Maclean MP.

Responding to the plan, our head of climate policy, Caterina Brandmayr, called for more concrete government support, including a zero emissions vehicle mandate for manufacturers to sell clean vehicles and interim targets to speed up transport emissions reductions. She emphasised the important role of the Treasury in ensuring that clean transport is the default option for people and businesses.

Our event at the COP26 climate summit with leading industry and civil service voices discussed barriers to transport decarbonisation in the UK. Our senior policy adviser, Helena Bennett, appeared on Sky News to discuss new government transport commitments, announced at the summit.

**“This will improve our lives through travel...it's not about stopping people doing things, it's about doing the same things differently.”**

Transport Minister Rachel McClean MP, speaking about the government's transport decarbonisation plan at our event 'Can the UK get transport on the road to net zero?', July 2021

## Zero emission vehicles

As a leading voice calling for a zero emissions vehicle (ZEV) mandate, we aimed to build parliamentary and business momentum to support it. Our report *Accelerating the electric vehicle revolution* (May 2021) gave the three reasons why it was needed: to stimulate the market and satisfy rising consumer demand, to send a clear public message about market direction and to futureproof the UK's automotive sector. We were delighted that, in October 2021, the Department for Transport (DfT) stated that vehicle manufacturers would be required to produce a specified level of zero emission cars and vans from January 2024.



**“A ZEV mandate would encourage producers to advertise battery electric vehicles to ensure sales targets were met.”**

From *Accelerating the electric vehicle revolution*, May 2021

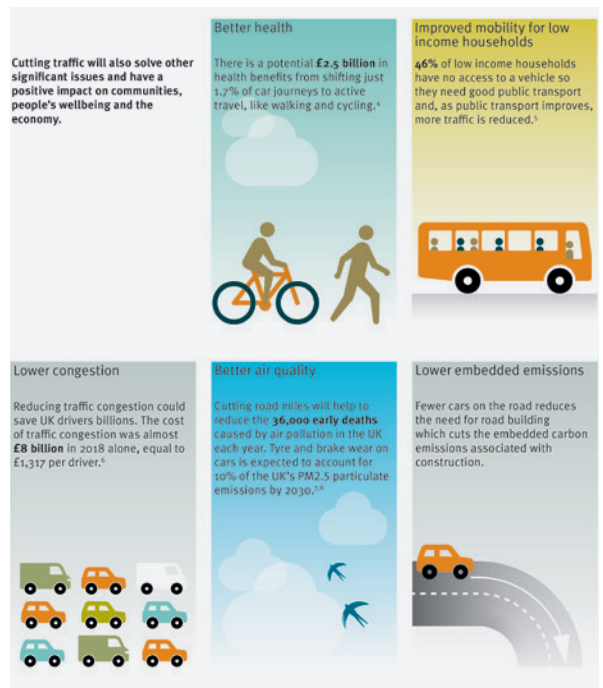
## Bringing forward UK power decarbonisation



In early 2021 we pressed for government commitment to full decarbonisation of the power sector by 2035, which would bring the target date forward by 15 years. Our evidence made it clear that, without this, net zero would be impossible to reach. We wanted the government to use its presidency of the COP26 climate summit to show global leadership and put UK ambitions a long way ahead those of the EU. A Sky News exclusive in September 2021 reported on a letter we co-ordinated on behalf of 14 major businesses, calling for the move, especially in the light of the growing gas crisis. Following our advocacy, Prime Minister Boris Johnson and Business and Energy Secretary Kwasi Kwarteng jointly announced, in October 2021, that the government would decarbonise the UK's electricity system by 2035.

## The need for traffic reduction

Making the switch to zero emission vehicles will not be enough on its own to bring down transport's carbon emissions. In *Not going the extra mile* (December 2021) we made the case for reducing car use in favour of different modes of transport. We showed that this is necessary, not only for climate reasons but also because it has significant health, economic and social benefits. Alongside this report, we published research into the impact of switching parking spaces for trees which our policy analyst Zoe Avison discussed on Times Radio's Matt Chorley show.



## Empowering local leaders

A continuing focus of our work is the need for more local powers to act on climate change. This year we helped the Blueprint Coalition, a group of environment, local government and academics, to run a series of private workshops for civil servants around how to empower local authorities on climate action.

We gave evidence to the Housing, Communities and Local Government Select Committee and published a paper jointly with the Blueprint Coalition on the importance of recognising local authorities in the government’s net zero strategy. This was launched at an event with local government minister Eddie Hughes MP.

When the net zero strategy was released, in October 2021, it included a chapter on ‘Local climate action’, highlighting expectations on and support for local authorities and councils around the climate crisis. While this has created a much needed basis for dialogue, pooled funding pots and better links between transport planning and climate, it has not addressed the fundamental problem of limited resources, especially for those councils which are less advanced in their climate planning.

## Informing MPs about options for clean steel

Heavy industry is a challenging sector often overlooked by climate policy. We aim to bring more attention to the fact that modernising industry with actions to cut carbon emissions aligns with other government aims, like skills development and levelling up.

We worked with public affairs consultants Hanbury Strategy to promote clean steelmaking, including a carbon reduction target for the sector and more investment in new hydrogen production methods, an area where the EU is rapidly taking the lead. We gave evidence to the BEIS select committee and held information webinars for NGOs and academics. Our roundtable for MPs helped to raise the awareness about appropriate uses of hydrogen and the need for greater scrutiny of government policy in this area.

## The last drop

At a point when there was intense national debate around how to solve the energy price crisis, we published *The last drop* (February 2022) showing that it would be uneconomic to promote new North Sea oil and gas extraction. We used the analysis to engage with MPs, government officials and special advisers, and it was widely covered in the media.

**“It is likely that North Sea oil and gas production will become a significant annual expenditure for the government, rather than a source of income.”**

From *The last drop* (February 2022)

Forty per cent of the cost of decommissioning oil and gas infrastructure in the North Sea will be paid by taxpayers

Total cost of decommissioning UK North Sea oil and gas infrastructure, 2022-2066



Infographic from *The last drop* (February 2022)

# Resources

## Resource efficiency as an environmental solution

We want to increase understanding of the strong correlation between resource use, climate change and other environmental impacts. We believe resource efficiency is the missing climate policy. In 2021-22, we provided insights to government consultations, and liaised closely with politicians, civil servants and government advisers on resources policy, which led to significant progress, with multiple departments keen to discuss the links between resources policy and the net zero strategy.

Also this year, we pressed Defra to maintain its ambitions around waste prevention, contributing to waste reform consultations and making the case for ambitious resource efficiency targets. When Defra deferred a resource productivity target and its proposed waste target failed to live up to the standards set in the new Environment Act, we worked with other environment and business groups to present a coherent response. We communicated our view to the Office for Environmental Protection, as part of its wider assessment of targets. The Climate Change Committee (CCC) also echoed our concerns in its 2022 progress report to parliament. This is still an area we are watching closely, as the government may not develop a much needed target to tackle resource use and has already backtracked on resource related provisions, previously thought to be secure in the Environment Act.

## Opposing chemicals deregulation

Worried by the suggestion from industry that it is too expensive for companies to provide full safety data on chemicals under the UK's new chemicals regulatory regime, we worked with CHEM Trust on a letter to ministers, urging them to resist weakening important environmental and health protections. The secretary of state announced a delay to chemical registration and we are continuing to focus on ensuring that any new system upholds strong environmental and health protections.



**“A resource productivity target is needed as soon as possible to drive investment and aid the transformation of business models towards greater resource efficiency.”**

From a joint letter sent to the Secretary of State for the Department for Environment, Food and Rural Affairs, Rt Hon George Eustice MP, from Greener UK, Aldersgate Group, the Broadway Initiative and Wildlife and Countryside Link, 26 June 2021

## Influencing critical minerals strategy

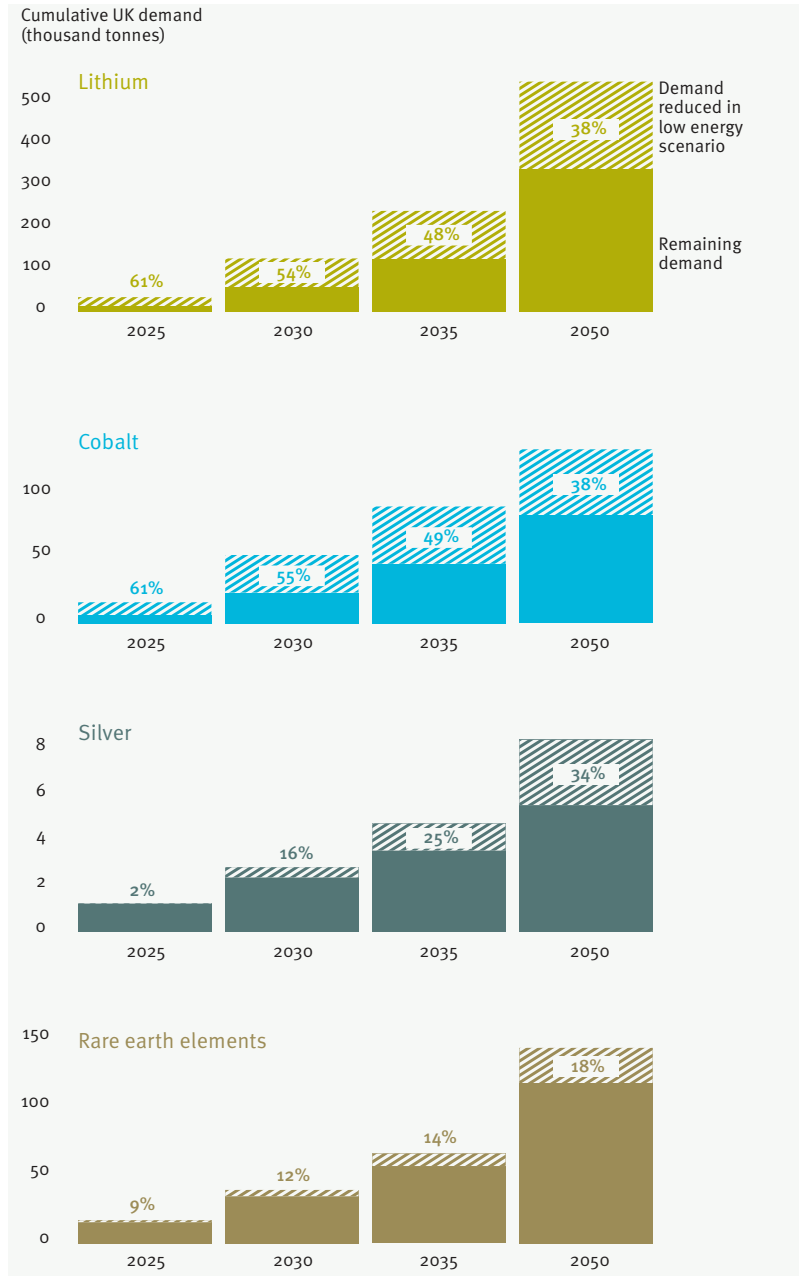
Critical minerals, like lithium, are used for a wide range of devices and applications, including in the green technologies needed for the future. But there are major issues around extraction impacts, fairness of global availability and waste.

As a new critical minerals strategy was expected from the government in 2021-22, we advocated for it to reflect circular economy considerations and not only focus on issues around mining.

In *Critical point* (November 2021), produced for our Circular Economy Task Force, we called for demand reduction and circular economy measures to be right at the heart of the strategy. This was discussed at an event we hosted, with Suez, on resource security at the COP26 climate conference. We subsequently promoted the report’s recommendations to ministers and the expert committee overseeing the strategy’s development.

Green Alliance facilitated a joint letter from NGOs, pressing for the committee to represent a range of environmental, social and governance expertise. When it was formed, we were pleased that the committee included wider representation.

When the critical minerals strategy was finally published in the summer of 2022, under the title *Resilience for the future*, it contained an important line clearly reflecting our influence. It states that the UK must “Make better use of what we have by accelerating a circular economy of critical minerals in the UK – increasing recovery, reuse and recycling rates and resource efficiency, to alleviate pressure on primary supply.” We continue to press the government to pursue the lowest risk option of reducing energy demand, which will sharply reduce the amount of critical raw materials needed.



From *Critical point: securing the raw materials needed for the UK’s green transition* (November 2021)

# Natural environment

## The potential of carbon farming

At the January 2022 Oxford Farming Conference, we presented our analysis on the potential to create new markets for on-farm carbon storage measures, and the implications that might have for UK farmers. We published two reports, in collaboration with the WWF-Tesco partnership, Savills and the Oxford Farming Conference.

In one report, *Natural capital: the battle for control*, we recommended new measures to steer natural capital markets in a better direction for people and the environment, including repeating our recommendation, first made in 2020, for a new Office for Carbon Removal, to raise confidence in the market. This was the subject of a stakeholder roundtable, held in May 2021, with businesses, trade bodies, researchers and NGOs, which stimulated us to do further study around the governance of new greenhouse gas removals.

In the accompanying report, *The opportunities of agri-carbon markets*, we collaborated with academics specialising in carbon sequestration to review the scientific evidence around the options for working farms. This looked at the practical challenges of achieving a credible, sustainable agri-carbon market. Among our recommendations, we advocated a new UK Farm Soil Carbon Code to ensure accurate carbon measurement and storage, and new rules around offsetting, to protect farmers and minimise unintended negative climate impacts.

These findings received an excellent reception. They were the subject of a feature on BBC Radio 4's Farming Today, lively debate at the Oxford Farming Conference and we discussed them with Defra officials. The government has since committed to our recommendation for a new land use framework in its food strategy.



From *The opportunities of agri-carbon markets: policy and practice* (January 2022)

**“If done badly, carbon offsetting could be counter-productive. We need strong standards so we know carbon credits from the agriculture sector are accurately measured, genuinely additional and the carbon remains stored in the long term.”**  
James Elliott, senior policy adviser, Green Alliance and co-author of *The opportunities of agri-carbon markets*, January 2022

# Providing a platform for thinkers on environmental policy and politics

“  
Green  
Alliance  
Podcast

“People tend to think of the food system as sort of a third or fourth order problem in the modern world. ...actually, it is the single largest cause of natural destruction, biodiversity loss, habitat loss, water pollution, the loss of aquatic life, nitrification and so on. It is, along with energy, one of the two largest causes of climate change.”

The National Food Strategy: an interview with Henry Dimbleby, July 2021

“There is momentum around reuse at the moment...it’s very difficult to understand why the government isn’t doing more”

Beyond plastic: the politics of packaging, with Paula Chin, senior policy advisor, WWF-UK, August 2021

“The costs of inaction are much greater over a much longer period of time and to be honest, the challenges are mostly political rather than economic.”

An interview with the chair of the Parliamentary Renewable and Sustainable Energy Group, Bim Afolami MP, October 2021

“We’ve inherited economies that are predicated on the idea that we succeed by growing endlessly and I think we need to move on, because health lies in balance.”

Doughnut economics: an interview with the economist Kate Raworth, May 2021



# Inside Track

A blog on environmental policy and politics, hosted by Green Alliance

How to get from a cottage industry to a million heat pumps a year (April 2021)

“Heat pumps...will help drive down costs, support good quality jobs in the industry across the country, ensure green growth, and reduce UK reliance on energy imports.”

Jan Rosenow, Regulatory Assistance Project, Pedro Guertler, E3G, and Richard Lowes, Exeter University

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Toxic air is an equality issue that can't be ignored any more (April 2021)

“Dirty air isn't inevitable. It is time to finally start taking this crisis seriously, so those people who are being affected disproportionately by it every day do not have to suffer any longer.”

Nyeleti Brauer-Maxaia, co-founder of Choked Up

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Knepp's planning dilemma reflects the national battle for nature (April 2021)

“...nature plays second fiddle when development raises its head, even as the government trumpets its own targets to tackle the environmental and climate crisis.”

Isabella Tree, conservationist and author

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The new Sustainable Farming Incentive explained (October 2021)

“It's easy to forget how genuinely world leading what we're doing through the Environmental Land Management schemes is.”

Jonathan Baker, deputy director for programme policy, engagement and strategy, Defra

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It is momentous that we finally have an Environment Act, so what now? (November 2021)

“We have come a long way. At the start of this journey, the government was contesting whether there would even be an environmental governance gap after we left the EU.”

“Was COP26 a success?” is the wrong question (November 2021)

“No, it has not delivered a 1.5°C world. No, it has not done enough to finance a just transition for the poorest. Yes, it is too weak on fossil fuels. But it has moved the dial a long way.”

Green Alliance's policy director, Dustin Benton

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Greener streets are a simple way to reduce growing health inequalities (December 2021)

“Slowing traffic and making streets safer and greener would improve the routes that children and their families from all communities use to get to and from school, shops and playgrounds.”

Zoe Banks Gross, sustainable neighbourhoods programme manager at the Knowle West Media Centre in Bristol.

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## Political leadership

### Energy efficiency strategy

Green Alliance is advising on political strategy for Warm this Winter, a campaign led by anti-poverty and environmental organisations calling for government action to make energy bills affordable for everyone.

### NGO co-ordination

We are working with Wildlife and Countryside Link, The Climate Coalition and our other NGO partners to strengthen strategic collaboration over the next year.

### Parliamentary engagement

We are further expanding the Environment APPG's work with major events involving senior politicians and informing MPs, eg on the UN biodiversity summit COP15, aviation and consumption emissions and we are organising visits around the country for MPs to sites relevant to the net zero economic transition.

### Greener UK

The final phase of the Greener UK coalition's work will ensure that the new environmental governance system is firmly established to deliver environmental improvements, and that any regression on key aspects is identified and resisted.

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## Greening the economy

### Sustainable finance

We are working to build a small but influential parliamentary caucus to help shape government and Bank of England policy, and align the financial sector with the targets set under the Paris climate agreement.

### Net zero innovation

In a joint project with the innovation agency Nesta we are focusing on net zero, productivity and the cost of living, with recommendations around exploiting the potential of the green economy to stimulate growth.

### Inequality and the low carbon transition

We will produce a special report into the 'squeezed middle', ie those on lower-middle incomes, and how to design a green economic transition that provides greater financial security.

### A roadmap to a greener tax system

The Treasury needs to outline how the tax system will help to deliver net zero and other environmental goals. We will produce a policy briefing showing that strategic direction will mobilise public finance, address fiscal black holes and enable behaviour change.

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## Low Carbon Future

### Power

Following our 2021 success in bringing forward the UK power decarbonisation target to 2035, we are exploring how a decarbonised power sector should be designed, and convening other NGOs around protecting the target and the new energy bill.

### Industry

Continuing our work on clean steel, we will analyse how to accelerate lower carbon production methods and the efficient use of steel. We will also research decarbonisation of the chemicals sector.

### Transport

We will make recommendations on the development of sustainable aviation fuel (SAF) to speed up emissions reductions in the airline sector, create jobs and support the growth of new green industries across the UK. We are also researching how the transport tax system should work for net zero.

### Consumption emissions

We will advocate for the UK to reduce its climate impact by cutting consumption emissions, ie those associated with the production of goods and services, especially imports, pressing for the introduction of a clear reduction target and import standards.

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## Resources

### Chemicals

In co-operation with a group of health and environment NGOs working on chemical regulations, we will engage with Defra on the new chemicals strategy and will continue to monitor the new UK REACH chemicals regulation system as it develops.

### Circular business models

We will be carrying out an investigation, for our Circular Economy Task Force, on why more companies are not switching to circular business models, despite their potential to cut carbon, create jobs and boost profits.

### Circular construction

The construction industry offers more potential to reduce emissions through resource efficiency than any other sector. Working with businesses, we will produce a vision for more sustainable, circular resource use in construction.

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## Natural Environment

### Land use strategy

We will propose a model for the government's Land Use Framework, with higher ambition for meeting climate, nature and food goals, and assessment of different land use scenarios.

### Community engagement

We are looking at how communities can be more involved in decisions about land use changes in their areas, such as tree planting and natural flood management, and share more of the benefits.

### Greenhouse gas removals

Expanding on our proposal for an Office for Carbon Removal, we will explain why this new watchdog is needed and how exactly it could work. We will also research which greenhouse gas removal methods are best for reaching net zero.



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“The professional environment sector is one of the least diverse in the UK and we are committed to changing that in both the way we operate and by exercising our influence within the sector.”

Our commitment to equity, diversity and inclusion (EDI) is embedded in our strategy for 2021-24, and in our values.

We acknowledge that the professional environment sector is one of the least diverse in the UK and we are committed to changing that in both the way we operate and by exercising our influence within the sector. Bringing about meaningful change is a slow process but we have made progress in the last year on the plans and commitments we have made.

We commissioned the Social Justice Collective and Impact Culture to undertake an audit of equity, diversity and inclusion at Green Alliance. Their report captured the experiences and feelings of our team in 2021 and highlighted areas where we need to take action, along with practical proposals for developing our policies, practices and culture. We conducted a second staff survey to collect demographic information and introduced an annual attitudinal survey to record the views of our team on EDI. These baseline measures will enable us to chart our progress over the coming years.

Staff took part in a learning and development programme building on the recommendations of our audit. We will provide opportunities for staff to reflect on this learning and will ensure that it is included in the induction of new members of the team. When setting work objectives for the year, everyone on our team has articulated how they will put our value of being inclusive into practice in their work.

We trialled a new recruitment platform which reduces bias for our graduate scheme and will evaluate it in autumn 2022 to see if it has enabled us to attract more diverse talent. We are reviewing our HR policies to ensure there is clarity, fairness and inclusion embedded in the way we treat each other at work.

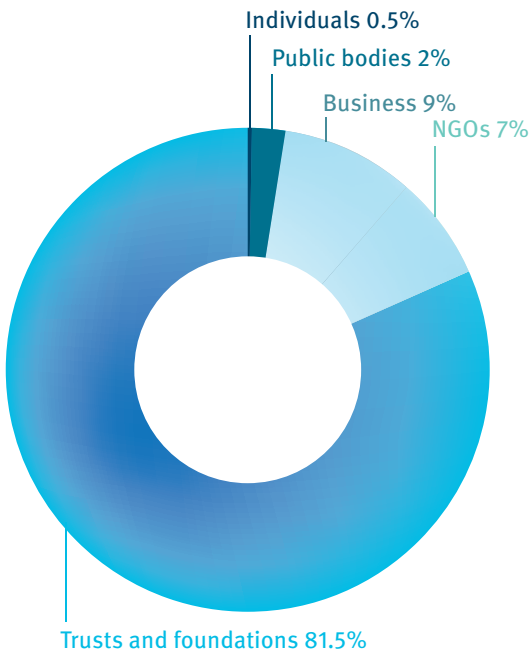
We are signed up to the Race Report and have been involved in Wildlife and Countryside Link’s initiative to develop a route map on greater ethnic diversity in the environment sector. Our team is being proactive in exploring how our policy work can include more diverse voices and support the need for social justice, as evidenced in our work on the Warm this Winter campaign in 2022.

Plans for 2022 include appointing a consultant who will bring additional EDI expertise and support our staff team to develop a vision and longer term strategy. We will refresh the terms of reference and membership of our EDI working group and establish a regular rhythm of meetings and activities.

Finance and fundraising  
review



## Income



The pandemic continued to affect working life, with restrictions in place at different times in the year, but our work continued at pace. We moved into our new office space in Millbank Tower in December 2021, which has excellent views of the river and of our neighbours in parliament. We have space to host small events, and we have put it to good use in our convening work. Staff at Green Alliance now work in a hybrid way that enables us to benefit from the best of home working and office life.

Green Alliance has grown considerably over the past three years. In 2020, we employed 24 people and this year our staff team grew to 32 in size (full time equivalents). Our income for the year ending March 2020 was £1.9 million, and for the year ending March 2022 grew to over £2.8 million. This was much higher than the original budget and reflects another very successful fundraising year. In particular, income for our Greening the Economy and Low Carbon Future themes was high, demonstrating that funders shared our ambitions for those areas of focus. At the beginning of 2022 we received a welcome unrestricted donation of £250k from the Montpelier Foundation towards our work.

Our income from corporate funders increased this year to £243k (from £100k) and from NGOs to £199k (from £172k). Trusts and foundations once again provided most of our income, at 81.5 per cent (82 per cent last year). Our sources of income are diverse, and we are not dependent on any one funder for more than 15 per cent of our income.

Expenditure for the year was £2.3 million (2021 £1.8 million), generating a surplus of £472k (2021: £397k surplus). This was made up of additions to the restricted fund of £264k to be spent on projects in 2022-23 and a contribution to the free reserves of £208k.

### Reserves

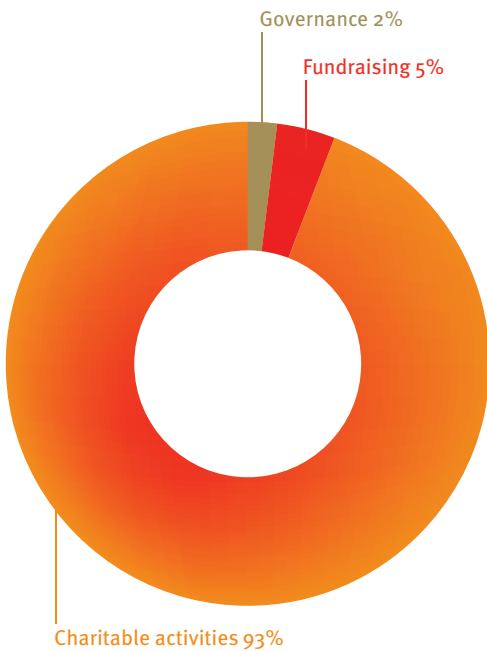
The board had agreed that the level of unrestricted reserves required by March 2021 should be £450k, to maintain operations or windup projects as a result of loss of income, or failure to secure funds and to finance an office move later that year. Reserves were then expected to fall to £350k and were to be reviewed each year. A designated fund of £150k had been set aside for the move, but this has now been released due to our new office being in good condition and the lease lasting until at least 2024.

We undertook a detailed review of our funding model this year, to ensure that it still works for the organisation in the light of our growth. It remains a strong model that is fit for purpose and the review revealed that we need to increase our full cost recovery rates for our future sustainability. A significant proportion of our income for 2022-23 had already been secured, and a budget has been set that sets a target of £300k in unrestricted reserves by March 2023. Our increased rates will enable us to build back reserves in the near future.

Total funds at the end 31 March 2022 (note 12 in the financial statements) were £1.71 million (2021: £1.24 million) comprising of £1.13 million restricted funds (2021: £785k) and £581k in unrestricted funds (2021: £457k).

The free reserves of the charity, being the general unrestricted fund, less the net book value of tangible fixed assets, at 31 March 2022, were £564k.

## 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.

### Going concern

The board of trustees has confidence in Green Alliance’s business model of closely aligning income and costs in an agile manner. Trustees have reviewed stress testing on different scenarios and have considered cash flow forecasts through to October 2023. Trustees believe that the organisation has the ability to manage any operational or financial risks and to respond in a dynamic way. On that basis, the board considers there is a reasonable expectation that Green Alliance will continue in operational existence in the foreseeable future.

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

### 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, foundations, NGOs and 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, to ensure that they are protected from discrimination in cases of whistleblowing.

Paul Lambert FCA  
Hon treasurer

# Structure, governance and risk management



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

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

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### Board of trustees

The charity is governed by a board of trustees. Day to day running 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.

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### Principal risk and uncertainties

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

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

- Premises, IT and business continuity
- Health and safety
- Financial resources
- People and talent retention
- Reputation and compliance

The greatest risks identified for Green Alliance in 2022 are:

- Ability to secure sufficient income and maintain our reserves
- Political instability causing lack of focus on environmental concerns
- Ability to secure affordable central office space

To mitigate the income risk, we have reviewed our funding model and increased the rates we charge for our staff to improve our sustainability. There is an emphasis on fundraising across our themes, and quarterly finance and management board committee meetings allow for careful scrutiny of our income, expenditure and fundraising. To mitigate the political risk, we work closely with partners to maximise our impact in advocating for ambitious political leadership on the environment. Holding the secretariat of the Environment APPG allows us to work closely with key politicians who are advocating on environmental concerns. The lease on our current office lasts to 2026, with a break clause in September 2024 which gives us time to plan for the next move.

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#### 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 financial statements on page XX.

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#### Staff and volunteers

We appointed a new cohort of policy assistants under our graduate scheme in September 2021. We are grateful to Chaitanya Kumar, Amy Mount, Julie Hill and Rebecca Willis for mentoring staff on the scheme on a pro bono basis throughout the year.

The pay of the senior management team and all staff will continue to be reviewed annually by trustees and is increased in accordance with cost of living, where practicable, taking into account the charity's financial position.

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#### Environmental impact

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

Suppliers are chosen that 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 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 used where possible.

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## Public benefit

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

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

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

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

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## Trustees' responsibilities

Trustees, who act as directors of the company for the purposes of the Companies Act, and trustees for charity law purposes, submit their annual report and the financial statements of The Green Alliance Trust for the year ended 31 March 2022. 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 trustees to prepare financial statements for each financial year that give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements the trustees are required to:

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

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

In so far as the trustees are aware:

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

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## Safeguarding and whistleblowing

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

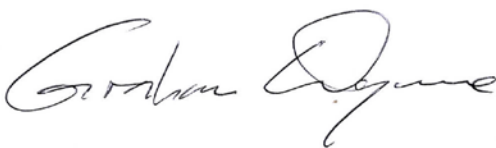
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## Auditors

The auditors, Buzzacott, will be proposed for re-appointment 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

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

Sir Graham Wynne  
Chair of the board of trustees

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



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## Opinion

We have audited the financial statements of The Green Alliance Trust (the ‘charitable company’) for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company’s affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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## Basis for opinion

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

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## Conclusions relating to going concern

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

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

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

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### Other information

The trustees are responsible for the other information. The other information comprises the information included in the report and accounts, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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

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

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

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

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

- adequate accounting records have not been kept by the charitable company; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or

- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

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### **Responsibilities of trustees for the financial statements**

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

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charitable company through discussions with management, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Companies Act 2006, Charities Act 2011 and data protection legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- the identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

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

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

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

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

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

- agreeing financial statement disclosures to underlying supporting documentation;

- reading the minutes of trustee meetings; and
- enquiring of management as to actual and potential litigation and claims, including inspecting the relevant correspondence from regulators and advisors;

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

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

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

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#### Use of our report

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



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

Accounts for the year  
ended 31 March 2022



# The Green Alliance Trust

## Statement of financial activities for the year ended 31 March 2022 (incorporating the income and expenditure account)

		2022 Restricted funds	2022 Unrestricted funds	2022 Total funds	2021 Total funds
	Notes	£	£	£	£
<b>Income from:</b>					
Donations and legacies	3	—	332,364	332,364	181,143
Charitable activities					
Political leadership		535,635	75,000	610,635	819,236
Greening the economy		357,907	272,626	630,533	189,201
Low carbon future		745,262	63,499	808,761	564,703
Resources		74,920	107,039	181,959	277,575
Natural environment		150,280	39,199	189,479	177,203
Investments			213	213	370
<b>Total income</b>		<b>1,864,004</b>	<b>889,940</b>	<b>2,753,944</b>	<b>2,209,431</b>
<b>Expenditure on:</b>					
Raising funds:					
Fundraising	4	—	109,850	109,850	112,803
Charitable activities					
Political leadership	4	539,460	40,003	579,463	801,043
Greening the economy		197,476	190,170	387,646	43,469
Low carbon future		824,171	151,849	976,020	409,703
Resources		80,066	101,911	181,977	217,426
Natural environment		78,461	53,266	131,727	227,521
<b>Total expenditure</b>		<b>1,719,634</b>	<b>647,049</b>	<b>2,366,683</b>	<b>1,811,965</b>
<b>Net income and net movement in funds</b>		<b>144,370</b>	<b>242,891</b>	<b>387,261</b>	<b>397,466</b>
<b>Transfers between funds</b>		<b>123,148</b>	<b>(123,148)</b>	<b>—</b>	<b>—</b>
<b>Reconciliation of funds</b>					
<b>Total funds brought forward</b>		<b>784,501</b>	<b>456,731</b>	<b>1,241,232</b>	<b>843,766</b>
<b>Total funds carried forward</b>	12	<b>1,052,019</b>	<b>576,474</b>	<b>1,628,493</b>	<b>1,241,232</b>

All activities relate to continuing operations and the Statement of Financial Activities includes all gains and losses recognised in the year. The comparative Statement of Financial Activities is at note 20

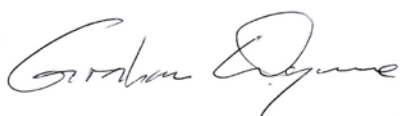
The notes on pages 50-62 form part of these financial statements.

## The Green Alliance Trust

### Balance sheet at 31 March 2022 (company number: 03037633)

	Note	2022 £	2022 £	2021 £	2021 £
<b>Fixed assets</b>					
Tangible fixed assets	8		16,933		19,620
<b>Current assets</b>					
Debtors and prepayments	9	906,039		540,747	
Cash		1,357,972		1,203,272	
		2,264,011		1,744,019	
<b>Creditors: amounts falling due within one year</b>					
	10	(652,451)		(522,407)	
Net current assets			1,611,560		1,221,612
<b>Total assets less current liabilities</b>	<b>11</b>		<b>1,628,493</b>		<b>1,241,232</b>
<b>Charity funds</b>					
Restricted funds	12		1,052,019		784,501
General unrestricted funds	12		576,474		306,731
Designated funds	12		—		150,000
			1,628,493		1,241,232

The full financial statements were approved and authorised for issue by the trustees on the 10 October 2022 and signed on their behalf by



Chair



Treasurer

The notes on pages 50-62 form part of these financial statements

## The Green Alliance Trust

### Statement of cash flows

	2022 £	2021 £
<b>Cash flows from operating activities</b>		
Net cash provided by operating activities	165,130	759,277
<b>Cash flows from investing activities</b>		
Interest income	213	370
Purchase of equipment	(10,643)	(13,758)
Net cash used in investing activities	(10,430)	(13,388)
Changes in cash and cash equivalents in the period	154,700	745,889
Cash and cash equivalents at the beginning of the reporting period	1,203,272	457,383
Cash and cash equivalents at the end of the reporting period	1,357,972	1,203,272

#### Reconciliation of net income to net cash flow from operating activities

	2022 £	2021 £
Net income	387,261	397,466
Add back depreciation charge	13,330	11,441
Interest income	(213)	(370)
(Increase)/decrease in debtors	(365,292)	199,503
Increase in creditors	130,044	151,237
Net cash provided by operating activities	165,130	759,277

#### Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	1,357,972	1,203,272

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

# The Green Alliance Trust

## Notes to the financial statements

### 1. Accounting policies

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

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

#### **Legal status**

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

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

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements and have paid particular attention to Green Alliance's ability to continue to raise funds for its work, and to respond to adverse circumstances in a dynamic manner.

The trustees of the charity have confidence in Green Alliance's business model of closely aligning income and costs and have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

#### **Income**

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

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

Subscriptions are accounted for on an accruals basis. Subscriptions relating to a later period are therefore carried forward to that period and treated as deferred income in the balance sheet.

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

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

### **Expenditure**

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

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

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

### **Allocation of support costs**

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

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

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

### **Employee benefits**

#### **Short term benefits**

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

### **Employee termination benefits**

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

### **Pension scheme**

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

### **Operating leases**

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

### **Fund accounting**

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

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

### **Tangible fixed assets and depreciation**

All assets costing more than £400 are capitalised.

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

Furniture & fixtures: 33.33 per cent straight line

Computer equipment: 25 per cent straight line

### **Financial instruments**

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

### **Debtors**

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

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

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

### **Creditors and provisions**

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

### **Statement of cash flows**

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

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

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

- Estimating the useful economic life of tangible fixed assets for the purpose of determining the annual depreciation charge;
- estimating cash flow to assess liquidity and going concern basis; and
- allocating support costs across charitable activities.

The external context in which we work continues to be turbulent with the war in Ukraine, the cost of living crisis and changes within government combining with the tail-end of the coronavirus pandemic to create a challenging environment in which our work is needed as much as ever. As set out in these accounting policies under "preparation of the accounts on a going concern basis", the Trustees have considered the impact of these factors on the charity and have concluded that although there may be some negative consequences, it is appropriate for the charity to continue to prepare its accounts on the going concern basis.

### 3. Donations

	2022	2021
	Unrestricted funds	
	£	£
Donations (Trusts and Individuals)	295,363	156,199
Membership subscriptions	21,668	21,366
Other income	15,333	3,578
<b>Total</b>	<b>332,364</b>	<b>181,143</b>

### 4. Expenditure

	Direct Costs £	Direct Staff Costs £	Support Costs £	Total 2022 £	Total 2021 £
<b>Raising Funds:</b>					
Fundraising	—	95,772	14,078	109,850	112,803
<b>Charitable Activities</b>					
Political leadership	190,496	280,723	108,244	579,463	801,043
Greening the economy	129,153	191,408	67,085	387,646	43,469
Low carbon future	183,603	599,430	192,987	976,020	409,703
Resources	75,805	77,785	28,387	181,977	217,426
Natural environment	36,489	70,510	24,728	131,727	227,521
<b>Total</b>	<b>615,546</b>	<b>1,315,628</b>	<b>435,509</b>	<b>2,366,683</b>	<b>1,811,965</b>
	Direct Costs £	Direct Staff Costs £	Support Costs £	Total 2021 £	
<b>Raising Funds:</b>					
Fundraising	—	94,403	18,400	112,803	
<b>Charitable Activities</b>					
Political leadership	163,429	481,646	155,968	801,043	
Greening the Economy	10,029	23,407	10,033	43,469	
Low carbon future	53,403	267,984	88,316	409,703	
Resources	98,959	92,741	25,726	217,426	
Natural environment	68,055	120,049	39,417	227,521	
<b>Total</b>	<b>393,875</b>	<b>1,080,230</b>	<b>337,860</b>	<b>1,811,965</b>	

## 5. Allocation of support costs to activities

	Raising funds £	Political leadership £	Greening the economy £	Low carbon future £	Resource leadership £	Natural environment £	Total 2022 £	Total 2021 £
Premises	—	25,776	16,630	39,769	7,568	6,137	95,880	97,985
Office costs	—	1,175	758	1,813	345	280	4,371	2,929
Communication	—	5,603	3,615	8,644	1,645	1,334	20,841	15,856
Support Staff Costs	11,967	66,248	39,764	124,528	16,159	14,648	273,314	186,940
Governance – staff	2,111	6,188	4,219	13,213	1,715	1,554	29,000	23,601
Governance – other	—	3,254	2,099	5,020	955	775	12,103	10,549
<b>Total</b>	<b>14,078</b>	<b>108,244</b>	<b>67,085</b>	<b>192,987</b>	<b>28,387</b>	<b>24,728</b>	<b>435,509</b>	<b>337,860</b>

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

Support costs have been allocated based on the percentage of staff costs and overheads directly charged to each activity.

## 6. Net income

	2022 £	2021 £
This is stated after charging the following:		
<b>Depreciation of tangible fixed assets</b>		
- owned by the charity	13,330	11,442
<b>Auditors remuneration</b>		
- as auditors	12,000	9,250
- other services	—	1,300
<b>Operating lease costs (property)</b>	21,750	80,343

## 7. Staff costs and numbers

	2022 £	2021 £
Wages & salaries	1,349,657	1,102,440
Social security costs	171,304	112,038
Pension costs	96,980	76,293
<b>Total</b>	<b>1,617,941</b>	<b>1,290,771</b>

<b>The average head count of staff during the year was as follows:</b>	2022 No.	2021 No.
Project staff	29	30
Support staff	6	4
Governance	1	1
Fundraising	2	2
<b>Total</b>	<b>38</b>	<b>37</b>
The total full time equivalent	32	26

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

Staff earning remuneration between £60,000 - £70,000	1	1
Staff earning remuneration between £70,001 - £80,000	2	1
Staff earning remuneration between £100,101 - £110,000	—	1
Staff earning remuneration between £110,001 - £120,000	1	—

Employer pension contributions totalling £33,922 (2021: £20,436) were paid into a defined contribution scheme for the above higher earners.

Key management personnel comprise the trustees and chief executive and the senior management team. The total employment benefits including employer pension and national insurance contributions of the key management personnel were £420,413 (2021: £346,360). This figure did not include the policy director in 2021 who had been on secondment for the full year and not undertaken any key management responsibilities.

During the year no trustees received remuneration or benefits in kind (2021 – none).

During the year, expenses of £104 were reimbursed to two trustees for travel and subsistence (2021: £nil).

## 8. Tangible fixed assets

	Furniture and Fittings £	Computers and IT Equipment £	Total £
<b>Cost</b>			
At 1 April 2020	16,248	59,042	75,290
Additions	3,068	7,575	10,643
Disposals	—	(11,000)	(11,000)
At 31 March 2021	19,316	55,617	74,933
<b>Depreciation</b>			
At 1 April 2020	16,248	39,422	55,670
Charge for the year	1,023	12,307	13,330
Disposals	—	(11,000)	(11,000)
At 31 March 2021	17,271	40,729	58,000
<b>Net book value</b>			
At 31 March 2022	2,045	14,888	16,933
At 31 March 2021	—	19,620	19,620

## 9. Debtors: due within one year

	Total funds 2022 £	Total funds 2021 £
Trade debtors	354,492	150,037
Prepayments and accrued income	519,795	371,398
Other debtors	31,752	19,312
<b>Total</b>	<b>906,039</b>	<b>540,747</b>

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

	Total funds 2022 £	Total funds 2021 £
Trade creditors	116,440	39,887
Taxation and social security	66,561	32,635
VAT payable	60,526	21,205
Accruals	107,501	55,676
Deferred income (see note below)	286,563	355,238
Other creditors	14,860	17,766
<b>Total</b>	<b>652,451</b>	<b>522,407</b>

Deferred income relates to income received in the year specifically for the following year. In 2022, £355,238 was released to the Statement of Financial Activities and £286,563 was received in the year but for project work to be performed in the following period.

Included within creditors is £66,923 (2021 - £26,673 held within restricted funds) relating to funds held on behalf of the APPG for the Environment. The balance held has been transferred to creditors to better reflect substance of the arrangement. See note 19.

## 11. Analysis of net assets between funds

	Restricted Funds 2022 £	Unrestricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Tangible Fixed Assets	—	16,933	16,933	19,620
Current Assets	1,052,019	1,211,992	2,264,011	1,744,019
Creditors due within one year	—	(652,451)	(652,451)	(522,407)
<b>Total</b>	<b>1,052,019</b>	<b>576,474</b>	<b>1,628,493</b>	<b>1,241,232</b>
	Restricted Funds 2021 £	Unrestricted Funds 2021 £	Total Funds 2021 £	
Tangible Fixed Assets	—	19,620	19,620	
Current Assets	784,501	959,518	1,744,019	
Creditors due within one year	—	(522,407)	(522,407)	
	<b>784,501</b>	<b>456,731</b>	<b>1,241,232</b>	

## 12. Statement of funds

	At 1 April 2021 £	Income £	Expenditure £	Transfers in/(out) £	31 March 2022 £
<b>Restricted funds</b>					
Political leadership	218,518	535,635	(539,460)	39,587	254,280
Greening the economy	48	357,907	(197,476)	83,561	244,040
Low carbon future	449,128	745,262	(824,171)	—	370,219
Resources	88,400	74,920	(80,066)	—	83,254
Natural environment	28,407	150,280	(78,461)	—	100,226
	<b>784,501</b>	<b>1,864,004</b>	<b>(1,719,634)</b>	<b>123,148</b>	<b>1,052,019</b>
<b>Unrestricted funds</b>					
General funds	306,731	889,940	(647,049)	26,852	576,474
<b>Designated funds:</b>					
property fund	150,000	—	—	(150,000)	—
	<b>456,731</b>	<b>889,940</b>	<b>(647,049)</b>	<b>(123,148)</b>	<b>576,474</b>
<b>Total funds</b>	<b>1,241,232</b>	<b>2,753,944</b>	<b>(2,366,683)</b>	<b>—</b>	<b>1,628,493</b>

The designated property fund represented the anticipated costs of moving to new premises once the current office licence expired.

Trustees approved the release of this designated fund as it was not needed for the office move in December 2021.

**12. Statement of funds (continued)**

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

Funding received for specific projects is accounted for as restricted funds. Where the fund is overspent a transfer is made from general funds to cover the deficit. Green Alliance's restricted funds were divided between themes of work with the following aims:

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

**Greening the economy:** Address the need for strategic co-ordination of the environment sector to achieve an impact and to support Green Alliance during the COVID-19 crisis.

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

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

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

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

### 13. Operating lease commitments

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

	Land & Buildings 2022 £	Land & Buildings 2021 £
<b>Expiry:</b>		
Under 1 year	105,840	---
Between 2 and 5 years	158,760	—

During the year the charity moved offices, the previous lease was charged at a peppercorn rent.

### 14. Related party transactions

Related party	Nature of transaction	Transaction amount 2022 £	Transaction amount 2021 £	Further details and connection
Conservative Environment Network	Expenditure	—	30,000	Consultancy services were provided for the Greener UK programme; Ben Caldecott and Benet Northcote are both directors.
Seahorse Environmental Communications	Expenditure	19,376	36,690	Consultancy services were provided for the Greener UK programme.; Shaun Spiers is a member of the advisory council; Benet Northcote is a senior advisor.
RSPB	Income	20,805	11,305	Funding was provided in relation to Greener UK programme; David Baldock and Graham Wynne are board members.
	Debtor	—	7,000	
WWF UK	Income	1,500	14,323	Funding was provided in relation to Greener UK. Consultancy fees related to work on Carbon Sequestration in UK Agricultural Landscapes. Rita Clifton is a Fellow and former trustee
	Debtor	14,323	—	
	Income	47,845	—	
The Wildlife Trust	Income	9,126	7,626	Funding was provided for the Greener UK programme; Craig Bennet is the Chief Executive of The Wildlife Trust
	Debtor	—	7,000	
Wessex Water	Income	—	1,000	Wessex Water joined the Business Circle in December 2020. Fiona Reynolds is a non-executive director of Wessex Water
Southern Water Services	Income	1,552	1,000	Southern Water joined the Environment APPG for Y/E Mar 22; Rosemary Boot is an independent non executive director (Audit and ESG committee) of Southern Water Services.

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### 15. Share capital

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

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### 16. Taxation

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

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### 17. Pension Commitments

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

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### 18. Capital Commitments

At 31 March 2022 there are no capital commitments (2021: £nil).

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### 19. Agency Arrangements

During the year, upon review of our agreements, the Green Alliance Trust believe that their work on the secretariat of the APPG for the Environment is best recognised as an agency arrangement. Gross income received on behalf of the APPG has totalled £188,442 with expenditure incurred totalling £12,426. Deducted from this are amounts retained by Green Alliance as management fees of £108,875 leaving a year end creditor of £66,923 held on behalf of the APPG. This amount is included in creditors under note 10.

## 20. Comparative statement of financial activities

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

## Thanks

We are grateful to every organisation and individual who contributed to our work in 2021-22

For details about supporting Green Alliance as a funder, partner or member, please contact Jenny Baker, operations director, [jbaker@green-alliance.org.uk](mailto:jbaker@green-alliance.org.uk)

£1,000 - £5,000	£30,001 - £40,000
CPRE	John Ellerman Foundation
E3G	Schroder Foundation
Heineken UK Ltd	Stonehaven Campaigns
Iceland Foods Ltd	Viridor Waste Management Ltd
Lendlease UK	
Marine Conservation Society	
OVO Group	£40,001 - £50,000
Ramco UK Ltd	Suez Recycling
Southern Water	
Triodos Bank	£50,001 - £75,000
	Joseph Rowntree Charitable Trust
£5,001 - £10,000	WWF
ClientEarth	Wyelands Capital Limited
Friends of the Earth	
Wildfowl and Wetland Trust	
Wildlife Trusts	£75,001 - £100,000
WRAP	Waterloo Foundation
£10,001 - £20,000	£175,001 - £200,000
Friends Provident Foundation	Esmée Fairbairn Charitable Trust
Greenpeace	
University of Sussex	£200,001 - £250,000
Woodland Trusts	Montpelier Foundation
£20,001 - £30,000	£250,001 - £300,000
Corplex	Network for Social Change
Gower Street	Quadrature Climate Foundation
Kenneth Miller Trust	Samworth Foundation
Kingfisher Plc	
Marmot Charitable Trust	
National Trust	£350,001 - £400,000
RSPB	European Climate Foundation
Schneider Electric	
Treebeard Trust	

# Partnerships

## GREENER UK

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## Circular Economy Task Force



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## Business Circle



## Members

Thanks to our individual members who include environmental, business and government experts active in our network, and those in other spheres who support our work.

Jamie Abbott	Kate Davies
John Adams	Lord Stevenson of Coddenham
Syed Ahmed	Hannah Dick
Victor Anderson	Philip Douglas
Tim Ash Vie	Julie Doyle
Anne Ashe	Stephanie Draper
Jane Ashton	Dagmar Droogsma
John Ashton	Christine Drury
Dr Robert Atkinson	Jane Durney
Janet Barber	Jack Easton
David Barker KC	Prof Paul Ekins
Alison Barnes	John Elkington
Phil Barton	Sara Eppel
Clive Bates	Louise Every
Lord Bath	Bill Eyres
Toby Belsom	Malcolm Fergusson
Mr T Bendixson	Tim Foxon
David Bent	Justin French-Brooks
Lord Berkeley	Ray Georgeson
Peter Betts	Martin Gibson
Sean Birch	Brendan Gillespie
Dr Stephen Bolt	William Gillis
Anthony Bourne	Matthew Gorman
Duncan Brack	Dr Tony Grayling
Tim Branton	Prof Michael Grubb
Chris Brown	Nigel Haigh OBE
Tom Burke CBE	Paul Hamblin
Richard Burnett-Hall	Sally Hamwee
Kate Burningham	Dan Hamza-Goodacre
Tony Burton	Sir Peter Harrop
Sarah Burton	Nick Hartley
Danielle Byrne	Dr Paul Hatchwell
Alison Cairns	Dirk Hazell
Lord Cameron of Dillington	Barbara Herridge
Mark Campanale	Joan Herrmann
Rachel Cary	David Hirst
Pamela Castle	Hannah Hislop
Maureen Child	Mark Hodgson
Giles Chitty	Paula Hollings
Chris Church	Leo Horn-Phathanothai
Roger Clarke	Stuart Housden
Tim Cordy	Alex House
Martin Couchman OBE	Catherine Howarth
Paul Court	Rupert Howes
Roger Crofts	Aleksander Hughes

Chris Huhne	Dr Andrew Purkis OBE	Alison Tickell	Bernie Bulkin
Robert Hull	Denis Pym	Dr Bruce Tofield	James Cameron
Merlin Hyman	Dr Kate Rawles	Mike Tregent	Rodney Chase CBE
Michael Jacobs	Dame Fiona Reynolds	Richard Usher	Ian Christie
Prof Nicholas Jenkins	DBE	Jane Vaus	Greg Conary
Stanley Johnson	David Richards	Andrew Warren	Andrea Cook OBE
Claire Jones	Sue Riddlestone	Dr Steve Waygood	Dr Nick Eyre
Prof Andrew Jordan	Michael Roberts	Anne Weir	Zac Goldsmith
Angela King	Alison Robertson	Kay West	Matt Gosden
Jean Lambert MEP	Nick Robins	Alan Wheeler	David Green OBE
Paul Lambert	Neil Rotheroe	Dr Rowan Whimster	Emma Howard Boyd
Lucinda Langton	Phil Rothwell	Sheena Will	Paul Jefferiss
Dr Paul Leinster CBE	Prof Stephen Salter	Prof James Wilsdon	Baroness Brown of
Simon Lyster	Prof Philippe Sands	Nicholas Wilson	Cambridge DBE
Ian MacArthur	Jenny Saunders	Giles Wyburd	Colin le Duc
Eleanor Mackay	Nicholas Schoon	Sir Graham Wynne CBE	Thomas Lingard
Dr Tom Macmillan	Paul Scott	Baroness Young of Old	Patrick Mahon
Peter Maddox	Juhi Shareef	Scone	Michael Massey
Mark Mansley	Yasmin Shariff	Dimitri Zenghelis	John Midgley
Deborah Mattinson	Ben Shaw		Alice Page
Ed Mayo	Dr William Sheate	<hr/>	MT Rainey
Robert McCracken KC	Richard Shennan	Donor members	Matthew Rhodes
Duncan McLaren	Samantha Simic	Rosemary Boot	Chris Rose
Paul Meins	Jonathan Sinclair Wilson	Robin Latchem	Penny Shepherd
Charles Millar	Neil Sinden	Hywel Lloyd	Lord Thomas of Gresford
Peter Mitchell	Rita Singh	Hien Luong	Dr Tom Tibbits
Catherine Mitchell	Prof Jim Skea	Dorothy MacKenzie	John Webb
Ed Mitchell	James Skinner	Lilli Matson	Philip Wolfe MBE
Prof John Murlis	Stephen Somerville	Graham Meeks	
Dr Elizabeth Ness	Shaun Spiers	Sir Jonathon Porritt CBE	
Dinah Nichols	Martin Spray	Julian Rose	
Adam Ognall	Adrian Spurrell	Philip Sellwood	
Tom Oliver	Ben Stafford	Jane Thornback	
Prof Timothy O'Riordan	Ralph Steadman	Paul Vanston	
Derek Osborn CB	Clym Tomas Stephenson	Prashant Vaze	
Sara Parkin	John Stewart	Dr Emma Woolliams	
Dr Doug Parr	Andrew Stirling		
Mamta Patel	Neil Stockley	<hr/>	
Anthony Paterson	Martin Stott	Life members	
Anthony Perret	Daisy Streatfeild	David Andrew	
Craig Peters	Mark Suthern	Alison Austin OBE	
Adrian Phillips CBE	Joss Tantram FRSA	The Rt Hon the Lord	
Prof Nick Pidgeon	Dr Richard Tapper	Barker of Battle	
Ben Plowden	Clare Taylor	Richard Barnes	
Anita Pollack	Derek Taylor	Dr Robert Barrington	
John Pontin	Guy Thompson	Katherine and Ben Bell	
		Dr Robin Bidwell CBE	

# Green Alliance

## Board

**Sir Graham Wynne**  
Chair

**Paul Lambert FCA**  
Hon treasurer

**Alison Austin OBE**

**David Baldock**

**Craig Bennett**

**Rosemary Boot**

**Ben Caldecott**

**Rita Clifton CBE**

**Benet Northcote**

**Dame Fiona Reynolds DBE**

**Dhara Vyas**  
(from July 2022)

## Senior management team

**Shaun Spiers**  
Executive director

**Belinda Gordon**  
Strategy director

**Dustin Benton**  
Policy director  
(on secondment until August 2021)

**Jo Rogers**  
Operations director  
(to January 2022)

**Jenny Baker**  
Operations director  
(from January 2022)

**Roz Bulleid**  
Deputy policy director

## Policy and politics team

**Sarah Williams**  
Head of Greener UK unit

**Chris Venables**  
Head of politics

**Sam Alvis**  
Head of economy

**Caterina Brandmayr**  
Head of climate policy  
(to June 2022)

**Libby Peake**  
Head of resources policy  
(on maternity leave from September 21)

**Susan Evans**  
Interim head of resources  
policy (from September 21)

**Gwen Buck**  
Senior policy adviser  
(to January 2022)

**James Elliott**  
Senior policy adviser

**Helena Bennett**  
Senior policy adviser  
(from April 2021)

**Joe Tetlow**  
Senior political adviser  
(from April 2021)

**Ruth Chambers OBE**  
Senior fellow

**Benjamin Halfpenny**  
Media and communications  
manager, Greener UK  
(to December 2021)

**Philippa Borrowman**  
Policy adviser  
(to September 2021)

**Agathe de Canson**  
Policy adviser  
(to April 2022)

**Zoe Avison**  
Policy analyst

**Heather Plumpton**  
Policy analyst  
(from May 2021)

**Robbie McPherson**  
APPG co-ordinator  
(from June 2021)

**Holly Rowden**  
Policy adviser  
(from September 2021)

**James Fotherby**  
Policy adviser  
(from September 2021)

**Stuart Dossett**  
Senior policy adviser  
(from November 2021)

**Verner Viinainen**  
Policy analyst  
(from December 2021)

**Zoe Toone**  
Policy analyst  
(from February 2022)

**Lydia Collas**  
Policy analyst  
(from April 2022)

**Johann Beckford**  
Policy adviser  
(from April 2022)

**Cameron Witten**  
Senior policy adviser  
(from May 2022)

**Florence Boyd**  
Political adviser  
(from June 2022)

## Development team

**Karen Crane**  
Head of communications

**Frieda Metternich**  
Programme and strategy  
manager

**Liz Potts**  
Office manager and EA to the  
executive director

**Olly Mount**  
Events and engagement  
manager (to February 2022)

**Siri McDonnell**  
Events and engagement  
manager (from March 2022)

**Marta Silva**  
Finance manager

**Joe Dodd**  
Communications officer

**Leslene Powell**  
HR and administration  
officer

**Charlotte MacMenamin-  
Walshe**  
Funding and partnerships  
officer (from May 2022)

## Graduate scheme policy assistants

**September 2020 to  
September 2021**

**Aradhna Tandon**

**Holly Rowden**

**James Fotherby**

**Tom Booker**

**Ryan Leung**  
(to April 2021)

**September 2021 to  
September 2022**

**Sophie O'Connell**

**Sophia Greacen**

**Jessica Kleczka**  
(to June 2022)

**Joseph Evans**  
(to June 2022)

Company registered number  
03037633

Charity registered number  
1045395

Registered Office  
Green Alliance, 18th Floor,  
Millbank Tower, 21-24  
Millbank, London, SW1P 4QP

Secretary  
Jenny Baker  
Operations director

Auditors  
Buzzacott LLP, 130 Wood  
Street, London, EC2V 6DL

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

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

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



