

“ green
alliance...

Leadership for the environment

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Chair's letter A year of change



We led a co-ordinated push for government to set an ambitious carbon budget and gained the Prime Minister's support for an agreement to halve UK emissions by the mid-2020s. This commitment will have a profound and positive effect on investment in our power, buildings and transport sector in the coming years"



It was a year of change for Green Alliance. As the country voted in the new Coalition government, we welcomed a new director and deputy director. They are taking the organisation into a new era for environmental policy and politics. I am proud to say they are achieving great things in the new political landscape, cementing our role as the pre-eminent environmental think tank in the UK.

Working with our network of business and NGO partners, we engaged with the new government successfully on the green agenda and secured significant progress. We brought the voices of the environmental community and the finance community together to make the case for a new public infrastructure bank, with the result that the UK has now committed to creating the world's first Green Investment Bank. We helped to secure funding for the UK's carbon capture and storage demonstration programme in a very challenging public spending round. We made the intellectual case for renewable heat and were pleased that the government then delivered a new financial incentive for it.

Last, but not least, we led a co-ordinated push for government to set an ambitious carbon budget and gained the Prime Minister's support for an agreement to halve UK emissions by the mid-2020s. This commitment will have a profound and positive effect on investment in our power, buildings

and transport sector in the coming years.

This is a difficult period for environmental politics. After the disappointments of the Copenhagen summit in 2009, climate change has suffered its own recession as the prospects of a global deal have receded. At the same time rising oil and commodity prices have increased concern that environmental limits maybe beginning to have global economic effects. Green Alliance has led the debate about how society and government can address these economic and investment challenges whilst respecting the physical limits of our world.

It was also a year of change on our board, as we said goodbye to some long standing trustees, including Dorothy Mackenzie, Dame Julie Mellor, and Deborah Mattinson. We would like to thank them for their contribution over the years. We also welcomed Leo Johnson, sustainable finance partner at PwC, and Sir Graham Wynne, former chief executive of the RSPB.

Our job is to encourage and define leadership for this new era and to support and encourage NGO, political and business leaders in their commitment to sustainable development. We can only do this because of the confidence and generosity of our funders and supporters. On behalf of the trustees I would like to thank you all.

Robin Bidwell
chair of trustees

Director's introduction

Optimism in the storm



Hopefulness is an essential tool of progress. It encourages a search for new ways of doing things. The belief that new solutions are possible has driven all of the great social and technological breakthroughs of the modern age"



Reading over the news and commentary from the past year it's hard to escape deep pessimism. Since the financial crisis of 2009 it has moved up a notch. We now have to worry about structural weakness in our political system as well as in the financial markets.

Environmental commentators have not escaped the contagion, with many now expressing their fear that it might be too late to stop major collapse in our ecosystems and the services they provide. Indeed, it is a fact that most environmental trends continue to head in the wrong direction. With this pessimism comes the danger that we stop exploring solutions, miss new opportunities, and deny progress when it does occur.

Hopefulness is an essential tool of progress. It encourages a search for new ways of doing things. The belief that new solutions are possible has driven all of the great social and technological breakthroughs of the modern age, from the National Health Service to the internet.

The challenge for environmental leaders living through such tumultuous times is to hold two different perspectives in creative tension. To borrow from Gramsci, it is to avoid illusion without becoming disillusioned. It is to combine optimism of the will with pessimism of the intellect.

The past year has seen the tide go out on environmental debate in mainstream media and politics, but it

has not stopped significant progress being made on the green agenda.

Amidst turmoil in the markets the UK government set a bold and legally binding carbon constraint on the UK economy, it committed UK taxpayers to the largest carbon capture and storage programme in the world, and put aside £3 billion to create a Green Investment Bank.

None of these decisions were easy because of the economic climate, and they followed very public battles which meant the government missed the opportunity to raise investor confidence. Nevertheless they were made the right way because the NGO and business communities successfully built a positive view amongst political leaders that they were in the UK's economic interest.

It may turn out that the past year has been a rehearsal for an extended period of volatility in politics and the financial markets, but there are also big opportunities ahead. Out of this financial tumult a new economic settlement will emerge, and it will change the relationships between business, society and governments. Once our economy is out of intensive care there will be a profound search for long term security, and sustainable development provides the answers.

It is Green Alliance's job to ensure that the best thinkers from NGOs, business and politics put the environment at the heart of this search for stability. As old certainties disappear we have a historic chance to help forge structural change. It will require a unique combination of interests, intellectual enquiry and positive vision. Which is why we at Green Alliance feel optimistic about the next stage of the political cycle and the opportunities it offers. We will be expanding on what this means with the launch of our new three year strategy early in 2012.

Matthew Spencer
director

Influencing change

At a tough time for environmental politics, we are helping to secure important decisions

“... thank you for all your support on the fourth carbon budget victory...it wouldn't have happened without Green Alliance co-ordinating and leading the campaign. Through the ability to operate on the inside and mobilise and hold together a broad alliance on the outside, this was very skilfully done. The result speaks volumes about the success of Green Alliance's work”
John Sauven, executive director, Greenpeace

Fourth carbon budget

Historic decision by the UK to adopt an ambitious carbon budget

The decision

On 17 May 2011 the government made a historic decision to accept the Committee on Climate Change's recommendation to reduce the UK's CO₂ emissions by 50 per cent (from 1990 levels) during the fourth carbon budget period (2023-27). This means the UK now has the most ambitious legislated emissions reductions targets anywhere in the world. It will reduce exposure to fossil fuel price volatility and enable the UK to influence global climate negotiations from a position of domestic strength. This has implications across a range of government decisions including those around electricity market reform, energy efficiency and low carbon transport policy.

Green Alliance's role

Although not a high profile public issue, we understood the strategic significance of the fourth carbon budget to investors and the policy framework. In the months running up to the decision, we made the case to government and the opposition for accepting the Committee on Climate Change's advice. We co-ordinated letters to the Prime Minister and Deputy Prime Minister and led a strategic push to raise the profile of the decision amongst opinion formers and policy makers.

Waste review

New promises delivered on waste

The decision

The government's waste review, published June 2011, wasn't the ambitious and reforming document hoped for. But it did contain promising signals. It included a government commitment to explore the use of landfill restrictions for some biodegradable waste streams, and to incorporate waste prevention requirements into mandatory product standards for the design of energy using products.



Green Alliance's role

These decisions bore evidence of Green Alliance's interventions. Since 2008 we've worked closely with officials at Defra, and with our Designing Out Waste consortium of businesses and waste organisations, to promote and establish the concept of 'the circular economy' and resource efficiency in government thinking. Providing evidence of successful landfill ban strategies from abroad, and major business support for better product standards, we were successful in making the political case for the inclusion of both in the government's 2011 waste review.

Renewable heat Incentive

Building momentum for a world first



Green Alliance played a pivotal role in amplifying the need to encompass heat in the energy policy agenda. The RHI and the government's [forthcoming] heat strategy owe much to this early work bringing coherence and consistency to business voices pressing for change”
Graham Meeks, director, Combined Heat and Power Association



Groundsource heat pump installation

The decision

In March 2011, the government announced the launch of the world's first Renewable Heat Incentive (RHI), with the first payments made to non-domestic generators from November 2011. This scheme provides long term tariff support for businesses, industry and the public sector for generating and using renewable heat and will, in future, also provide support for the domestic sector.

Green Alliance's role

Green Alliance's work between 2007 and 2010 was vital in establishing the momentum that led to this decision. Renewable heat was the Cinderella of energy policy and suffered years of 'paralysis by analysis'. In 2007, we determined the need to take action and reduce the significant contribution of heat generation to the UK's climate change emissions. We convened a large and unique coalition of interests, including businesses, trade associations and parliamentary bodies, concerned about the need to use and produce heat more sustainably. Our Manifesto for sustainable heat (March 2007) proposed solutions supported by thirty of the coalition's organisations. Over the next three years Green Alliance led the debate, convening discussions and seminars with a range of interests at many levels and carrying out targeted advocacy to government. In September 2010, in our paper *Cost effective renewables: the role of the Renewable Heat Incentive in decarbonising energy* we advocated modifications to government proposals for a Renewable Heat Incentive, to make it even more cost effective and to ensure it could promote energy efficiency.



Transport appraisal

Changing policy for greener transport schemes

The decision

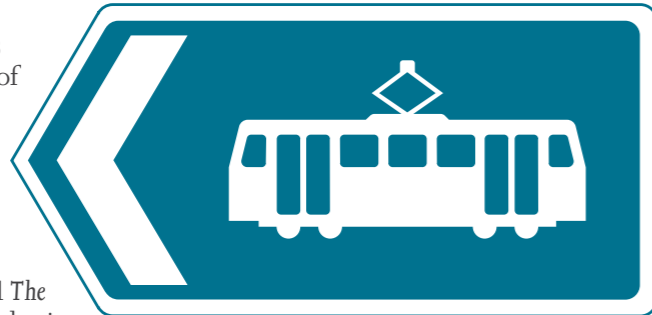
In April 2011, the transport secretary Phillip Hammond, announced that the government was reforming the way it makes decisions on transport proposals, so the benefits of low carbon would be fully recognised.

Green Alliance's role

In 2008, we worked with the Campaign for Better Transport to review the way that the transport appraisal process was working, publishing our findings in *Decision-making for sustainable transport (2008)*. We suggested a number of improvements. The system used by the government, known as the 'new approach to transport appraisal' or NATA, was distorting the selection of transport projects receiving funding, favouring car use over schemes that encouraged walking, cycling and public transport. We published *The right route (2009)*, to emphasise the problem further illustrating how our recommended changes to policy would have led to different results in five real decisions, improving their environmental outcomes. Many of our proposals have now been adopted by the Department for Transport, with officials acknowledging the role that our work played in bringing about the changes.



Green Alliance's work on reforming the economic appraisal of transport schemes produced real results, leading to a new 'transport business case' framework from the Department for Transport, which included many of the reforms we called for" Stephen Joseph, chief executive officer, Campaign for Better Transport



Comprehensive spending review

Government committed to CCS

The decision

After six months in office, the Coalition promised funding for the first carbon capture and storage (CCS) demonstration plant as part of its October 2010 comprehensive spending review (CSR). It committed to invest in four CCS demonstration projects and the CSR provided £1 billion from the public finances for the first phase.

Green Alliance's role

We recognise that CCS technology is likely to be crucial in enabling the UK to meet its climate change targets, and that there are clear economic benefits from developing a UK-based CCS industry. Since 2009 we have explored how to drive forward a UK CCS programme with a wide range of interests and organisations. We have also conducted advocacy, both with the previous government, directly informing its progressive policy on CCS, and then with the Coalition, to ensure that support for the demonstration programme was maintained. In close collaboration with energy industry and academic partners, we led a concerted effort around the 2010 CSR which helped to secure this decision.

Leading thinking
Keeping green ideas fresh and salient, we are addressing some of the big questions facing our well-being and our economy

A greener economy

What role can green growth play in reviving the UK economy?

Economic recovery is the most pressing political priority for government. We've been looking at the opportunities green growth can offer for a more sustainable and resilient economy.

We led the push, both behind the scenes and publicly, for a Green Investment Bank, now a central promise of the government's low carbon strategy. Through a series of Green Alliance roundtables and high level discussions across five government departments, we helped to develop the ideas and framework around which the government is now building its plans for the new bank, due to be launched in April 2012.

Invaluable high level support was gained for the idea from the business community, including the CBI and the Institution of Civil Engineers. In

summer 2010, we joined up with the Aldersgate Group to hold a major event to debate the subject. We are still pressing for it to be a fully independent bank with borrowing powers.

We have since fostered broader debate with senior players around the concept of green growth. The spring 2011 issue of our magazine *Inside Track* featured the views of three leading economists, Professor Dieter Helm of the University of Oxford, Diane Coyle, director of Enlightenment Economics, and Dimitri Zenghelis of the LSE and Cisco Systems. We picked up the theme again to launch our new series of Catalyst Debates in June 2011, which discussed the role of green growth in the UK's economic recovery with economists and environment specialists.



Behaviour change

What should government do to help people live more sustainably?

In 2010, under our Green Living theme, we looked at how behavioural economics could be used to increase the take-up of environmental action in the home. This is an area in which the government has expressed an interest with its support of the 'nudge' agenda.

We commissioned ethnographic research exploring the success of current government policies in a number of areas aimed at encouraging greener behaviour. Supporting our research with film, we gained insights into the real difficulties and complexities faced by people from all walks of life and revealed the sometimes contrary nature of human behaviour in relation to issues like energy saving and recycling. We found that these insights were not being translated into mainstream policies, and, as a result, many were ineffective.



A very rigorous assessment of the evidence on household behaviour, and implications for design of policies to improve energy efficiency. It is essential reading for anybody working in this area”
David Kennedy, chief executive of the government's Committee on Climate Change, on *Bringing it home*

Our findings and recommendations to government were published in the report *Bringing it home* (March 2011) launched at our annual debate. The debate's panel featured the minister for policy, the Rt Hon Oliver Letwin MP, Ben Page of IpsosMori and environmental psychologist Dr Lorraine Whitmarsh. Chaired by BBC *Newsnight*'s 'ethical man' Justin Rowlett, it was a lively discussion around how the government should do more than nudge us all towards sustainable living.

Our blog, launched in September 2010, features our own and guest commentary on the politics, policy and psychology of green living. Readership has risen rapidly since its launch.

This work is supported by the Green Living consortium (see page 15).



Civil society minister Nick Hurd MP at Green Alliance's *Power Shift* conference, February 2011

Localism and the Big Society

What do these new agendas mean for environmental action?

Localism, combined with planning reform, is likely to be a game changer for environmental action.

With little being said about the environmental aspects of localism or the Big Society concept, Green Alliance identified the need for new thinking. We set about analysing the issues and grew our network to new people and organisations in the process.

Our party conference debates in 2010 asked what it would take to build a Big Green Society. It was clear that a wide range of stakeholders would need to see the environment as important, if it was to be part of the Big Society conversation. Our report *New times, new connections* (October 2010) supported by the Calouste Gulbenkian Foundation, researched what it takes for non-environmental civil society to

engage with climate change. It looked at different approaches among non-environmental organisations and what had helped them to engage successfully. We included interactive, online maps of climate change activity in the two areas we studied: Dorset and inner city Newcastle. Green Alliance's senior policy adviser Faye Scott has since been appointed to the advisory panel of the National Council for Voluntary Organisations new climate unit.

In February 2011, our conference *Power Shift* was the first major event to examine localism and the Big Society agenda from an environmental perspective. It was addressed by Nick Hurd MP, the minister for civil society, and allowed attendees to fully consider the changing context of action.

We have continued to look in more detail at localism throughout 2011. Using the results of interviews and online surveys, we published *Is localism delivering for climate change?* (October 2011) presenting important new evidence that many local authorities are opting out of taking action. This research aims to help the environment sector and government to understand the risks and opportunities of localism for progress on climate change.

Electricity market reform

How should the future energy market be shaped to meet climate targets and ensure energy security?

The shape of the future electricity market is critical to the UK's ability to decarbonise its electricity supply. Since the beginning of 2011, we have been focused on the government's electricity market reform (EMR) process, in

advance of the new energy bill due in 2012. We have facilitated wider understanding of the policy, environmental and public acceptance issues around the reforms, building relationships with new market entrants and financiers and undertaking high profile media and advocacy work.

Our publication *Towards a bright future* (November 2010), was the first non-governmental report on the EMR and firmly established Green Alliance as a leading, influential voice in this debate.

We went on to give oral evidence to the Energy and Climate Change Committee's EMR enquiry and organised a media briefing ahead of the government's consultation. Director Matthew Spencer took part in a *Financial Times* roundtable alongside secretary of state Chris Huhne and the heads of the major energy companies. Over fifty senior delegates from across

industry, government and the NGO community attended our EMR policy workshop in February 2011.

Following publication of the white paper in July 2011 we have focused on two key areas. First, how the use of gas for power can support decarbonisation. We have studied how poor policy decisions, particularly on power station consenting and CCS, might cause unnecessary conflict between increasing gas use and carbon targets. Second, we published *Decarbonisation on the cheap* (October 2011). In this we proposed a new energy efficiency feed-in tariff, giving equal status to demand reduction and new low carbon energy supply, to reduce the cost of decarbonisation and lessen the wider environmental impact of new energy infrastructure.

Our Climate and Energy Futures theme is supported by a business consortium (see page 15).

Designing out waste

How can we use resources better to protect the environment and improve economic efficiency?

In 2010-11 our Designing Out Waste theme concentrated on reinforcing the waste debate upstream around product design and standards.

Designing Out Waste is supported by a consortium of ten companies and organisations involved in different stages of the product supply chain (see list on page 14). Consortium members jointly endorsed the messages in our report *A pathway to greener products* (July 2010), which sent a powerful message about the need for a progressive policy framework ahead of the government's waste review, which was eventually published in June 2011.

Moving the theme onto new territory, we have since developed the concept of a more circular economy, focusing on the impacts of three key resources: metals, phosphorus and water, and the implications for resource security.

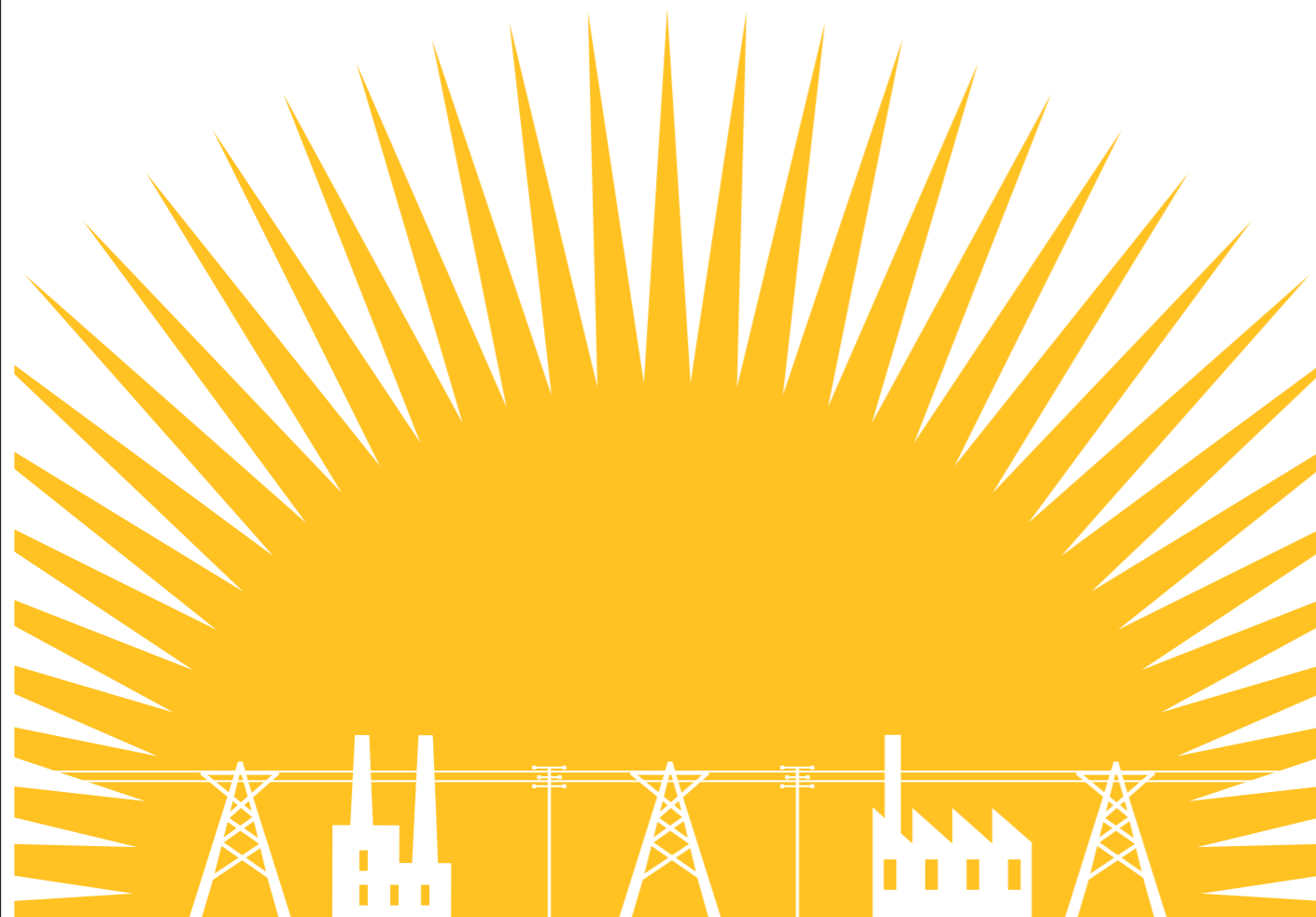
With support from the European Climate Foundation, we carried out UK-based advocacy around the EU's Ecodesign of Energy-related Products directive, a prime opportunity to drive energy efficiency and other environmental improvements in mainstream products. We worked with progressive industry players to make the case for ambitious standards and labels, timely implementation and strong market surveillance to drive



“Green Alliance’s project looking at minimising waste within the supply chain is important as it supports wider objectives that stretch beyond national boundaries and impact upon all of us. For Shanks, this project fits with our strategy of creating value from resources discarded by others”
 Dr Stephen Wise, technical director, Shanks (Designing Out Waste consortium member)



coolproducts
for a cool planet



Nurturing political leadership

Bringing forward a new generation of environmental champions in British politics

The Climate Leadership Programme for MPs

With some of the strongest parliamentary advocates of climate action stepping down from the backbenches at the 2010 election, we identified the need to build up climate literacy and knowledge amongst the new intake of politicians.

In 2009 we established the Climate Leadership Programme for MPs, in association with Ashridge Business School, supported by the Tellus Mater Foundation. Now in its third successful year, this groundbreaking programme has informed over 50 new parliamentarians from the three main parties on the science, policy and politics of climate change.

Beginning with parliamentary candidates in the run up to the 2010 election and continuing with newly elected MPs, some now in high profile positions, we have organised successful workshops, dinners and seminars, and provided the MPs with briefings and advice. Participants have had the opportunity to hear about current thinking, issues and action from respected experts, such as Professor Sir Brian Hoskins of the Royal Society and Lord Turner of the Committee on Climate Change. MPs who took part in the first phase of the programme included Luciana Berger, Chi Onwurah, Duncan Hames, Jo Swinson, George Freeman, Nick Boles and Phillip Lee.

The programme has led to ongoing and deeper associations with a wide range of MPs, building enhanced capacity and expertise around climate change. Many, who may not have before, now clearly see it is a priority issue underpinning future economic and social well-being.

One of the aims of the programme has been to demystify the science of climate change and debunk issues around the 2009 'climategate' scandal which threw academic integrity into

question. We held workshops around this specific issue with Professor Hoskins and a cross-party dinner with Royal Society Fellows in November 2010. In June 2011 we published a short climate science briefing in association with the Grantham Institute to provide a clear summary and good grounding of the facts.

Having secured new support for the next stage of the programme from the Pure Climate Foundation, we are working with a small number of MPs on specific issues, to develop more active involvement in climate issues. For instance, we are holding constituency-based workshops with the MPs around the government's Green Deal energy efficiency scheme, to provide local people and businesses with the opportunity to discuss with their MP how the scheme could work in their area. The messages from these will be fed back to government by the MPs involved.



The UK has committed to achieving an 80 per cent cut in emissions by 2050 in order to tackle climate change. This is challenging, but it can be done. It does however require strong leadership on the part of politicians. Green Alliance has played a crucial part in providing new MPs with an informative set of briefings about climate change and in helping to build cross-party support behind positive action”

Lord Turner, chair of the government's Committee on Climate Change

“I’m doing a radio interview next week and I asked for climate change to be on the agenda. Previously I would not have been confident enough to have the debate”
Labour MP

“[The policy and politics session] really made me think about how to create policies which are more carrot than stick – more likely to appeal to voters”
Conservative MP

Funding and partnership

Since Green Alliance was founded in 1979, we have developed a broad and growing network of partners, including organisations and individuals that span all sectors. We are proud to work with these partners who provide the

intellectual stimulus, support and legitimacy for the work we do.

We are grateful to the following organisations for supporting our work in 2010-11:

- A2 Dominion
- Alstom
- ASDA
- Ashden Trust
- BAA
- Baring Foundation
- BG Group
- Boots
- BP
- Cadbury
- Calor
- Calouste Gulbenkian Foundation
- Campaign for Better Transport
- Cecil Pilkington Charitable Trust
- ClimateWorks
- Coca-Cola Great Britain
- Co-operative Bank
- CPRE
- Department for Environment, Food and Rural Affairs (Defra)
- E3G
- E.ON
- Eaga
- Esmée Fairbairn Foundation
- European Climate Foundation
- European Commission
- Foreign and Commonwealth Office
- Friends of the Earth
- GE
- GlaxoSmithKline
- Greenpeace
- Groundwork
- HCD Memorial Fund
- Hydrogen Energy
- Incpen
- Institute for European Environmental Policy
- Institute of Civil Engineers
- InterfaceFlor

- JJ Charitable Trust
- JMG Foundation
- Johnson Matthey
- Kellogg's
- Kyocera
- Mark Leonard Charitable Trust
- National Grid
- National Trust
- PepsiCo
- Prospects
- Pure Climate Foundation
- PwC
- Rio Tinto
- Rockwool
- Royal Mail
- RSPB
- RWE npower
- Sainsbury's
- Sainsbury's Family Trusts
- Schroder Foundation
- Scottish Power
- Shanks
- Shell
- Siemens
- SSE
- SITA UK
- Tellus Mater
- Unilever
- United Utilities
- Valpak
- Veolia
- Water UK
- WRAP
- Westminster Foundation
- Wildlife Trusts
- Woodland Trust
- WWF

Designing Out Waste consortium



Green Living consortium



Energy futures consortium



Business circle members

Business membership of Green Alliance offers a space for leading companies to discuss the most pressing environmental issues with some of the key actors and best thinkers in Britain.

We provide insights and perspectives from politics and the NGO community to inform business thinking, and opportunities for members to share their views with peers from across the

Current members:



UK corporate sector. For example over the past year we have held special events for members to hear from the director of Greenpeace about what makes a good campaign, the chief executive of the Campaign to Protect Rural England talking about the localism challenge, and a minister discussing government climate performance with a director from the CBI.

For more information about joining as a business member contact: Tamsin Cooper, deputy director tcooper@green-alliance.org.uk 020 7630 4521



Trustees' statement

These summarised accounts are a summary of information extracted from the annual accounts and contain information relating to both the Statement of Financial Activities and the Balance Sheet.

These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the full accounts, which received an unqualified audit opinion, should be consulted. Copies of these can be obtained from the company secretary at Green Alliance.

The annual accounts were approved by the trustees on 7 September 2011, and have been submitted to the Charity Commission and Companies House.

On behalf of the directors/trustees of The Green Alliance Trust (known as Green Alliance) 7 September 2011:



Robin Bidwell, chair



Philip Parker, hon treasurer

Summary financial statement

Statement of financial activities for the year ended 31 March 2011

	2011 Restricted Funds £	2011 Unrestricted Funds £	2011 Total Funds £	2010 Total Funds £
Incoming resources				
Incoming resources from generated funds:				
Voluntary income	-	248,642	248,642	243,035
Bank interest receivable	-	1,705	1,705	1,279
Incoming resources from charitable activities:				
Research, events and publications	985,454	100	985,554	1,174,378
Total incoming resources	985,454	250,447	1,235,901	1,418,692
Resources expended				
Cost of generating funds				
Fundraising	-	16,627	16,627	14,045
Charitable expenditure:				
Research, events and publication costs	1,040,276	159,013	1,199,289	1,176,755
Governance costs	-	27,707	27,707	38,520
Total resources expended	1,040,276	203,347	1,243,623	1,229,320
Net (expenditure)/income before transfers	(54,822)	47,100	(7,722)	189,372
Transfers between funds	22,102	(22,102)	-	-
Net (expenditure)/income after transfers	(32,720)	24,998	(7,722)	189,372
Fund balances brought forward at 1 April 2010	231,300	309,035	540,335	350,963
Fund balances carried forward at 31 March 2011	198,580	334,033	532,613	540,335

Independent auditor's statement

We have examined the summary financial statement for the year ended 31 March 2011 set out on these pages

Respective responsibilities of the trustees and the auditor

The trustees are responsible for preparing the summarised annual report in accordance with applicable United Kingdom law.

Our responsibility is to report to you our opinion on the consistency of the summary financial statement within the summarised annual report with the full annual financial statements and the trustees' report, and its compliance with the relevant requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We also read the other information contained in the summarised annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statement.

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the charitable company's full annual financial statements describes the basis of our opinion on those financial statements and on the trustees' report.

Opinion

In our opinion the summary financial statement is consistent with the full annual financial statements and the trustees' report of Green Alliance for the year ended 31 March 2011 and complies with the applicable requirements of section 427 of the Companies Act 2006 and the regulations made thereunder.

We have not considered the effects of any events between the date on which we signed our report on the full annual financial statements (7 September 2011) and the date of this statement.

haysmacintyre
Statutory Auditors
Fairfax House
15 Fulwood Place
London WC1V 6AY

December 2011

Balance sheet as at 31 March 2011

	2011 £	2010 £
Fixed assets		
Tangible fixed assets	4,182	3,203
Current assets		
Debtors and prepayments	273,758	153,992
Cash	506,963	628,228
	780,721	782,220
Creditors: amounts falling due within one year	(252,290)	(245,088)
Net current assets	528,431	537,132
Total assets less current liabilities	532,613	540,335
Charity funds		
Restricted funds	198,580	231,299
Unrestricted: general funds	334,033	309,035
	532,613	540,335

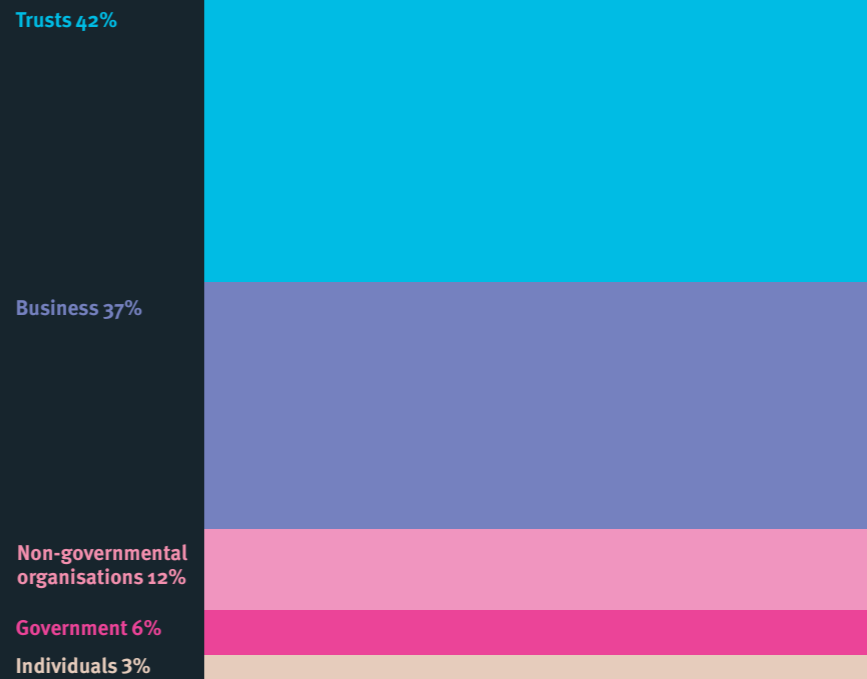
Treasurer's report 2010-11

Green Alliance's aim for 2010-11 was to maintain the scale of operation achieved at the end of 2009-10, enabling the wide range of policy and political outcomes described in this report. Over this period direct expenditure on our charitable activities marginally increased.

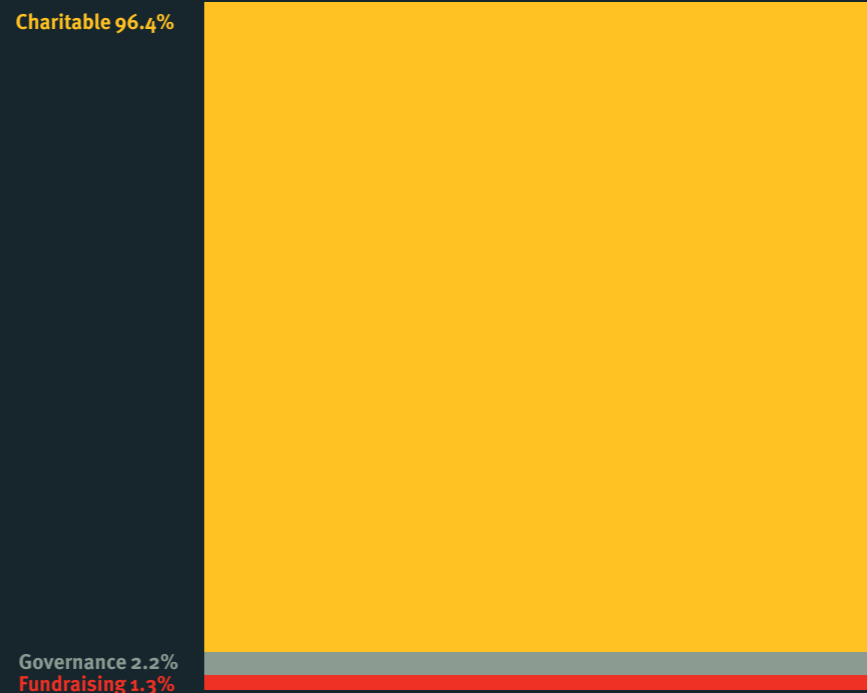
Although 2010-11 was our second most successful year ever in terms of income secured (£1.2 million) we were unable to match the exceptional level of £1.4 million achieved in 2009-10, when our Political Leadership work around the Copenhagen summit and in the immediate run up to the 2010 general election attracted additional funds. However, we were able to make a contribution to our general reserve of almost £25,000, maintaining the reserve within our target range of between three and four months of relevant planned expenditure. This provides reassurance in an increasingly tough economic climate.

We continue to receive income from a diverse range of funders, with charitable trusts remaining the largest source at 42 per cent. In addition to securing repeat funding from existing supporters in 2010-11, we are pleased to have attracted new sources in the year. This is important both in broadening our relationships and managing risk.

Income



Expenditure



Philip Parker, honorary treasurer

Individual members

We invite individuals to join Green Alliance who are active members of our network and who are making a significant contribution to environment policy. But we welcome as members all who share our mission. Our members demonstrate the breadth and high level of support for our work and we greatly value their input.

Standard membership is £40 per annum. Higher donors are acknowledged as donor members and, for a one-off payment of £500, individuals can become life members.

Members

Coralie Abbott
 Jamie Abbott
 John Adams
 John Alker
 Dr Amal-Lee Amin
 Rosie Amos
 Victor Anderson
 Rachel Armstead
 Anne Ashe
 John Ashton
 Tim Ash-Vie
 Robert Atkinson
 Alison Austin OBE
 Dr Mark Avery
 Bernadett Baracska
 Janet Barber
 Julia Barbosa
 David Barker QC
 Alison Barnes
 Phil Barton
 Clive Bates
 Toby Belsom
 Terence Bendixson
 David Bent
 Nick Bent
 Lord Berkeley
 Dr Robin Bidwell CBE
 Sean Birch
 Jennifer Bird
 Dr John Blunden
 Ronald Blythe
 Dr Stephen Bolt
 Duncan Brack
 Tim Branton
 Zoe Bremer
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Green Alliance associates are external experts in specialist areas who contribute additional knowledge and expertise to our work. We are pleased to be working with the following associates on current projects:

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