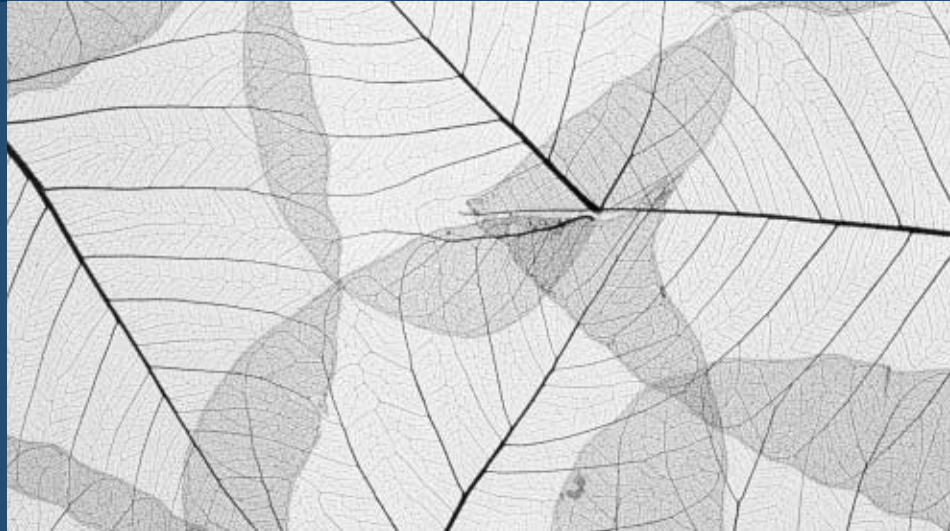


annual review 2002/03



“green alliance...”

“green alliance...

...ensuring that the environment is at the heart of decision-making

we aim to:

...make the environment a central political issue

...integrate the environment effectively in public policy and decision-making

...stimulate new thinking and advance the environmental agenda into new areas

Green Alliance is an independent charity with a pivotal position in the UK environment movement.

We work for a better environment through research, dialogue and debate, to inform decision-makers and deliver effective policy.

We develop constructive solutions and ideas by working closely with a wide, cross-sectoral network of environment and policy professionals, from business, government, academia and the voluntary sector.

Our work programme is structured around our three main aims, outlined above.

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2	summary of the year 2002-03
4	the work in detail
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16	staff and trustees

changing minds for a better environment

Green Alliance may not plant trees, build wind turbines, or establish reserves for endangered species. You have to dig a little deeper to uncover the effects of our work. By changing minds – in government, in business, in the voluntary sector – we make a lasting difference to environmental outcomes. Last year was no exception.

Carbon dioxide emissions are rising, destabilising our climate and threatening our environment. We changed minds in government, working with ministers to ensure the 2003 Energy White Paper set a new, ambitious goal for UK energy policy. As a result they committed to reduce the UK's carbon dioxide emissions by 60 per cent. See our account on page eight.

The UK's resource use is fundamentally inefficient. Less than one percent of the materials used to make a product are still in use six months later. This makes no sense economically or environmentally. But smart policy can provide a solution. We have changed minds on the potential of a new business model, based on providing services rather than goods. The article on page six shows how 'service innovation' is good news for both the economy and the environment.

In a rapidly changing world, is the environment movement still able to offer relevant and challenging perspectives? We focused the minds of fellow green groups on this question, hosting the first-ever strategy awayday for chief executives of environmental organisations, described on page four.

Our activities may not, at first glance, appear to make a practical difference. But they do have fundamental, positive effects. We push the environment to the front of people's minds, and change the decisions they make. This improves the framework for other environment groups and enhances their work too. This is what makes Green Alliance so worthwhile.

We will keep challenging and changing minds in the environment's favour, and on page nine we give a taste of our current and future work.

The next two pages show a summary of all our achievements from April 2002 to March 2003. It reflects an astonishing diversity of activity for an organisation of our size. We'd like to thank our very able and enthusiastic staff team for making this possible, and our trustees for their invaluable guidance. Lastly, thanks to all the members and supporters, listed in this report, who understand and appreciate the work of our unique organisation.



A handwritten signature in black ink that reads "Tony Hams".

Tony Hams
Chair



A handwritten signature in black ink that reads "Rebecca Willis".

Rebecca Willis
Director

our work is developed in partnership
with others, creating progressive coalitions
to improve environmental outcomes for the
long term.

2002/03

a year of influencing...

what we said...

“Further support for nuclear could also damage the prospects for renewables because of scale issues – nuclear power is a large-scale, centralised source of power, and needs a centralised energy supply system.”

Is nuclear energy needed?

January 2003

“Unless the Convention really grapples with the challenges that the Union faces and delivers a new euro-vision alongside institutional reform, the consequences will be increased global instability and an ever-widening gulf between the EU and its citizens.”

Breaking with convention

February 2003

“The shift to services won’t happen without a concerted effort to jolt ourselves out of our product based mentality – it’s an effort which government should lead.”

A fully functional future

March 2003

... policy

Report ***Next steps for energy taxation: a survey of business views*** reviewed the successes and failures of the UK’s approach to pricing energy, and helped the Treasury to draw up a new strategy for environmental taxation.

Joint briefing ***Making VAT work for the environment***, with the RSPB and WWF, considered the effectiveness of using VAT to reflect the true cost of a product under the ‘polluter pays principle’.

Building a bright green economy: an agenda for action on resource productivity proposed ways to improve resource use, each based on a seminar held by Green Alliance.

Creative policy packages for waste: lessons for the UK reviewed the waste policies of seven other countries and US states, and presented recommendations for future UK policy.

Waste not, want not: a collection of responses to the Government provided the Government’s Strategy Unit with constructive feedback on its 2002 review of waste strategy.

... decision-makers

Work with environment groups and the Treasury achieved greater support for green taxes, resulting in a new Treasury environmental tax strategy in 2002.

Two expert seminars, with Greenpeace, looked at how the UK can achieve energy security and meet carbon targets without nuclear power, influencing the 2003 Energy White Paper to state that the Government would not support new nuclear plants.

Our pamphlet ***Breaking with convention: towards a new European future*** by Ian Christie and work with UK convention members influenced the inclusion of commitments to sustainable development in the new EU constitution.

We convened a dialogue between the Conservative environment team, the waste industry and environment groups to help shape the Opposition's waste strategy.

We brought green groups together with Secretary of State for the DTI, Patricia Hewitt, and Energy Minister Brian Wilson, to discuss the DTI's approach to energy and environment issues.

A new focus on our press strategy paid off, with Green Alliance press statements countering attacks on green taxation put forward by business groups.

Green Globe Network, based at Green Alliance, worked with government departments and advisers to develop a longer-term climate strategy for the UK, focusing beyond the 2012 targets set at Kyoto.

... ideas

Life after MAFF: the government's green progress featured environmental opinion leaders' views on the work of the new Department of Environment, Food and Rural Affairs, and set benchmarks for its future success.

A major new project was launched with the publication of ***Service innovation for sustainability: a new option for UK environmental policy*** investigating a new way of using services to reduce resource use.

Our seminars ***chemical management services: greening the supply chain*** and ***smart services***, investigated how the service model could work in the UK chemicals sector and introduced US examples of the model in action.

Rt Hon Charles Clarke MP gave his view on the environment in politics to an audience from government, business and environment groups at Green Alliance's summer reception.

For the first time, we hosted an awayday for the chief executives of the major environment groups, to discuss changing trends, new ideas and joint strategy.

Our magazine ***Inside Track*** featured MEP Caroline Lucas and brand expert Dorothy MacKenzie on sustainable consumption; MPs Paul Boateng and Matthew Taylor and the National Trust's Patrick Begg on the Spending Round; Peter Ainsworth MP and Tom Bentley from Demos on government decision-making; and Peter Hain MP and barrister James Cameron on the EU.

"If the UK is to be put on course to meeting its statutory objectives and to move towards being a world leader in waste and resource management, now is the time to act. We are urging the Government to be bold"

Waste not, want not
April 2003

"This is still a government that is profoundly cautious about its environmental policy."

Life after MAFF
June 2002

"The primary task for government is to articulate a vision for a resource-productive economy and to implement a framework that drives change from other actors."

Building a bright green economy
October 2002

"Experience of other countries sheds light on why the UK struggles to improve recycling rates. We have no really effective instruments in place."

Creative policy packages for waste
October 2002



Ben Shaw
Senior Policy Officer
Green Alliance



a waste opportunity

“To step outside the UK debate and talk to people working on waste policy in Europe and the US was really refreshing. Nobody has got it completely right, but the work did show that there is no shortage of ways to tackle waste, if only you have the will to get on and do something about it.”



Are there lessons to be learnt from Europe and the United States about dealing with waste? Given the UK's hopelessly low recycling rates and addiction to landfill, we need fresh ideas from somewhere. Green Alliance's research project mined the best ideas from overseas to provide some innovative answers to animate the Government's waste strategy review.

Creative policy packages for waste: Lessons for the UK looked in detail at what had been achieved in seven countries and states in Europe and the US. Detailed research and interviews with the senior players drew out the factors behind their successes. We found that Europe favours a more interventionist approach, with many policy measures, whereas the US has fewer, more market-driven policies. In California there is only one tool, an ambitious target with big penalties for local authorities that fail to meet it. Our main conclusion for the UK was that, to drive change, the price has to be right: local authorities and households will always tend to pick the cheapest option.

Our conclusions led to a set of strategic recommendations for the Government's review of waste policy. We received good press coverage of the work and our recommendations were strongly reflected in the review's final analysis and proposals. This has influenced subsequent decisions by both the Treasury and Defra, such as increasing the landfill tax to £35 per tonne and investing more in recycling.

meanwhile, down on the farm...

“Green Alliance plays a unique role in bringing together the whole spectrum of views that form the ‘green’ movement and in making sure that we act as a strong collective voice for the environment.”



Stephen Joseph
Chief Executive, Transport 2000

An organic farm in Kent provided the idyllic surroundings for the first ever joint awayday for chief executives and senior staff from ten major UK environmental groups. We organised the event to discuss how changing political and social trends affect the environment movement.

Locked away from the world for a day, participants were able to discuss and plan the way forward, informed by external viewpoints with speakers from government, the media and business.

Areas for future action were identified, including better communication of joint messages and the need to build a more popular case for environmental action.

This session has helped to provide a focus for our regular strategy discussions on current issues with the environment groups.

breaking with convention

During the year, major decisions on the future of Europe were made. Against the backdrop of enlargement, a Convention of EU representatives was charged with reshaping the roles and responsibilities of the Union's institutions, to create a new constitution for Europe.

Since the publication of our pamphlet *Sustaining Europe* in 1999, we have been pressing to ensure that sustainable development is put at the heart of Europe. Early drafts of the new constitution placed the environment under threat, significantly weakening existing commitments to sustainable development and environmental protection.

We took swift action by publishing *Breaking with convention: Towards a new European future* by Ian Christie, a new pamphlet specifically focused on the European Convention. This set out the need to connect the institutional reforms to a bigger European vision, bringing the EU closer to its citizens. We used the pamphlet to put our case to Convention members and argue for changes. We were pleased to see our work succeed, with strong wording on sustainable development and environmental protection in the Convention's final draft.

Green Alliance will continue to follow the development of the new constitution, to make sure that these important commitments are maintained when EU leaders adopt the final text at the Intergovernmental Conference in October 2003.





doing the environment a service

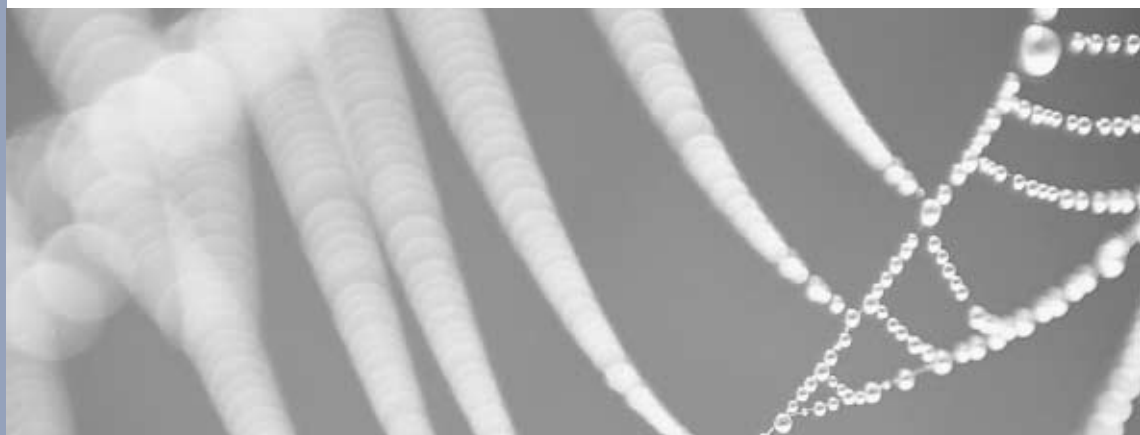
‘More services, less resources’ has been the message of our service innovation project. Selling a service rather than a product – a paint-job rather than pots of paint - could cut raw material use and pollution, as well as costs.

It is a classic economic and environmental win-win, but in the UK precious little has happened in practice. Now the Government is waking up to the idea. Green Alliance has been providing the evidence that chemical management services in the US have revolutionised the efficiency of chemicals use by car companies, and have given chemical companies new ways to add value. Green Alliance and the US Chemical Strategies Partnership have now interested UK chemicals companies in becoming service providers in pilot projects in the UK.

Secretary of State for Trade and Industry, Patricia Hewitt, has since given her endorsement of the benefits of service innovation, both in manufacturing and in energy supply. Several organisations and companies who met through our network are now taking forward their own projects, too, showing our valuable role as a catalyst. The network of expertise Green Alliance has been building, within government, business, academia and NGOs, will be well placed to exploit the growing momentum behind this important new agenda.

“Green Alliance acts as a constructive and highly effective bridge between government and environmental NGOs. I certainly value the dialogue that we have. We may not always agree on everything but I think we all benefit from being able to come together to discuss the practical measures that need to be taken to solve the problems of our common concern.”

Patricia Hewitt
Secretary of State for Trade
and Industry



To make progress on the environment, we will have to harness the market, using taxes, trading systems and financial incentives to make it more expensive to damage the environment, and cheaper to protect and improve it. But putting this into practice is a tough job. It means reforming the way the tax system works, to make the polluter pay.

taxing questions

In partnership with WWF-UK and RSPB, we launched a major initiative to push for a greener, fairer tax system. We helped the Treasury to develop their first environmental tax strategy, published in November 2002; we advocated ways in which VAT could be reformed to achieve these aims; and we campaigned for taxes on energy and waste which would properly reflect the environmental damage caused. Through a skill-sharing workshop, we also helped other environment organisations to improve their capacity to work with the Treasury.

“Working at Green Alliance was a fascinating experience. During my secondment, I helped to lobby for a more effective approach to green taxation. I was impressed by the way that Green Alliance talked to the Treasury in their language – and achieved real results.”

Henry Leveson-Gower
Senior Economist at the
Environment Agency, seconded
to Green Alliance in 2002-03



green globe network

We work on international sustainable development issues through the Green Globe Network (formerly Green Globe Task Force), which is housed at Green Alliance. This network of independent experts provides government with advice to ensure that the UK plays a positive role in the international arena.

At the September 2002 Johannesburg Summit, Green Globe assisted the UK government with its preparations and advised on how the UK should play its part.

Following the Summit, the Network has focused on ways to implement sustainable development, through partnerships between business and government. This will continue to be a focus of Green Globe's work in 2003-04, as well as assisting with the co-ordination of activity to implement the Johannesburg commitments.

Green Globe has also worked on climate change policy, sustainable development and the EU, and an international environment strategy for the UK.

For more information about Green Globe Network go to
www.green-alliance.org.uk/GreenGlobeTaskForce.htm





renewables get a foothold in UK energy

A week is a long time in politics, but a blink of an eye in the world of policy development. This year, we were delighted to see the introduction of the 'renewables obligation', a policy Green Alliance had suggested in 1999, to support and sustain renewable energy.

But we're not there yet. It is still not an easy ride for renewables, especially smaller-scale technologies like solar panels or small-scale wind power. In the year ahead, we will be helping to give these industries a voice in the energy debate, through our *energy entrepreneurs* project.



"Green Alliance played a key role in helping to put clean energy at the heart of the Government's Energy White Paper."

Stephen Tindale
Chief Executive, Greenpeace

no need for nuclear

Can we have a safe, secure energy supply and reduce our climate change impacts, without recourse to nuclear power? When government ministers drafted this year's Energy White Paper, a long-awaited strategy for the way we produce and distribute energy, this question was at the front of their minds.

Working with Greenpeace, Green Alliance showed that relying on the nuclear solution, far from being a low-carbon panacea, would actually damage prospects for tackling climate change. Pumping investment, as well as political time and attention, into new nuclear power stations would be expensive, produce uncertain results, and distract from the real solutions, a low-carbon economy based on renewable energy and increased energy efficiency.

Through careful research and a structured dialogue with policy experts in government, the energy industries and the green movement, we debated these issues and built support for the low-carbon, non-nuclear route. The resulting White Paper, published in February 2003, stated emphatically that the government would not back new nuclear build. But for the UK to succeed in its low-carbon vision of the future, it will need to do much more to make renewables work, and to encourage far greater efficiencies in energy use. This work has only just begun.

way ahead

In 2003 Green Alliance launched two important new debates: on health and the environment, and the conflict between corporate social responsibility and other corporate interests.

We are continuing to work on the themes of sustainable consumption - with a major new project on waste minimisation and producer responsibility - and energy, this year working to help the micro-renewable sector gain a stronger presence.

Alongside we continue with our ongoing programmes: monitoring parliamentary activity; steering the UK branch of the European Environmental Bureau; keeping up dialogue between ministers and the environment groups; as well as acting on current events affecting the environment when necessary.

We hope our own environmental management system will be up to the mark when we are audited in spring 2004 for the international standard ISO 14001. The launch of our new website in late 2003 will enable us to communicate our work better.

Next year Green Alliance is 25. We have witnessed major changes since we started out, not only at Green Alliance but also in the world at large. We will be using the occasion to celebrate, to take stock of how far we have come, and to determine what part we should play in the future.



Find out more and order
Green Alliance publications
(some free to download) at
www.green-alliance.org.uk

funding

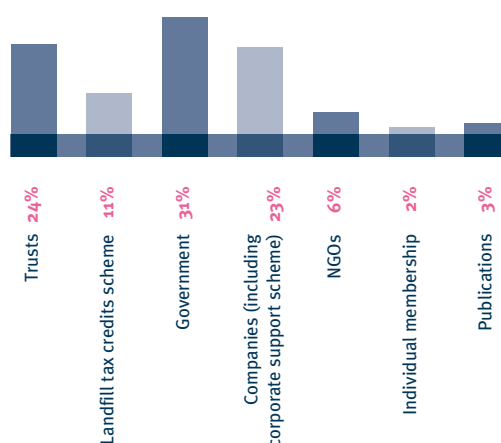
2002/03

thanks

Cecil Pilkington Charitable Trust
 Chemical Industries Association
 Defra
 Defra Environmental
 Action Fund
 DTI Sustainable Technology
 Initiative
 EB Nationwide
 Environment Agency
 Esmée Fairbairn Foundation
 ESTET
 Foreign and
 Commonwealth Office
 Greenpeace Trust
 Greenpeace UK
 Marks and Spencer
 RSPB
 RWE Innogy
 Thames Water
 TXU Energy
 United Utilities
 Webb Memorial Trust
 Westminster Foundation
 WWF UK
 Yorkshire Forward

As a registered charity, Green Alliance relies on a committed network of supporters and funders, who understand our unique role in working for better decision-making on the environment. We work hard to achieve a balance of funding. As shown below, we receive money from trusts, government, companies, individuals and NGOs, but no one sector accounts for more than a third of total income. This allows us to maintain our independence.

We would like to thank all those individuals and organisations listed left and over the page whose support has allowed us to achieve real environmental benefits in 2002-03.



more to do... with your help

Finding policy solutions and influencing decision-makers is crucial to securing a good environmental future.

But it remains hard to raise money for this sort of work. Each year, we have to fundraise not only for our trademark activities – incisive research, high profile debates and publications – but also for less visible, behind-the-scenes work. We monitor parliamentary activity on the environment, help fellow environmental organisations develop joint strategies, brief MPs, and provide support to countless organisations and individuals who share our aims.

We are also determined to keep enough flexibility to respond to events as and when they happen. Our successful interventions this year on government energy proposals and the European Convention prove the effectiveness of this approach.

There is so much more to do, and we aim to develop the organisation, and extend its reach, over the years ahead. However, we cannot do this without your help.

You can help Green Alliance in a number of ways. Companies can join our *corporate support scheme*. All organisations can subscribe to our *information scheme*, get involved in our projects, and sponsor our events and publications. Individuals can buy our publications, join as an *individual member*, enhance donations through gift aid and donate through a legacy. We also have an active volunteer and secondment programme.

For more on membership and the information scheme see page 13.
For information about supporting Green Alliance in other ways, contact
Karen Crane kcrane@green-alliance.org.uk

membership

individual members **life members in pink** donor members in blue

John Adams	M J Clark	Professor Michael Grubb	Mark Lloyd	Catherine Priddey	Derek Taylor
Andrew Allen	Roger Clarke	Rt Hon John Gummer MP	John Lloyd-Jones	Mark Pritchard	Mathew Taylor
Gideon Amos	John Cleese	Stephen Hale	Caroline Lucas	Simon Propper	Stephen Tester
Dr Elena Ares	Barry Coates	Paul Hamblin	Simon Lyster	Michael Pugh	Gillian Thomas
Janet Asherson	Lindsey Colbourne	Chris Hampson	Ian MacArthur	Andrew Purkis	Gareth R Thomas
John Ashton	J G Collingwood	Sally Hamwee	Dorothy MacKenzie	Sarah Quinnell	Koy Thompson
Tim Ash-Vie	Kenneth Collins	The Rev A H H Harbottle	Richard Macrory	Bill Radley	George Thompson
Graham Ashworth	Mark Collins	Karl Harder	Peter Madden	Peter Rae	Andrew Thorburn
Robert Atkinson	James Colman	Sir John Harman	Professor Aubrey Manning	Dr Kathleen Raine	Stephen Tindale
Dr Mark Avery	Tony Colman MP	Martin Harper	Mark Mansley	MT Rainey	Richard Tinson
Godric E S Bader	Andrea Cook	Susie Harries	Terry Marsden	Marie Rajanavah	Bruce Tofield
Susanne Baker	Tim Cordy	Roger Harrison	Russell Marsh	Hugh Raven	Steven Toole
Janet Barber	Abigail Costoloe	Sir Peter Harrop KCB	Frank Martin	The Rev Donald St John	Solitaire Townsend
David Barker QC	Martin Couchman	Caro Hart	Greg Mason	Reeves	Michael Trash
Dr Robert Barrington	Paul Court	James Haselip	Deborah Mattinson	Professor Nigel Reeves	Chris Tuppen
Phil Barton	Polly Courtney	Lord Haskins	Sue Mayer	Trewin Restorick	Ben Tuxworth
Colin Beardwood	Roger Cowe	Paul Hatchwell	Ed Mayo	Quinton Richards	Paul Tyler
Lord Beaumont	Tony Cox	Tony Hawkhead	Fiona McConnell	Emily Richmond	Annette Van Der Kolk
Peter Beaumont	John C L Cox	Richard Hawkins	Robert McCracken	Rosemary Jane Riddell	Richard Wakeford
Susan Bell	Earl of Cranbrook	Dirk Hazell	Jacqueline McGlade	Daianna Rincones	Andy Wales
Uta Bellion	Roger Crofts	Samantha Heath	Duncan McLaren	Sarah Roberts	Mike Walker
Toby Belsom	Kevin Crossley-Holland	Dieter Robin Helm	Eryl McNally MEP	Michael Roberts	Joan Walley
Terence Bendixson	Cynog Dafis	James Hemming	Dr Jim McQuaid CB	Alison Pritchard & James	Diane Warburton
Gareth Bendon	Ann Darnbrough	Barbara Herridge	Melissa Mean	Robertson	Jennifer Ware
Nick Bent	John Davidson OBE	Chris Hewett	Peter Melchett	Archie Robertson	John Watson
Lord Berkeley	Kate Davies	Simon Hicks	Ian D Mercer	Nick Robins	Steve Waygood
Frans Berkhout	Robert Davies	Julie Hill	Nicholas Miles	Neil Rotheroe	Kay West
Sebastian Berry	Clifford Davy	Mayer Hillman	Charles Millar	Phil Rothwell	Viscount Weymouth
Robin Bidwell	Martyn Day	John Stuart Hills	Peter Mitchell	Joan Ruddock MP	Alan Wheeler
Dee Bingham	Lord De Ramsey	Baroness Hilton	Lesley Moore	Ken Rushton	Dr Rowan Whimster
Rev Dr Anthony Bird	Baroness di Pauli	Kate Hinton	Dr N W Moore	Judith Ryser	John Whitelegg
John Blake	Jonathan Dimbleby	Vicki Hird	Rob Morley	Roger Salmons	David Wiggins
Stella Bland	Martin Doughty	Tim Hirsch	Alan Q Morton	Stephen Salter	Hugh Williams
Hazel Blears	Dr Peter Draper	Helen Holdaway	Dr John Murlis	Richard Sandbrook	Martyn Williams
John Blunden	Christine Drury	Patrick Holden	Juan Murray	Jeremy Sandford	Sarah Willis
Ronald Blythe	Kevin Dunion	John C Holliday	Rupert Nabarro	Phillippe Sands	Richard Willson
Anthony Bourne	Dr Malcolm Eames	Richard Holme	Robert Napier	Dame Cicely Saunders DBE	James Wilsdon
David Bowe	Penny Egan	Michael Holroyd	Anita Neville	Nona Schulte-Roemer	Nicholas Wilson
David Boyle	Paul Ekins	Charlie Hopkins	Dinah Nichols	Diana Schumacher	Richard Wilson
Duncan Brack	John Elkington	John Horam MP	Derek Norman	Alister Scott	Professor Richard Wollheim
Ian Branton	Sara Eppel	Cathy Hough	Kate Nustedt	Paul Scott	Alan Woods
Tim Branton	Dr Nick Eyre	Stuart Housden	Sheila Oakes	Charles Secrett	Bob Worcester
Hilary Brennan	Richard Eyre	Belinda Howell	Henry Oliver	Brendon Sewill CBE	Martin Wright
Jim Bridges	Bill Eyres	Rupert Howes	Sir Duncan Oppenheim	Yasmin Shariff	Giles Wyburd
Roger Brockway	Samantha Fanshaw	Robert Hutchison	Timothy O'Riordan	William Sheate	Graham Robert Wynne
Chris Brown	Cherry Farrow	Deirdre Hutton	Derek Osborn	Barry Sheerman MP	Stephen Young
Andrew Brown	Jeremy Faull	Pippa Hyam	Gillian Owen	Penny Shepherd	Barbara Young
James Bruges	Malcolm Fergusson	David Hyde	Kathryn Packer	Elizabeth Sidney	
Tom Burke	David Fitzsimons	Merlin Hyman	Alice Page	Geoffrey Sinclair	
Richard Burnett-Hall	Dr David Fleming	Katherine Isbester	John Page	Jonathon Sinclair-Wilson	
Kate Burningham	Julie Foley	Tim Jackson	Nick Paget-Brown	Jim Skea	
Anna Burns	Catherine Fookes	Michael Jacobs	Michael Palin	James Skinner	
Tony Burton	Philippa Foster Back	Gordon James	Fiona Palmer	Jane Smart	
Roger Burton	Sarah Fowler	Paul Jefferis	Vassili Papastavrou	Tim Smit	
Sarah Burton	John Fowles	John Jeffers	Sara Parkin	Peter Smith	
Danielle Byrne	Tim Foxon	Stanley Johnson	Zoë Parks	Joe Smith	
Fanny Calder	George Franklin	Anna Johnston	Kate Parminter	Stephen Somerville	
James Cameron	John Fyfe	Terry Jones	Mamta Patel	Steve Sorrell	
Ewen Cameron	Edward Gallagher CBE	Tony Jones	Tony Paterson	Peter Spalding	
Mark Campanale	John Garbutt	Dr Andrew Jordan	Mr R C Paul	Leslie Spoor	
Anne Campbell MP	Peter Gavan	Dr Zbigniew Karpowicz	Hannah Pearce	Alasdair Stark	
Helen Carey	Nicky Gavron	Tristram Keech	Dr R J Pentreath	Phyllis Starkey	
Shaun Carr	Andrew George MP	Angela King	John Percival	Ralph Steadman	
Robin Carter	Martin Gibson	Dr Alexander King	Anthony Perret	Geoffrey Steeley	
Pamela Castle	William Gillis	Gill Kirk	Adrian Phillips	Malcolm Stern	
Christopher Catling	Robin Gleaves	Alan Knight	Michael Philpott	David Steven	
Julie Cator	Philip Glyn	Peter Knight	Rev Dr David Pickering	H D Stevenson	
Ruth Chambers	Simon Goldrick	Mike Lachowicz	Professor Nick Pidgeon	John Stewart	
Paul Chambers	Sally L Goodman	Julian Laird	Canon & Mrs C Pilkington	Helen Stibbard	
Martin Charter	John Gordon	Jane Lambert	Ben Plowden	Andrew Stirling	
Rodney Chase	Matthew Gorman	John Lane	Martin Polden	Richard Streeter	
Beatrice Chaytor	Richard Grahm	Pippa Langford	Anita Pollack	Liana Stupples	
David Chaytor MP	Malcolm Grant	Dr Derek Langslow	John Pontin	Joyce Tait	
Maureen Child	Dr Tony Grayling	Carolina Lasen-Diaz	Dr Duncan Poore	Joss Tantram	
Giles Chitty	Richard Grayson	Jeremy Leggett	Sir Jonathon Porritt CBE	Richard Tapper	
Ian Christie	David Green	Peter Lehmann	Jim Potter	Dick Tavern QC	
Chris Church	W J Griffiths	Paul Leinster	Don Potts	Clare Taylor	
Helen Clark	John Grimshaw	Earl of Lindsay	Jennie Price	David Taylor	

corporate support scheme

Amerada Hess
BBC
BP plc
BP plc
BT
Coca Cola Enterprises Ltd
Conoco Phillips
GlaxoSmithKline
RWE Innogy plc
J Sainsbury plc
KPMG
Lafarge Aggregates Ltd
National Wind Power Ltd
Rio Tinto plc
Royal Bank of Scotland Group plc
Severn Trent plc
Shell UK
Tesco
Thames Water plc
Unilever plc
United Utilities plc
Water UK

Individuals and organisations with a wide range of backgrounds, interests and views support Green Alliance. What brings them together is a common interest in the environment and a belief in our mission and aims

support

corporate benefits

Green Alliance's *corporate support scheme* is a forum for forward thinking companies to engage with our work and positively contribute to the environmental agenda. A key benefit for members is the opportunity for networking, through a series of special events on themes closely related to our work and through invitations to other Green Alliance events. Membership also includes free subscription to our *information scheme*, supplying all Green Alliance publications as they are published, including the fortnightly *Parliamentary Newsletter*.

Annual membership: £3,500 plus VAT.

every one counts

Individuals who share our mission and aims are welcomed as *individual members* of Green Alliance. We extend special invitations to those who are making a significant personal contribution towards our aims, in either a professional or private capacity. Members receive our quarterly magazine *Inside Track*, featuring information on Green Alliance's work and articles by guest writers. Members are also invited to attend our annual meeting, featuring high profile speakers and offering an excellent opportunity to meet other members.

Annual membership: standard rate £40 per year; donor rate £100 per year, life membership £400.

buy into what we say

Annual subscription to our *information scheme* provides an automatic supply of all Green Alliance publications as soon as they are published, for up to five nominated contacts in an organisation. This includes all our policy reports and recommendations, pamphlets presenting new ideas and opinions, and also our highly acclaimed fortnightly e-bulletin *Parliamentary Newsletter* tracking parliamentary activity on the environment in the UK and EU.

Subscription: £360 plus VAT (£180 plus VAT for charities or not-for-profit organisations). Or receive *Parliamentary Newsletter* only for £80 per year.

“Our membership is a unique, influential collective of individuals with a great diversity of backgrounds. They are a vital factor in the success of Green Alliance, providing intellectual input and giving real power to our arguments just by being there.”

Catherine Pamplin
Membership Officer
Green Alliance



contacts

corporate membership:
Jennie Oldham
joldham@green-alliance.org.uk

**individual membership
and information scheme:**
Catherine Pamplin
cpamplin@green-alliance.org.uk

AUDITORS' STATEMENT TO THE TRUSTEES OF GREEN ALLIANCE

Independent auditors' statement to the Trustees of Green Alliance

We have examined the summarised financial statement of Green Alliance.

Respective responsibilities of Trustees and auditors

The Trustees are responsible for preparing the summarised financial statements in accordance with the recommendations of the charities SORP.

Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and Trustees' annual report. We also read the other information contained in the summarised annual report and consider the implications of our report if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 'The auditors' statement on the summary financial statement' issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In our opinion the summarised financial statements are consistent with the full financial statements and the Trustees' annual report of Green Alliance for the year ended 31 March 2003.

Trustient

Trustient

Chartered Accountants & Registered Auditors

Buckingham House East
The Broadway, Stanmore
Middlesex HA7 4EB

treasurer's report

Green Alliance faced a challenging year in 2002-03, and ended with an overall deficit of £17,125. As Green Alliance's activities and reach continue to expand, the costs of supporting this growth have increased. Expenditure rose by approximately £40,000 compared to last year, partly due to the planned salary review and partly because of a slight increase in project activity. However, a difficult financial climate made fundraising more difficult than we had hoped in 2002-03, resulting in a fall in income of £30,000.

This imbalance affected our general unrestricted reserve fund. So the level of reserves has remained at an amount equivalent to just over three months' unrestricted expenditure. For an organisation like Green Alliance, so heavily dependent on short term funding for projects, the Trustees strongly believe that this level is not a sufficient buffer against the financial difficulties that may arise. Therefore, we have set a policy to build our general unrestricted reserve over the next few years to a level equivalent to between six and nine months' unrestricted non-project expenditure.

Green Alliance is a highly ambitious and focused organisation, and has undertaken a programme of projects and development in 2003-04 which will be reflected by a growth in the budget, including the planned incremental rise in reserves. Much of Green Alliance's work is funded on a project-by-project basis, and we continue to refine our approach to project fundraising, particularly working to develop longer-term grants and sponsorship. At the same time there is constant need to develop our sources of unrestricted income to finance core costs; in 2003-04 we are particularly investing in our membership administration and our website, to improve our communication in the short-term and to increase membership income in the longer term.

Green Alliance has developed a rolling programme of risk assessment to ensure that the major risks to which Green Alliance is currently exposed are identified. Over the course of each year the Trustees review the measures in place to mitigate those risks.

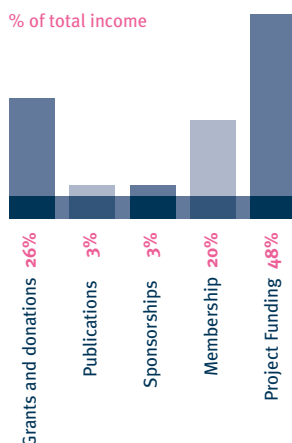
These accounts are a summary of the full accounts, which were drawn up in accordance with the latest charity accounting guidelines (SORP). Copies of the full accounts are available from Green Alliance on request.



Philip Parker
Hon. Treasurer

income

% of total income



expenditure

% of total income



summarised accounts for the year ended 31.3.03

statement of financial activities

	2003 Unrestricted Funds £	2003 Restricted Funds £	year ended 31.3.03 Total Funds £	year ended 31.3.02 Total Funds £
Incoming resources				
Donations and similar income	216,216	–	216,216	259,692
Activities in furtherance of the charity's objects	24,017	195,872	219,889	207,237
Interest receivable	2,671	–	2,671	1,705
Total incoming resources	<u>242,904</u>	<u>195,872</u>	<u>438,776</u>	<u>468,634</u>
Cost of generating funds				
Fundraising	23,403	–	23,403	21,764
Net incoming resources available for charitable application	<u>219,501</u>	<u>195,872</u>	<u>415,373</u>	<u>446,870</u>
Charitable expenditure				
Costs of activities in furtherance of the objects of the charity				
Research, events and publications	185,257	206,019	391,276	347,778
Management and administration	41,222	–	41,222	44,429
Total charitable expenditure	<u>226,479</u>	<u>206,019</u>	<u>432,498</u>	<u>392,207</u>
Total resources expended	<u>249,882</u>	<u>206,019</u>	<u>455,901</u>	<u>413,971</u>
Net income before transfers	(6,978)	(10,147)	(17,125)	54,663
Net transfer between funds	<u>(758)</u>	<u>758</u>	<u>–</u>	<u>–</u>
Net movements in funds for the year	<u>(7,736)</u>	<u>(9,389)</u>	<u>(17,125)</u>	<u>54,663</u>
Fund balances brought forward	90,367	27,680	118,047	63,384
Fund balances carried forward	<u>82,631</u>	<u>18,291</u>	<u>100,922</u>	<u>118,047</u>

balance sheet

	31.3.03 £	31.3.03 £	31.3.02 £	31.3.02 £
Fixed assets				
Tangible assets		9,273		5,671
Current assets				
Debtors and prepayments	109,046		54,343	
Cash at bank and in hand	63,855		127,535	
	<u>172,901</u>		<u>181,878</u>	
Creditors: Amounts falling due within one year	<u>(81,252)</u>		<u>(69,502)</u>	
Net current assets		<u>91,649</u>		<u>112,376</u>
Total assets less current liabilities		<u>100,922</u>		<u>118,047</u>
Funds				
Unrestricted funds				
General reserves		74,147		70,830
Designated funds		8,484		19,537
Restricted funds		18,291		27,680
		<u>100,922</u>		<u>118,047</u>

Trustees' statement

The full financial statements were approved by the Directors/Trustees on 31 July 2003. They, together with the Trustees' annual report, have been sent to the Charity Commission and the Registrar of Companies. The financial statements have been audited by Trustient, Chartered Accountants & Registered Auditors and received an unqualified opinion. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. They are extracted from the annual financial statements and these, including the auditor's report and the Trustees' annual report, are available from the Company Secretary at Green Alliance.

Signed on behalf of the Directors/Trustees of The Green Alliance Trust (known as Green Alliance)



Tony Hams
Chair



Philip Parker
Hon. Treasurer



staff

Rebecca Willis	director
Rachel Butterworth	website and environment manager
Joanna Collins	policy officer
Karen Crane	development co-ordinator
Sarah Flood	publications & finance officer assistant convenor, GGN
Kate Hampton	Green Globe Network convenor
Paula Hollings	PA to director/office manager
Charlotte Marples	policy co-ordinator
Jennie Oldham	policy officer
Catherine Pamplin	membership officer
Ben Shaw	senior policy officer

Green Alliance

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Registered charity number 1045395
Company limited by guarantee,
registered number 3037633

trustees

Tony Hams OBE (Chair)

Philip Parker
(Hon. Treasurer)
from June 2003

Robin Bidwell CBE

Tom Burke CBE

Andrew Gifford
to September 2003

Robin Grove-White
to September 2002

Nigel Haigh CBE

Dorothy MacKenzie

Deborah Mattinson
from March 2003

Derek Osborn CB

Adrian Phillips CBE

Andrew Purkis OBE

Fiona Reynolds CBE

programmes adviser

Julie Hill

book keeper

Marta Silva

volunteers and secondees

Our thanks to the following individuals for giving their
time to work for Green Alliance in 2002 and 2003:

Franklin Agbotui	Alex Morrell
Honor Chance	Ben Paine
Prabha Choubina	<i>Forum for the Future scholarship</i>
Karl Harder	Marie Rajaonavah
Heloise Healey	Daianna Rincones
Henry Leveson-Gower	Nona Schulte-Roemer
<i>Environment Agency secondee</i>	Michelle Santokie

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For further details of RWE Innogy's work on corporate responsibility issues,
please go to www.rweinnogy.com/360



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