

London faces complex
and evolving challenges.

We develop policy
solutions to tackle them.

Help us make London
better for everyone.

2021

Annual Report

CENTRE FOR LONDON

Table of Contents

About Centre for London	2
Foreword	4
Our vision	6
Our approach	10
Outcomes of our work	20
Recent work	28
Current work	36
Funding	46
Governance	48
Contact	50

About Centre for London

We are London's think tank.

We are uniquely dedicated to developing new solutions to our city's challenges, for the benefit of all its people. We help policymakers and city leaders think for the long term about London's biggest issues and plan for a better future.

Find out more about our work at centreforlondon.org





Foreword

The need for an independent think tank for London has never been greater.

At its best, London is a prosperous and creative world city, with a global reputation as a hub for business, openness and diversity. But this success masks another story: of chronic problems and inequalities, with millions of Londoners feeling unsafe, suffering poor health and facing everyday struggles. Now, London faces a new era of disruption and uncertainty: a shifting role in the global economy, the fallout from Covid, accelerating environmental crises, and rapid political, technological and social change.

Although London's future is uncertain, it can be shaped. Together, we can create a thriving, sustainable, global city, run in the long-term interests of its people and the country as a whole.

Our vision is for London to flourish as a safe, open, well-connected and dynamic city, leading the way to a sustainable future. We are working towards a city where everyone has

enough money for essentials, a secure, decent home, and access to spaces and opportunities which enrich their lives. Only when these conditions are met will Londoners be able to live full, healthy lives and fulfil their potential.

If we don't act now, London risks faltering as a successful global city and further failing the Londoners most in need of support. Developing the right solutions to London's challenges — ones that meet the needs of the city and its people both now and in the future — requires innovative thinking which adapts to the ever-changing policy landscape and realities of life in London.

With generous support from funders, Centre for London can continue to make the most of our expertise, find the best solutions and ensure they are put into practice.

Help us make London better for everyone.

Nick Bowes
Chief Executive, Centre for London

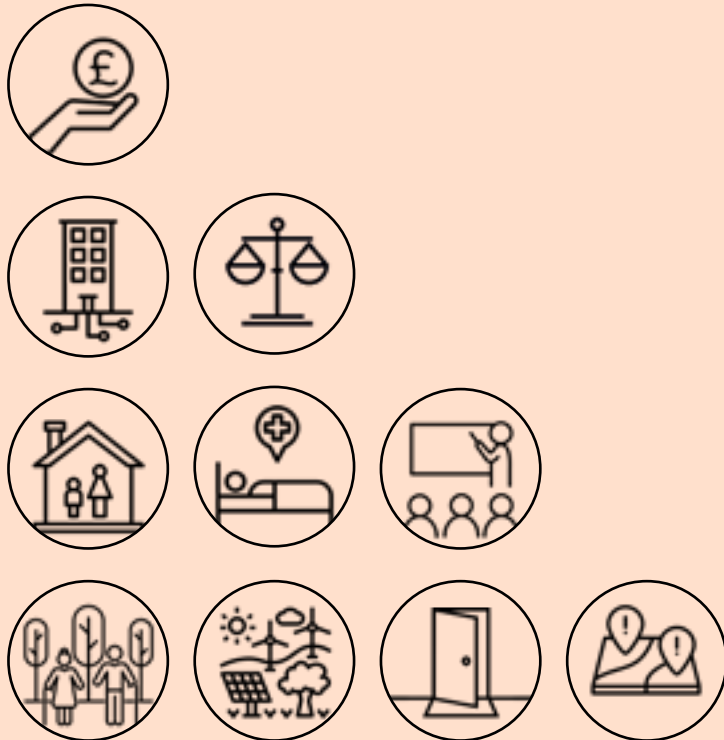
Fiona Fletcher-Smith
Chair of Trustees, Centre for London



Our vision



London is a thriving, sustainable, global city, run in the long-term interests of its people and the UK as a whole



Vision

London is:

- Carbon neutral by 2030, with circular economy and pro-nature approaches as the new normal.
- The best connected city in the world, with a world class transport system and advanced digital infrastructure.
- The safest city anywhere, especially for women and girls.
- The most welcoming city in the world — for visitors, the talented and those most in need.
- Well governed, resilient to future threats and home to the most innovative and dynamic organisations in the world.

Londoners have:

- Enough money to afford everyday essentials and live a full life.
- Housing that feels like home — safe, in good repair and large enough for their needs.
- Healthy lives supported by healthy communities and neighbourhoods.
- Access to public spaces, parks and high streets everyone can be proud of.
- Access to learning throughout life, so they can use their talents to the full.



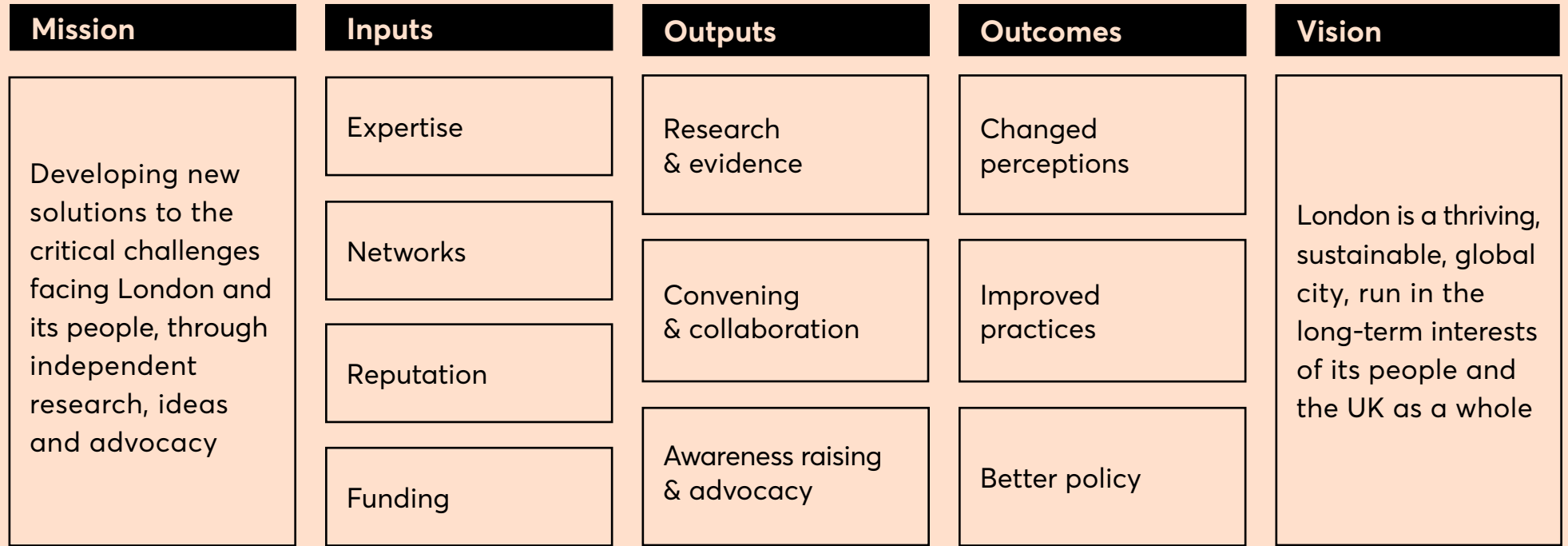
Since 2011, we have built a strong track record of coming up with the answers to the city's challenges. Our work aims to shape decisions in our city and create policies which respond to the needs of the people who live, work, study and visit here.

Change is hard and thorny issues are easy to avoid. But we are not afraid of tackling the complex and entrenched issues the city faces, nor of speaking truth to those in authority where needed. We propose ideas even if they are difficult or downright unpopular, fiercely retaining our independence.

Much of the change we aspire to is complicated and takes time: it involves many different organisations seeking to influence and inform different parts of government, civil society and business; finding windows for change and sticking with an issue for a long time.

Though it takes patience and persistence, this approach results in lasting improvements – both incremental and systemic. But we need to do more. We want to use all we've learned since we were founded in 2011 to push further and faster towards the future we think our city deserves.

Our theory of change



Our work focuses on

Research and evidence: generating new ideas and recommendations through robust, unbiased research and analysis, and collaboration with Londoners and stakeholders across all sectors.

Convening and collaborating: bringing together citizens, experts and decision makers from diverse standpoints to discuss complex issues in a safe space, devise solutions and work out how to implement them.

Awareness raising and advocacy: using our authoritative policy voice to promote our research and ideas for London to those with the power to act on them – from the grassroots to London's and the nation's leaders – through briefings, publications, social media, press and events.





Our principles

Independence: We are non-partisan, and a financially and editorially independent charity meaning we speak truth to power, tackle complex challenges and propose the best ideas for London and Londoners, even if they are difficult or unpopular.

Inclusion: We strive to reflect the diversity of the whole city in the way we operate as an organisation, in our staffing and through constantly seeking new ways to enrich and inform our research and outputs from the real-life experiences of all Londoners.

Innovation: While elected government must lead, we need independent sources of creative, long-term policy thinking. Through research, analysis and events we generate bold and creative solutions that improve the city we share.

Collaboration: We bring together people with a range of experience and expertise from different parts of the city and with differing viewpoints to develop and implement new solutions.

Outcomes of our work





Changed perceptions

We raise awareness of the challenges facing London and its people among those that can act on them.

Our research and analysis shapes and informs debates about London's critical issues.

We help to build consensus amongst stakeholders on new solutions to London's challenges.

Improved practices

We initiate and support the implementation of these innovative solutions by London's decision makers.

We ensure underrepresented voices are heard and that their interests are championed by decision makers.

We build coalitions and grassroots support for the changes we propose.

We hold leaders, decision makers and those with economic power to account on the delivery of the new policy thinking we publish.

Better policy

Our evidence is used by policymakers to make better, more informed and inclusive decisions.

Our policies are adopted by policymakers and lead to tangible benefits for London and its people.

Beneficiaries

When policies are changed or a recommendation is adopted as a result of Centre for London's research, our work has the potential to positively impact the lives, living standards and experiences of hundreds of thousands, if not millions, of people.

In pursuit of our vision of London as a thriving, sustainable, global city, run in the long-term interests of its people and the UK, we consider our direct beneficiaries to be the policymakers and practitioners who rely on our research to inform their public policy work in London.



2021 in numbers

Reaching decision makers

75,000+ people received a printed copy or downloaded Centre for London research reports online.

4,545 newsletter subscribers were sent monthly updates with new insights and research on London's challenges.

Making headlines

Our work was covered **469** times by the press in 2021, with **58** pieces of coverage in national outlets. We had coverage in *The Guardian*, *Forbes*, *Bloomberg*, *City A.M.* and the *Evening Standard*. Centre staff regularly appeared in broadcast media, including *BBC London* and *ITV London* on television, and *BBC Radio London*, *Times Radio* and *LBC* on radio.

The combined readership of news outlets that covered Centre for London's work in the media was **29 million** people.

Convening London's experts

2,741 people attended our events, and post-event recordings were viewed 5,200 times.

319 people attended Centre for London roundtables.

Growing our audiences

We gained **1,321** Twitter followers in 2021, reaching a total of **18,402**.

We gained a record **1,649** LinkedIn followers in 2021, increasing our following to **4,430** in 2021.

There were **285,837** unique page views on our website in 2021, up from 239,778 in 2020. **130,357** unique users visited our website this year, up from 102,668 in 2020.

Commenting on London issues

Our most viewed publications in 2021 were:

1. Community town centres **2,233 views**
2. Micromobility in London **1,720 views**
3. Worth the Weight: Making London's deliveries greener and smarter **1,719 views**

The three most popular blog posts of 2021 were:

1. Mind the gap: What's next for the funding crisis at the heart of London's transport system **2,875 views**
2. Who are the candidates standing to be the next Mayor of London? **2,495 views**
3. Housing Afghan refugees in London **1,883 views**

We published **70** blog posts in 2021, and these posts were viewed **60,023** times.



Recent work



London Futures: Building a new vision for London to 2050 and beyond

The London Futures project was a once-in-a-generation opportunity to take a long-term, strategic approach to the city. Working with leaders from across London, including the Mayor of London, London boroughs, national government, businesses, universities, charities and community groups, we undertook an ambitious, multi-year strategic review of the city to shape London's future to 2050 and beyond, building on the findings from our 2020 'London at a crossroads' report.

Our research explored what Londoners would like to see prioritised in London's future. Based on a full year of researching London's biggest issues, listening to Londoners and working with multiple stakeholders, we found that:

- There was a strong consensus that more needs to be done to make London fairer and take action on the climate.
- Londoners were highly concerned about the interlinked issues of personal safety, health and protection from future epidemics.
- Londoners also prioritised housing and homelessness, as well as a recovery that delivers jobs and economic growth after the pandemic.

Responding to these concerns, we proposed a new, ten point vision for London and Londoners, which was shared in our final report, 'Greater London: A new vision for a better city,' published on 30 November 2021. We have adopted these outcomes for our own strategic vision and continue to advocate for them for the city as a whole.

Key recommendations

The report set out targets for 2030 and aspirations for 2050 with measures to help the city achieve them and suggestions for who might be able to make them a reality. These included, among others:

- An independent review of London's policing needs and the creation of a new Greater London Police Service.
- Increasing local housing allowance for London renters and devolving powers to allow for better regulation of landlords.
- Matching benefits and the minimum wage to the real cost of living in London.
- Investing in improved access to high-quality outdoor space for all Londoners.

Influencing & impact highlights

- **Outreach:** New polling of Londoners, thousands of visits to Your Future London website.
- **Stakeholder engagement:** Policy workshops and expert roundtables.
- **Media:** Coverage by outlets including *Evening Standard* and *City A.M.*
- **Readership:** Nearly 3,000 views of the report pages on our website.
- **Launch event:** Over 400 people watched the launch event live including representatives from Transport for London, House of Commons, Westminster City Council, London Assembly, London Chamber of Commerce and Industry, and Network Rail.
- **Online engagement:** The project received excellent online engagement, reaching over 60,000 people on Twitter.



Freight and Deliveries

The efficient delivery of goods is essential to London's success. From the food we eat and the appliances we buy to construction materials and vaccines, all the goods we need and many of the services we rely on have to travel across the city. The number of freight vehicles and the distance they travel has surged over the last decade. As demand for online shopping increases, the number of parcels delivered in London is expected to double by 2030. This comes at a high cost for the city, increasing congestion and contributing to carbon emissions and air pollution.

This research project looked at the future of transporting goods around London and other cities, and made recommendations as to how to create smarter, fairer, more efficient and sustainable freight and logistics ecosystems. It argued that Londoners need to change their behaviour while businesses, national and local government also need to act to turn the tide on an unsustainable system, reducing the number of polluting van and lorry journeys at all stages of the delivery process.

Key recommendations

- The Mayor of London should introduce a pay-per-mile road user charging scheme that gives priority to delivery and service vehicles and work with parcel delivery companies to put 90 per cent of Londoners within 250 metres of a universal parcel pick-up/drop-off point by 2025.
- National government should fund the installation of electric charging facilities at commercial properties like consolidation centres and invest in reactivating London's piers, wharves and rail – road interchanges to create viable alternatives to road freight.
- London boroughs should make delivery consolidation a requirement in planning applications for all new major developments and work with TfL to embrace dynamic and digitalised kerb management, giving delivery vehicles safer and more reliable access to the kerb.

Influencing & impact highlights

- **Outreach:** We shared our research and raised awareness with the Transport Select Committee, the London Assembly Transport Committee, and the All Party Parliamentary Group for Road Freight and Logistics. We also spoke at the GLA's Industrial Land Soundings Board.
- **Stakeholder engagement:** We presented our findings and met with freight policy leaders, MPs, commissioners and advisors at Transport for London and the Department for Transport to discuss our recommendations and how to integrate them into their work.
- **Media:** Rob Whitehead, Director of Strategic Development at Centre for London, was interviewed by *ITV News London* and the report achieved coverage in multiple news outlets, including *Evening Standard*, *Forbes*, *OnLondon*, and *City Matters*, as well as in various trade publications.
- **Readership:** Nearly 2,500 website views.
- **Launch event:** Nearly 250 people watched the launch event live with attendees including the Principal Strategic Planner at the Greater London Authority, the Chief Executive of UK Warehousing Association and the Head of Planning at British Land.
- **Online engagement:** The project received excellent online engagement with over 20,000 impressions for our tweets with the #LondonFreight hashtag, and positive engagement from the Director at Grayling and the National and Local Campaign Coordinator UK at Cleaner Cities.

Street Shift: The future of low-traffic neighbourhoods

In 2020, in response to the pandemic and through the Emergency Active Travel Fund, local authorities received funding from the government to introduce low-traffic neighbourhoods (LTNs). Their intended purpose included reducing car traffic in implemented areas to leave streets safer and encourage residents to switch to greener modes of travel including walking and cycling.

Although not new to London's streets, many of the schemes were highly controversial, with opposition from some road users. Our report, 'Street Shift: The Future of Low-Traffic Neighbourhoods' explored the impact and effectiveness of LTNs in their overall aim of reducing private car usage in London. The report reviewed the concerns of Londoners and the experiences of local authorities to understand why LTNs were so divisive and what impact they'd had so far. Based on these findings, the report proposed new ways to help make London's streets healthier, safer and greener.

Our report concluded that LTNs are effective but are only one part of the solution to reduce private car use and create healthier streets. Furthermore, to increase their effectiveness, we call for increased consultation and communication between residents and boroughs, alongside supporting measures that further encourage the switch to greener active travel.



Key recommendations

- Local authorities considering implementing an LTN should follow best practice, including early engagement with public and emergency services and the introduction of other traffic decarbonisation measures, such as controls on parking or offering alternative mobility solutions.
- The government should give the Mayor of London and the boroughs new powers to raise funds for the delivery of sustainable travel measures such as LTNs.
- London Councils and Transport for London should create an LTN Knowledge Hub that helps boroughs learn from each other's experiences. The Hub should be open so the public and local campaign groups can access it too.

Influencing & impact highlights

- **Outreach:** We shared our recommendations with the Department for Transport, the Mayor of London's office, the House of Commons Transport Select Committee and the London Assembly Transport Committee, as well as London MP members of all-party parliamentary groups (APPGs) for Air Pollution, Cycling & Walking, London and Transport Safety.
- **Stakeholder engagement:** We met with the London team at the Department for Transport and Elly Baker AM, Labour Member on the London Assembly and the Assembly's Transport Committee to discuss our findings.
- **Media:** Widespread coverage in numerous regional and trade outlets including *BBC Radio London*, *Air Quality News*, and a national exclusive for *The Guardian*.
- **Readership:** Over 3,000 views of the report on our website.
- **Launch event:** 203 people watched our launch event live on the day, including representatives from Transport for London, London Councils, Sustrans, London Cycling Campaign, the Greater London Authority and several borough councils, with a further 159 post-launch views of our YouTube recording.
- **Online engagement:** Tweets using the #LondonLTNs hashtag amassing just under 70,000 impressions and supportive engagement from key stakeholders including Will Norman, London's Walking and Cycling Commissioner.

Current work





Levelling Up: Our strategic project for 2022

Levelling up is a central plank of the government's economic policy, focused on less well-off parts of the country and how to bring them up to the living standards elsewhere in the UK. Following the publication of the Government's Levelling Up White Paper, Centre for London is undertaking an ambitious, multi-stage programme of research and advocacy to shape this agenda so that it reflects the scale of the challenges within London and recognises the importance of the capital to the UK's economy.

Phase 1

In our phase 1 report (published June 2022) we looked at Londoners' needs and challenges, building the argument for the need to level up within London. Working with a group of experts, and using data on Londoners' views, we looked at how people's experiences differ according to who they are and where they live, and at the impacts of high housing costs, public service cuts, and pay and benefits policies on people's lives.

We launched the report at an **In Conversation event with Professor Andy Haldane**, chair of the Levelling Up Taskforce, held at King's College London.

Phase 2

In our phase 2 report we will be looking at London's contribution to the rest of the UK, and how we can best talk about this contribution. We are looking at finance, jobs, productivity, tax, arts and culture, national pride and patriotism, and how people move between London and other parts of the country. We will be holding a public event to discuss how the challenges that London faces are shared by other cities in the UK. We are running a series of focus groups with our research partners Savanta and Toynbee Hall to find out what people living in London and across the UK think about levelling up, together with a set of expert roundtables on how different sectors contribute to levelling up within and beyond London.

We will be launching our final project report at the end of 2022.



Homelessness and Temporary Accommodation

We are investigating who is affected by homelessness and how temporary accommodation is delivered and managed in London. We want to identify changes in policy and practice that can offer a better deal for London's most vulnerable households.

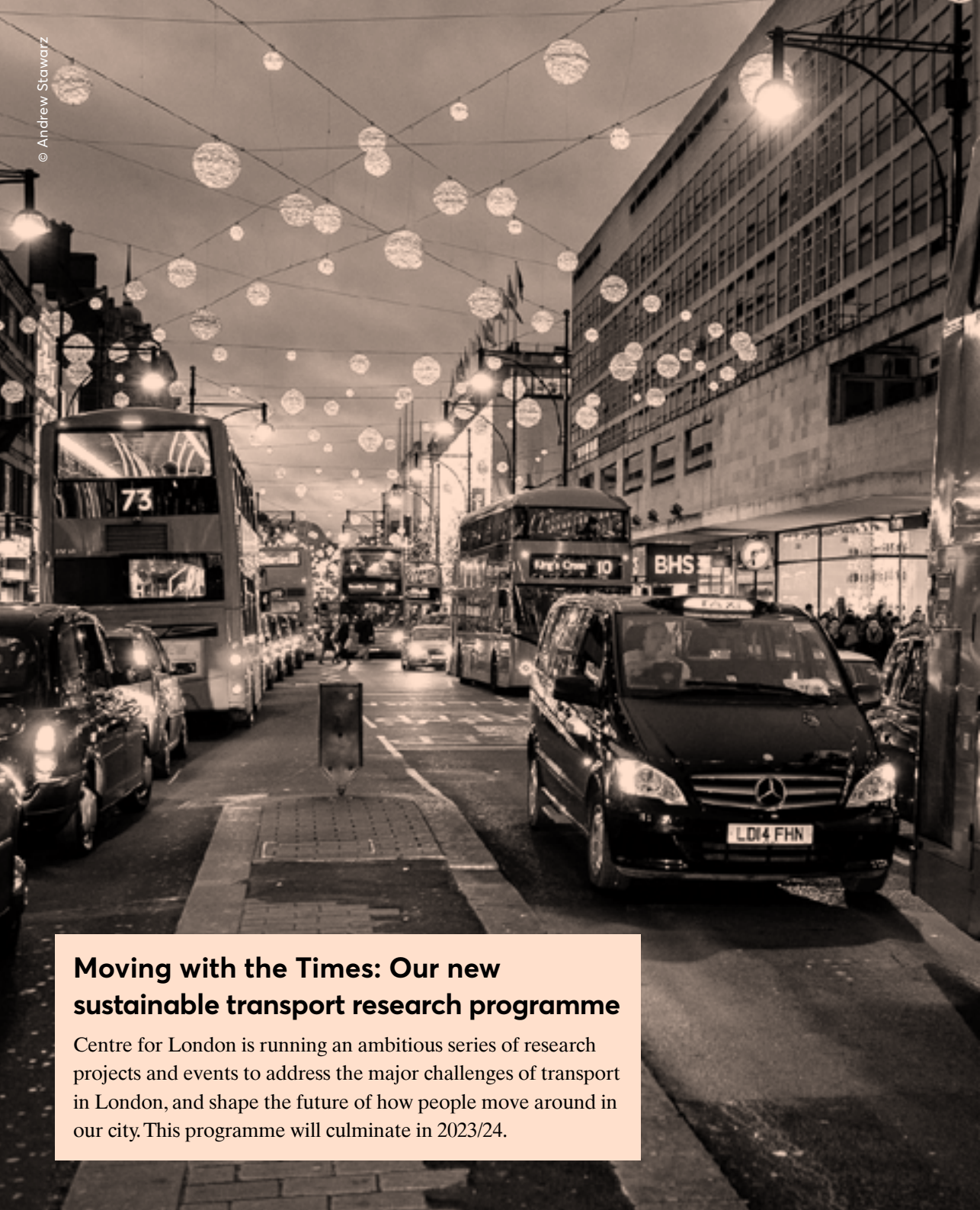
London has an acute homelessness problem, with 10 times more London households in temporary accommodation than in the rest of England. Thousands of London households are also reliant on insecure and expensive private rented accommodation, while London borough budgets are under increasing stress. The pandemic has exacerbated the problem and made it more complex, with more Londoners facing homelessness because of financial troubles.

While the long-term solution to the temporary accommodation crisis is to provide more social and affordable private rented accommodation where need is highest, the demand for and cost of temporary accommodation continues to rise.

This project looks at the profile of London's homeless households; how it is changing; and how better partnership working and new delivery and investment approaches could help boroughs innovate to raise quality and reduce costs. This project investigates:

- Evidence on how Londoners become homeless, who is affected and what types of accommodation are provided.
- How the accommodation provided has been affected by the 2017 Homelessness Reduction Act and the new duties of homelessness prevention that this created.
- How the impacts of the pandemic have changed the demands on local authorities.
- What local authorities and partner agencies are doing – individually or collaboratively – to provide better and more efficient services.
- Whether inter-borough initiatives are delivering as envisioned and what gaps might need to be filled.
- What scope there might be for new approaches and partnership models, such as enhanced partnership working, meanwhile use, changes in planning policy, impact investment or larger-scale local authority property purchases.





Moving with the Times: Our new sustainable transport research programme

Centre for London is running an ambitious series of research projects and events to address the major challenges of transport in London, and shape the future of how people move around in our city. This programme will culminate in 2023/24.

London's transport challenge

The pandemic has thrown assumptions about London's future travel needs – and Transport for London's finances – into the air. We still face an urgent need to improve air quality, achieve net zero targets and promote a modal shift. New technologies still present disrupting and exciting opportunities for getting around the city, but patterns of how people live, work and commute are rapidly changing, and we can no longer take ever-growing investment in our transport system for granted.

We risk a nightmare scenario of a return to the bad old days of under-investment and managed decline. The need for new thinking on transport in London has never been more pressing. We can create a new vision for a financially and environmentally sustainable transport system that faces new realities and enables people and things to move around the city with more ease than ever before.

Mapping a way forward

Centre for London is ideally placed to bring together partners, experts and policy makers to come up with the new thinking that provides the Mayor, local authorities, and government with the tools to give our city the sustainable, accessible and comprehensive transport system that it needs.

This is an ambitious programme of research, awareness raising and advocacy. It will take a holistic view of how Londoners can and could get around the city, from walking and micromobility to buses and transit, with deep dives into specific areas of policy.





The London Conference

The London Conference is a cornerstone of the London public policy and political calendar, convening the brightest minds from government, the private sector and the third sector for a day of networking, keynote presentations, panel discussions and debates on the most pressing issues facing the city.

In previous years we've explored

- London in the pandemic
- What Londoners want from their mayor
- How London can become an inclusive
- Working capital
- London's place in the world following the EU referendum

The conference has a reputation for attracting influential speakers, bringing them together with London's politicians, public sector and business and civic leaders to explore what Londoners want and need from their city.

Previous speakers have included

- Mayor of London, Sadiq Khan
- Former Mayors of London, Boris Johnson and Ken Livingstone
- Deputy Mayor for Communities and Social Justice, Debbie Weekes-Bernard
- 2021 Conservative Mayoral Candidate and Assembly Member, Shaun Bailey
- Former UK Foreign Secretary, David Miliband
- Former Deputy Mayor of New York, Alicia Glen
- Digital Minister of Taiwan, Audrey Tang
- Lord (Peter) Mandelson
- Baroness Martha Lane-Fox
- Historian, David Olusoga
- Senior Imam, East London Mosque, Imam Mohammed Mahmoud
- Economist, Linda Yueh
- BBC Newsnight Lead Presenter, Emily Maitlis



Our funding

We are hugely grateful to all the individuals and organisations who have supported our work over the past 12 months.

As a charity, funding is what makes our work possible. Centre for London is supported by a mixture of organisations and individuals who share our vision for a better London. Partners can help fund specific research and events, or contribute towards our core funding. In 2021 we launched our new Supporters Network, which is a network of public, private and voluntary sector donations contributing to our core funds.

Last year, our network of funding partners included public sector organisations, businesses, individuals and trusts and foundations. We focused on expanding and diversifying our income to give us greater flexibility to work on the issues that matter.

We are committed to being fully transparent about our funding and each year we publish a full list of our funders.

In the period to 31 December 2021, Centre for London received income of £1,047,279 (2020: £964,806). Of this, £136,157 (2020: £166,253) was restricted funds with £911,122 (2020: £798,553) unrestricted.

Approximately 60 per cent of all income secured during 2021 was funding for research and policy, 21 per cent was for events and the remainder of our income was core funding generated through donations, grants and consultancy.

If you value what we do, are interested in supporting our work including joining our Supporters Network, please contact Rob Whitehead, Director of Strategic Development rob.whitehead@centreforlondon.org.

The following organisations and individuals supported our work in 2021:

In Kind Support

Environmental Defense Fund
Estates Gazette
Gerald Eve
Kohn Pedersen Fox Associates
Savanta
Steer

£1,000-9,999

Arup
Gerald Eve LLP
London Communications Agency
Mark Leonard Trust
Sir Trevor Chinn

£10,000-19,999

Camden Kickstart
CB Southberm 2 Limited
Central London Forward
Delancey/Earls Court Partnership Limited
Environmental Defense Fund
Foundation for Integrated Transport
Friends Provident Foundation
G15
Grid Smarter Cities
Hill Group
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Mastercard
Sir Harvey McGrath
The Golden Bottle Trust
University of London

£20,000-29,999

Beth and David Blood
Central District Alliance Ltd
Enterprise-Rent-A-Car UK Ltd
London Councils
London Borough of Enfield
London Borough of Lambeth
Van and Eva DuBose
Voi Technology UK Ltd
Westminster City Council

£30,000-39,999

Guy's & St Thomas' Charitable Trust
London Property Alliance
Primera/Victoria BID
Port of London Authority
Trust for London

£40,000-49,999

City of London Corporation
Greater London Authority
Impact on Urban Health
The Royal Borough of Kensington
and Chelsea
Transport for London

£50,000+

Prologis
Uber

Governance

Centre for London is led by Chief Executive Nick Bowes and Chair of Trustees Fiona Fletcher-Smith, who are supported by a core team and a Board of Trustees.

Centre for London is a charity registered in England and Wales (Charity no: 1151435) and a company limited by guarantee (Company no: 08565144).

Board of Trustees



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