

CENTRE
FOR
LONDON

2016 ANNUAL REPORT

Ideas
with
Impact

THRILLER

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An aerial, black and white photograph of a busy city street intersection. A large, semi-transparent blue rectangular overlay is positioned in the center, containing the text 'About Centre for London' in white, bold, sans-serif font. The text is arranged in three lines: 'About' on the top line, 'Centre for' on the middle line, and 'London' on the bottom line. A white horizontal line is positioned below the word 'London'. The background shows a pedestrian crossing with white stripes, several people walking, a black car on the right, and a white car on the left. A traffic light pole is visible on the left side of the crossing. The overall scene depicts a typical urban environment.

About Centre for London

We are London's think tank.

Our mission is to develop new solutions to London's critical challenges and advocate for a fair and prosperous global city.

We are a politically independent charity.

We help national and London policymakers think beyond the next election and plan for the future.

We have ideas with impact.


Through research, analysis and events we generate bold and creative solutions that improve the city we share.

We believe in the power of collaboration.

We bring together people from different parts of the city - with a range of experience and expertise - to develop new ideas and implement them.

As a charity we rely on the support of our funders.

Our work is funded by a mixture of organisations and individuals who share our vision for a better London.



We want a fair and prosperous London: a city that offers everyone a great start in life and makes a positive contribution to both the UK and the wider world.

↙
Sicily
culture
and
conquest

21 April –
14 August 2016



British Library

Director's introduction

It's almost a decade since I first had the idea for a London think tank, and it's been four years since we established Centre for London as an independent charity. Having worked in other think tanks, national government and a London borough, I had come to appreciate that London had unique challenges and opportunities. Yet there was no organisation providing independent, long-term and joined-up thinking for the capital.

The Centre began life as a one-page briefing, written at the kitchen table. It is now organisation with a staff of 18 and a busy research and events programme. We are extremely grateful to the many people and organisations who have supported us over this time.

However, the real test of our value was always going to be our impact. This, our first Annual Report, highlights some of the ways we have helped London.


Although we have published reports and held events on a wide range of issues, a few common themes run throughout our work. We want a fair and prosperous London: a city that offers everyone a great start in life and makes a positive contribution to both the UK and the wider world. We believe London should be given more power to govern itself, not just for the good of London but for the whole country.

Much of our work has concentrated on helping London accommodate its growing population, and we will continue to promote new thinking on boosting housing supply and infrastructure alongside the creation of successful and inclusive places. But we are also widening our focus with a new programme on skills and opportunity, in addition to more work on civil society, social capital and public services. The pages that follow provide more detail on our new strategic priorities.

We look forward to building on the achievements of the last few years, expanding our partnerships, and sharpening our influence as we grow.

Ben Rogers,
Director, Centre for London





**A core belief
lies at the heart
of everything we
do: London does
best when different
people from diverse
parts of the city
come together to
solve the city's
challenges.**

A word from our Chair

With Brexit negotiations beginning, London is entering a new chapter in its history. The need for a London-focused think tank has never been greater.

Since it was founded in 2011, Centre for London has come to play a unique and vital role in the capital. We are the only independent organisation taking a pan-London, cross-sector and long-term approach to solving the city's challenges.

Our recommendations have been adopted by both the Conservative and Labour mayors of London and endorsed by national government. We have published 48 policy reports and hosted over 100 public events, five major hustings and six high-level conferences. And through this work we've engaged thousands of stakeholders across London.

This reflects a core belief which lies at the heart of everything we do: that London does best when different people from diverse parts of the city, come together to solve the city's challenges. As you will see in this report, this collaborative approach produces results.

I'm delighted to have joined Centre for London as Chair of Trustees and I am proud of the exceptionally dedicated and able team who run the Centre day to day. Together, we will continue to provide the thinking that London needs to meet the changes ahead.

***Liz Peace CBE,
Chair of Trustees, Centre for London***



**We have
led thinking
on London
since 2011.**

Highlights of

2011

Founded in 2011, and registered as a charity in 2013.

2012

Identifying the growth of "Tech City"

We undertook the first independent in-depth analysis of east London's digital economy. The report, *Tale of Tech City*, suggested ways to help it grow and thrive. We built on this with *Wearedotdot* skills, an employment initiative which helped local young people gain digital skills and connected them with employers.

2013

London and other European cities

In *Europe's Cities in a Global Economy*, we collaborated with the Global Cities Initiative to analyse the position of European cities in a changing global context.

Making minimum wage policy work for London

We published two reports in partnership with Trust for London. The first argued that London could bear a higher minimum wage than the rest of the country and that authority to set a London minimum wage should be devolved to the Mayor. The second set out recommendations to strengthen the enforcement of minimum wage policy, many of which were adopted by government.



Boris Johnson speaking at The London Conference 2014



Sadiq Khan speaking at The London Conference 2015

our work

2014

Go East – Unlocking the potential of the Thames Estuary

We published a collection of papers, edited by Andrew Adonis, which looked at boosting development and regeneration in the Thames Estuary. Our suggestion that Ebbsfleet be made into a Development Corporation was adopted by the Chancellor of the Exchequer. Our recommendation that Stratford be changed into a Zone 2 station was adopted by the Mayor of London.

Hollow Promise – innovating for London’s Squeezed Middle?

We used quantitative and qualitative analysis to highlight the growing pressures on London’s modest earners. The report led to the establishment of our Commission on Intermediate Housing and our ongoing focus on London’s squeezed middle.

2015

London Council Services in Austerity

Ahead of the Autumn statement, we took a look at how London’s boroughs’ spending had changed and looked ahead to the potential impact of the next phase of cuts.

Intermediate housing

We set up the Commission on Intermediate Housing to investigate the strengths and weaknesses of current housing policies. The Commission focused on those on middle incomes, and made recommendations as to how London can best meet the challenge of providing housing which this group can afford.

2016

Housing and inequality

In *Housing and Inequality*, we revealed how the housing crisis is changing the face of poverty and inequality in the capital, informing thinking on the issue ahead of the mayoral election.

Devolving London’s suburban railways

We showed how improving South London rail services could unlock homes and jobs, and recommended devolving control of South London’s suburban rail networks to the Mayor of London.

The rise of London’s innovation districts


In *Spaces to Think*, we assessed the development of new innovation districts and identified the role they could play in driving local inclusive growth.

Brexit

Following the vote to leave the EU, we undertook the first poll of Londoners’ expectations for the city’s future, and are researching what London needs to do to maintain and strengthen its position as a global city.



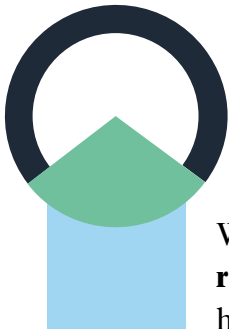
Alicia Glen, Deputy Mayor for Housing and Economic Development, New York City, speaking at The London Conference in 2016

A black and white photograph of a young woman with braided hair, wearing a white shirt and a dark tie, speaking into a microphone. She is surrounded by other people in a conference setting. A blue semi-transparent banner is overlaid across the middle of the image, containing white text.

Giving a voice to young Londoners

Newham's Young Mayor, speaking at our Rising in the East conference, July 2016

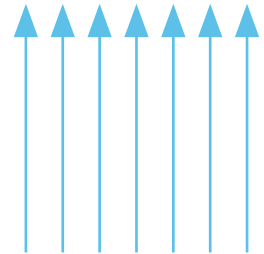
Our work in 2016



We published **14** policy reports including **5** on the housing crisis

5 MAY 2016

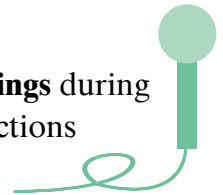
We produced **2** manifestos in the lead-up to the mayoral elections to influence candidates



Our work was featured **125** times by the press. Thousands of people read about our research in national, London and trade media



We hosted **2** public hustings during the London mayoral elections



We ran **2** major conferences to bring together high-level experts and city leaders



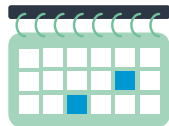
We published **4** essay collections



Our research team wrote over **30** comment pieces and spoke at over **40** external public events about our findings and recommendations



2,950 attendees at our events in 2016



We kept **Londoners informed** on key issues with our new website, which saw a **50%** increase in users since we relaunched it



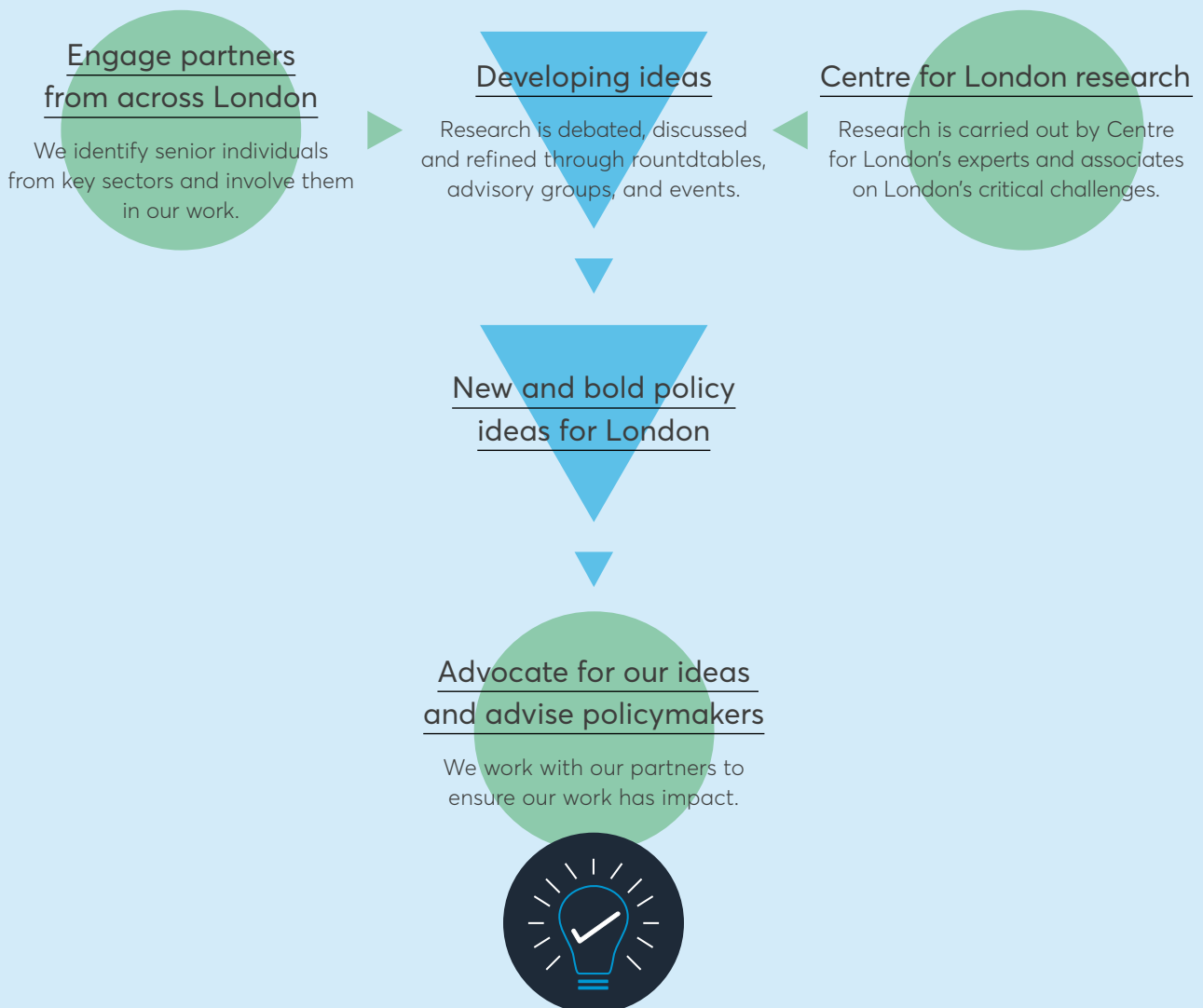
We engaged young Londoners with our work through the **#LeadLondon Campaign** and at our conferences

**Ideas with
Impact:
2016 case
studies**

Collaborating

The value of Centre for London's work lies in bringing together a wide range of experts, business leaders and policymakers to develop new solutions to London's challenges.

Our approach to developing ideas



with partners

Some highlights from 2016 included:

Global Partnership on innovation

We announced a new partnership with **The Brookings Institution**, *The Transatlantic Innovation Districts Partnership*, with work to commence in 2017.

Research support

We teamed up with **London Youth** to look at the changing needs of young Londoners. The report, *Young People's Capital of the World*, was published in April 2017.

Event partnership

We joined forces with the *Evening Standard* to host a head-to-head debate between Sadiq Khan and Zac Goldsmith in the lead-up to the mayoral election.

Providing a platform for new ideas

We brought together academics, business leaders, social entrepreneurs and policymakers to debate the future of the city in three issues of *London Essays*. **46 contributors** included Mirik Milan, Night Mayor of Amsterdam, and Rosie Boycott, Chair of the London Food Board and Mayoral Advisor on Food.



Collaborative influencing

Working in partnership with **London First** and with input from **Bloomberg Associates**, we continued to lobby the Mayor of London to appoint a Chief Digital Officer by publishing *A Chief Digital Officer for all Londoners*, which set out the main requirements for the role. The Mayor has since begun recruiting for this important role.

The essays written by the contributors to London Essays have been viewed **54,000** times by **20,500** users.



Campaigning during the Mayoral Election

On 5 May 2016, London voted for a new Mayor and Assembly. Centre for London was a key voice in the election campaign. We highlighted what we saw as the main challenges and opportunities facing London to the candidates, and championed bold policy solutions for addressing these.

Highlights of our work during the election period:

Co-published a manifesto for London's tech sector

The publication of *London's Digital Future: The Mayoral Technology Manifesto* with **techUK** and **Tech London Advocates**; this was followed by the Debate Tech Hustings, attended by over **2,000** people.

Published Centre for London's own manifesto

Keeping the Promise: A Manifesto for London; the manifesto was viewed **1,097** times on our website.

Candidate engagement

We held meetings with **Sadiq Khan, Zac Goldsmith, Sian Berry** and **Caroline Pidgeon**. Each incorporated a number of our recommendations into their manifestos, including devolving suburban rail services to TfL and creating a Chief Digital Officer for London.

Hosted a head-to-head debate

In partnership with The Evening Standard, Centre for London held an animated mayoral debate between the two top-polling candidates, chaired by *Newsnight's* **Kirsty Wark** and in front of a sell-out crowd.

Commentary and insights on election night with social media updates and media interviews from City Hall.

Media coverage

Our work generated over **35** pieces of coverage in publications including the *Financial Times*, the *Evening Standard*, the *Guardian*, and the *Mail on Sunday*; and TV programming such as BBC London and BBC Sunday Politics.



Keeping the Promise: A Manifesto for London was hailed as 'a **landmark report**' in The Evening Standard.



Our social media account saw a **112%** increase in **tweet impressions** over the election period.



Media coverage of our work generated a combined circulation of **3.5 million**.



Tackling London's housing & infrastructure challenges

As the capital's population continues to grow, a key priority for us is to identify new ways we can deliver the housing and infrastructure that London needs, while enhancing affordability, sustainability and urban quality.

Project in focus

Turning South London Orange

This transport report set out an ambitious reform agenda to transform South London's railway network into a trusted, high-frequency urban rail network.

Media coverage

Exclusives in **The Financial Times** and the Evening Standard, alongside **27** additional media mentions with a combined **print circulation of 3,010,673**.

Working with the Greater London Authority

In early 2016, Isabel Deding, **Deputy Mayor for Transport** spoke at the launch event, which brought together **115** attendees from organisations including the Department for Transport, Network Rail, AECOM, Savills, Thales and Surrey County Council.

Recommendation adopted

The **London Assembly** and mayor **Boris Johnson** endorsed our recommendation to devolve suburban rail services to TfL from our report *Turning South London Orange*. The government initially supported the calls, but has since backtracked.



Parliamentary support

Chuka Umunna MP referenced our report in the House of Commons as evidence when discussing the Southern Rail crisis.

Project in focus

Another Storey: Understanding the Real Potential for Estate Densification

This report sought to understand the potential for estate densification to meet London's housing needs. The analysis showed that the capacity for densification is often overstated, and called for fair treatment of residents.

Bringing together leaders to debate the issues

Sir Steve Bullock, Mayor of Lewisham and **Kate Webb, Head of Policy, Shelter** were among speakers at the launch event.



Recommendation adopted

The **Mayor of London** incorporated recommendations from our report *Another Good Regeneration Guide* in December 2016.



DCLG is grateful to Centre for London for this significant contribution to the dialogue about the delivery of higher density estate regeneration across London.

Department for Communities and Local Government



Responding to Brexit

In a year of dramatic political change, our research and events looked at how we can maintain London's resilience as a leading global city, for the benefit of the whole of the UK.

Ahead of the EU Referendum we published Continental Capital - a short paper setting out London's social, economic and physical links with mainland Europe - but reacted quickly to the UK's vote to leave, and set about identifying the challenges and opportunities which Brexit presents London.

We believe that if London is going to maintain its competitiveness after Brexit, it will need continued access to international talent, a trade deal that reflects the importance of service sector exports, and new powers that will ready its citizens and infrastructure to meet the challenges of the 21st century.

Project in focus

Brexit response

Here are just a few of the ways we have helped make sure London's voice is heard in the Brexit negotiations.

Joint research project

We announced a joint research project with the Institute for Policy Research at the University of Bath.

A better deal for London

We continued to make the case for a devolution deal for Londoners and the capital, as part of the mayor's London Finance Commission.

Polls of Londoners' expectations

We carried out the first poll of Londoners' expectations post-Brexit and found that **3/4** think London should be given **more powers and control over its finances** to ensure the city's continuing success after Brexit.



Roundtable We brought together 15 key London stakeholders in the week following the vote to leave to discuss London's response to Brexit.

Project in focus

The London Conference

The debate around the future of the capital post-Brexit continued at The London Conference in November. Examining London's place in the world, the conference explored how the capital can remain prosperous and well connected while keeping growth inclusive.

Over 40 high-profile speakers

Speakers included **David Miliband** (President and CEO, International Rescue Committee), who spoke about how cities should respond to the global refugee crisis; **Alicia Glen** (New York's Deputy Mayor for Housing and Economic Development), who discussed planning for regeneration in a global city; and cities expert **Benjamin Barber**, who spoke about the Global Parliament of Mayors Project.

Record number of delegates

430 delegates throughout the day – the highest number of delegates at the conference since it was established six years ago.

#LonConf16 was trending in the **top 5 hashtags** throughout the day, both in London and across the UK.



It generated over **150,600** impressions and Centre for London was re-tweeted more than **300** times.

Our new strategic priorities



Centre for London is refocusing on four strategic priorities

By most measures, London is a success – one of the few truly global cities, with a growing population and economy. It is a leader in financial services, creative industries, tech and higher education. But London's growth is putting a strain on infrastructure and intensifying an affordability crisis that locks many people out of the success story. Brexit, global economic rebalancing and a wider reaction against globalisation intensify London's challenges and add new ones.

Centre for London is refocusing on four strategic priorities to find solutions to London's critical challenges, to maintain the city's prosperity and enhance fairness.

Global Capital

How should London maintain its global prominence, and the soft power that underpins this, in the face of Brexit and other challenges? How can this global role be balanced with better relationships with other cities and regions within the UK?

Accommodating Growth

London's population has passed its historic high point, and is continuing to rise. How can the city's infrastructure – from transport to housing – accommodate this growth, while improving affordability and quality of life for all?

Skills and Opportunity

How can London's labour market adapt to rapid and disruptive technological, economic and political change? How can London ensure labour market access and social mobility, fulfilling its promise as a place where hardworking people can build a decent life?

Community and Public Services

London is a diverse, complex and sometimes tough city. How is it held together? Is it public spaces, public services, social networks, neighbourhood meetings or just people's ideas of London that keep it going?

As this report has shown, our previous research provides a solid foundation for this new programme of work to build upon.

Richard Brown,
Research Director, Centre for London





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Research programme 2017 and beyond

In the first quarter of 2017 we have published *Strength in Numbers*, which looked at how boroughs could collaborate better to build more affordable housing, and *Making Good*, a collection of essays on what makes great places, as well as collaborating with London Youth on a survey of the needs of young people in London.

Forthcoming projects include:

Open City – an agenda for devolution and local action to help London make the best of Brexit

London and Neighbours – a short project researching London’s relationships with neighbouring authorities, and how joint working could be enhanced

Over Station Development – a study on the feasibility of and barriers to building over and around stations, to support more intense development, and deliver upgrades for London’s infrastructure

Roads and Streets – the report of our commission on the stresses affecting London's roads and the competition for their use, examining which new policy instruments could help meet a range of objectives

Giving in London – research into the patterns of giving and social enterprise in London, into how we can grow the extent and impact of these

Innovation and the Public Realm – research and discussion on the role that public space plays in creating innovation districts, and an innovation city

The London Intelligence – a new quarterly bulletin bringing together economic, social and environmental data and analysis to track London’s development

The London Conference - the event returns in November and will explore the practical implications for inclusive growth in London.

We are also developing and fundraising for projects on local authority house building, modern housing manufacture, London’s future workforce, pathways to work, London identities, and fairer taxes.

A black and white photograph of a rowing team on a river. The rowers are in a boat, and their reflections are visible in the water. In the background, there are buildings and a fence. A blue semi-transparent overlay covers the middle part of the image, containing the title text in white. The title is "Overview of finances & funders" with a white underline under the word "funders".

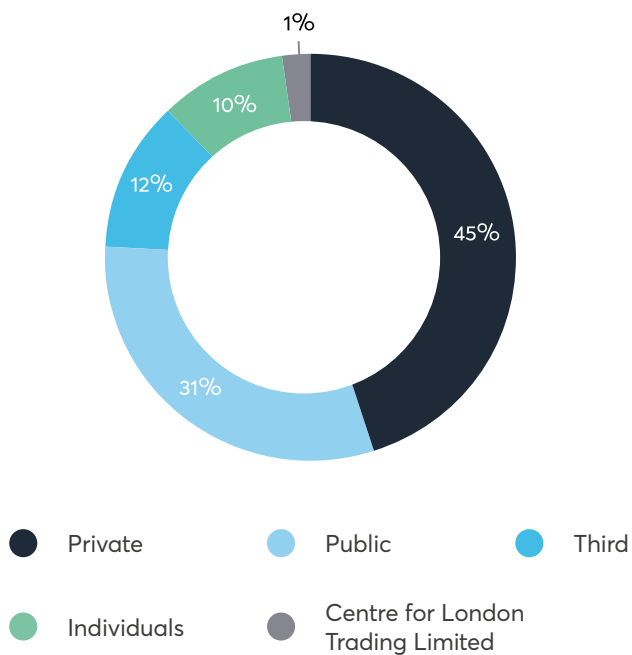
Overview of finances & funders

Centre for London is a registered charity and we rely on the ongoing support of organisations and individuals to fund our work. Without their belief in the power of ideas to change the city, we could not have achieved the impact we've had to date.

Our funding partners come from a wide range of backgrounds and sectors, reflecting our belief in partnership across different sectors.

We are committed to being transparent about our funding. Every year we publish a full list of our funders online; previous funding reports can be found on our website.

Funders by sector, 2016



Who funded our work in 2016

£1,000- £10,000*

- | | |
|--|---|
| Beth and David Blood | London Councils |
| City and Westminster Property Associations | Mayor of London |
| City of Westminster | Mount Anvil |
| Farrells | Public Health England London |
| Future Cities Catapult | Royal Borough of Kensington and Chelsea |
| Gatwick Airport | Thames Valley Housing Association |
| Google | Trust for London |
| London Borough of Ealing | Unbound Philanthropy |
| London Borough of Lewisham | |
| London Borough of Southwark | |

£10,001 - £20,000

- | | |
|--|---|
| British Land | New West End Company |
| Canary Wharf Group | Stanley Foundation Limited |
| City Bridge Trust | Thales |
| Grosvenor Britain & Ireland | The Brookings Institution |
| JLL | The Institute for Policy Research at the University of Bath |
| Khazanah Europe Investment, a subsidiary of Khazanah Nasional Berhad | Westfield Stratford City |
| Kohn Pedersen Fox Associates | |

£20,001 - £30,000

- Barratt London
- City of London Corporation
- The Richard Rogers Charitable Settlement

£30,001 - £40,000

- McKinsey & Company
- Peabody

£40,001 - £50,000

- Lendlease
- Queen Elizabeth Olympic Park

£50,001+

- Capital & Counties Properties PLC
- Centre for London Trading Limited**
- Chris Rokos
- Innova Investment Partnership

* We are currently not listing donations below £1,000

**From time to time Centre for London undertakes projects on a commercial basis, through our trading company, when these are complementary to our mission. All the profits of Centre for London Trading Limited are donated to Centre for London. Clients in 2016 were: Allies and Morrison, London Youth, and Solum Developments Limited.

Governance

Centre for London is led by Director Ben Rogers and Chair Liz Peace, who are supported by a small core team, a network of Associates and a Board of Trustees.

Our Board of Trustees are responsible for the overall governance of the charity. They oversee the Centre's development and ensure it is achieving its charitable objectives.

The Board of Trustees



Professor Michael Arthur,
President & Provost,
University College London



Liz Peace, CBE
Chair of Trustees



Sir Mark Boleat, Deputy Chairman of
the Policy and Resources Committee,
City of London Corporation



Stephen Bediako, Executive Chair,
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Tim Collerton, Partner,
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Paul King, Managing Director,
Sustainability and External Affairs,
Lendlease



David Slater, Director of
International Trade & Investment
and member of the Executive Board,
London & Partners



Sonal Shah, former Chief Executive,
London Community Foundation



Andrew Travers, Consultant,
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