



## Managing Directors report July 2022

### 1. State of the organisation:

*How has Fare City performed in the last quarter? (May – July 2022)*

*\*Note, activities in the last quarter (Feb – Apr 2022) were covered at the AGM.*

*\*Note, AB = Advisory Board*

#### 1.1) Summary:

##### 1.11) Unpaid work (including published work)

In the last quarter we have worked exclusively on delivering paid project work, generating paid project work – e.g. client meetings, and internal strategic work – e.g. research agenda.

##### 1.12) Paid work (including grant applications and pre-contract project work)

- In the last quarter we have: *(letters below correspond to the letters underneath – e.g. a/a)*

- a) Delivered the Maltby Street Cleaner Air Market (CAM)
- b) Presented the CAM project at the GLA's 'Tomorrow's Market' seminar
- c) Delivered a consultancy piece for repeat third sector client (report reformat)
- d) Secured a new consultancy project a new third sector client
- e) Been invited to partner on an academic paper on treescapes and active travel
- f) Failed to agree terms for a consultancy project with a London BID

a) We have delivered the CAM as agreed, with 50% of traders using sustainable transport for the weekend and approx. 70% including disability signage on their stalls. The launch event was attended by approx. 40 stakeholders including local councillors and x2 London Assembly Members. The event was covered by x2 websites (x1 news, x1 industry). All partners and traders to be interviewed by the end of July '22 to enable report writing to begin in August. The event has led to further opportunities, including a meeting with an Assembly Member re. further cargo bike work and a paid project presentation with the GLA (b).

b) We were invited by the GLA's Regeneration team to present the CAM project to market stakeholders (including market management) at an online seminar along with other prominent London markets. We have subsequently been approached by another London market to discuss the project.

c) We delivered a small consultancy project for a repeat third sector client. This is the second piece of paid work we have done for the organisation.

d) We were approached by a new third sector client to provide research and report writing services for one of their projects.

e) FC have been approached to partner on an academic research project by a university geography lecturer. FC have reviewed and contributed to the application, met with the lecturer, and drafted up proposed fees for submission. If successful, FC would offer peer review, workshop support and comms support (e.g dissemination to a non-academic audience – including a project video). The submission is currently being peer reviewed by fellow academicians, prior to formal submission.

f) We submitted a fee proposal to a London BID based on their project brief. The BID suggested that the fee was too high and asked us to resubmit a lower fee in line with their budget. The directors agreed that the fee couldn't be reduced to meet the budget and therefore did not resubmit an updated proposal. No further contact has taken place. The directors also had concerns re. the BID's motivations for the work which were discussed between the MD and AB chair.

### 1.13) Internal work (including governance & strategy initiatives/documents)

- In the last quarter we have made progress on x3 strategic initiatives:

#### a) Core funding strategy:

FC have updated both the Patron and Partner programme literature following feedback from stakeholders and the AB. The AB have passed potential funder names to the directors who have now reviewed and asked the respective AB members to help set up introductory Partner programme meetings. FC's directors have also met with two potential sponsors:

The directors are aiming to launch the Patrons Programme in Autumn '22.

#### b) Research Programme:

FC have developed a draft research programme which is to be presented to the AB at the July '22 AB meeting.

#### c) Communications strategy:

A Manchester Met Uni postgrad student has been working with FC directors since the AGM and will issue a draft comms strategy at the beginning of August '22.

### 1.14) MD's comments:

- Since the April AGM we have delivered two paid pieces of work; one in part – the CAM, and a second in full. We have also secured a medium sized piece of consultancy work.
- The delivery of the CAM event marked a significant step up for the organisation in terms of project coordination, project delivery, stakeholder relations and sector exposure. Alongside delivering tangible social value to a number of the participants (e.g. traders) and attendees (e.g. disabled cyclists), the event was used to showcase FC's vision, values and working practices. On the day and follow up engagement has been good and has led to further opportunities – e.g. meetings and presentations, which can all be captured in the project logic change model and included in the project report.
- July '22 has been a period of project reconciliation including paying all partner organisations for their work and holding debrief sessions with partner and traders, ahead of detailed project analysis and report writing in August.

- The aim is to launch the project report to coincide with Car Free Day (22/9) and potentially hold a panel event as part of the London Car Free Day summit event, TBC.
- The last two quarters (Feb – July '22) have been delivery focused, with little time to progress either new project work or internal work. The next quarter was earmarked to enable us to focus on delivering internal strategies that had been delayed, however, we have recently committed to a new piece of consultancy work to be delivered in phases from Aug – Oct '22.
- FC have proven it can deliver both consultancy and grant funded work but now need to unlock an additional (and the most important) revenue stream – core funding. Directors have set out initial ideas to the AB in previous meetings (i.e. Partners and Patrons programmes) and are working to implement these in Autumn '22. Directors will need to develop strategies for each potential partner – to be discussed with the AB.
- Key strategies which need to be ready to roll out in-situ with the core funding programme, include the research programme and comms strategy. A draft research programme will be presented to the AB at the meeting, while the comms strategy will be ready for director review in early August '22.

*\*The progress of individual projects has been detailed in the 'Paid project tracker\_V05' document*

*\*The company's finances have been detailed in the FC 'Financial report' document*

## 1.2) Fare City's performance to primary objectives:

*\*The organisation's primary objectives are set out in the FC Advisory Board Charter document, previously issued to all board members.*

1.21) *Objective 1: To deliver a high-quality service to our clients and stakeholders  
Indicator: Obtain peer and stakeholder recognition (e.g. awards, external publication, speaking invitations, collaborations and partnerships)*

*Has the objective been met?*

1. The launch of the CAM helped FC achieve this objective. The launch attracted external coverage of the project, 40 launch attendees (including x2 Assembly Members who presented), participation from x8 traders (signage) / x5 traders (transport), all project partners and good levels of engagement with market customers and some local residents (flyered x250 homes) FC have since gained feedback from 20+ project stakeholders via interviews and surveys.
2. The CAM has additionally led to x3 further pieces of engagement:
  - FC were invited to present at the GLA's 'Tomorrow's Market' seminar
  - FC were invited to present to an organisations staff at one of their lunchtime events
  - FC met with an Assembly Member to discuss additional cargo bike work
3. FC delivered x1 consultancy project on time and to a high standard as confirmed by the organisation's MD and their project lead.

### *How could Fare City improve?*

1. Implement better post project evaluation:
  - This point has been retained from the last quarters MD report. However, the team has made a concerted effort on the CAM project which has included timely and extensive engagement with stakeholders (e.g. surveys, interviews) to enable FC to accurately capture feedback for detailed analysis.
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2. Proactively engage with the wider industry:
  - This point has been retained from the last quarters MD report. The CAM aside, FC are still unable to engage with wider industry as much as the organisation would like. This includes online and in-person events, consultations and via social media. FC have improved upon the last quarter, attending x3 in-person networking events (including client and funder) and x2 online events. Some flagship industry events – e.g. London Walking and Cycling conference were missed owing to other work commitments.
  - The development and implementation of FC's comms strategy may help us improve in this respect.
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### *1.22) Objective 2: To empower our stakeholders to consider making more informed travel choices*

*Indicator: Provide evidence of greater stakeholder awareness/behaviour change via the use of social impact tools signed off by the client/stakeholder.*

### *Has the objective been met?*

1. The CAM has led to in-person engagement with a range of stakeholders:
  - Sustained engagement with market traders resulted in 7/10 market traders considering using sustainable modes, with 5/10 doing so for the event itself. The decision to do so was supported by other project partners via workshops and trials. Both quantitative measures (e.g. market journeys completed) and qualitative measures (e.g. trader debrief interviews and surveys) were used to capture levels of behaviour change.
  - In-person surveys with over 100 market customers suggested that 99% of market customers acknowledge that air pollution is an important issue affecting Londoners, with 75% confirming that they would be more likely to purchase goods from a trader using a sustainable mode of transport.
  - While a market day ride for disabled cyclists did not empower stakeholders to choose more sustainable modes, it did empower cyclists to use the market and consider using other markets.

### *How could Fare City improve?*

1. More targeted early engagement:
  - Feedback from CAM project partners suggests that more specific engagement with market traders at the outset of the project (e.g. air pollution workshop) would have perhaps led to more traders engaging with the project. This is something that will be evaluated in the analysis stage of the project report writing and considered for similar projects in future.

1.23) *Objective 3: To run the organisation in a sustainable manner*

*Indicator: 'Secure fee-paying consultancy/grant funded work from reputable organisations which enable the organisation to thrive, while exploring the potential for core funding'*

*Has the objective been met?*

1. Director roles and responsibilities are being reviewed against the needs of the organisation, new 90-day targets have been developed and will require sign off.
2. FC have secured a mid-sized consultancy project this quarter with a reputable organisation.

*How could Fare City improve?*

1. Implement key strategies to programme:
  - This point has been retained from the MD report for the last two quarters. Owing to the need to prioritise project delivery during this time, we have been unable to stick to our strategy delivery programme. The team needs to agree upon realistic targets which better account for the need to deliver paid work while developing and delivering internal strategies. Beginning the 90-day director benchmarking programme should help monitor this.

## **2. State of the sector:**

*What external developments could impact the organisation?*

Summary:

- A new Conservative leader and PM could adversely impact wider climate and transport policy, targets and funding. Both candidates have confirmed their commitment to the UK's 2050 Net Zero target, however, both have questioned the size and speed of measures designed to help the UK meet it.
- The cost-of-living crisis fuelled by high levels of inflation present challenges to the sector. A high-level issue is the developing political and media narrative which advocates reneging on climate targets which are now deemed to be less important to the wider public and voters. On the ground, this means cuts to spending on key infrastructure (e.g. road and pavement repairs).
- ONS figures indicate a near 5% fall in fuel (petrol and diesel) purchases throughout June '22, suggesting there could be an opportunity for the sector to increase the supply of alternative means (e.g. public transport and active travel) in response to increased demand (note\* based on understanding whether journeys are being replaced or simply cut).
- The UK's hottest recorded day has renewed calls within the sector for measures to combat climate change to be accelerated. The resilience of road and rail infrastructure was also questioned, and the time and money needed to make critical infrastructure climate safe.
- The DfT has published two key documents in the last quarter: the 'Future of Freight' report and the second 'Walking and Cycling Investment Strategy'. Both documents to be reviewed and discussed by the team.

- In London, Crossrail (the Elizabeth Line) has been opened and has been projected to increase central London's rail capacity by 10%, has impacted the development of 65,000 new homes, and is set to save approx. 2.5 million tonnes of CO2 over its 120-year lifespan.
- The ULEZ expansion consultation is ongoing and will close at the end of the month, while Birmingham's Clean Air Zone (CAZ) has been running for a year. It is estimated to have reduced the levels of NO2 by 13% in its first 6 months of operation, however, it remains divisive.