

ANNUAL REPORT

2020-2021



WELCOME //

There has rarely been a more opportune moment to consider how both people and goods move around our cities. The climate emergency, rapid urbanization, increased user choice, differing work and leisure patterns and the coronavirus pandemic are all competing pressures that present challenges, but also opportunities. In particular, the pandemic has brought the disparities of urban life into sharp focus in cities across the globe. Urban space, and people's access to it, has been fiercely contested as many city users reconsider what city streets are for and whose interests they should ultimately serve.

At the heart of this issue is both the role and the composition of city transport. In many cities, public transport has been shunned in favour of traditional alternatives, such as active travel and private cars, while the emergence of a transport disruptor movement has encouraged city users to explore and experiment with new ways of navigating their urban environments. Regardless of how city users travel, city transport is an integral component of how cities function. It is a key facilitator and enables physical, economic and social mobility for city users everywhere



CHARLES CRITCHELL // FOUNDER

In founding Fare City, the team and I want to build an organisation that makes the case that: Yes, city transport can play a defining role in improving the lives of city users who live in, work in, and visit cities across the globe. An organisation that strives to engage with city users to empower them to make better mobility choices, an organisation that continues to explore and experiment to understand how best to achieve this and, above all, an organisation whose stakeholders feel as strongly about creating fairer cities as we do.

Though only in our second year of operation, we have made good progress. To date, we have won two industry awards, have had our research published by international organisations, have spoken at multiple events, have interviewed national politicians and industry experts, and have launched a podcast series with genuine global reach. However, this has all served to support our real success; namely, working to empower city users by delivering tangible social value.

Our first annual report provides a snapshot of how we have worked to achieve this and signposts how we plan to increase our influence and impact in the year ahead. This includes establishing our research, consultancy, and community services, developing our social impact measurement tools, and working closely with our expert and experienced advisory board. These actions, allied with our clients and collaborators' support, have reinforced our belief that we can collectively succeed in empowering city users to make more reasoned mobility choices and work to co-create fairer cities for the benefit of all.

ABOUT FARE CITY //

Fare City is an award-winning London-based think tank and social enterprise. Our aim is to co-create fairer cities by promoting more accessible, equitable and sustainable city transport. Our team of built environment professionals uses an evidence-based approach that strives to empower city users to make reasoned travel choices that are right for them and others. Our founding values of empathy, inclusivity and integrity inform how we work, while we recognise that collaboration with like-minded organisations is fundamental in helping us to achieve our aim.



OUR IMPACT //

It is no exaggeration to say that our first year of operation has been a formative one. In response to the pandemic, we have had to quickly adapt to ensure that our existing projects were able to continue, while we have worked hard to develop new projects which meet the new challenges facing cities and their users. The four projects presented over the following pages outline how we have managed this change across our research, consultancy, and community services while demonstrating our commitment to delivering social value on behalf of our stakeholders.

FARE CITY | RESEARCH

We believe in the importance of conducting innovative research that informs, empowers, and provides added value for our clients and stakeholders. See *Connecting Continents* and *Sharing the Load*.

WHAT OUR STAKEHOLDERS SAY //

"Fare City's founder, Charles Critchell, is the Active Travel Academy Media Awards' only double winner, winning our investigations/long-term follow-up category for his piece, *Burning Bridges*, on the closure of Hammersmith Bridge to motor traffic in 2019, and in 2020 winning the campaign or research category for a two-partner on non-commercial use of cargo bikes. Our judges were enamoured with the research that Charles put into the pieces which are both journalistic in that they tell a story, but also effective in proposing some thoughtful policy recommendations".

Laura Laker, journalist & ATA co-founder

AT A GLANCE //

- 3 projects delivered
- 2 award-winning
- 2 international events presented at
- 3 organisations published our work

FARE CITY | CONSULTANCY

We aspire to work with like-minded organisations to help them to identify, prioritise and deliver their city mobility objectives. See the *Guide to Inclusive Cycling* case study.

WHAT OUR STAKEHOLDERS SAY //

"Fare City worked hard at fully understanding us as an organisation in order to best work alongside us. The team are task focused but also wider social impact focused; they are thoroughly professional and easy to work with. They delivered all parts of the project to schedule. At the outset they enabled us to widen the impact of our original brief by helping us identify opportunities to bring additional benefits into the project"

Isabelle Clement, Director, Wheels for Wellbeing

AT A GLANCE //

- 1 project delivered
- 6 Staff members engaged with
- 1 Social Impact Framework developed
- 9 agreed social benefits delivered

FARE CITY | COMMUNITY

We work with – and on behalf of – communities to raise awareness about how their members can be empowered to make better travel choices. See the *Generation Z* case study.

WHAT OUR STAKEHOLDERS SAY //

"We have worked with Fare City for approximately 15 months, first with our year 7 & 8's and then with our 6th form. The session delivered to the 6th form was great and made a real impact with our young people. Students were definitely engaged about how they as individuals can make a difference to their community by the travel choices they make. I would thoroughly recommend working with Fare City as a unique way for schools or other educational establishments to get their young people engaged with big issues around the environment and making a difference".

Andy Price, Assistant Headteacher, Northolt High School

AT A GLANCE //

- 1 project delivered
- 400+ Students engaged with
- 20 Students surveyed
- 3 Students mentored

CONNECTING CONTINENTS

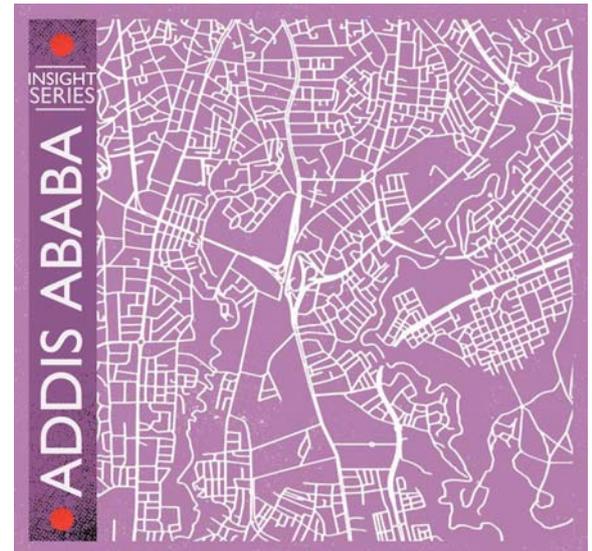
Connecting Continents allies our first piece of international work with our first podcast series. The study has enabled us to reach a global audience while our feature article has since been abridged and published externally by both the RSA and the Academy of Urbanism.

In *Connecting Continents*, we interviewed academics, practitioners and campaigners from every corner of the globe as we investigated the ways in which the transport network and urban fabric of different global cities have responded to COVID-19. Our research took us from London to Singapore, Detroit, Auckland, Addis Ababa, Bogota, and Paris, and has provided us with a unique insight into why some global cities have responded to the urban challenges of the pandemic more effectively than others.

We published our interviews with residents of different global cities as a weekly podcast series. These exploratory conversations aimed to identify how complex, and often competing factors, including geography, culture and politics, have ultimately informed the urban response of the cities in question. Our findings conclude that the unique urban trajectory of different global cities has been crucial in shaping the way each has responded, while our recommendations suggest how both city authorities and city users can co-create more equitable global cities in the months, and years, ahead.

RESEARCH PROJECT //

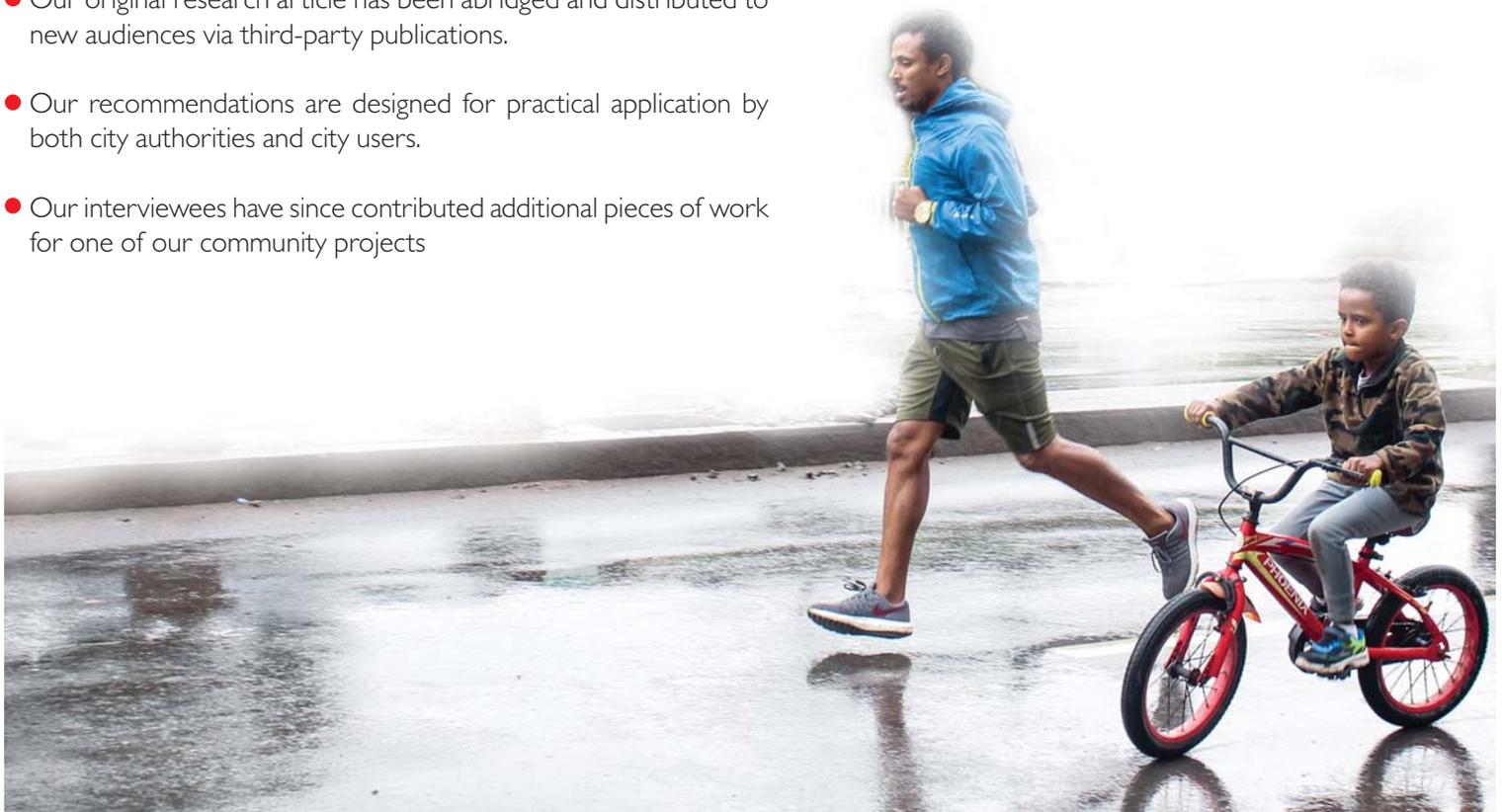
- **Who** Urban & transport academics, practitioners, and campaigners
- **What** Interviews (research)
Podcasts & articles (distribution)
- **Where** Seven global cities on six continents
- **Why** To understand the urban response of different global cities to COVID-19
- **When** April – July 2020



Our African podcast explored Addis Ababa's 'Streets for People' movement as an example of international best practice

SOCIAL VALUE //

- The podcast series has been widely accessed in countries across the globe, with over 1,000 downloads.
- Our original research article has been abridged and distributed to new audiences via third-party publications.
- Our recommendations are designed for practical application by both city authorities and city users.
- Our interviewees have since contributed additional pieces of work for one of our community projects



SHARING THE LOAD

Sharing the Load is London's first detailed study into non-commercial cargo bike use in London. It was presented at the 2020 Transport Practitioners Meeting and won the Active Travel Academy's 2020 research award.

RESEARCH PROJECT //

- **Who** Cargo bike users, operators, suppliers transport authorities,
- **What** Interviews (research)
Articles & policy report (distribution)
- **Where** London
- **Why** To investigate cargo bike use in London's non-commercial sector
- **When** October 2019 – April 2021

The use of the cargo bike in London's commercial sector has grown considerably in the last few years. Despite these advances, cargo bikes are still relatively unknown in the city's non-commercial sector as many Londoners are unaware of the advantages they can offer over traditional motorised modes. The objective of our research was to first identify who uses cargo bikes in London and why, and second, to determine what may either promote or prevent their greater non-commercial uptake. The research ultimately advocates that cargo bikes have the potential to become truly equitable modes of city transport, and outlines how this ambition can be realised in London in the form of three policy recommendations.

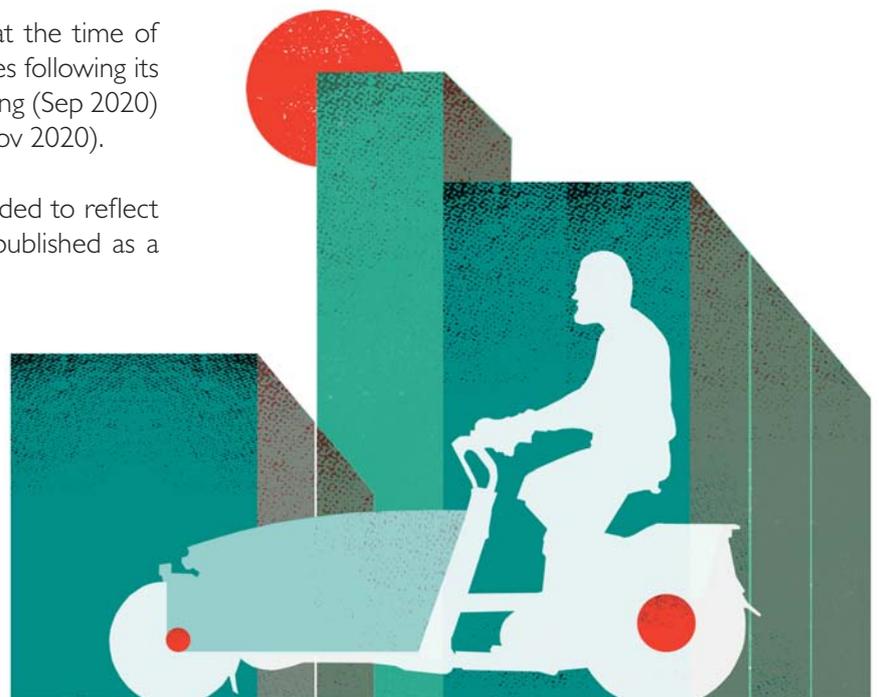
The research draws upon fifteen separate accounts with key stakeholders, including users, suppliers and transport authorities, and is further underpinned by London-specific policy and insight. The research was initially published on the Fare City website as a two-part article series in January 2020. These articles were widely viewed and shared and went on to win the University of Westminster Active Travel Academy's (ATA) research award 2020. The research has since been updated and consolidated into a policy report, which is due to be published on the Fare City website in spring 2021.



Fifteen qualitative accounts with London-based cargo bike stakeholders were obtained for the study

SOCIAL VALUE //

- The two-part article series was widely viewed at the time of publication (Jan 2020) and reached new audiences following its presentation at the Transport Practitioners Meeting (Sep 2020) and through winning the ATA research award (Nov 2020).
- The research has since been updated and expanded to reflect the impact of the pandemic and is due to be published as a policy report with a range of recommendations.
- The research has provided the basis for further articles which identify new policy gaps – including the communal value of cargo bikes.



THE GUIDE TO INCLUSIVE CYCLING

We were approached by the award-winning inclusive cycling charity, *Wheels for Wellbeing*, to help them update and deliver their flagship policy document, the *Guide to Inclusive Cycling*.

CONSULTANCY PROJECT //

- **Who** Wheels for Wellbeing
- **What** Policy analysis report, document refresh (graphics), roundtable, article, podcast, press release.
- **Where** Remote
- **Why** To help the organisation deliver its updated Guide to Inclusive Cycling
- **When** October 2020 – December 2020

Wheels for Wellbeing initially approached Fare City to help them to update the written content in their flagship policy document – The Guide to Inclusive Cycling. The update was required owing to the publication of the Department for Transport's LTN 1/20, a policy document that introduced recommendations for the implementation of inclusive cycling infrastructure. The charity wanted us to update the Inclusive Guide to reflect these changes, (some of which they had advocated for), which required us to carry out an in-depth written analysis of both documents.

Having discussed the brief with the charity's director, Fare City identified ways in which the project could be expanded to provide additional value for the organisation and its stakeholders. Our recommendations were three-fold: first, to graphically update the guide to make it more legible and intuitive to use; second, to hold a roundtable with trustees to discuss how the guide's relaunch could help to focus the charity's strategic decision-making, and third, we interviewed the charity's director, Isabelle Clement, for a podcast we released just ahead of the relaunch to generate interest in the guide and to discuss the organisation's other projects.



We produced a podcast for *Wheels for Wellbeing*

SOCIAL VALUE //

- We engaged with the charity's management and trustees to highlight opportunities available to the organisation while helping members to establish clarity on the charity's strategic objectives.
- The graphic rework of the Inclusive Guide has made it more accessible for potential users owing to its improved legibility and level of interactivity.
- We helped the charity increase its reach and influence via the publication of the podcast and the promotion of its work through our social media channels.
- We developed a social impact framework with the charity's director to measure how we were able to identify, engage and apply value across the project.



Credit: *Wheels for Wellbeing* / TfL

GENERATION

Z

Our collaboration with Northolt High has enabled us to engage with school students across multiple year groups. The opportunity to work with the school over an extended period has helped us to identify, to deliver, and to measure the social impact of our work. This is important in both benefiting the students – our stakeholders – and furthering our mission as a social enterprise.

We proposed a collaborative project to the school's senior management in which Fare City and Northolt High would engage with students to discuss both why, and how, each student could make more sustainable mobility choices. The first phase (January – March 2020) involved early engagement with management, prior to a presentation to the school's year 7 and 8 students. The presentation allied our core message with several of the school's priorities, including the different career paths open to students, and the importance of the school's position in the local community

The second phase (July 2020 – March 2021) involved working with the school's sixth formers. The intention was to understand their personal motivations for making current transport choices and offer students guidance so that they would feel empowered to make more sustainable choices in the future. An anonymous online survey preceded a tailored webinar for the students, while a follow-up survey confirmed that students were more open to making more sustainable mobility choices. Students were then invited to author pieces on the benefits of travelling more sustainably, which were subsequently published on the Fare City website.

COMMUNITY PROJECT //

- **Who** Northolt students - Phase 1: Years 7 & 8. Phase 2: Sixth form
- **What** Interview & online survey (research) presentation, webinar, workshop articles (distribution)
- **Where** London
- **Why** To empower students to make more sustainable travel choices
- **When** Nov 2019 – April 2021



Generation Z: Article image

SOCIAL VALUE //

- We engaged with over 400 students via assemblies, surveys, webinars, and a student mentorship programme.
- We developed a tailored webinar for 20 students based on their survey findings to ensure that it included the content that mattered to them.
- We developed a social impact framework with the school's management to measure how we were able to identify, engage and apply value across the project.
- We published an article with a third party based on our work with the school which provided the project with wider exposure. We additionally discussed the project as part of a third-party podcast.



OUR GOVERNANCE //

At its heart, Fare City is about people. Although our diverse team of built environment professionals has a broad range of experience and expertise spanning multiple sectors, we are strongly allied through our shared outlook. This outlook recognises our responsibility to engage as participatory citizens and our potential to lead as conscientious professionals. These are attributes we believe will enable us to realise a collective ambition to contribute towards the co-creation of fairer cities.



The organisation's work is overseen by Fare City's **advisory board**. The board has been established to ensure that the organisation meets its dual commitments of producing robust and representative work while delivering meaningful social impact for its stakeholders. The board's members bring a wealth of experience and expertise to the organisation and meet with the managing director on a quarterly basis to discuss Fare City's long-term strategic goals and their implementation.



The day-to-day running of the organisation is split between Fare City's three **directors** who liaise closely to ensure that key decisions are collaboratively made, and services are delivered to a high standard. Each director's operational role aligns with their skills, knowledge, experience, and interests. The directors meet weekly to review ongoing project work and management issues, and quarterly to review and benchmark the company's operational performance.



Fare City's **associates** contribute at six-weekly team meetings and offer targeted expertise for project matters on a rolling basis

OUR FUNDING //

Fare City comprises a unique organisational structure in that it combines a think tank with a social enterprise, a model which reflects the company's dual, but interdependent, operational aims. First, we want to produce high-quality research designed to influence policy-makers and support city users, and second, we want to directly engage with city users through community awareness projects.

Incorporating as a social enterprise not only demonstrates our ongoing commitment to deliver social impact but enables us to access multiple revenue streams in the form of paid-for consultancy services and third sector-specific grant funding. In our first year, we have delivered four projects (one fee-paying) but have actively prioritised the organisation's development, including establishing the remit of our services, ahead of revenue generation.

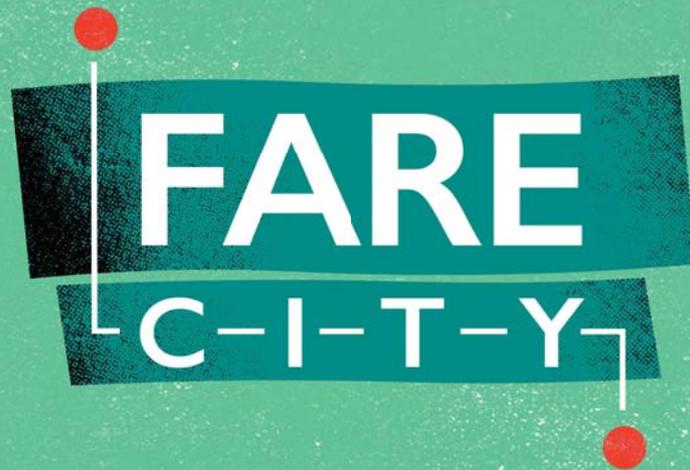
We plan to procure fee-paying work via our research, consultancy and community services, along with grant-funding to enable the organisation to grow in our second year.

WELLBEING OF THE TEAM AND SUSTAINABILITY OF THE ORGANISATION //

One of the organisation's key objectives is to empower the individual. This is just as applicable to the Fare City team as for the stakeholders we are aiming to benefit. Sustainably running Fare City and fostering an organisational culture that promotes our key values of empathy, inclusivity and integrity is fundamental to the wellbeing of our staff and the success of the organisation. We believe that this approach will help create a supportive working environment that will enable team members to develop, ensure staff are retained and attract talented new team members.



Fare City C.I.C is a social enterprise and registered Community Interest Company
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FARE
C-I-T-Y

The image features a stylized title 'FARE CITY' centered on a textured green background. The text is presented in two horizontal bars. The top bar is dark teal and contains the word 'FARE' in white, bold, sans-serif capital letters. The bottom bar is a lighter teal and contains the word 'CITY' in white, bold, sans-serif capital letters, with hyphens between the letters. A white vertical line on the left side of the top bar extends downwards, ending in a red circular dot. A white vertical line on the right side of the bottom bar extends downwards, also ending in a red circular dot.