

Yearly report 2024

Key documents

Centre
Rebuilding the centre ground

This document sets out our progress this year. It includes donations to Centre Think Tank, spending, our social media engagement and membership figures.

Accounts in this report run from the 1st of January 2024 until the 31st of December 2024.

Part one

The year in numbers



This year has been our most successful yet with a wide range of papers, events, podcast episodes and press articles. Below are some of our main statistics for this year.

28

This year, we have seen 28 new network members. This includes ten new partnerships, including with The Brain Tumour Charity, six new members on our academic network and five new supporters

22

Over the past year, we have published 22 new articles. These include contributions from both within our team, regular writers and externally from other writers and organisations. Our articles often receive hundreds of views and are included in our monthly newsletter.

17

We have 17 new members who have joined our team, from Administration to Regular Writers. This is a sizable expansion and allows us to produce more work next year.

13

This year was our best for media coverage, with a total of 11 articles in the press and two interviews. This included newspaper and media articles in the *Guardian*, *Byline Times* and multiple quotes in the *Telegraph*. We also had two BBC radio interviews.

7

We conducted 7 interviews with a range of politicians, charity representatives and legal professionals. These have included former Labour Party Leader Neil Kinnock, Sinéad McLaughlin MLA from the Northern Ireland Assembly and Mari Burton of the National Education Union.

4

This year, we published 4 new papers, including three Parliamentary consultations alongside a new paper on assisted dying. We also republished all of our old papers in new formats.

Areas of progress

This year there are four key areas where Centre has seen improvements.

A non-profit Foundation

This year, we officially became both a Foundation and a non-profit organisation. This happened when we moved from operating as CENTRETHINKTANK LTD to CENTRE THINK TANK FOUNDATION, with our rules around being a non-profit written into our articles of association. This is alongside our continued commitment to the highest levels of transparency around spending and income sources.

Digital transformation

Over the past year, we have focused our energy on building our digital infrastructure. As an organisation which operates online rather than in person, this has been more important than ever. This has included a new email system where all members can have an email address, moving to ZenZap as an internal messaging system for internal communications and votes, an updated training hub, a streamlined system for membership and donations and improved accounting software.

Working together

This year, alongside our headline figure of ten new partnerships, we also worked closely with charities, universities and organisations on specific projects. These included TeamWork with the University of Warwick, both a new partnership and two articles alongside the Brain Tumour Charity and working with Dignity in Dying on an event, alongside supporting their wider goal.

Fixing the foundations

Over the past year, a key focus has been to fix the foundations of Centre before expanding our work. This included refreshing all previous key documents, papers, complaints and safeguarding documents, training guides and our website. Whilst this took a considerable period, it has given us foundations to build on. Whilst some of this work will continue into 2025, we have also worked to create consistent quality across our work. This includes new tools to check our work, templates for documents and checklists for our wider work.

Part two

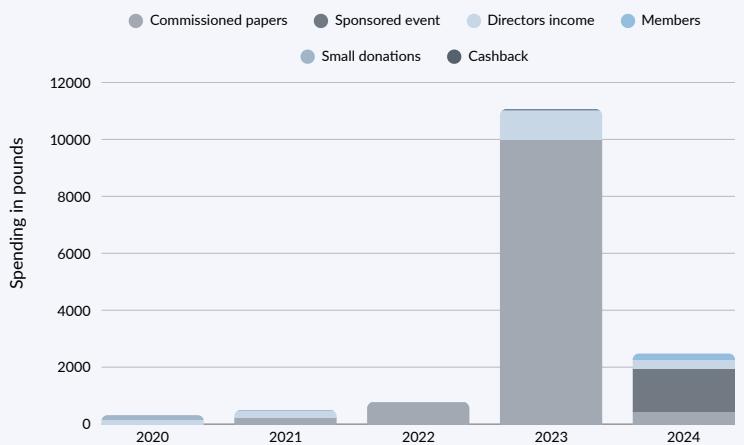
Our finances



Income

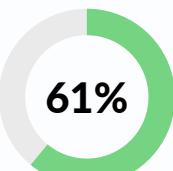
This year our income from our old and new companies continues to pay all of our core costs.

Figure 1: Overall spending this year



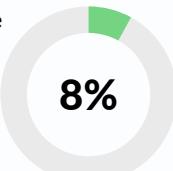
Money from events

This year most of our income was from hosting events.



Members income

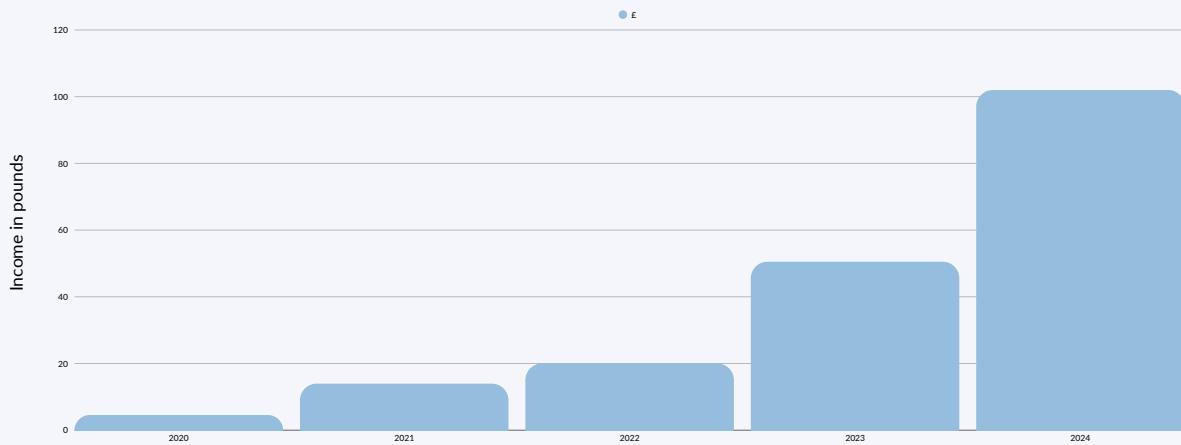
Income from our members has started to increase this year.



Grassroots fundraising

The amount of money which came from our members.

Figure 2: Grassroots fundraising



Transparency

We are aiming for full transparency and therefore we created a transparency page on our website. This includes contracts, invoices and all of our donations or payments. You can see the page and all of this information here: <https://centrehinktank.co.uk/transparency/>

Breakdown of income

Sponsored events

- Sponsorship of an event by Dignity in Dying: £1,500

Funded mapping

- Stakeholder mapping for Upcycled Medical Sales: £450

Donations from Directors

- Torrin Wilkins: £325

Membership fees

Alex Waplington: £4.79, Alex Hendy: £4.09, Alasdair Tingay: £6.33, Amy Walker: £1.96, André Lima: £2.00, Andy Walker: £12.39, Aurora Agnolon: £3.70, Bree Stewart: £5.13, Charlie Parkes: £4.30, Cindy Baxter: £10.51, Daniel Callaghan: £6.42, Dmitriy Gasilin: £2.71, Elisha Gyamfi: £9.53, Iman Mohamud: £5.51, Jacob Turner-Hechtman: £2.80, James Taylor: £6.39, Joseph Gellman: £2.40, Joseph Hughes: £6.02 (Direct, not through Stripe), Jack Meredith: £2.73, Jack Crosswaite: £6.42, Matthew Rhys Jones: £6.10, Martin Goss: £2.58, Ladan Mohammed: £5.50, Lily Patel: £3.13, Luciano Di Clemente: £1.45, Madeline Thorp: £6.14, McJaven Gyamfi: £7.14, Meera Soundararajan: £4.83, Dr Mikael Leidenhag: £11.37, Nick Garvey: £1.00, Olivia Sharma: £11.25, Rowen Wilkins: £6.15, Sam McCallister: £4.27, Sehar Ahmed: £8.64, Tom Stanley: £2.00, Will Barber – Taylor: £10.79 and William Burrows: £5.68.

Total of £203.66. £155.58 went to the new company account, £7.48 to the old company, and an ending balance of £42.28.

Note: Some of our donations are processed through Stripe; this may contain payments which have not gone through, and there is a delay between the money being received by Stripe and entering our account. Therefore, the figures may not exactly match the accounting period.

Old Centre company

All money from our old company, CENTRETHINKTANK LTD, was paid to, spent by, and accounted for under the old company. A full breakdown is available in section three.

Old company: £205.79

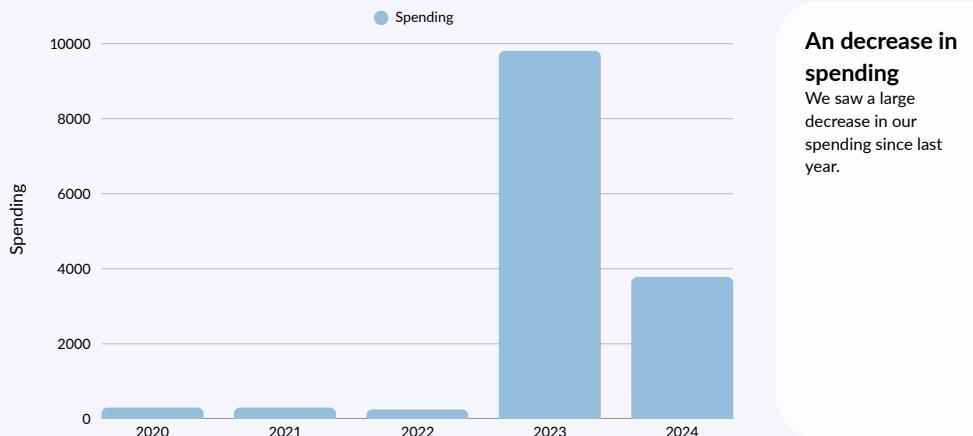
Total

Total income this year from CENTRE THINK TANK FOUNDATION was £2,436.60

Spending

Our spending this year has put us in a good place for the next five years. We have used our increase in income to pay for five years of subscriptions in advance.

Figure 3: Overall spending this year



Breakdown of spending

Annual subscriptions

- Simply Business, Employers' Liability Insurance, annual fee: £80.66
- Zoom, Webinar, one-off fee: £76.80
- Canva, pro plan, annual fee £99.99

Domains, website and emails

- WPMU, software for website security, analytics, donation forms and performance boost, £70.36
- Elementor, Elementor Pro Essential, £39.12

Camera equipment

- None

Computer equipment

- None

Wages

- Wages, to Director Torrin Wilkins: £2,037.10

Travel expenses

- None

Taxes and ICO costs

- None

Other

- Weprintlanyards, Lanyards, £32.47

Old Centre company

All money from our old company, CENTRETHINKTANK LTD, was paid to, spent by and accounted for under the old company. A full breakdown is available in section three.

Old company: £1406.70

Total spending from CENTRE THINK TANK FOUNDATION this year was £3,785.2

Money left in account reserved for a specific purpose

There is also £0 left in our account after all of our spending this year.

Refunds

- 5th June 2024, £1, Donation to CENTRETHINKTANK LTD which was then refunded on the 10th of the same month.
- 10th June 2024, £0.36 Donation to CENTRETHINKTANK LTD which was then refunded on the same day.

Part three

Old company finances



This page covers our final 2024 and any early 2025 transactions which are all labelled for our old company CENTRETHINKTANK LTD.

Breakdown of income

Donations from Directors

- Donations from Torrin Wilkins: £126.14

Membership fees

- J S Hughes donation: £16
- Tom Stanley: £1
- Cindy Baxter: £1
- Andy Walker: £3
- Will Barber – Taylor: £1
- Olivia Sharma: £2
- Dr Mikael Leidenhag: £2
- Torrin Wilkins: £51.17 (Donated in early 2025)

Note: Some of our donations are processed through Stripe where there is a delay between the money being received by Stripe and entering our account. The figures therefore may not exactly match up to the accounting period.

Other

- Cashback: £2.48

Old company: £205.79

Breakdown of spending

Annual subscriptions

- OfficeServ: £32.83 (£24 of which was spent in 2025)

Wages

- Torrin Wilkins' salary: £1164.85

Travel expenses

- Trainline: £34.06

Taxes and ICO costs

- Corporation Tax to HMRC: £114.95
- HMRC PAYE: £2.01
- Confirmation statement: £34 (spent in 2025)

Total spending: £1406.70

Refunds

- Refund given to CENTRETHINKTANK LTD by Torrin Wilkins of £1 after overpayment of wage. Original payment on the 7th of May 2024 and refunded on the 13th of May 2024.
- A refund was given to CENTRE THINK TANK FOUNDATION by CENTRETHINKTANK LTD of £1 after mistaken payment. Original payment on the 5th of June 2024 and refunded on the 9th of June 2024.
- A refund is given to CENTRE THINK TANK FOUNDATION by CENTRETHINKTANK LTD of 36p after a mistaken payment. Original payment on the 9th of June 2024 and refunded on the 9th of June 2024.
- A refund was given to Torrin Wilkins by CENTRETHINKTANK LTD of £80.83 after a mistaken payment aside from £0.83. Original payment on the 9th of September 2024 and refunded on the 19th of September 2024.
- A refund was given to Torrin Wilkins by CENTRETHINKTANK LTD of £145 after a mistaken payment. Original payment on the 19th of September 2024 and refunded on the 9th June 2024.

Part four

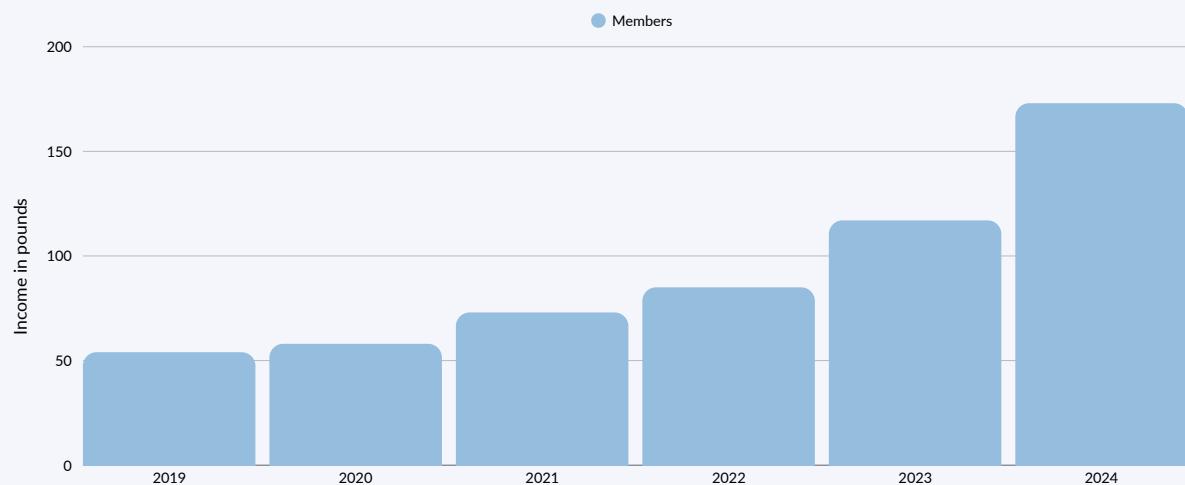
Team and network Membership



Sign-ups

The number of sign-ups includes newsletters, memberships, and network subscriptions.

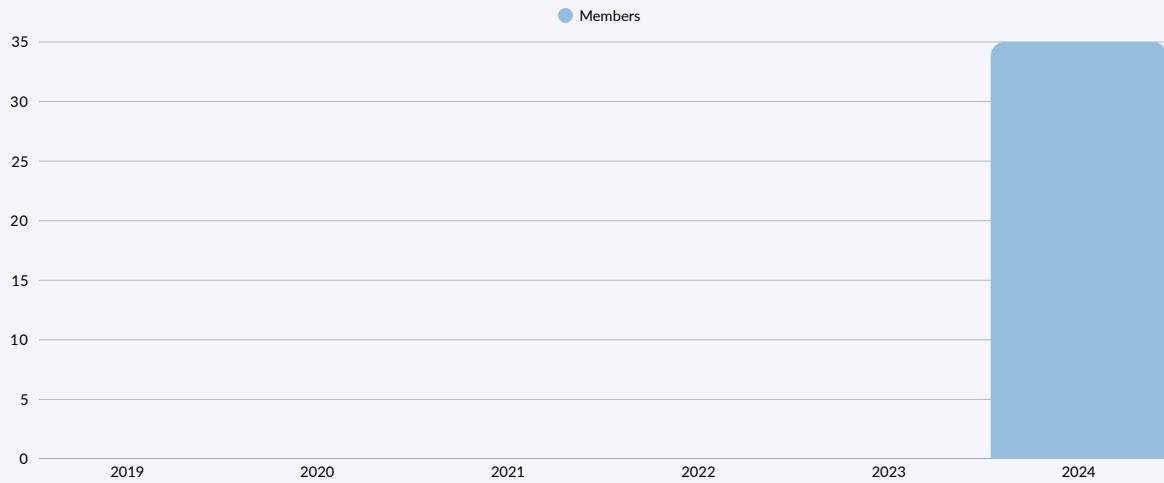
Figure 4: Sign-ups



Members

The number of members who pay a monthly subscription to the Centre.

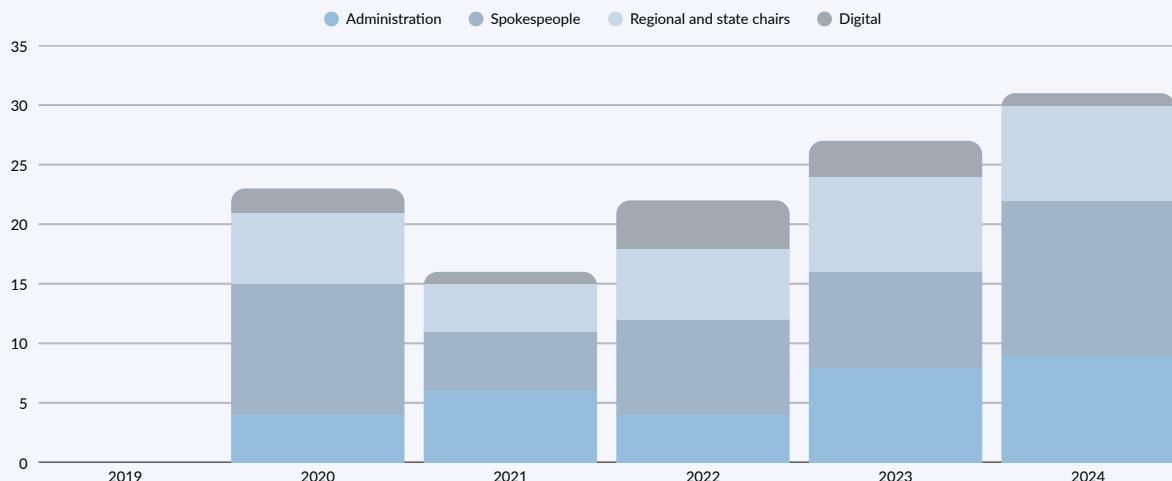
Figure 5: Members



Team members

Number of team members across all levels of our national team. Between 2020 and 2021 three members of our team moved to our newly formed Supporters Network and two positions were abolished.

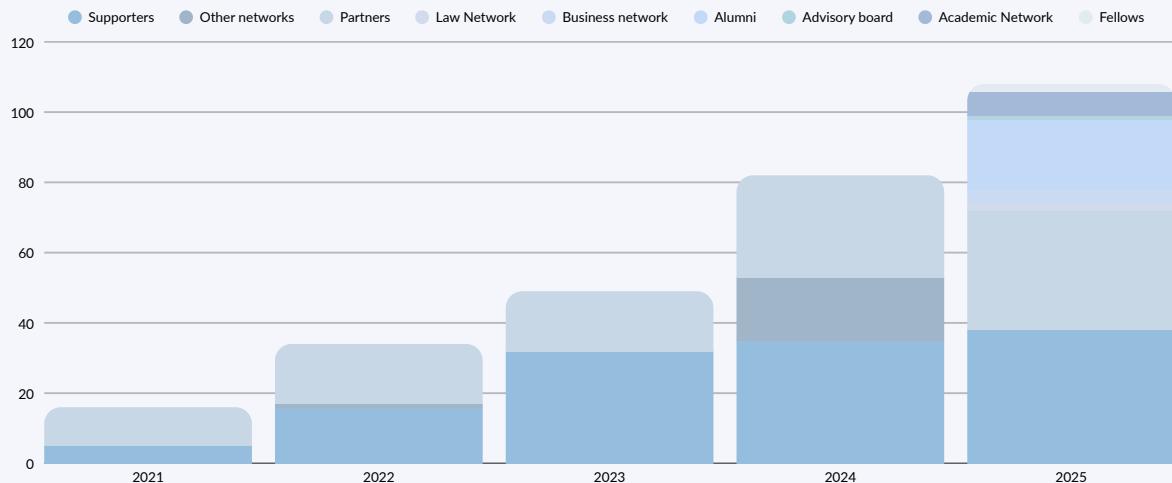
Figure 6: Team members



Network members

Includes individuals who have joined our networks.

Figure 7: Network members



Part five

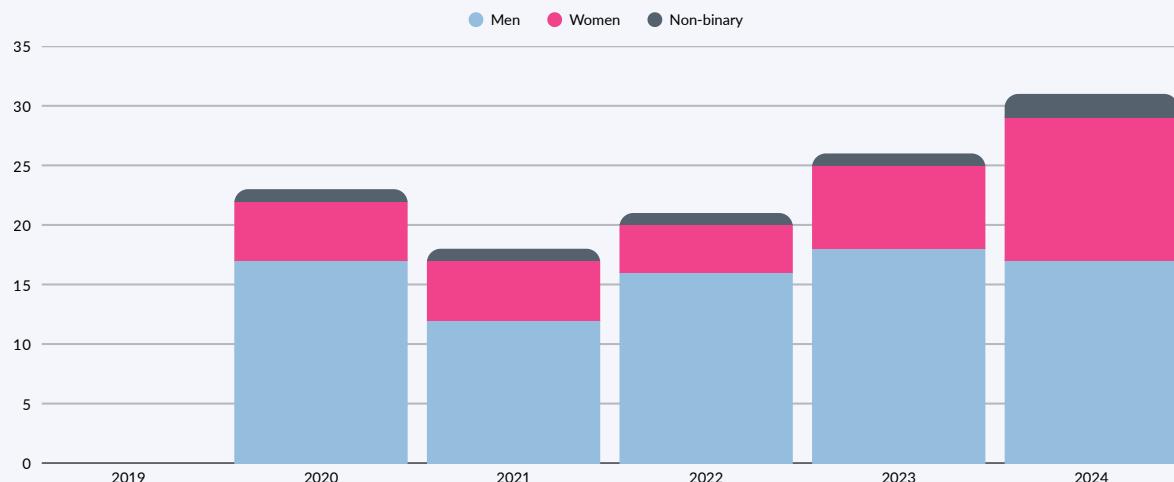
Diversity, Equity, and Inclusion



Overall team gender breakdown

The gender breakdown of our team members is based on the pronouns listed on our team page, which are provided to us by members of our team when they join.

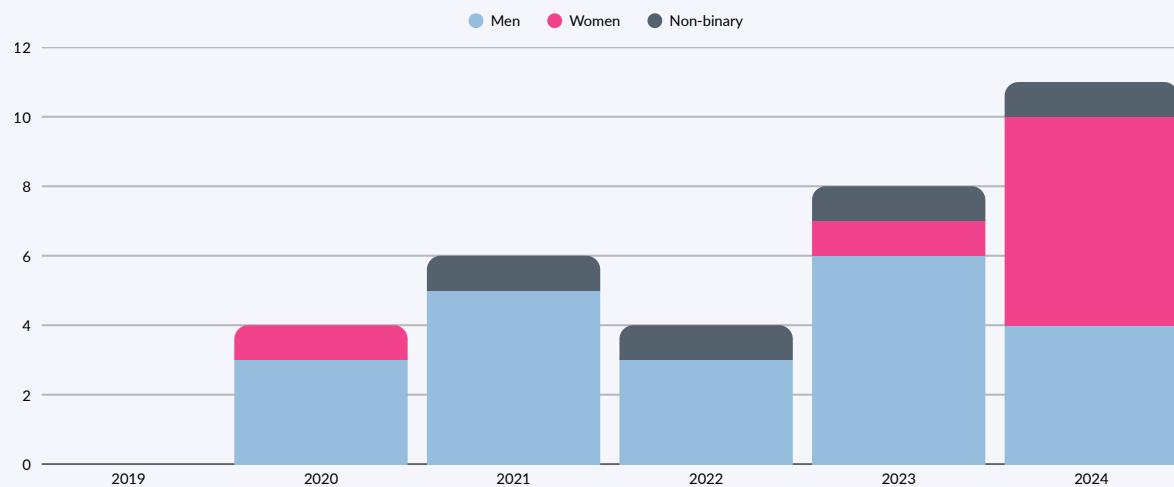
Figure 8: Team gender breakdown



Administration gender breakdown

The gender breakdown of our administration team.

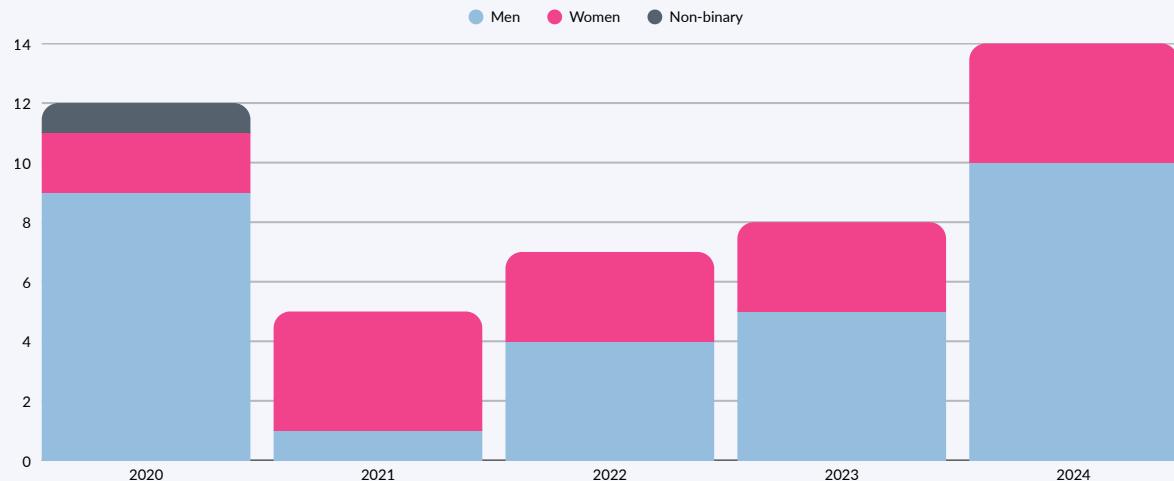
Figure 9: Administration gender breakdown



Spokespeople gender breakdown

Includes individuals who have joined our networks.

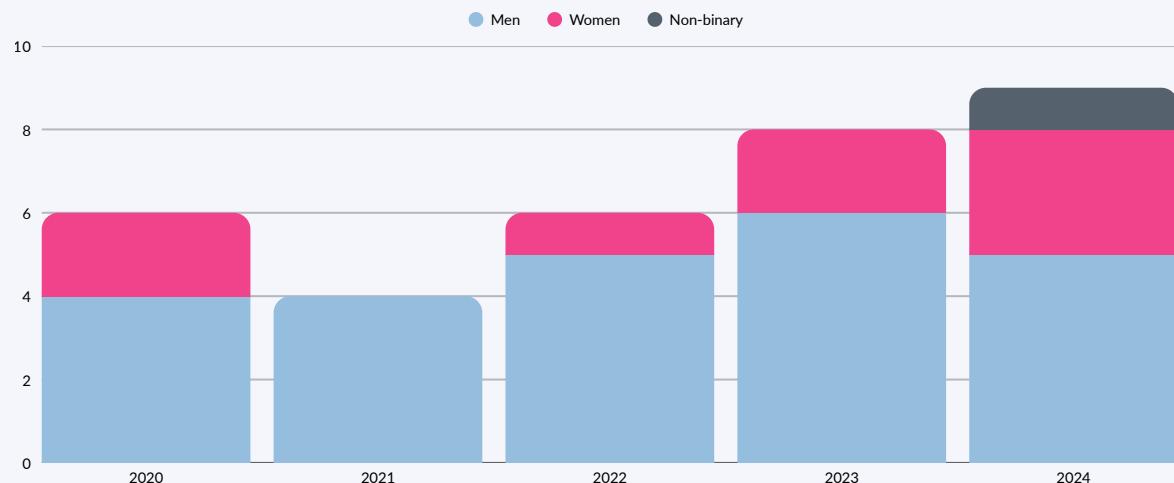
Figure 10: Spokespeople gender breakdown



Regional and state Chairs gender breakdown

Includes individuals who have joined our networks.

Figure 11: Regional and state Chairs gender breakdown



Part six

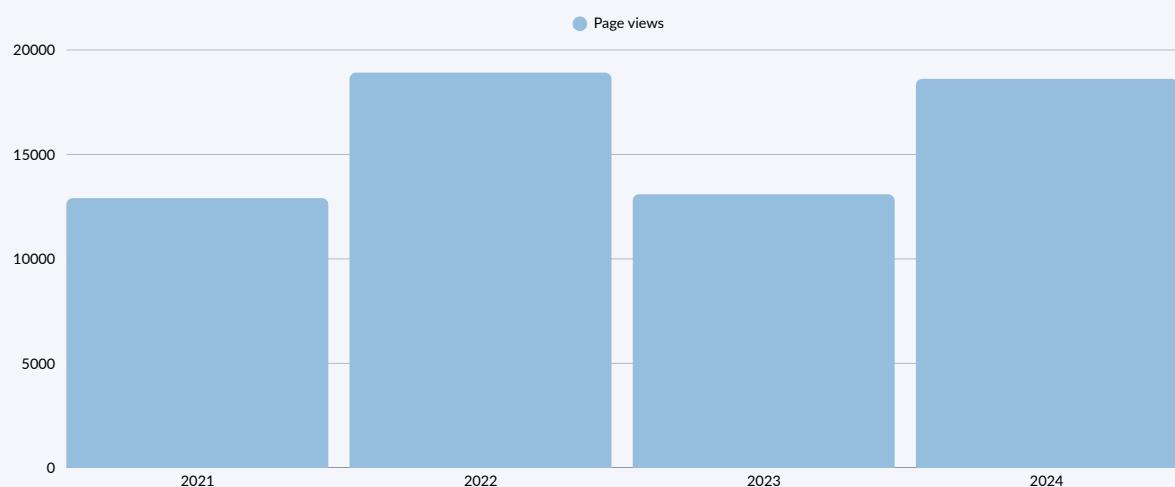
Social media and website views



Website

Website views

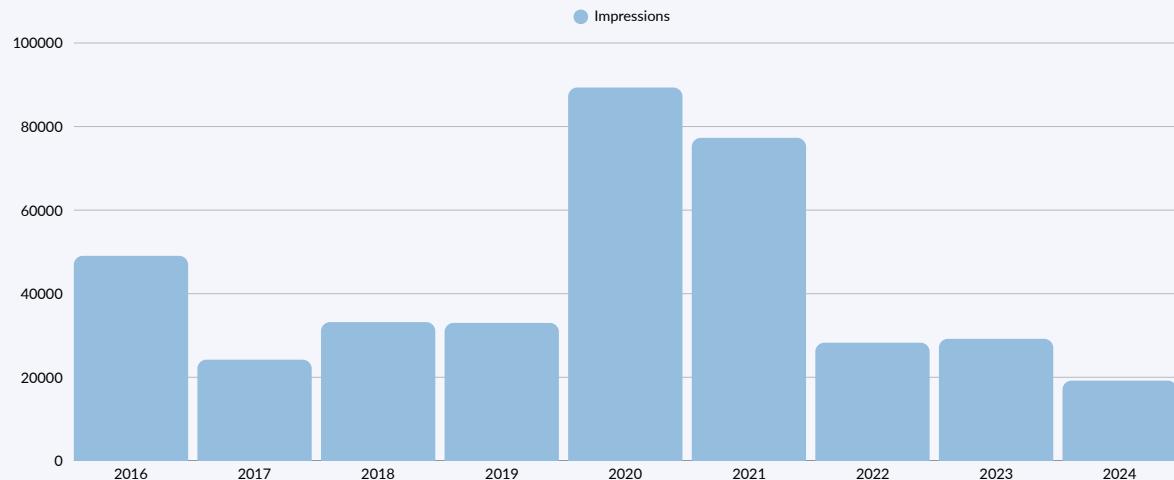
Figure 12: Website views



Twitter

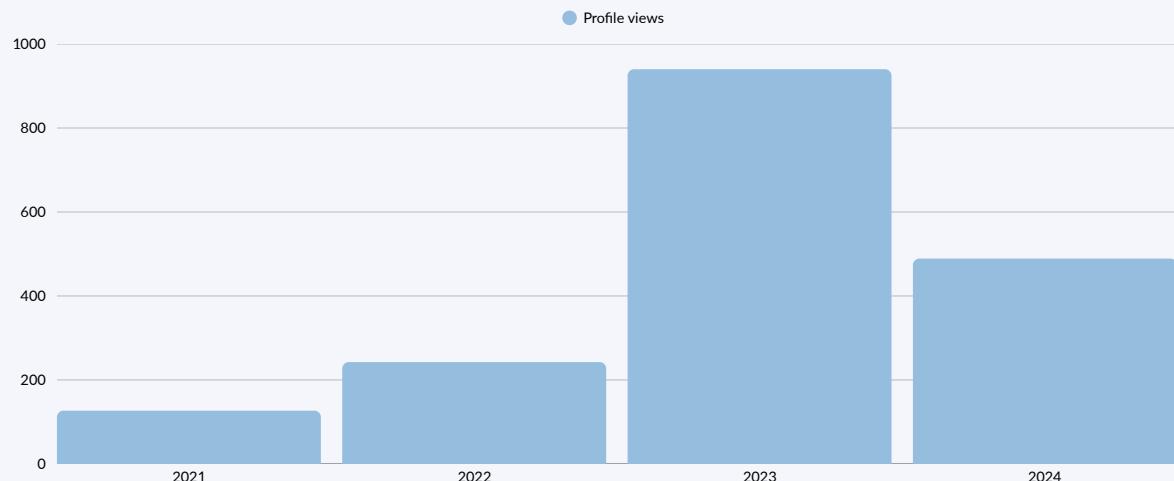
Impressions on X (formerly Twitter)

Figure 13: Impressions on X (formerly Twitter)



Profile visits on X (formerly Twitter)

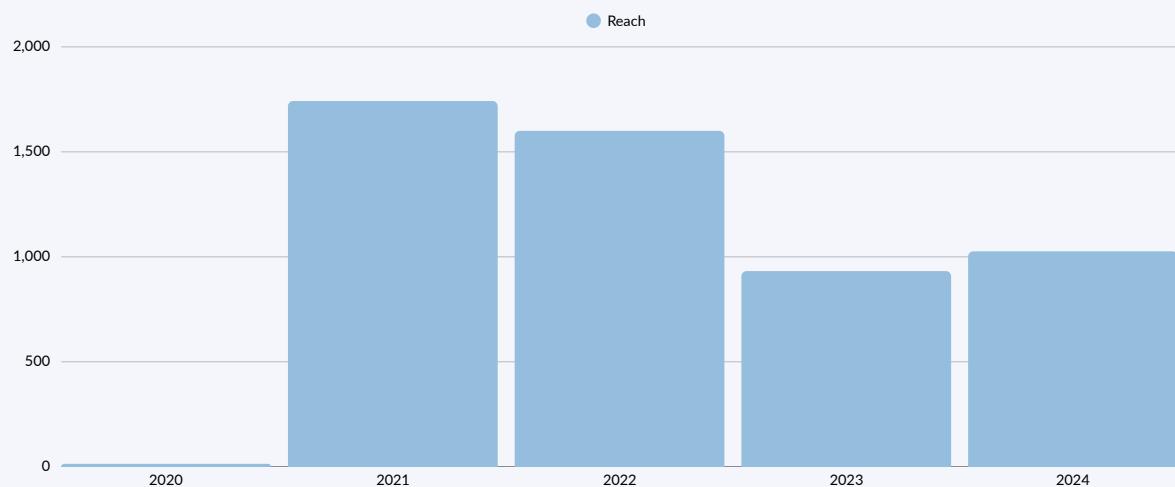
Figure 14: Profile visits on X (formerly Twitter)



Facebook

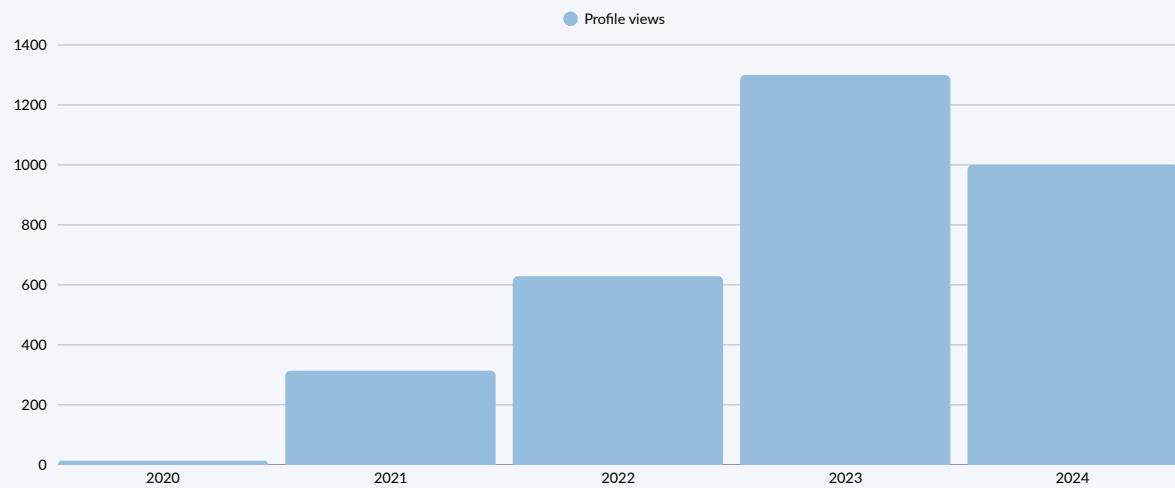
Reach on Facebook

Figure 15: Reach on Facebook



Profile visits on Facebook

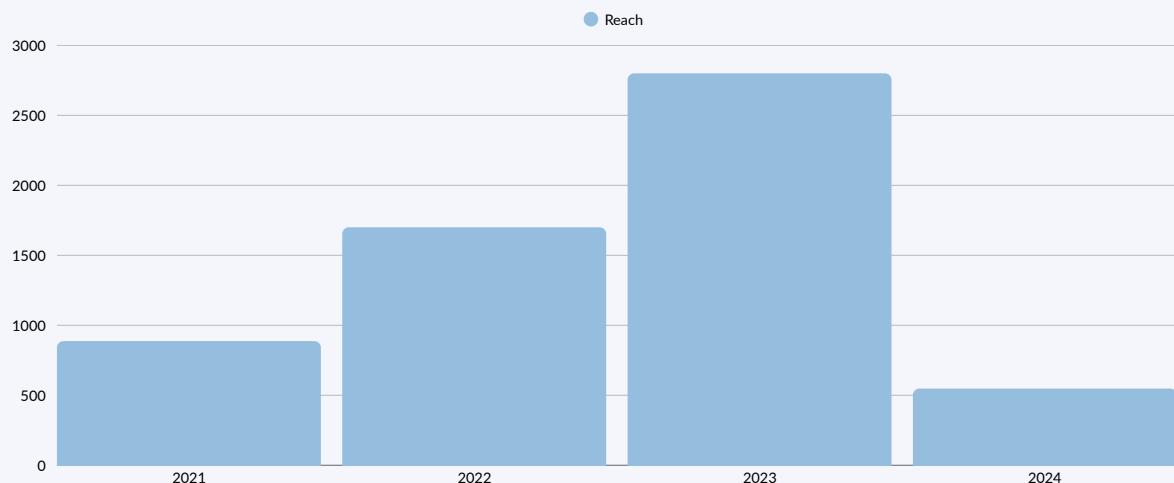
Figure 16: Profile visits on Facebook



Instagram

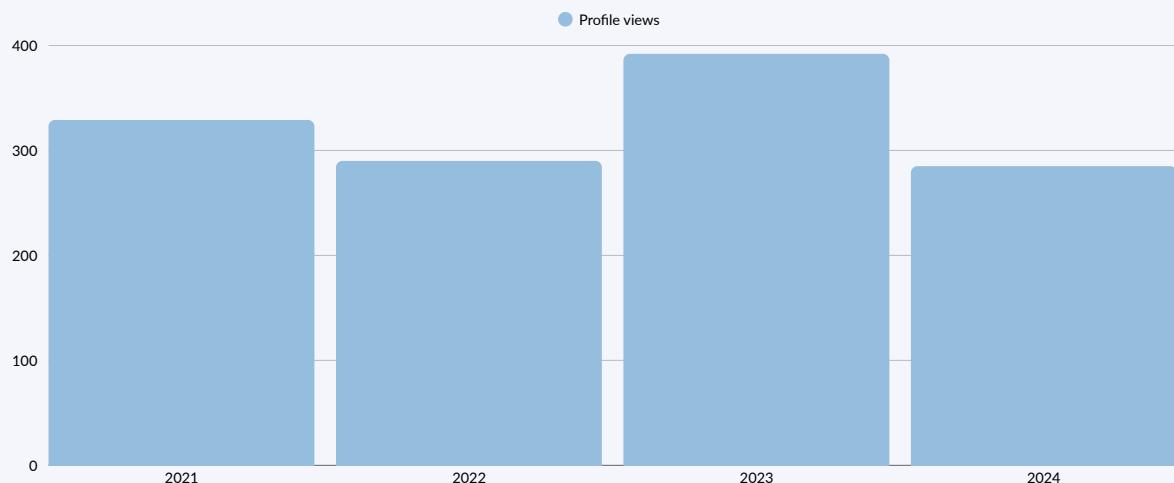
Reach on Instagram

Figure 17: Reach on Instagram



Profile visits on Instagram

Figure 18: Profile visits on Instagram



Part seven

Complaints and safeguarding report



Statistics on complaints, safeguarding, whistleblowing, and minor issue reports received throughout this year.

Complaints

- No cases are ongoing.
- No cases concluded.

Safeguarding

- No cases are ongoing.
- No cases concluded.

Whistleblowing

- No cases are ongoing.
- No cases concluded.

Minor issue reports

- No cases are ongoing.
- No cases concluded.

Part eight

Targets areas for 2025



During 2024 we have seen a range of improvements in how Centre functions which we originally targeted last year.

1

Team involvement. We have expanded our training hub with more guides and the introduction of video guides. Our team has also grown, and for the first time, we have filled all of our Spokespeople positions. We have also ensured our team is connected by creating a team messaging service and forums using ZenZap. This allows us to run team votes, set tasks for individual members, and for members to collaborate on projects. Finally, we have created email accounts for all of our team members so they can communicate with external organisations.

2

Policy review. Our policy review is well underway and has expanded in scope since our last review. Once released, this will be our largest project yet.

3

Grow our membership. We have continued to grow the number of members we have, and our new £2 per month membership option has ensured our financial stability.

4

Increase our social media reach. We have now built the foundations for increased social media reach, including video templates and training guides. However, the social media landscape has changed with the continued volatility of X (formerly Twitter) and new platforms such as Bluesky.

5

Introducing petitions. This year, we introduced petitions to call for change in particular areas of policy.

Areas of improvement

We have several areas we have identified for improvement.

Increased visibility

Increase our visibility and become the established think tank of the centre ground.

Connect experts

Connect experts with those making policy.

Innovative research

Adopt new and innovative research methods to create cutting-edge research.

Social media engagement

Increase our social media engagement with new videos.

Parliamentary engagement

Work more with parliament, including statements, following bills through parliament, and consultation responses.

In 2025 we hope to build on our success from 2024 with five new areas we want to focus on.

- 1** **Continue to grow our membership base.** We want to ensure that our core costs are covered by membership contributions and help to power our work. We will also continue to work on rewarding our members for their continued support.
- 2** **Lay the groundwork for an annual conference.** This includes potential members' discounts for tickets.
- 3** **Completing and releasing our policy review.** We aim to release our updated policy document by the end of this year alongside a media release.
- 4** **Expand our social media reach.** With more programmes of work, we aim to expand our usage of social media and our exposure more widely.
- 5** **Public affairs, including work with politicians, academics, and those in business.**

Part nine

Policy focus for 2024



Core research programmes for the next year span a wide range of areas.

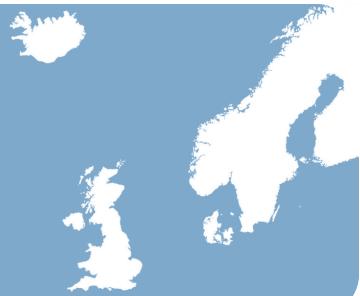
For a Better Politics

Improving political culture and transparency



Learning from the Nordics

Learning lessons from the Nordic countries



Transforming justice

Reforming prisons and prisoners



Devolution revolution

Devolving powers to the nations and regions of the UK



Part ten

Contracts and invoices



A sustainable NHS mapping



Stakeholder mapping invoice

Date: 2nd August, 2024

No. 000007

Customer ID: SH161

Billed to

Name: STEPHEN HOFFMAN CONSULTING LTD

Company number 11035588

Registered address: 145 Butterfield Road, Wheathampstead, St. Albans, England, AL4 8PX

Invoice from

Name: CENTRE THINK TANK FOUNDATION LIMITED

Company number 15477955

Registered address: 82 James Carter Road, Mildenhall, Bury St. Edmunds, Suffolk, England, IP28 7DE

Email: info@centrethinktank.co.uk

Item	Quantity	Price	Amount
Centre Think Tank is creating stakeholder mapping for STEPHEN HOFFMAN CONSULTING LTD for a UPCYCLED MEDICAL LIMITED project.	1	£450	£450
Total			£450

Payment to

Name: CENTRE THINK TANK FOUNDATION LIMITED

Sort code: 52-10-46

Account number: 25991140

Reference: Centre mapping

Payment terms

Payment is due two weeks after STEPHEN HOFFMAN CONSULTING LTD receives this invoice. After seven days have passed without payment, 5% interest will be added. Every week after this, it rises to 10%.

Centre

Contract for stakeholder mapping

The terms for the stakeholder mapping project

Centre
Rebuilding the centre ground

The parties in this agreement are CENTRE THINK TANK FOUNDATION LIMITED, which will receive payment for the stakeholder mapping from STEPHEN HOFFMAN CONSULTING LTD for a project commissioned by UPCYCLED MEDICAL LIMITED and its subsidiary A DIFFERENT BALL GAME LIMITED. They are entering into a contract for bespoke work, which means this contract does not have a cooling-off period.

Editorial control remains with Centre. This means that all analysis and conclusions in the stakeholder mapping are those of CENTRE THINK TANK FOUNDATION LIMITED alone. Whilst you will be consulted throughout the process of writing the stakeholder mapping, the final say on what is included is always held by Centre. Any suggested changes should always be clear and reversible, for instance, using track changes.

Transparency measures. Stakeholder mapping is clearly labelled with the UPCYCLED MEDICAL LIMITED logo on the front page along with the words "commissioned by" above or alongside the logo. Individuals or organisations may provide a logo to be used in these places. The project document will be released publicly on our website at the end of this year.

We also include a page near the front of the document with information about UPCYCLED MEDICAL LIMITED.

Centre lists payments from all projects and the names of those commissioning the project on our yearly report, which is added to the "Yearly reports" page on the CENTRE THINK TANK FOUNDATION LIMITED website.

We will also include this contract with the signatures redacted and a copy of the invoice with addresses redacted on our "Transparency" page.

On the CENTRE THINK TANK FOUNDATION LIMITED website, this project will also be included as a project on our "work with us" page. We may also create a dedicated website page linked to that outlining the project.

Pre-approved funding. All projects that are funded by other organisations are voted on by our team first before we send an invoice to an organisation. This means organisations and individuals know that the work will not be delayed internally. We will also ensure it meets our "Donation rules" and "Working with other organisations and individuals" rules before agreeing to the project.

No guaranteed access. CENTRE THINK TANK FOUNDATION LIMITED cannot guarantee either access to or contact with policymakers.

Income and spending transparency. CENTRE THINK TANK FOUNDATION LIMITED releases all of our income and spending every year through our yearly reports. This means you can see exactly how your money was spent and our other income sources. Centre is also a non-profit Foundation meaning all of the money will be used towards our aims.

Shared credit. The reason behind shared credit is it ensures a transparent relationship between CENTRE THINK TANK FOUNDATION LIMITED and the organisation that is funding or commissioning the stakeholder mapping. Sharing credit means both sides make it clear who created the stakeholder mapping, who it was funded by, and who commissioned it.

For Centre, this means whenever we write about the stakeholder mapping we will always mention that UPCYCLED MEDICAL LIMITED commissioned the overall project. We will also attempt this when speaking about the paper although this may not always be possible.

UPCYCLED MEDICAL LIMITED may release the mapping at any time on their website, link to it on social media, in press releases, and when speaking to news organisations. In all of these situations, it needs to be clear that Centre Think Tank Foundation Limited created the mapping and that it was funded by STEPHEN HOFFMAN CONSULTING LTD.

Examples of how to write about and describe the mapping:

- "This mapping, which has been written by Centre Think Tank, shows...".
- "We have released mapping created by Centre Think Tank which says...".
- "Our mapping, which was created by Centre Think Tank...".

Sanctions for breaking or attempting to break this contract:

- Not properly sharing credit for the paper. The only exemption from this is when speaking to news organisations or in interviews if this is not reasonably possible. What is reasonably possible will be decided by CENTRE THINK TANK FOUNDATION LIMITED.
- Attempting to edit work in a way that is neither clear nor reversible and will take considerable time to reverse. For instance, making changes directly to the text without highlighting the new text, without using track changes, or without first informing a Director of CENTRE THINK TANK FOUNDATION LIMITED of the intended changes.

We accept both electronic signatures and physical signatures sent to us as a new PDF document. You must also agree that you:

- Are competent and able to sign this document.
- Your organisation will follow all of the rules set out in this document.

Signed by Torrin Wilkins,
Director of Centre Think Tank:

Signed by Stephen Hoffman,
Director of STEPHEN
HOFFMAN CONSULTING LTD:

Signed by Linda Ball, Director
of UPCYCLED MEDICAL
LIMITED:

Sponsored event with Dignity in Dying



Sponsorship invoice

Date: 7th May, 2024

No. 000006

Customer ID: GB161

Billed to

Name: DIGNITY AND CHOICE IN DYING,

Company number 04452809

Registered address: 181 Oxford Street, London, W1D 2JT

Invoice from

Name: CENTRE THINK TANK FOUNDATION LIMITED

Company number 15477955

Registered address: 82 James Carter Road, Mildenhall, Bury St. Edmunds, Suffolk, England, IP28 7DE

Email: info@centrethinktank.co.uk

Item	Quantity	Price	Amount
Centre Think Tank is running an event on assisted dying sponsored by Dignity in Dying.	1	£1,500	£1,500
Total			£1,500

Payment to

Name: CENTRE THINK TANK FOUNDATION LIMITED

Sort code: 52-10-46

Account number: 25991140

Reference: Centre event

Payment terms

Payment is due two weeks after DIGNITY AND CHOICE IN DYING receives this invoice. After seven days have passed without payment, 5% interest will be added. Every week after this rises to 10%.

Centre

Contract for the event

The terms for a sponsored event

Centre
Rebuilding the centre ground

For an event with
**DIGNITY
IN DYING.**

The parties in this agreement are Centre Think Tank, which will receive payment for the event, and DIGNITY AND CHOICE IN DYING, which has sponsored the event.

Questions for the event are decided by Centre Think Tank. This means that all questions asked at the event are decided by Centre. However, we may ask for suggestions on questions, especially where the sponsor has expertise in the area.

Transparency measures. Events run by the Centre are clearly labelled with the sponsoring organisation or individual logo included on the Eventbrite page, on our social media graphics, and on the Centre Think Tank website page for the event. On our social media graphics promoting the event, your logo will be used on the pink strip or white strip that appears at the bottom of all of our graphics.

This will include the words "sponsored by" above or alongside your logo. Individuals or organisations may provide a logo to be used in these places.

Within the event itself, your name and mission will be mentioned at the start, and we will also explain why you wanted to sponsor the event. A member of your organisation will also be invited to speak as a panel member at the event.

Centre also lists payments from all sponsorships and the names of those sponsoring the event on our yearly report, which is added to the "Yearly reports" page on the Centre Think Tank website.

We will also include a copy of this contract with all signatures redacted alongside a copy of the invoice with all personal details redacted on our "Transparency" page.

On the Centre website, your event will also be included as a project on our "work with us" page.

Pre-approved funding. All projects that are sponsored or commissioned by other organisations are voted on by our team first before we send an invoice to an organisation. This means organisations and individuals know that the work will not be delayed internally. We will also ensure it meets our "Donation rules" and "Working with other organisations and individuals" rules before agreeing to the project.

No guaranteed access. Centre cannot guarantee access to policymakers, attendees, or panellists who are speaking at events. We also are unable to make any guarantees on attendee numbers or which guests will attend a sponsored event.

Know where your money goes. We release all of our income and spending every year through our yearly reports. This means you can see exactly how your money was used. Centre is also a non-profit foundation, meaning all of the money will be used towards our aims.

Shared credit. The reason behind shared credit is that it ensures a transparent relationship between Centre Think Tank and the organisation that is sponsoring the event. Sharing credit means both sides make it clear who ran the event and who sponsored it. For Centre, this means whenever we write or speak about the event, we will always mention that the other organisation sponsored the event.

This also works for other organisations where they release videos of the event on social media, in press releases, and when speaking to news organisations. In all of these situations, it needs to be clear that Centre Think Tank ran the event and that you sponsored the event.

Examples of how to write about and describe the event:

- "This event, hosted by Centre Think Tank, shows...".
- "We have released an event written by Centre Think Tank which says...".

We accept both electronic signatures and physical signatures sent to us as a new PDF document. You must also agree that you are:

- Competent and able to sign this document.
- Your organisation will follow all of the rules set out in this document.

Signed by Torrin Wilkins,
Director of Centre Think Tank:

Signed by
DIGNITY AND CHOICE IN
DYING:

Availability of these measures. To ensure these measures are accessible to those that may need to consult them, this document will be available on our website.

Have any ideas to make this document better? Let us know by submitting any ideas on the “Contact” page of our website.

Centre

Rebuilding the centre ground