

Charity Registration No. 1115789

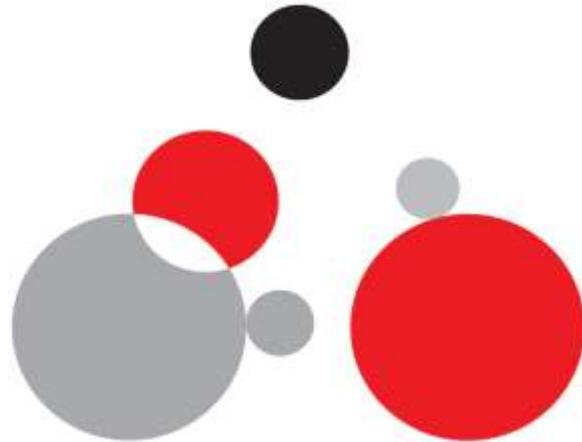
Company Registration No. 1766411 (England and Wales)

London Cycling Campaign

(A Company Limited by Guarantee)

Report and Financial Statements

For The Year Ending 31 March 2015



CONTENTS

	Page
Chair's Statement	4
Our Vision, Mission, Values & Work	5
Structure, Governance & Management	6
Public Benefit Statement	7
Trustees' Report	8
Independent Auditor's Report	23
Statement of Financial Activities (Including Income and Expenditure Account)	25
Balance Sheet	26
Notes Forming Part of the Financial Statements	27

London Cycling Campaign

Administrative Details

A Charitable Company Limited by Guarantee Number	1766411
Registered Charity Number	1115789
VAT registration number as of 31 st March 2015	238 3701 64
(VAT registration number as of 1st May 2015	213 7639 12)
Principal & Registered Office	2 Newhams Row London SE1 3UZ
Auditors	Moore Stephens LLP Russell Square House 10/12 Russell Square London WC1B 5LF
Solicitors	Bates, Wells & Braithwaite 2-6 Cannon Street London EC4M 6YH
Bankers	Unity Trust Bank plc 9 Brindleyplace Birmingham B1 2HB
Chief Executive	Ashok Sinha
Company Secretary	Ashok Sinha
Charity Correspondent	Ashok Sinha

Board of Trustees

Trustees serving at 31 March 2015

Trustee	Election Date / Term of Office	Trustee Role
Rachel Aldred	November 2012 – October 2014 Re-elected October 2014	
Mustafa Arif	October 2013 – October 2015	Vice-Chair
Dan Barnes	October 2013 – October 2015	
Ann Kenrick	October 2013 – October 2015	Chair
Tony Levene	October 2013 – October 2015	Treasurer
Oliver Schick	October 2013 – October 2015	

Trustees serving part of the financial year

Trustee	Election Date / Term of Office
George Coulouris	October 2014 – October 2016
Alex Dillistone	October 2014 – October 2016
Suzanne Fogg	November 2012 – October 2014
Melanie Grech	November 2012 – October 2014
David Love	November 2012 – October 2014
Gareth Redmond	October 2014 – October 2016
Hannah Roberts	October 2014 – October 2016
Claire Wren	November 2012 – October 2014

All board members normally serve for a period of two years, elected at the AGM (normally in October or November), in accordance with the charity's Articles of Association.

Finance and Administration Committee

Members serving during the year

Nicholas Davies	
Alex Dillistone	Trustee
Tony Levene	Treasurer and Chair of the Committee
Paul Megson	
Claire Wren	Trustee

Chair's Statement

It has been another incredibly busy year for the London Cycling Campaign (LCC).

A huge 862 councillors now support our award-winning *Space for Cycling* campaign - that's almost half of all London councillors - and the focus this year has been on holding them to account for the commitments they made towards specific measures to make cycling safer in their wards.

On a lighter note we also entered into partnership with Channel 4's Street Velodrome competition, held shortly after the excitement of the Tour de France appearing in London. Team LCC did incredibly well to make it to the final but were pipped into second place in to the very last race of the whole series.

Safety continues to be an issue for London's cyclists and the LCC continues to put pressure on the authorities to reduce road danger. Response from our members and supporters to a series of tragic collisions on the roads over the last year has been tremendous, helping us to tackle their systemic causes.

A long-standing intention to review and overhaul LCC's governance was realised during the year by the initiation of a Governance Review in March 2015. At the time of writing the Review has concluded its consultation phases with final proposals in place. This process will culminate in Special Resolutions being tabled at the 2015 AGM, and the adoption by the Board of new internal procedures.

The charity is the voice of cyclists and those wanting to cycle in London and we are keen to increase our voice by strengthening the number of LCC members and supporters. We have therefore initiated a Membership Review involving surveys of members and non-members as well as focus groups and the conclusions will feed into a review and improvement of our offering in the coming year.

Thanks must go to the trustees, staff and many hard working volunteers. I would like to highlight in particular the contribution made by Trustees who have stepped down this year namely David Love, Mel Grech, Suzanne Fogg and Claire Wren left the Board at the AGM. I also want to emphasise the massive contribution made by the local groups this year. Not only are the rides and social events enjoyed but below the surface local members work tirelessly and quite often silently behind the scenes in their local communities to effect real change for cycling.

It is exciting to see real change starting to happen on the ground with more segregated space for cycling in evidence and the mini Holland projects. However, we are not complacent with the Mayor in his last year of office and the charity needs to ensure he sticks to his commitments in the Mayor's Vision for Cycling.

Ann Kenrick
Chair of Trustees, July 2015

Our Vision

London Cycling Campaign's vision for London is a city where everyone who wishes to, whatever their age or ability, can cycle safely and enjoyably as a means of everyday transport, as well as for recreation. We are inspired by a future for London in which a mass cycling culture brings better quality of life, reduced environmental impacts, improved health, and increased mobility for its inhabitants.

Our Mission

London Cycling Campaign's mission is to make cycling the principal transport choice (after walking) across Greater London, by:

- Ensuring that the views and interests of people who already cycle in London or wish to do so are persuasively articulated, routinely requested and effective in influencing decision-making.
- Harnessing the power of enthused members, supporters, staff, volunteers, local groups and community organisations to campaign, engage, and work in partnership.
- Delivering high quality promotion of cycling directly at the community level, with businesses, local authorities and other organisations.
- Providing excellent services to our members.
- Ensuring that our members and volunteers are empowered and their efforts to promote cycling are recognised and valued.

Our Values

- We believe in the power of voluntarism, and are inspired by the knowledge, passion, and commitment of our volunteers.
- We believe in a better London - one that frees individuals from car dependency and creates safer, quieter, greener and more socially vibrant neighbourhoods and places.
- We believe in a globally-sustainable London – one that plays its full role in averting climate change and preserving the global environment and the Earth's natural resources for the benefit of future generations.
- We believe we must have the courage to challenge the causes of problems not just their symptoms.
- We believe in constructive persuasion, friendship and partnership - but outspokenness where necessary.
- We believe in always being open to learn and to not fear changing our minds.
- We believe in promoting diversity and equality, both within the charity and across our work.
- We believe we should be accountable to those on whose behalf we are working.
- We believe in being open and inviting to all who wish to enjoy our rides and activities, or who wish to participate in our activism.

Our Work

The London Cycling Campaign (LCC) has over 12,000 members spread across all 32 London boroughs and the City of London, and is the largest urban cycling organisation in the world. It is the main representative body for cyclists in London and works closely with national, regional and local government, public agencies

and authorities, businesses and strategic transport, development, regeneration and environmental/sustainable transport organisations. LCC also works with a wide range of local and community groups.

LCC pursues a broad range of projects and programmes including:

- Persuading national, regional and local government to increase resources for cycling and to improve its quality of provision.
- Giving a voice to individual LCC members, and the general public, especially by helping them to engage with official decision-making processes.
- Supporting community groups and our local groups in respect of cycling promotion, advocacy, networking, policy analysis, engaging the media, and putting on local rides.
- Supporting cycling projects and capacity building with disadvantaged groups and communities
- Engaging with London's councils, public authorities and the business sector to build cycling into their business priorities and support them in delivery.
- Working with transport, development, architecture, public realm, regeneration and environmental organisations to link cycling with environmental, social and economic goals.

Structure, Governance and Management

LCC is a charitable company limited by guarantee and was established by the coalescence of a number of local London grass root cycling campaign groups in 1978. All LCC members are members of the company. The governing document of LCC is the Memorandum and Articles of Association passed at an EGM of the members on 4 July 2006 and amended at the AGM on 16 October 2007. (Further amendments were made at the AGMs of 2012 and 2014). LCC became a registered charity on 14 August 2006.

LCC is governed by a Board of Trustees of 10 members, half of whom are elected on a rotational basis at the Annual General Meeting, each serving a two-year period. (The trustees are also Directors for the purposes of the Companies Act 2006.)

Nominations for Trustee positions are sought through outreach to the LCC membership, targeted advertising and recommendation. The election is conducted via electronic voting before, and physical voting at, the Annual General Meeting. New Trustees have induction meetings with staff and receive appropriate induction materials.

The Board establishes the overall strategic aims of the organisation, supported by recommendations from the staff team. It scrutinises the endeavours of the staff team in particular, and the whole organisation in general, to achieve these aims. It is assisted in this by a number of committees to whom it delegates authority for overseeing key areas of activity. This helps the Board ensure that adequate and necessary plans and processes are in place for the organisation to pursue its objectives. The Board is also responsible for ensuring that the Charity meets all its legal obligations, and also for addressing governance matters and overseeing the charity's internal democracy.

The Board subcommittees referred to above, and their remits, are as follows:

- *Campaigns & Active Membership Committee*: oversees LCC's advocacy, campaigning work
- *Policy Forum* (elected by the membership): oversees policy development.
- *Finance & Administration Committee*: monitors risks and oversees the financial administration of the charity.
- *Income Generation Committee*: responsible for advising on income generation activities.

- *Human Resources Committee*: responsible for setting and reviewing HR policies & procedures; leads on Equality & Diversity, and resolves non-staff HR issues.

Each of these committees has Board and staff representation. The Campaigns & Active Membership and Policy Committee additionally include representatives from LCC Groups.

The day-to-day running of the charity is delegated to the Chief Executive under a power of delegation agreed with the Board. The Chief Executive manages a team of around 20 staff (with a full time equivalent of 17.1 at 31st March 2015), plus a core group of about 10 part time office volunteers. As well as operational management the Chief Executive and staff team are responsible for recommending policy and strategy to the Board and its subcommittees, and are also responsible for the organisation's ongoing relationships with key external bodies, such as elected officials and relevant public authorities.

An important role for the charity is to support groups of members in the London boroughs. These are known as the LCC Groups, currently consisting of Borough Groups (but with plans to include other types of LCC Group not based on borough boundaries, e.g., profession-based). Each Borough Group is legally a part of the charity but operates within their local borough. They are governed by their own committees, organise their own activities, fundraise for their own projects and publish their own newsletters. For this reason, they are shown in the accounts as restricted funds. LCC has 12,563 members (as of 31st March 2015), 33 Borough Groups, and many hundreds of active volunteers.

Public Benefit Statement

As set out in our Memorandum and Articles of Association, LCC's Charitable Objects are:

to promote cycling for the public benefit in the United Kingdom as a means of furthering the following charitable purposes:

- (i) *the promotion of public health,*
- (ii) *the promotion of healthy recreation in the interests of social welfare,*
- (iii) *the promotion of public safety, particularly on the highways,*
- (iv) *the relief of the needs of people with mental and physical disabilities,*
- (v) *the promotion of the conservation and protection of the environment and*
- (vi) *the advancement of education*

by whatever means the Board think fit, including the provision of cycling facilities, services, training, educational activities, and lobbying and campaigning in matters relating to cycling and other forms of transport.

The entirety of LCC's work is in pursuit of these aims. Direct benefits accrue not just to LCC members but to the public as a whole as a result of LCC's advocacy on behalf of cyclists and cycling. In addition LCC's services are free at the point of delivery to the public.

Membership of LCC is open to everyone who supports our aims, with varying membership subscription rates depending on individual circumstances (including a concessionary rate for the retired, unemployed, etc.). Membership affords access to specific additional benefits (e.g. LCC's quarterly magazine, London Cyclist) as well as participation in LCC's democratic decision-making processes.

Trustees' Report 2014/15

i. Introduction

As ever, first mention must go to LCC's outstanding volunteer activists. They have again contributed technical expertise, local knowledge, political acumen, sophistication and an abundance of energy to LCC's work – as well as being open, welcoming and helpful to the public. Special recognition must also go to those volunteers who assisted the staff team and gave expert input to the Space for Cycling campaign (especially regarding IT and processing the mass of data that campaign generated).

The Board and staff's thanks and appreciation once again extend to all the charity's many volunteers for their immense contributions to work of the organisation.

The achievements and activities of the charity during the financial year 2014/15 are described below; as well as the challenges and difficulties that we faced and a summary of our future plans.

ii. Progress towards Implementing the Strategic Plan (2014-2018)

As noted in the Trustees' Report in the previous year's accounts (2013/14), in January 2014 the Board set a new four year Strategic Plan covering the period 2014-2018. Thus the end of this financial year (31st March 2015) saw the first 15 months' of effort towards the new objectives set out in that Plan. Progress regarding each of the individual goals is summarised below.

1. Politics & Campaigning

Strategic Objective 1a

Ensure the current Mayor fully meets his Love London, Go Dutch promises by the 2016 mayoral election

To recapitulate on past reports: the Mayor wove his promises towards LCC's 2012 *Love London, Go Dutch* campaign into the programmes set out in his *Vision for Cycling in London* (published in March 2013). The headline story of the past financial year is that, despite the energetic interventions of the Mayor's Cycling Commissioner and the best intentions of staff at TfL and in the Boroughs, concrete realisations of this Vision remain to be achieved on the ground.

This is not to say that there have not been advances: LCC has maintained (and since the end of the financial year increased) its engagement with TfL to good effect to first influence and then help roll out TfL's new London Cycling Design Standards; and we engaged on a raft of consultations, not least in respect of the upgraded Cycle Superhighways programme. Nonetheless we finished the year in a position where TfL has had to "back-load" its plans to install new cycling infrastructure into the last year of the current mayoralty. The upcoming financial year will therefore be a critical one for LCC's advocacy to ensure that by the time the Mayor leaves office there are some real success to celebrate stemming from the admirable paper commitments.

There was nonetheless a singular success for the campaign: the groundbreaking new flagship East-West and North-South Cycle Superhighways, seen by LCC and the Mayor's office as being the main way in which TfL would meet the Mayor's commitment to adopt the highest international standards for the CSH programme, went out to consultation in the autumn of 2014. As well as addressing some understandable concerns about the short term congestion these schemes might cause (in particular by

highlighting the fact that modal shift to mass cycling is essential to easing the future congestion that would otherwise arise from a rapidly expanding population), LCC mobilised 6000 supporters to respond and help tackle opposition to the schemes from some quarters (which we believed was unfounded and potentially underhand).

An unprecedented and highly welcome development was our partnership with Cycling Works: set up by LCC members, Cycling Works sought and gained a large number of affidavits in favour of the new CSHs from senior personnel across a wide range of businesses. This had the effect of showing that business was overwhelmingly in favour of the project, helping to stave off the threat of judicial review. As of the time of writing, construction has now begun on the new CSHs.

Strategic Objective 1b

Ensure that the next Mayor of London, with the backing of the London Assembly: (a) supports the goal of making London as safe and inviting for cycling as Holland (continuing the policy of the current Mayor and all his main competitors at the last election); (b) guarantees an upwards trajectory of annual funding for cycling; and (c) substantially expands on current mayoral cycling programmes

The first element of achieving the above objective is to ensure that a proven, robust case for future investment in cycling is effectively made through the successful delivery of current commitments (see the previous section): there is a real political risk that those involved in the next mayoralty will view cycling investment as being too hard to deliver on the ground (for political, technical and administrative reasons) if the present programmes deliver weak outcomes. Indeed even if they are successful, TfL's present 10 year business plan already shows a planned downturn in cycling funding after 2016. Reversing this will be a major challenge for LCC.

Accordingly, the final third of the last financial year saw LCC begin engaging all the known nominees for the main parties' candidacy for London Mayor in 2016. Once the parties complete their selection process during the coming financial year we will increase and focus this engagement.

Finally, as of the time of writing work has begun on initiating LCC's headline campaign for the 2016 Mayoral Elections. A continuation of *Space for Cycling*, this campaign will set new targets to surpass its record-breaking predecessors, particular in respect of the levels of public engagement. With the next Mayor of London being someone who has not held the office previously, and with a multitude of difficulties facing London – from a housing crisis to cuts in public services – LCC will have to be even more crystalline and persuasive in its case with both the public and London's body politic.

Strategic Objective 1c

Ensure councillors signed up to Space for Cycling meet their commitments by the next local election in 2018

The success of LCC's *Space for Cycling* campaign around the 2014 London Local Elections was described in last year's Trustees' Report, but the headline results bear reproducing:

- 50% of the over circa 7,000 candidates registered as being in support of their local asks by polling day (22nd May 2014).
- 43% of elected councillors being supporters of their local "asks".
- Majority support for Space for Cycling in over half of London's borough councils.

Although the pace of implementation of the *Space for Cycling* commitments made by councillors remains a significant concern, we are beginning to see delivery pick up, and we continue targeted

campaigning activity to build on this. In particular, we: initiated a structured online engagement with councillors regarding progress against their ward asks, started a petition to council leaders asking them to take personal responsibility for ensuring that their council's promises are met (petition delivery is underway as of the time of writing); and, dovetailing with this, we created a new set of campaigners' tools to support the work of our local groups.

The task ahead over the coming three years nonetheless remains considerable to attain the full realisation of the promises made by supportive councillors by the time they leave office or stand for re-election in May 2018.

Other Campaigns News

HGV/Lorry Safety

LCC welcomed the achievement of a major campaign goal on lorries in this financial year, as direct vision lorries (which give drivers a much clearer view of pedestrians and cyclists near their vehicle) became commercially available. We have begun a very important new working relationship with industry members of the CLOCS (Construction Logistics & Cycle Safety) lorry safety scheme. This is likely to form the heart of our HGV campaigning in the forthcoming financial year.

National Campaigning

LCC continued to play our full role within the UK Cycling Alliance (alongside CTC, Sustrans, British Cycling, Cyclenation and the Bicycle Association). In particular we assisted in efforts to promote parliamentary debates on cycling, and with putting on The Times Great Cycling debate ahead of the 2015 General Election. We also continue to serve on the Board of Cyclenation, in particular working to secure the adoption by the latter of the policy basis and campaigning priorities established by LCC's *Space for Cycling* campaign (which, as mentioned in last year's report, has been adopted by CTC).

Media Coverage

Media coverage during 2014/15 included:

Evening Standard (Cycle Superhighways, Space for Cycling, fatalities, numerous letters); BBC London Radio, TV and Online (Cycle superhighways, underground cycle routes, Stamford Hill fatality, Lambeth Bridge North fatality, Victoria fatality, Camberwell fatality, Elephant and Castle, West End Project); Daily Mail (lorries, fatalities); ITV London (Lambeth Bridge North fatality, Camberwell fatality, cycle superhighways); Telegraph (General Election); The Times (HGVs); Road.cc (Life Paint, Michael Mason case, Cycle Superhighways); West End Extra (Lambeth Bridge fatality); The Nation (Cycle superhighways); Time Out (Tweed Run); The Mirror (Tweed Run); Bike Europe (Love London, Go Dutch); BBC Radio Five Live (Cycle superhighways); Guardian (Cycle Superhighways, Choose Cycling); CNN (Underground cycle routes); Economist (Cycle superhighways); Cycling Weekly (Cycle superhighways, HGVs, Choose Cycling); BikeBiz (Cycle superhighways, Choose Cycling); CityMetric (cycle superhighways). Local coverage includes Newham Recorder, East London Advertiser, German TV, Get West London (superhighways, HGVs, Space for Cycling); North London Today (Mini-Hollands); Ealing Times (CCFL); East London Lines (cycle superhighways)

2. Quality of Design

Strategic Objective 2a

Ensure that the new LCDS matches or exceeds international standards; that by 2016 at least one superhighway should be built, one junction rebuilt, and one mini-Holland developed according to these standards; and that by 2018 the LCDS should be in use in schemes in all highway developments in London

We submitted comprehensive feedback to TfL regarding its new London Cycling Design Standards and have welcomed its publication.

The new, programme-defining East-West cycle superhighway, is something of a test case: if it is delivered continuously, without a gap at Buckingham Palace, we believe it will match international standards – however this is far from guaranteed. Hence LCC publicly spoke out against the Royal Parks for their decision to block the cycle superhighway outside Buckingham Palace, and around 2000 supporters wrote to the Royal Parks through our website to urge them to allow the superhighway to continue safely past the Palace. We will continue to put pressure on the Royal Parks with a view to securing a safe solution provide safe passage at this part of the route.

Additionally:

- A number of cycle-segregated junctions are planned for delivery by May 2016. These include Blackfriars, the Oval and Tower Gateway. The mini-Holland programme in Waltham Forest is going very well and if it continues to do so we believe it will meet international standards. (The trial road closures in Waltham Forest – due to open permanently in September – we recognised in the July 2015 edition of LCC's *London Cycling Awards*.)
- We have fed-in to TfL both prior to and during its consultation process on all superhighway and junction consultations on the subject of design standards. These include the North South and East West Cycle Superhighways, the upgrade to Cycle Superhighway 2, Cycle Superhighway 1, the Bow interim scheme, Old Street and Archway.
- Prior to the 2015 general election, we wrote to all parliamentary candidates asking them to pledge support for cutting the red tape that holds back the delivery of safer cycling in London: at the moment cycle-specific signals must be approved on a case-by-case basis, yet swift approval of the Traffic Signs Regulations and General Directions 2015 will give blanket permission to TfL to install them as needed. We will be pressing supportive elected MPs to help ensure this happens.

Strategic Objective 2b

Develop a policy on minimum standards for routes and junctions based on LCDS's Cycling Level of Service

This remains very much work in progress, although progress is positive. We anticipate that the consultation and discussion LCC is having across its internal cadre of experts will conclude with a new policy being published within the first half of the new financial year.

3. Membership

Strategic Objectives 3a & 3b

- *Conduct a full market review of our membership/supporter model, implementing a new model as needed that will (a) strengthen our voice with decision-makers and the public and (b) significantly increase our income. [Added January 2015.]*
- *Aim to grow our membership from 12,400 at the end of 2013 to 15,000 by 2016 and 20,000 by 2018*

Membership

Although membership numbers continue to grow, the last financial year is one in which LCC struggled to meet the more ambitious growth pathway we set for ourselves. Achieving ambitious membership growth remains the right thing to do, to further strengthen our advocacy and further reduce our dependency on increasingly scarce grant funding. Yet doing so has proved a struggle, as we once again found during the year.

The charity consequently concluded that there is evidence to suggest that the market may be saturated in relation to LCC's current membership model – even accounting for the fact that there is much more that needs to be done to extend our market reach so as to make more people simply aware of what we offer. Indeed the growth in total number of members arose due to a good response to our marketing drive to promote family memberships rather than increased individual memberships being sold. (The latter may have been adversely impacted by the withdrawal of most member benefits – see below). It is therefore likely that we will continue to struggle to achieve the growth we seek (or perhaps even maintain our current position) as long as the membership model remains the same.

Membership Review

As a consequence of the above, a full Membership Review was agreed mid-year and initiated in the final quarter. Employing external support, this review will be completed by the autumn of 2015, and our expectation is that LCC will make a managed transition to a new model soon thereafter that we anticipate will substantially increase membership numbers and income. In particular, we anticipate that the new offer will feature a more attractive price point and a bigger/better range of member benefits (currently suspended – see below).

At the same time there are other challenges we need to address: it is likely that to make the most of any new model we will need to invest up-front in enhanced marketing; better integration will be needed across our back office IT (website, database and third-party “customer relationship management” tool); and an improved online “shop window” created for our offer. There is a potential that the charity may have to draw down on its planned reserve to facilitate this on the basis of a robust business plan for future growth.

Clearly the Membership Review upon which LCC has embarked – and more pertinently the new member-donor-supporter model we anticipate instituting - has a pivotal role to play in widening our reach and income and reaching the strategic objectives above. But beyond that it also provides a framework for improving our CRM across the piece during the course of the coming year, from developing a better individual giving strategy to a more comprehensive cross-organisational marketing strategy (e.g. connecting better with our consultancy and services offerings).

Gift Aid

The difficulties in achieving ambitious growth that we experienced last year were compounded by the unexpected suspension by HMRC of the charity's eligibility to claim Gift Aid on the membership fee. This suspension was on the basis that the market value of the Third Party Liability insurance product LCC offers free to members had exceeded the permissible level (i.e. its value was greater than 25% of the membership fee). This matter was ultimately resolved by no longer seeking or advertising benefits that can be monetised to our members, as well as creating an equivalent standalone third party insurance product that LCC is now offering to all members of public at a very competitive rate (equivalent to less than 25% of the membership fee).

However, whilst this innovation enables a substantial income from Gift Aid to be maintained (as well as opening up a new, albeit moderate, income stream), the loss of being able to provide member benefits (i.e. that have financial value) is in the long term likely to hamper the charity's ability to grow our membership and income. In any case, the charity has taken the view that we should hedge against the risks associated with over-reliance on Gift Aid, especially in the current economic climate, which is one of the driving factors behind the Membership Review (above).

Member/Supporter Communications

The production values of our London Cyclist magazine increased significantly during the year, and the magazine continues to go from strength to strength. It now has a circulation to challenge some of the country's leading consumer cycling titles. The weekly e-version of *London Cyclist* continues to be one of LCC's key communications channels; it has been commissioned for redesign to make it more visually engaging, more image-driven, and with a more contemporary look and feel.

LCC's social media channels have continued to gain ground with both Twitter and Facebook (now key channels for LCC) growing in reach. More structure will be needed around their management over the coming year to gain best value from them. In numbers: LCC's Twitter following grew from 18,113 to 23,300 with Facebook growing from 9,250 to 12,451.

Advertising

LCC generates significant income through advertising on our member/supporter communications and on our website. Revenue from this increased from £49,382 in 2013/14 to £57,892 in 2014/15 and is projected to rise further to £61,750 in 2015/16. This is largely attributable to LCC engaging a new ad selling agency, Fellows Media, during the course of last year. We will see more advertising opportunities to generate income for the campaign (such as the "Solus" emails we have introduced to market third-party products on a paid-for basis) in the upcoming year.

4. Activism

Strategic Objectives 4a & 4b

- *Ensure that we have a healthy and diverse local group in every borough (in relation to factors such as size, governance, campaigning ability and event management), prioritising Outer London groups; in particular invest in developing the capacity of at least four Outer London local groups such that they have strong and effective campaigning ability*
- *Provide additional support and capacity building to those local groups in boroughs receiving Mini Holland funding to ensure they are able to engage effectively in this process*

Although it had been planned and hoped the 2014 *Space for Cycling* campaign could be used as a springboard for a number of LCC's existing groups to be revitalised and attract new blood (especially the smaller ones), the reality was disappointing. In short, whilst the stronger groups were to a reasonable extent able to capitalise on the campaign by extending their public reach, and some smaller groups did find the campaign to be a shot in the arm in terms of their public/political relations, there was insufficient staff time to invest in achieving this goal. Simply put, the campaign was even more demanding (especially technically) than we had hoped (although we did anticipate and dealt with this scenario). This meant that staff time was of necessity largely focused on the central effort rather than providing direct support to groups' own outreach and capacity-building.

Catching-up from this setback will be challenging, although our planned work around the Mini-Hollands (and with some of the boroughs who have also received smaller grants from the same funding pot) provides a strong platform for doing so. We have been working with local groups in Enfield, Waltham Forest and Kingston on these (as well as in Ealing and elsewhere), and as this work continues we will be looking to help develop their capacity and campaigning ability. We are also developing our group in Hillingdon and will be looking to develop capacity in Barnet, Kensington & Chelsea and the City of London over the coming months.

On a similarly positive note the year once again saw a number of LCC groups achieve considerable successes in campaigning for local measures to promote cycling. Others were very effective in conducting activities to engage the public in opportunities to take up cycling (or gain more confidence in doing so). So whilst our ambitions for the growth of our groups were not fully met, these achievements by LCC groups are a platform on which the charity aims to build.

Strategic Objective 4c

Broaden our activist base by providing ways to engage with LCC outside of the traditional local group structure; e.g. student groups, workplace groups, and online networks or communities of common interests

If tactical trouble-shooting during *Space for Cycling* 2014 impeded capacity-building work with existing groups, then the negative impact on centralised outreach to new audiences was even greater. Nonetheless some seeds were sown, and green shoots appeared. For example:

- In partnership with University of the Arts London, we have put in place the foundations of our nascent student activist network, and will be developing this during the new financial year (<http://bit.ly/LCCStudents>).
- By developing better procedures for signing-up new groups, and by better codifying the role of LCC Groups within the charity (both through our Governance Review), LCC will be in an improved position to drive forward further networks of this kind.

Strategic Objective 4d

Invest in digital media capacity within the staff team as well as group support, to ensure our reach extends beyond our traditional borough group model (and to also support public engagement with our wider activities beyond campaigning)

The Board established a new IT Working Group in the second half of the financial year, in part to help meet the above objective. As a result we have now established the future requirements for our digital platforms. However, given the charity's ongoing financial challenges (which it is addressing through its new Membership Review), it is unlikely that significant headway will be made until the 2015/16

financial year. However, investment in digital capacity has been declared by the Board to be the top spending priority for that year.

5. Consultancy & Services

Strategic Objectives 5a & 5b

- *Develop a strong business arm with a well-known and respected market position in order to (a) increase our direct promotion of cycling at the grass roots; (b) earn more income from business activities; and (c) reduce further our reliance on fixed term grants*
- *Expand and diversify our services and consultancy such that their annual contribution to core funds rises from £72k in 2013/14 to £150k in 2016; and to £200k in 2018*

The continuing health and expansion of LCC's still relatively new Consultancy & Services arm is a major success story for the charity. When in 2011 LCC decided to invest in this area of income generation - to offset expected losses in grant income (and indeed create a more sustainable funding base, long term) - its contribution to the charity's income was only 4%; in the 2014/15 financial year this had grown to 17%, with further substantial growth being targeted next year.

Both a cause and consequence of this growth has been the development of a sizeable "Cycling Projects" team - with a clear identity and role within the organisation. The team has continued to expand and diversify our services and consultancy, including by exploiting the internal technical expertise that LCC can offer from within our Campaigns Team.

The financial year 2014/15 saw a total income of £278k against a target of £289k (the shortfall being due to accounting adjustments arising from some clients delaying agreed projects until the next financial year). This included the renewal of the Community Cycling Fund for London for another year (see below).

Corporates and Local Government

Income increased during the year from new business from corporates and local government, balancing the reduction in grant funding received for project delivery:

- Our consultancy and research services performed well and above target (accounting for phasing issues).
- LCC's Urban Cycle Loan projects increased to five, with a new project in Southwark joint funded by LB Southwark and Transport for London.
- Our Ride London led rides, Barrett's Bike Club and Broadgate Bike station programmes continued to flourish.
- Sales of cycle promotion and cycle mechanic events continued, but with a focus on large or regular projects

The team has also evolved the capacity to service internal events across the range of the charity's activities, for example the *Space for Cycling* Big Ride in May 2014, LCC's *London Cycling Awards* (July), our AGM & Campaigners Conference (October), the Cyclenation-CTC annual conference (LCC being a member of the Cyclenation federation) and smaller marketing events across the year.

Grant funded Programmes

Transport for London's Community Cycling Fund for London (CCFL)

(Note that during the course of the last financial year we worked on two annual CCFL rounds; thus we report on each below.)

LCC again ran Transport for London's CCFL grants programme, between October 2013 and August 2014 (i.e. the latter half of that programme fell within LCC's 2014/15 financial year). Community groups, charitable, third sector and not-for-profit organisations (especially involving "hard-to-reach" groups) were eligible to apply for a grant to encourage their beneficiary groups to cycle more (as a means of helping these groups achieve their own objectives).

The programme was a great success: it supported 26 new cycling projects, and reached 4,927 direct beneficiaries (plus 2,656 indirect ones, e.g. those who attended activities but didn't actually participate in the cycling element - typically friend or relatives of direct beneficiaries).

The 2014/2015 CCFL grants programme ran between November 2014 and March 2015, operating in a similar way to the previous round. Once again it was very successful, supporting 17 new cycling projects to conduct activities to encourage their local communities to cycle, and reaching 2,924 direct beneficiaries. As with the earlier round, all 17 projects continued to conduct activities after the end of the funding period.

Importantly, the year saw LCC further cement and extend a very productive relationship with TfL's behaviour change teams, helping the latter make significant improvements to the way in which the programme was designed.

During the course of the year we were also successful in persuading TfL of our long-held view that to reduce the administrative burden and maximise the impact of the CCFL, it should move to a multi-year programme rather than being restarted annually. As a result we tendered for the new five year programme announced by TfL which, because of the value of the contract, had to be tendered under EU public sector procurement rules. These rules are designed to exclude consideration of past performance and, we regret to say, we were unsuccessful in our bid on grounds of price.

We are extremely disappointed no longer to be able to shape the CCFL programme, grow it and improve the quality of outcomes. We nonetheless extend our best wishes to those now managing the programme and are doing all we can to facilitate a smooth handover. Most importantly we wish the best to all those community groups with whom we have worked, and who have inspired us in return.

London-by-Cycle – Active Travel Consortium (Big Lottery)/ West Trans / Transport for London

Our programme of behaviour change events aimed at students at universities and colleges across London continued during the year. The events had a focus on improving physical and mental wellbeing alongside encouraging people to take up cycling for transport. The funding from the Big Lottery ran from June 2013 to May 2015. During the first half of the programme we benefitted from match funding from Transport for London, and during the second academic year we received match funding from West Trans (a partnership between a group of west London boroughs). 101 events were delivered against a revised target of 94 with over 2500 beneficiaries involved. We are building this programme for repeat and improved delivery in the new (2015/16) academic year.

6. Learning & Knowledge Management

Strategic Objective 6a

Improve our ability to achieve our goals by investing in a high quality knowledge management system; by 2016 this will cover all office, Board, subcommittee, and group activities; and by 2018 the whole of the organisation

Little progress has been made in the furtherance of this objective – partly because achieving it is intimately related to the above one of investing in new digital media capacity (including a new online space in which to manage internal discussions, decision-making and institutional knowledge). The Board recognises this dependency and will ensure that as new digital media capacity is added to the charity, knowledge management issues will be addressed as a matter of priority.

7. Equality & Diversity

Strategic Objectives 7a and 7b

- *Develop better procedures and apply them effectively to ensure the cycling policies we promote are truly universal (e.g. with respect to all ability cycling)*
- *Strive to improve our internal ways of working to make the charity (from the Board of trustees to the staff team) more representative of London's diverse communities*

Following recent AGM resolutions committing LCC to advocating cycling facilities that are suitable to be used by people of all ages and abilities, the charity has adopted an “inclusive cycling” policy (which can be found at <http://lcc.org.uk/pages/inclusive-cycling>). In addition, the staff team are making sure greater references to “all ability” cycling provision are made in LCC’s political/policy/media interventions, and that the charity’s commitment to inclusive cycling is visibly reflected in its materials.

iii. London Cycling Awards

LCC’s London Cycling Awards were once again an outstanding success, attended by a large number of people across London’s cycling-related sectors. Having launched them in 2013, the 2014 edition was an opportunity to cement the model before scaling them up at a new, bigger venue in 2015. BBC’s Jeremy Vine was especially well-received for the excellent job he did as Master of Ceremonies.

The full list of winners is as follows:

Consumer Awards

Nominated by London Cycling Campaign members and voted for by the public

<i>Cycling Brand of the Year:</i>	Look Mum No Hands!
<i>Best Large Bike Retailer:</i>	Wiggle
<i>Best Small Bike Retailer:</i>	Brixton Cycles
<i>Cycling Champion of the Year:</i>	Chris Boardman MBE
<i>Bike Blog of the Year:</i>	road.cc

Project Awards

Nominated by the public and chosen by a panel of independent cycling experts

<i>Cycling Initiative of the Year:</i>	Great Western Quarter Residents' Bike Club
<i>Youth Sector Cycling Champion:</i>	Tower Hamlets BMX Club
<i>Grassroots Project of the Year:</i>	Respoke Community Bike Exchange, Trailnet.cic
<i>Digital Campaign of the Year:</i>	Bikeminded Social Media Campaign
<i>Best Space for Cycling Project:</i>	Royal College Street Cycle Tracks, Camden

The Awards are proving to be a good route through which to build a higher profile for LCC within London's cycling industry and culture, and the 2014 edition established a good foundation for further growth.

iv. Governance Review

A long-standing intention to review and overhaul LCC's governance was realised during the year by the initiation of a Governance Review in March 2015. This followed some important decisions by the Board, namely that:

1. All AGM policy resolutions are binding on recognised/authorised LCC representatives.
2. All cycling policy decisions taken under powers delegated to Board subcommittees by the trustees are similarly binding.
3. Other cycling policies of the organisation, as established by official statements (e.g. by staff, following consultation) or custom and practice, shall be treated as advisory by recognised/authorised LCC representatives.
4. The role of LCC Groups within the charity (i.e. including but not limited to Borough Groups), should be properly codified and supported through clearer governance arrangements.
5. The operation of, and relationships between, committees and working groups should be clearer and better formalised.
6. Minutes of Board and committee meetings should be published on the LCC website.

Taking the above as its starting point the Governance Review is, at the time of writing, coming to the final round of consultation with key stakeholders. This process will culminate in Special Resolutions being tabled at the 2015 AGM, and the adoption of by the Board of new internal procedures.

v. Summary of Key Priorities for the Next Financial Year (2015-2016)

We can summarise LCC's key priorities for the next financial year as follows:

- Hold the outgoing Mayor to account for delivery on promises made to LCC's *Love London, Go Dutch* Mayoral Election campaign of 2012.
- Successfully deliver the 2016 *Space for Cycling* Campaign around the London Mayoral Elections (including winning sufficient sponsorship and member/supporter donations).
- Implement the Membership Review and transition to a new member/supporter/donor model.

- Maintain the upward trajectory of expansion and diversification of LCC's Consultancy & Services.
- Conclude the Governance Review and implement the necessary changes.
- Scale up the London Cycling Awards

vi. Funding & Finance

The charity's main sources of unrestricted funding are membership income, and Consultancy & Services. We have additionally received grants from the BIG Lottery Fund (ATC) and Transport for London (CCFL). We have been grateful to receive one-off donations as well as regular donations from members in support of our campaigning work. LCC's Membership income is eligible for Gift Aid which has further maximised the benefit to the organisation from membership-related income. Total income in 2014/15 was £1.32 million (2013/14: £1.22 million).

The Board has registered a new, non-charitable trading subsidiary (London Cycling Campaign Trading Ltd). Wholly-owned by the charity this company will be used to ensure that profits from the charity's non-primary purpose trading activities stay within the threshold at which under HMRC rules they would become eligible (as a whole) for corporation tax. In doing so we are following normal practice within the sector and HMRC's published guidance.

vii. Fundraising

The charity is continuing its policy of reducing dependence on grant income from charitable trusts (given the difficulty of securing such income for cycling campaigning) and instead raising a greater share of our income from services and consultancy work and from corporate sponsorship of specific campaigns. We nonetheless continue to appeal to our members and supporters to donate to the charity to support specific campaigning activity, and thank them for their support. It is anticipated that this latter income stream will increase following the conclusion of the membership Review described above.

viii. Reserves Policy

LCC's expenditure is derived from unrestricted funds (e.g. membership fees, donations, sponsorship and trading income) and restricted funds*. To ensure that the charity is able to meet all future and known liabilities the trustees review the level of Free Reserves (unrestricted reserves, less fixed assets, plus deferred membership income) at regular intervals.

The Trustees' previous reserves policy was to maintain Free Reserves so that the charity could survive a period of three months with the current capacity and staff team, in the event of a disaster causing a sudden loss of income. However the trustees have reviewed this policy and decided that instead of basing the policy on an unforeseen catastrophe (in which scenario the charity would arguably fold anyway), it should instead be based on two factors: (a) cash flow during the financial year, including risks of delays or defaults from debtors, and (b) a "safety margin" to cope with poor income generation over the financial year and/or unexpected loss of income streams (as happened in respect of Gift Aid during the financial year in question – see above).

This change in policy will see LCC set the figure referred to in (a) above annually, according to an analysis of cash flow over the previous 12 months plus a look ahead to potential risks in the next 12 months; a safety margin as in (b), will be added on top based on past experience over a number of years and a risk assessment of future scenarios.

As a result the new reserves policy requires that the charity should aim for Free Reserves of £115k. At 31 March 2015 Free Reserves were £123,645, projected to be £123,533 at 31 March 2016. The trustees will continue to keep this new policy under review.

** Restricted funds derive from grants received and other income which are ring-fenced for expenditure on specific projects or purposes. Where they relate to projects, they will be available to bring a project to a reasonable conclusion within a given period of organisational wind-up.*

ix. Statement of Risk Policy and Internal Controls

The Trustees and subcommittees of the Board, as part of the budget setting process in the final quarter of each year, review the major risks to the viability of the organisation and its ability to meet its objectives. Significant risks (risks identified as having a high impact on the organisation's ability to deliver its objectives) identified during the year are raised with the Finance and Administration Committee (FAC) and the Chair of the charity when they arise. The Senior Management Team reviews major risks on a monthly basis, and provides assurance to FAC that the risks identified are controlled.

The Trustees are satisfied sufficient controls are in place to mitigate the major risks. The risk management approach taken by the organisation is that all staff should be aware of the risks in their area and bring any risk likely to have a significant impact on the charity to the notice of senior managers. Senior managers assess the risks to the organisation during the annual budgeting and planning process and include mitigation strategies within the operational plans, ensuring the allocation of sufficient resources as necessary. Senior managers report regularly to the FAC, who in turn give an assurance to the Board on these matters.

FAC and the Board are aware that independent assurance of the risks and their mitigation is a legal responsibility, and to provide additional assurance have relied on a variety of evidence during the year, including:

- Monthly management accounts
- Extensive bi-monthly Staff Reports
- Bi-monthly reports from the Chief Executive
- Minutes of committees
- Reports from managers to committees on operational activities
- External audit

x. Going Concern

The charity's membership continues to grow; and we have increased the proportion of members subscribing by Direct Debit (and making Gift Aid declarations) bringing more stability to our income. Our work remains relevant to the public and support for the campaign is strong. The charity has also invested in reviewing its membership model with a view to improving it and generating higher membership growth and income in future.

The charity has also established a strong reputation for delivering a broad portfolio of consultancy and paid-for services to a wide range of clients, which makes a substantial and expanding contribution to our work.

The trustees have considered the financial forecasts for the coming year and concluded that the charity can meet its financial obligations as and when they fall due. On this basis, the Trustees have prepared these financial statements on a going concern basis.

xi. Trustees' Responsibilities

The trustees (who are also directors for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

xii. Appointment of Auditors

The charity's auditors are appointed annually by a Resolution of the charity's Annual General Meeting. Chantrey Vellacott DFK LLP has merged its practice with Moore Stephens LLP and now practises under the name of Moore Stephens LLP.

xiii. Small Company Provisions Statement

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

This report was approved by the Trustees at their meeting on 6th July 2015.

Signed by:

Tony Levene, Trustee and Treasurer, on behalf of the Board

Independent Auditor's Report to the Members and Trustees of the London Cycling Campaign

We have audited the financial statements of London Cycling Campaign for the year ended 31 March 2015 which are set out on pages 25 to 37. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 21, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Philip Clark, *Senior Statutory Auditor*

For and on behalf of Moore Stephens LLP, Statutory Auditor
Russell Square House
10-12 Russell Square
London
WC1B 5LF

DATE: 20 August 2015

Statement of Financial Activities (Including Income and Expenditure Account)

For the year ended 31 March 2015

	Notes	Unrestricted Funds	Restricted Funds	Branch Funds	Year Ended 31 March 2015	Year Ended 31 March 2014
Incoming Resources						
Incoming Resources from Generated Funds						
Voluntary income	2	76,593	-	-	76,593	48,995
Activities for Generating Funds	3	18,450	-	-	18,450	55,393
Investment income	4	297	-	-	297	527
		95,340	-	-	95,340	104,915
Incoming Resources from Charitable Activities	5	952,858	201,279	68,376	1,222,513	1,119,156
Total Incoming Resources		1,048,198	201,279	68,376	1,317,853	1,224,071
Resources expended						
Costs of Generating Funds	6					
Costs of Generating Voluntary Income		13,301	-	-	13,301	7,206
Cost of Activities for Generating Funds		37,751			37,751	27,738
Charitable activities		965,117	265,856	66,839	1,297,812	1,119,038
Governance costs recurring	6, 20	41,494	-	-	41,494	40,018
Total resources expended		1,057,663	265,856	66,839	1,390,358	1,194,000
Net incoming/(outgoing) resources before transfers		(9,465)	(64,577)	1,537	(72,505)	30,071
Transfers between funds					-	-
Net movement in funds		(9,465)	(64,577)	1,537	(72,505)	30,071
Fund balances at 1 April 2014		145,133	64,841	88,962	298,936	268,865
Fund balances at 31 March 2015		135,668	264	90,499	226,431	298,936

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The statement of financial activities includes all gains and losses recognised in the year. All incoming resources and resources expended derive from continuing activities.

The notes on pages 27 to 37 form part of these financial statements.

Balance Sheet

As at 31 March 2015

	Notes	Year ended 31 March 2015	Year ended 31 March 2014
		£	£
Fixed Assets			
Intangible assets	9	16,277	18,817
Tangible assets	10	<u>11,150</u>	<u>20,211</u>
		27,427	39,028
Current assets			
Stock	11	2,816	4,673
Debtors	12	204,575	190,464
Cash at bank and in hand	13	<u>265,937</u>	<u>280,144</u>
		473,328	475,281
Creditors - amounts falling due within one year	14	(274,324)	(215,373)
Net current assets		199,004	259,908
Total assets less current liabilities		226,431	298,936
Income funds			
Unrestricted Funds		135,668	145,133
Restricted Funds	15	264	64,841
Branch Funds	15	90,499	88,962
		226,431	298,936

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The notes on pages 27 to 37 form part of these financial statements.

The accounts were approved by the Board on 6th July 2015.

Signed by:

Tony Levene - Trustee and Treasurer

Ann Kenrick - Trustee and Chair of the Board of Trustees

Notes Forming Part of the Financial Statements

1. Accounting Policies

Basis of Preparation of Financial Statements

The financial statements have been prepared on the historic cost basis, in accordance with the accounting principles recommended by the Accounting Standards Board (ASB), Companies Act 2006 (and subsequent revisions and regulations) and Accounting and Reporting for Charities: Statement of Recommended Practice (Amended 2005) issued by the Charities Commission for England and Wales (SORP 2005).

London Cycling Campaign is a registered charity and therefore is a non-profit making organisation. A Profit and Loss Account is not therefore included in these accounts, being replaced by a Statement of Financial Activities. No Summary Income and Expenditure Account has been included, as all other information which is required to be disclosed by Financial Reporting Standard No. 3 has been included on the face of the Statement of Financial Activities.

The financial statements have been prepared on the basis that the charity is a going concern.

Accounting for Separate Funds

The financial statements of a charity must differentiate between restricted and unrestricted funds and the fund types used in the Statement of Financial Activities are explained below:

Restricted Funds are funds subject to specific conditions imposed by the donor or by the specific terms of the charity appeal.

Designated Funds are unrestricted funds that have been put aside by the Trustees for a specific purpose and are thus treated as not available for the general activities of the charity.

Unrestricted Funds are the funds of the charity available for the general activities of the charity.

Branch Funds are the funds of the 33 local groups in the London Boroughs. As these groups operate independently at a local level, the financial activities are identified separately as restricted funds of the charity.

Branches

Income and expenditure in respect of the charity's local (borough) groups has been included in the Statement of Financial Activities as branch funds. The cash balances and liabilities of the branches at the end of the accounting period are shown separately in the Balance Sheet. The amounts have been incorporated on the basis of returns received at LCC's office at 2 Newhams Row by 11 June 2015.

Unrestricted Incoming Resources

Unrestricted grants (grants given for the general work of LCC but not restricted by the grantor), donations, bank and other interest receivable and other sundry income are recognised as income in the accounts on receipt.

Membership income is treated on the basis that membership subscriptions received comprise two main elements: one element is treated as a payment for the member benefit of public liability insurance, the remainder of the subscription is treated as a donation to the charity. The part of the membership income which is treated as being a payment for a member benefit is recognised on a straight line basis over the 12 months following renewal of annual membership, unearned income being accounted for as membership income deferred at the end of the accounting period. The part of the membership income which is treated as a donation is recognised in full when received.

Gift Aid is recognised in the Statement of Financial Activities when it is due from HMRC.

Invoiced income for services provided is recognised in the Statement of Financial Activities when the service has been provided and invoiced.

Sponsorship income is recognised in the Statement of Financial Activities on receipt, subject to adjustment if the sponsored activity is not substantially complete at the year end.

Restricted Incoming Resources

Restricted grant income (grant income specifically restricted in its application by the grantor) is recognised in the Statement of Financial Activities in accordance with the grant agreement. Normally these grants relate to a period of time and the grant income is recognised on this basis. Grants due for the period but not received are shown in the balance sheet as grants receivable and recognised in the Statement of Financial Activities. Where part of a grant which has been received relates to a future period the grant is included in the balance sheet as deferred income and is not included as income in the Statement of Financial Activities.

Resources Expended

Costs of Generating Voluntary Income and Cost of Activities for Generating Funds

Resources expended by the charity are accounted for on an accruals basis. Where costs have not been directly attributed to particular activities they have been allocated to activities on a basis consistent with the use of the resources.

Charitable Activities

Resources expended by the charity are accounted for on an accruals basis. Where costs have not been directly attributed to particular activities they have been allocated to activities on a basis consistent with the use of the resources. Support services costs have been allocated to each restricted fund on the basis of the appropriate grant funding agreement for that fund, and the remainder of these costs have been allocated to the charity's activities funded by unrestricted funds on the basis of staff input for these activities.

Governance Costs

These are the costs of governing the charity and include such items as statutory compliance, the audit, formulation of LCC strategy, trustee training and other activities of the Board of Trustees.

Investment Income

The charity has a policy of only investing in cash holdings in a bank account at this time, although powers exist to invest in a range of investments should the Trustees so decide.

Taxation

As a registered charity, London Cycling Campaign is not liable to Corporation tax on its investment income and gains, income and gains arising from trading in furtherance of its charitable objectives and charitable donations. Gift Aid is claimed on donations and on membership subscriptions where the donor or member has signed a gift aid declaration and where the particular donation or subscription complies with the requirements for Gift Aid. VAT deemed to be irrecoverable is written off to the Statement of Financial Activities in the period to which it relates.

Intangible Fixed Assets and Amortisation

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

Development and website costs	33% Straight Line
-------------------------------	-------------------

Tangible Fixed Assets and Depreciation

Restricted funds may, on occasion, be used for the purchase of tangible fixed assets, in accordance with the terms of the grant. On acquiring the asset it is deemed to be an unrestricted asset of the Charity as the restriction has been met in full by the acquisition of the asset. As such, the amount of income used to purchase any fixed assets from restricted funds is transferred to unrestricted funds, along with the related expenditure.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Furniture & Fixtures:	20% Straight Line
Tenants Improvements:	Life of the Lease (from purchase to November 2017)
Office Equipment:	25% Straight Line
IT Equipment:	33% Straight Line

Stock

Merchandise stock is stated at the lower of cost and net realisable value.

Operating Leases

Rents payable under operating leases are charged to the statement of financial activities as incurred over the lease term.

Pensions

The charity operates a non-contributory Group Pension Scheme with Aegon. This scheme is a defined contribution scheme and contributions are charged to the Statement of Financial Activities in the month to which the contributions relate. The charity contributes 6% of salary for employees. All assets of the pension fund are held separately from LCC and do not form part of these financial statements.

Irrecoverable VAT

Amounts of irrecoverable VAT that arise in the year are included within creditors as an accrual until such a time as payment is made to HMRC.

Cash flow statement exemption

The trustees have taken advantage of the exemption in Financial Reporting Standard No 1 (Revised 1996) from including a cash flow statement in the financial statements on the grounds that the charity (being a company limited by guarantee) is small.

LONDON CYCLING CAMPAIGN (A COMPANY LIMITED BY GUARANTEE – COMPANY NUMBER 1766411)
 REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2015

	Unrestricted Funds	Restricted Funds	Year Ended 31 March 2015	Year Ended 31 March 2014
	£	£	£	£

2. Voluntary Income

Donations and gifts	<u>76,593</u>	<u>-</u>	<u>76,593</u>	<u>48,995</u>
---------------------	---------------	----------	---------------	---------------

3. Activities for Generating Funds

Non-Charitable Trading	6,700	-	6,700	4,393
Sponsorship	11,750	-	11,750	51,000
	<u>18,450</u>	<u>-</u>	<u>18,450</u>	<u>55,393</u>

4. Investment Income

Interest receivable	<u>297</u>	<u>-</u>	<u>297</u>	<u>527</u>
---------------------	------------	----------	------------	------------

5. Incoming Resources from Charitable Activities

	Unrestricted Funds	Restricted Funds	Branch Funds	Year Ended 31 March 2015	Year Ended 31 March 2014
	£	£	£	£	£
Contract Management	388,793	-	-	388,793	245,544
Community Cycling	-	191,779	68,376	260,155	279,642
Campaigning	3,975	-	-	3,975	-
Information Services	72,742	-	-	72,742	64,732
Membership Services	487,348	-	-	487,348	502,488
Income Generation	-	9,500	-	9,500	26,750
	<u>952,858</u>	<u>201,279</u>	<u>68,376</u>	<u>1,222,513</u>	<u>1,119,156</u>

6. Resources Expended

	Staff Costs	Direct Costs	Other Costs (see note 19)	Year Ended 31 March 2015	Year Ended 31 March 2014
<u>Unrestricted Funds</u>	£	£	£	£	£
Costs of Generating Voluntary Income					
Donations	10,148	278	2,875	13,301	7,206
Costs of Activities for Generating Funds					
Non-charitable trading	5,460	7,463	1,548	14,471	6,689
Sponsorship	11,721	8,905	2,654	23,280	21,049
	17,181	16,368	4,202	37,751	27,738
Charitable Activities					
Community Cycling	3,575	3,612	1,106	8,293	7,163
Campaigning	132,651	38,041	36,822	207,514	166,135
Membership Services	103,611	74,637	32,289	210,537	226,197
Information Services	35,786	89,233	10,394	135,413	161,782
Contract Management	133,841	229,932	39,587	403,360	246,678
	409,464	435,455	120,198	965,117	807,955
Governance Costs (see note 20)	22,118	14,024	5,352	41,494	40,018
Restricted Funds					
Charitable Activities					
Community Cycling	104,407	76,405	34,501	215,313	235,286
Campaigning	4,322	36,721	-	41,043	17,412
Contract Management	9,500	-	-	9,500	26,750
	118,229	113,126	34,501	265,856	279,448

Staff Costs shown above are direct staff costs. Staff costs relating to support services are included in Other Costs.

7. Trustees

None of the trustees, or any persons connected with them, received any remuneration from the charity during the year to 31 March 2015. The charity paid for the flight, accommodation and delegate fee for Ann Kenrick, the chair, to attend the European Cyclists' Federation conference in Dublin in 2014. The total of these expenses were £327. (In the year to 31 March 2014, none of the trustees, or any persons connected with them, received any remuneration or benefits from the charity.)

8. Employees

	Year to 31 March 2015	Year to 31 March 2014
Number of employees The average monthly number of employees during the year was:	20.2	17.3

FTE Staff at 31 March 2015

As at 31 March 2015, the full time equivalent number of staff in each functional area of the charity were as follows:

Donations	0.3
Non-charitable trading	0.1
Sponsorship	0.2
Community Cycling	3.3
Campaigning	3.3
Membership	2.9
Information services	0.9
Contract Management	3.8
Governance	0.5
Support Services	1.8
	17.1

Employment costs	Year to 31 March 2015	Year to 31 March 2014
	£	£
Wages and salaries	563,456	527,661
Social security costs	52,887	46,648
Other pension costs	32,362	27,943
	648,705	602,252

There were no employees whose annual emoluments were £60,000 or more.

Employer pension contributions totalling £4,263 (2014: £5,903) were payable to the pension scheme fund at the balance sheet date and are included in creditors.

9. Intangible Fixed Assets

	IT Development costs £	Website costs £	Total £
Cost			
At 1 April 2014	8,000	22,476	30,476
Additions	-	8,450	8,450
Disposals	-	-	-
At 31 March 2015	8,000	30,926	38,926
Amortisation			
At 1 April 2014	6,665	4,994	11,659
Charge for year	1,335	9,655	10,990
Eliminated on disposal	-	-	-
At 31 March 2015	8,000	14,649	22,649
Net Book Value			
At 31 March 2015	-	16,277	16,277
At 31 March 2014	1,335	17,482	18,817

10. Tangible Fixed Assets

	Furniture & Fixtures £	Tenants Improvements £	IT Equipment £	Office Equipment £	Total £
Cost					
At 1 April 2014	7,172	15,605	57,485	9,811	90,073
Additions	205	-	660	525	1,390
Disposals	-	-	-	-	-
At 31 March 2015	7,377	15,605	58,145	10,336	91,463
Depreciation					
At 1 April 2014	3,741	10,732	46,509	8,880	69,862
Charge for year	1,001	1,392	7,566	492	10,451
Eliminated on disposal	-	-	-	-	-
At 31 March 2015	4,742	12,124	54,075	9,372	80,313
Net Book Value					
At 31 March 2015	2,635	3,481	4,070	964	11,150
At 31 March 2014	3,431	4,873	10,976	931	20,211

11. Stock

	Year ended 31 March 2015	Year ended 31 March 2014
	£	£
Merchandise stock	<u>2,816</u>	<u>4,673</u>

12. Debtors

	Year ended 31 March 2015	Year ended 31 March 2014
	£	£
Trade debtors	145,437	122,537
Other debtors	20,260	28,010
Prepayments	<u>38,878</u>	<u>39,917</u>
	<u>204,575</u>	<u>190,464</u>

13. Cash

	Year ended 31 March 2015	Year ended 31 March 2014
	£	£
Cash held centrally	160,718	155,859
Cash held by branches	105,219	91,229
Cash held on behalf of funders for projects	<u>0</u>	<u>33,056</u>
	<u>265,937</u>	<u>280,144</u>

14. Creditors

	Year ended 31 March 2015	Year ended 31 March 2014
	£	£
Trade creditors	23,916	27,441
Taxes and social security costs	40,347	35,781
Accruals and deferred income	154,177	83,991
Membership income deferred (see note 21)	15,404	20,209
Other creditors	25,760	45,683
Branch creditors	<u>14,720</u>	<u>2,268</u>
	<u>274,324</u>	<u>215,373</u>

Included in other creditors is £18,672 (2014: £NIL) due in relation to a credit facility utilised by the charity in the year. Interest is payable at 11.5% and the balance will be repaid within 12 months.

15. Restricted Funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Active Travel Consortium	Transport for London	Space for Cycling Campaign 2014	Esmee Fairbairn	Total Excluding Branch Funds	Branch Funds (Local Groups)	Overall Total
	£	£	£	£	£	£	£
Balance B/fwd 1/4/14	6,293	17,505	41,043	-	64,841	88,962	153,803
Receivable for year	63,241	128,538	-	9,500	201,279	68,376	269,655
Total Income	63,241	128,538	-	9,500	201,279	68,376	269,655
Expenditure in period							
Staff Costs	30,000	74,407	4,322	9,500	118,229	-	118,229
Direct Costs	38,402	38,003	36,721	-	113,126	66,839	179,965
Support Costs	9,500	25,001	-	-	34,501	-	34,501
Capital Transfers							-
Total Expenditure	77,902	137,411	41,043	9,500	265,856	66,839	332,695
Transfers	8,368	(8,368)		-	-		-
Net (Deficit)/Surplus	(6,293)	(17,241)	(41,043)	-	(64,577)	1,537	(63,040)
Balance C/fwd 31/3/15	-	264	-	-	264	90,499	90,763

The sum of £170,171 (£128,538 plus £41,633 as a capital grant allocation to the **Community Cycling Fund for London (CCFL)**) was received from **Transport for London (TfL)** to promote cycling amongst harder to reach groups and communities such as women, children, and ethnic minorities, and for cycling promotional events at universities. As part of this programme, the charity holds on trust in a separate bank account the capital grant allocation, which provides funding to grass roots groups to assist with the development of cycling activities. The programme ran until the end of the financial year (March 2015). All the expenditure from this fund has been spent for the purpose for which it was granted and the unspent balance of the grant being returned to TfL who is the funder.

The sum of £63,241 was received from the **BIG Lottery Fund** via the **Active Travel Consortium (ATC)**, of which the charity is a member, for delivery of cycle promotion events to students. The programme ran past the end of the financial year and was completed in May 2015. All expenditure from this fund has been spent for the purpose for which it was granted with no unspent balance.

The sum of £9,500 was received from the **Esmee Fairbairn Trust**, awarded for salary costs towards business development work to increase London Cycling Campaign's financial self-reliance. There is no carried forward balance. The funds from this grant have been expended on the purpose for which it was granted.

The total **Local Group** income for the year ended 31 March 2015 was £68,376. This includes £3,612 transferred to Branch funds from Unrestricted Funds for the annual payment of grant funding from LCC central to **Local Groups**.

16. Commitments under Operating Leases

At 31 March 2015 London Cycling Campaign had annual commitments under non-cancellable operating leases as follows:

	Land & Buildings		Other	
	At 31 March 2015	At 31 March 2014	At 31 March 2015	At 31 March 2014
	£ per annum	£ per annum	£ per annum	£ per annum
Leases which expire:				
Within 1 year	-	-	1,469	-
In 2 to 5 years	37,500	37,500	-	2,156
In over 5 years	-	-	-	-
	37,500	37,500	1,469	2,156

17. Related Party Transactions

London Cycling Campaign is a member of Cyclenation, a UK federation of local cycle campaign groups. Ashok Sinha, Chief Executive, is a member of the Board of Cyclenation. During the year, London Cycling Campaign paid Cyclenation £1,000 (2013/14: £1000) in respect of affiliation fees. In addition, the charity ran the annual conference of Cyclenation in London, generating a profit of £653.

18. Controlling Party

The company is limited by guarantee and does not have share capital. Each member gives a guarantee to a sum not exceeding £1 to the company, should the company be wound up. No one individual member has control.

19. Other Costs

The 'Other Costs' for 2014/15 shown in note 6, totalling £167,128, are made up as follows:

	Year ended	Year ended
	31 March	31 March
	2015	2014
	£	£
Staff costs	69,566	85,083
Incidental HR costs	4,626	12,335
Premises	52,680	50,570
Office services	9,107	11,209
IT costs	20,671	22,803
Finance costs	10,478	9,639
	167,128	191,639

20. Governance Costs

The direct governance cost for 2014/15 shown in note 6, totalling £14,024, is made up as follows:

	Year ended 31 March 2015	Year ended 31 March 2014
	£	£
Audit fee charge for year	9,233	8,300
AGM	2,413	3,000
Trustee indemnity insurance	926	864
Other trustee costs	1,028	372
Fees and subscriptions	424	469
	14,024	13,005

Governance cost includes external audit fees of £9,233 (2013/14: £9,000).

21. Membership Income Deferred

The decrease in membership income deferred of £4,805 was credited to the income and expenditure account in the year.

	£
Membership income deferred at 1 April 2014	20,209
Reduction in membership income deferred for 2014/15	(4,805)
Membership income deferred at 31 March 2015	15,404

22. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Branch Funds	Total
	£	£	£	£
Intangible Fixed Assets	16,277	-	-	16,277
Tangible Fixed Assets	11,150	-	-	11,150
Current Assets	367,845	264	105,219	473,328
Current Liabilities	(259,604)	-	(14,720)	(274,324)
	135,668	264	90,499	226,431

23. Net Movement in Funds

	<u>2015</u>	2014
Net movement in funds is stated after charging:		
Auditors' remuneration	9,233	8,300
Amortisation	11,659	7,493
Depreciation	10,451	11,075
Operating leases:		
land & buildings	37,500	37,500
Other	1,469	2,156
	—	—