

Charity Registration No. 1115789

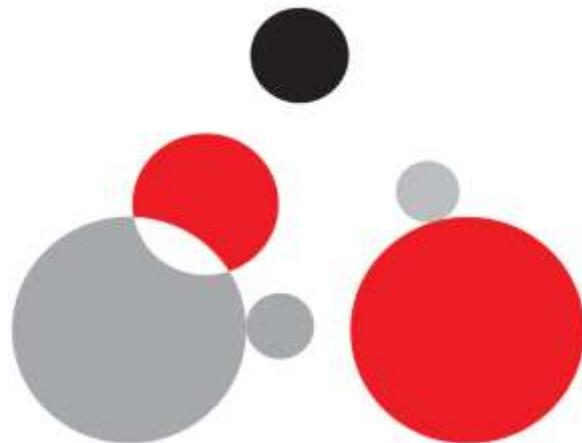
Company Registration No. 1766411 (England and Wales)

London Cycling Campaign

(A Company Limited by Guarantee)

Report and Consolidated Financial Statements

For The Year Ending 31 March 2016



**LONDON
CYCLING
CAMPAIGN**

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London Cycling Campaign

Administrative Details

A Charitable Company Limited by Guarantee Number	1766411
Registered Charity Number	1115789
VAT registration number	213 7639 12
Principal & Registered Office	2 Newhams Row London SE1 3UZ
Auditors	Moore Stephens LLP 150 Aldersgate Street London EC1A 4AB
Solicitors	Bates, Wells & Braithwaite 10 Queen Street Place London EC4R 1BE
Bankers	Unity Trust Bank plc Nine Brindleyplace Birmingham B1 2HB
Chief Executive	Ashok Sinha
Company Secretary	Ashok Sinha
Charity Correspondent	Ashok Sinha

Board of Trustees

Trustees serving at 31 March 2016

Trustee	Election Date / Term of Office	Trustee Role
Rachel Aldred	October 2014 – October 2016	
Mustafa Arif	October 2013 – October 2015	Vice-Chair
	Re-elected October 2015 until October 2017	
Dan Barnes	October 2013 – October 2015	
	Re-elected October 2015 until October 2017	
George Coulouris	October 2014 – October 2016	
Alex Dillistone	October 2014 – October 2016	
Ann Kenrick	October 2013 – October 2015	Chair
	Re-elected October 2015 until October 2017	
Tony Levene	October 2013 – October 2015	Treasurer
	Re-elected October 2015 until October 2017	
Terry Patterson	October 2015 – October 2017	
Gareth Redmond	October 2014 – October 2016	
Hannah Roberts	October 2014 – October 2016	

Trustees serving part of the financial year

Trustee	Election Date / Term of Office
Oliver Schick	October 2013 – October 2015

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	

Chair's Statement

The main focus of London Cycling Campaign over the past year has been working towards the Mayoral election and we were delighted that, thanks to effective lobbying by our members, all the candidates 'signed for cycling'. Initial announcements show that the new Mayor, Sadiq Khan, plans to continue to develop cycling facilities by tripling the current superhighway provision, promoting safer, cleaner lorries, and ensuring boroughs can enjoy the benefits of improved cycling provision by offering Mini-Holland style schemes. We look forward to working closely with his team.

This last year saw the fruition of years of campaigning for Dutch-style infrastructure with the opening of superhighways and improvements of junctions and roundabouts. I was delighted to thank the outgoing mayor, Boris Johnson, personally by presenting him with a musette as he formally opened the iconic East-West superhighway.

We welcomed the reduction of cyclist deaths and serious injuries over the last year, but 7 of the 8 deaths involved HGVs. So safety continues to be an issue for London's cyclists and the LCC continues to put pressure on the authorities to reduce road danger. On a lighter note, we were delighted to team up with London's cycling festival, Spin, for the LCC Awards which were presented to a range of very deserving individuals and initiatives from the public and private sectors.

Looking ahead, whilst we remain politically successful, the LCC is having to work very hard to generate the required income to support this work and this is likely to get harder in the uncertain political and economic climate following the Brexit vote. We will be very dependent on the membership relaunch to be in an effective position to continue our vital campaigning work.

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 Oliver Schick who 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.

Ann Kenrick
Chair of Trustees, July 2016

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 being unafraid of 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 Committee and Policy Forum 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 14.0 over the course of 2015/16), 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 had around 12,000 members (as of 31st March 2016), 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 2015/16

i. Introduction

The London Cycling Campaign has been very successful in our advocacy over the last twelve months. During this time we have seen international standard cycling provision begin to come to London, substantially as a result of the charity's campaigning; and London's new Mayor, Sadiq Khan, has adopted LCC's agenda for his term of office - giving the same commitment to high quality cycling provision that the charity won from his predecessor, Boris Johnson and promising to increase the scale of deployment.

Less encouragingly the charity struggled over the course of the year to meet our income targets. Membership income declined (at least in part, the trustees believe, due to our current inability to offer attractive membership benefits whilst still claiming Gift Aid) and also because of the loss of major service contracts. (There is also reason to believe that the market for traditional membership packages has weakened, especially given the availability of free, online, multiple-issue campaigns platforms.) That the charity coped well with a downturn in income approaching 10%, managing to finish the financial year with only a moderate deficit at the same time as delivering the campaigning success above, is a testament to the underlying resilience of the organisation and the creativity and hard work of staff and volunteers.

The trustees would like to extend their thanks and appreciation to the staff, and to everyone who has worked hard on behalf of the charity during the last twelve months for their support and commitment.

The achievements and activities of the charity during this financial year are described below, including more details on the successes we have had and the difficulties that we faced. We conclude with a summary of the charity's future plans.

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

As noted in the Trustees' Report in the previous year's accounts (2014/5), in January 2014 the Board set a new four year Strategic Plan covering the period 2014-2018. Progress regarding each of the individual goals is summarised below (as of 31st March 2016).

At the time of writing a new Strategic Plan (2016-2020) is being finalised, in keeping with the charity setting four year plans (aligned with the London electoral cycle) that are revised each mid-term.

1. Politics & Campaigning

Strategic Objective 1a

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

As a reminder, the former Mayor, Boris Johnson 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 past 12 months have seen significant progress, outlined below against the three "key tests" we set him for his mayoralty:

Test 1 Implement three flagship *Love London, Go Dutch* developments on major streets and/or locations

This commitment was translated into the Mini-Hollands programme in the Mayor's Vision for Cycling. Waltham Forest has no doubt been the mini-Holland success story of the three funded boroughs with significant progress and developments on the ground. The trial improvements in Walthamstow Village were awarded the *Space for Cycling* award at LCC's *London Cycling Awards* in June 2015. The excellent relationship between the local group and the council is noteworthy – the council invited Waltham Forest Cycling Campaign to join them on stage at the awards and have said they 'couldn't have done it without them'. Other schemes are underway in Enfield and Kingston, with the local LCC groups in those boroughs heavily involved in overcoming difficulties in implementation and advising on best practice.

Test 2 Make sure all planned developments on the main roads that they control are complete to *Go Dutch* standards, especially junctions

Following two years of preparation there was a sudden flurry of activity in the Spring of 2016 as the mayoralty reached its end. Major junction schemes moved rapidly forward with some truly exciting plans being put before LCC (and other stakeholders) for our views. However, concerns remain about the quality of earlier schemes and whether lessons are being properly learned; hence we have asked for a more rigorous post-implementation process and are exploring ways to boost public responses using a newly-created online platform.

As of March 2016, of 30 Better Junctions or major / significant schemes LCC were monitoring; 12 had gone through consultation, with 11 due to begin later in 2016; 8 were under construction with 6 due to start in 2016. Construction had been completed in one location (Queen's Circus) with 14 due to be completed later in 2016: Aldgate gyratory, Bank, Blackfriars, Tower Gateway, Parliament Square, Lancaster Gate, Oval, Elephant and Castle, Spur Road Gyratory, Bow roundabout, Stockwell, Old St, Lambeth Bridge South and Great Portland St Gyratory.

Test 3 Make sure the Cycle Superhighways programme is completed to *Love London, Go Dutch* standards

The flagship North-South and East-West Superhighways as well as the high-quality section of CS5 over Vauxhall Bridge were opened just after the end of the financial year. The N-S and E-W Superhighways are generally very good and represent a major campaign success for LCC (although there are still some issues around junction safety and track width). Extensions to both these routes were consulted on in March 2016; these routes will be worthwhile but in their current design are not good enough so we will work to ensure those are completed to a high standard.

As of March 2016, construction had begun on 8 out of 14 Superhighway schemes (CS1-12 + CSEW & CSNS). CS6, CS8, CS10 & CS12 have been cancelled. LCC will continue to raise concerns about proposed routes where necessary and intervention from LCC and the Cycling Commissioner have led to improvements or reviews of existing plans, for example on CS4 & CS11.

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

During the year, LCC worked hard to engage and build good relations with those who sought their party's nominations in the London Mayoral election, and subsequently with the party candidates who were eventually selected. By the time we launched our formal, public-facing Sign for Cycling 2016 Mayoral Election campaign we had already won broad backing for our specific proposals to expand investment in cycling in London, and to make it safer.

By the time the finale of the Sign for Cycling campaign was reached – a “Keeping London Moving” election hustings jointly organised with and hosted by The Times – all the main candidates had given their commitment to meeting the campaign’s three-point agenda, i.e. to:

1. *Treble the total length of protected space for cycling on London’s streets (compared to the total length installed under the Vision for Cycling by, or just after the last Mayor left office).*
2. *Initiate a programme to extend Mini-Holland style schemes to every London borough.*
3. *Use the Safer Lorries Scheme - plus all mayoral powers in relation to procurement, planning and regulation – to move as quickly as possible to a situation where “direct vision” lorries are the norm on London’s streets.*

In a statement given to LCC and published by the charity, the eventual winner of the election Sadiq Khan said:

“I’m proud to support LCC’s Sign for Cycling campaign, and will work towards achieving the campaign’s goals as part of my plans to make London a byword for cycling.

In my Manifesto for all Londoners, I set out my intention to continue the Cycle Superhighway programme, with a focus on segregated provision. I will keep us on course to triple the extent of current provision and I’ll look at what’s working best from the existing schemes and make sure we deliver the best, safest road cycling network possible.

I’ll complete the roll out of the current town-centre cycling improvement plans, and begin a new round of schemes. I am committed to ensuring that every London borough that wishes to do so, and can produce a viable, high quality plan, has a fair opportunity to benefit from a Mini-Holland style scheme.

And I will promote safer, cleaner lorries. I will work with the boroughs and using City Hall procurement to set new safety standards, work to make sure City Hall and TfL contracts specify ‘direct-vision’ lorries, and use planning and other powers available to me, so that the safest lorry types become the norm on London’s streets as soon as possible.”

Following his election as Mayor, Mr Khan issued a press release re-stating this commitment, as well as his manifesto promise to increase the proportion of TfL’s expenditure invested in cycling.

As a consequence of this highly successful campaign, the charity believes that the ground is established for full achievement of this most important strategic objective. However, formidable political and practical obstacles remain, and during the coming financial year LCC will implement our own promise to hold the mayor to account as well as provide all possible assistance during the new mayoralty to help Mr Khan meet his pledges on cycling.

Strategic Objective 1c

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

In the run up to the 2014 Local Elections LCC created and ran the *Space for Cycling* campaign, which proved to be highly effective (in terms of gaining firm, location-specific commitments on cycling from

almost half of those ultimately elected as councillors), and has been adopted nationally by Cycling UK. In July & August 2015 we delivered a *Space for Cycling* follow up petition (with just over 10,000 signatures) to each borough council leader, with some local groups arranging formal handovers. We also produced a guide to *Creating Space for Cycling* which was sent to councils with the petition signatures, and which has received very positive feedback to date.

Although the pace of implementation of the *Space for Cycling* commitments made by councillors remains a significant concern, in 2015 we began to see delivery pick up, and continued targeted campaigning activity to build on this. In particular, in the summer of 2015 we initiated a second structured online engagement with councillors regarding progress against their ward asks; albeit with limited response (a matter to which the charity will return in the autumn of 2016).

The *Space for Cycling* mapping site shows progress against each ward-level “ask” and for the remainder of 2016 we will begin plans to audit the asks and update progress scores for each ward ask. We feel that targeting Councils rather than individual councillors for progress reports may yield better results so we can get an overall picture of what progress has been made in each borough.

The task ahead over the coming two 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. We will need to consider if we should continue to focus on the ward asks in their current form, given new objectives around a Cycling Network that will be a priority for LCC hereon.

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 (the section already delivered does) – 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 in the summer of 2015, 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. There have been concessions by the Royal Parks, and we will continue to press our case with a view to securing a safe solution provide safe passage at this part of the route.

Additionally:

- New high-quality Cycle Superhighways including (and separately) several cycle-segregated junctions were delivered this year. These include Blackfriars, the Oval and Tower Gateway – these are being assessed for issues, but broadly are largely working very well (exceptions include the Tower Bridge junction). 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 – which were made permanent in September 2015 – were recognised in the July 2015 edition of LCC’s *London Cycling Awards*. By March 2016, the three road closure zones in

Waltham Forest were complete, and a high quality cycle track is due to be opened on Lea Bridge Road and Ruckholt Road during the course of 2016.

- We gave our views to TfL both prior to and during its consultation process on all superhighway and Better Junction consultations on the subject of design standards, as well as using a similar approach on many Mini-Holland, Quietway and other strategic consultations. And we have encouraged and mentored borough groups to do likewise with smaller schemes.
- We increased engagement with our borough groups' responses to public consultations with the development of our consultation map and by using Cyclescape
- We wrote to all candidates standing in the 2015 General Election asking them to pledge support for cutting the red tape that holds back the delivery of safer cycling in London. For example, at the moment cycle-specific signals must be approved case-by-case; yet approval of the Traffic Signs Regulations and General Directions 2015 would give blanket permission to TfL to install them.

Strategic Objective 2b

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

We continued to press transport authorities to raise their aspirations in terms of meeting the LCDS; in particular we advocated that there should be no “critical fail” points in a scheme, as determined by use of the Cycling Level of Service (CLoS) methodology that is included in the LCDS. We are also propagating use of CLoS and associated LCDS tools across borough officers and campaigners.

LCC arranged for TfL to run two CLoS training sessions for local group members, one in July 2015, and another in October 2015 at the Campaigners Conference and AGM - both proved highly popular. Advice for local groups on how to use CLoS is now available on the LCC website.

Other Campaign News

End Lorry Danger

In 2015, eight cyclists were killed on London's roads. Seven of those fatalities involved a lorry, including, 26 year old Ying Tao, who was crushed under a lorry at Bank junction on 22 June 2015. Following that fatality, LCC organised a protest ride and demo at Bank Junction with around 500 people attending with just a few days' notice. In July 2015, shortly after, we launched the End Lorry Danger campaign calling for: a rush hour lorry ban; 'Direct Vision' lorries to become the norm; and stronger enforcement against "rogue" hauliers.

The End Lorry Danger petition was signed by over 13,000 people, many leaving passionate comments directed at the then-Mayor about why they were signing. As part of the campaign, we arranged for a Mercedes Econic (direct vision) lorry to follow staff and trustees riding bikes through London, showing the safety benefits of the direct vision design.

In November 2015, LCC delivered the End Lorry Danger petition to the Mayor via London Assembly Members Andrew Boff, Darren Johnson, Caroline Pidgeon and Valerie Shawcross. The petition itself was handed over by David Muslin, who was hit from behind by a lorry whilst cycling on Finchley Road in July 2013. Boris Johnson responded by saying that Transport for London would be looking at restrictions on lorry movements during rush hours 'for reasons of congestion not just cycle safety', and

also agreed fully with LCC's view that lorry designs should change to eliminate 'blind spots' and give drivers much better all-round vision.

Following his commitment to LCC in April 2016 to deliver safer lorries on London streets, new Mayor, Sadiq Khan has reiterated that he will:

"deliver a direct vision standard for HGVs. The direct vision standard will be published later this year. I will lobby hard to ensure it is used to inform future regulation governing the design of trucks both in the UK and across the EU."

He has also said that:

"TfL will also work with vehicle manufacturers, regulators, the Department for Transport and freight operators to ensure proposed standards are as far reaching as practicable within current legislation, are fit for purpose and can be implemented as quickly as possible. This standard is the key to getting ever greater numbers of safer trucks operating on the streets of London. I am also developing a plan to enable TfL, the rest of the GLA family and other public and private sector organisations to specify that these safer urban trucks are used widely by companies in their supply chains."

At the time of writing TfL are close to finalising this standard for "Direct Vision" lorries that can be used in procurement policy. This represents a major success for LCC and others who have campaigned on this most important issue of lorry design.

National Campaigning

LCC continued to play our full role within the Active Travel Alliance (consisting of the members of the erstwhile UK Cycling Alliance – i.e. Cycling UK, Sustrans, British Cycling, Cyclenation and the Bicycle Association and LCC – together with the Campaign for the Protection of Rural England and Living Streets). In particular we supported the Alliance's work to press the UK Government to create an effective Cycling and Walking Investment Strategy (CWIS), as required by the 2015 Infrastructure Act. The Government's response to its consultation on the CWIS is awaited at the time of writing.

Media Coverage

Substantial media coverage was gained for the charity's work during 2015/16, including frequent coverage in: the Evening Standard; BBC London Radio, TV and online; ITV London; London Live; City AM; Road.cc; and BikeBiz.

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*

Recruitment

Despite efforts to market the existing package, membership numbers continued to decline slightly over the course of the year. Achieving membership growth remains a priority - to grow income, further strengthen our advocacy, and provide a platform for other income generating activity.

We are aware that achieving growth under the existing model is challenging, if not impossible, and therefore focussed our efforts on completing the membership review.

Membership Review

The Membership Review was carried out over the course of the year and completed in the fourth quarter – it involved extensive market research including member and supporter surveys, telephone interviews and stakeholder focus groups. The consultant employed provided a written report, a series of recommendations and proposed a new model and pricing structure for LCC's membership. The new model makes provision for LCC to market packages and offers to the specific audiences identified as having greatest potential for growth. It also makes provision for supporters, who wish to make a donation but not receive benefits, and for major donors who need closer liaison and more structure to give regularly to LCC.

Following the review a financial modelling exercise was carried out to assess risk and potential impact of the changes in price, and a benefits package and marketing plan have now been put in place.

A highly effective relaunch will be required to deliver the growth objectives outlined above and this will be LCC's primary focus over the course of the next financial year; a substantial budget has been allocated with a launch expected in the second quarter of the new financial year (2016/17).

Team LCC / Cycle Sportives

The charity offers members and supporters charity places in Sportive events (including the Ride London Surrey 100); this is a growing revenue stream, increasing from £4,633 in 2014/15 to £16,351 in 2015/16 and with projected income of £30,000 in 2016/17. We continue to look for opportunities to grow this income stream further.

Member/Supporter Communications

The editorial direction of London Cyclist magazine has been reoriented over the course of year with a view to incorporating more human interests and general cycling content (alongside the already strong campaigning content) so as to broaden its appeal. The magazine continues to go from strength to strength and we are exploring opportunities to increase its circulation still further while utilising it to raise awareness of LCC and drive member recruitment. The e-newsletter continues to be one of LCC's key communications channels: it has been redesigned to be more image-driven and has moved from weekly to bi-monthly distribution.

LCC's social media channels have continued to gain ground with both Twitter and Facebook growing in reach. An improved content and community management strategy is required to maximise further growth and convert our followers to members. In numbers: LCC's Twitter following grew from 23,300 to 27,700 with Facebook growing from 12,451 to 15,350 over the course of the year (and has reached almost 29,000 just over 16,000 respectively as of July 2016).

Advertising

LCC continues to generate significant income through advertising to members and supporters – in the magazine, on the website, and via email. Revenue increased from £49,382 in 2013/14 to £57,892 in 2014/15 and to £63,670 in 2015/16. We continue to look for new opportunities to increase advertising revenue and have been gradually shifting the focus of the magazine content (primarily to broaden

appeal, as above, but also to become more relevant to more profitable market sectors). Our clients continue to shift greater proportions of media spend into digital media; the current LCC website is not well placed to take advantage of this and a new website and reimagined approach to managing content generation is likely required to change this.

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*

Whilst there has been some progress towards meeting this objective, we have not advanced as far as the charity would have liked. The main obstacle has been the challenging financial circumstances facing the charity and our consequent inability to invest in creating the additional staff capacity required. However there have been steps forward, as described below.

We have been working with our local groups in Enfield, Waltham Forest and Kingston on the mini-Holland schemes, providing guidance and significant support. Support for local groups more generally has included the Cycling Level of Service training provided in the summer of 2015 and again at the Campaigners' Conference in October 2015, as well as through numerous evening meetings and regular email / phone contact. We will be looking to help develop groups' capacity and campaigning ability further over the coming months, offering media training amongst other things.

A Local Groups Handbook - compiling advice and guidance on running a local group, along with campaigning tools and tactics - was published in 2015 and offered to Local Group members at the 2015 AGM & Campaigners Conference, as well as being made available online in the Activist Resources section of the LCC website (and is being used by campaigners across the country).

Encouragingly the year once again saw a number of LCC groups achieve considerable success in campaigning for local cycling measures and we have a number of new group coordinators in place with renewed enthusiasm and commitment to LCC. Groups have been very effective in conducting activities to engage the public in opportunities to take up cycling (or gain more confidence in doing so) and respond to local consultations. So whilst our ambitions for the growth of LCC 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

A significant reduction in Campaigns Team staff capacity due to the financial problems experienced in the half of the year (with vacant posts kept unfilled) has meant this work has not progressed.

But the potential to create such new types of groups remains, and the formalisation of the role of LCC groups within the charity (through the AGM resolutions in 2015) will put us in a stronger position to drive forward further networks of this kind when staff capacity and budget allows.

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. We have also had conversations with a Developer / Agency who would be able to offer a reduced rate to build a new website. We will resume conversations with that company when / if we have funds secured. 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 2016/17 financial 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 remit of the Cycling Projects Team is to provide services that significantly contribute to the organisation's aim of getting more people cycling in London. This is done by selling our expertise and knowledge, and by creating and running behaviour change programmes – in the process creating unrestricted income that is invested in the charity's advocacy work.

The Cycling Projects team has continued to grow and expand its portfolio by selling LCC's expertise to a range of clients. This has helped LCC diversify its income, although in the last financial year the net/unrestricted income it returned was reduced due to losses in grant funding.

The financial year 2015/16 saw a total income of £253k against a target of £343k. The shortfall was largely due to us not winning the re-tendering of Transport for London's Community Cycling Fund for London (after 10 years of administering the scheme), as well as less consultancy income being won as local government cuts started to be felt. The overall contribution to core funds however only delivered £21k against a target of £88k – partly due to staff costs being higher than expected (a lesson that has been learned for the new financial year) and the tight budgets of clients (offering little margin).

The cycling services team has been reorganised both in terms of numbers of staff and in the services it offers. Grant funding now makes up none of LCC's income, and whilst this may be part of the funding mix in the future, it has reduced the organisation's dependence on this source. This reduction in reliance on grant funding is a conscious decision made by LCC as grant funding for projects becomes harder to obtain, alongside directing a greater proportion of the team's time towards winning and delivering consultancy work.

Partnerships

We continue to work with both the public and private sector, advising them on cycling strategies and delivering services. Some of our key projects are :

Cycle Parking Audits

Last year we visited over 5,000 sites across London and identified over 21,500 parking spaces for cycles. This fed into the publically available Urban Cycle Parking website and into TfL and local borough's cycle plans.

Urban Cycle Loan

We delivered four borough projects that loaned bikes to local community residents. Over the last three years more than 2,500 people have been participated in our loan schemes with 80% of people taking up regular cycling afterwards. Local marketing and word-of-mouth helps ensure that participants were representative of their local community in terms of age, gender and ethnicity.

Broadgate Bike Station

Aimed at City workers, this project provides a mechanic and cycle advice service to business tenants of a major London estate manager – Broadgate - to help keep people cycling all year round and to get new people to start. This popular event runs twice a month and reaches employees across the site which includes some of the world's biggest banks.

London by Cycle

These events are aimed at students in post-16 educational institutions in West/Outer London, encouraging them to cycle.

Ride London Freecycle Led Rides

2015 was the third year we have provided rides to the Ride London Freecycle (with the contract renewed for 2016) – we had over 3,000 riders from 30 London Boroughs on our rides to and from the mass cycling event. These rides are aimed at new cyclists to help them navigate London's roads and realise that larger distances can easily be cycled.

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

This remains an area of concern for the charity, with no real progress made. The key block remains of a lack of available resource to invest in meeting this objective, exacerbated by the spending cuts reported above that had to be made to offset disappointing income for the financial year. The trustees are reviewing this problem, mindful of the potential for work in pursuit of this objective to be conducted, at least in part, by a group of specialists drawn from the charity's volunteer base.

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*

As reported last year (2014/15) the charity created a new Equality & Diversity plan in January 2015, and has adopted policies that require us to only advocate interventions to promote cycling and make it safer and more attractive if they are “inclusive” (not least in respect of people with disabilities).

During the financial year the plan and policies above were pursued; in addition LCC continues to improve our public communications, e.g. the imagery used, to try to be more representative of London’s diverse population. During this time the proportion of staff who are female declined (the staff who have moved on to other organisations this year have mostly been female and were not replaced due to the recruitment freeze/cost cutting), but the Board remains balanced in terms of gender.

iii. London Cycling Awards

LCC's 2015 *London Cycling Awards* were once again a success with much positive feedback from nominees, winners and attendees. We were very pleased that Jeremy Vine was our fabulous MC for the second year in a row. The full list of winners is as follows:

Editor's Choice Awards (voted for by editorial panel of London Cyclist magazine)

Brooks Cambium C17 Saddle

Youth Cycling Project of the Year (sponsored by Royal Dutch Gazelle and voted for by the public)

Community Cycleworks

Cycling Event of the Year (sponsored by Rollapaluza and voted for by the public)

Prudential Ride London

Business By Bike (sponsored by Bobbin Bicycles and voted for by the public)

E5 Bakehouse

Best Cycling Scheme (decided by expert panel)

TfL Cycling Workplaces

Best Cycling Hangout (voted for by the public)

Look Mum No Hands

Community Project of the Year (sponsored by Osbornes Solicitors and voted for by the public)

The Bike Project

Space for Cycling Award (voted for by expert panel)

Walthamstow Village Mini-Holland trial improvements

Cycling Champion of the Year (voted for by LCC members)

Val Shawcross and Caroline Pidgeon

The awards remain a highly effective means of raising LCC's profile, they also give us a chance to bring people together for a memorable evening, cement professional relationships and generate new business opportunities. The twin challenges over the year ahead will be to increase sponsorship revenue to ensure we can continue to improve and grow the event, and to utilise the event as a more effective means to generate positive media coverage for LCC.

iv. Governance Review

As reported in detail last year, a long-standing intention to review and overhaul LCC's governance was realised by the initiation of a Governance Review in March 2015. Following an internal consultation, the recommended changes to the charity's Articles – in particular to clarify the status of different types

of policy decision, and the role and responsibilities of local groups – were implemented by Special Resolutions of the 2015 Annual General Meeting. Changes to the charity's AGM Standing Orders arising from the review's recommendations were also similarly brought into force by Special Resolution. The new Articles and Standing Orders are available on the LCC website.

v. Summary of Key Priorities for the Next Financial Year (2016-2017)

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

- Hold the new Mayor to account for delivery on promises made to LCC's *Sign for Cycling* Mayoral Election campaign of 2016, and to other commitments made regarding cycling in his pre-election manifesto.
- Begin the groundwork for the follow up to our *Space for Cycling* borough elections campaign (2014), ahead of a renewed focus on London's councillors from the autumn of 2016 through to the 2018 council elections
- Relaunch LCC's membership package in the summer of 2016.
- Deploy our now-rationalised portfolio of consultancy and services products to focus investment in selling fewer, more effective offerings.

vi. Funding & Finance

The charity's main sources of unrestricted funding are membership income, and Consultancy & Services. 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 2015/16 was £1.30 million (2014/15: £1.32 million).

vii. Fundraising

The mainstay of LCC's funding during the financial year remained membership-related income, followed by income from consultancy and services. Little fundraising income was gained until the *Sign for Cycling* mayoral campaign was launched in the last quarter (attracting a significant number of major donations). This was in part due to the lack of post within the staff team to focus on partnerships; however such a post has now been created and is expected to deliver substantial income, primarily from sponsorship and major donations, during the upcoming financial year

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' ongoing reserves policy is based on: (a) an assessment of cash flow during the upcoming financial year (updated on a regular basis), including risks of delays or defaults from debtors, (b) a "safety margin" to cope with poor income generation over the financial year and/or unexpected loss of income streams and (c) past experience of managing difficulties.

As a result the new reserves policy requires that the charity should aim for Free Reserves of £115k. At 31 March 2016 Free Reserves were £95k (with most of the deficit due to the unexpected loss of a promised grant just before year end); they are projected to be £99k at 31 March 2017 on the basis of the 2016/17 Budget authorised by the Trustees. The Trustees have accepted a reserve projection for 2016/17 that is lower than target due to the need to invest in relaunching LCC's membership package and will continue to keep the reserve under review.

** Restricted funds are grants and other income received 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

The main risk to the organisation during 2015-2016 arose from the loss of about £100k in income (almost all due to weak membership recruitment and losing service contracts). That the charity managed to largely absorb this loss without job losses (with only a £20k reduction in Free Reserve compared to budget), and at the same time deliver a highly successful mayoral election campaign, is a testament to the adaptability of staff and a validation of LCC's approach to risk management.

x. Staff Remuneration

LCC has a formal, transparent pay scale. The grade and remuneration of each vacancy, is set by the senior manager responsible for the recruitment (in conjunction with the Chief Executive) according to the associated Job Description; it is advertised openly. Movement up or down the pay scale of existing staff is determined according to changes in their Job Descriptions (LCC does not operate performance-related pay). At the time of writing, the Human Resources Committee of the Board is planning to look into creating formal “grade factors” to help determine how changes in Job Descriptions should map across to re-grading.

xi. Going Concern

Although the charity's membership fell during 2015-16, the success of our Sign for Cycling 2016 Mayoral Election campaign shows that our work remains relevant to the public and support for the campaign is strong. The new financial year will also see the charity relaunch our membership package and focus our business arm more on consultancy.

Substantial challenges must be addressed and income will still be more fragile than the trustees would wish in 2016-17. Moreover, the move to a new membership package may see the situation deteriorate before it gets better (due to the need to invest in marketing up-front). However, the bedrock of LCC's income remains our membership: despite a fall last year, it remains at a level sufficient to continue our work and any fluctuations as we move to a new membership offering are highly unlikely to call the viability of the charity into question.

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.

xii. 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.

xiii. Appointment of Auditors

The charity's auditors are appointed annually by a Resolution of the charity's Annual General Meeting.

xiv. 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 12th July 2016.

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 2016 which are set out on pages 25 to 42. 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 and with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of the Act.. 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.

We have been appointed under the Companies Act 2006 and section 151 of the Charities Act 2011, and report in accordance with those Acts. 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 group's and the charitable company's affairs as at 31 March 2016 and of the group's 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 and the Charities Act 2011.

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 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Signed by: Philip Clark, *Senior Statutory Auditor*

For and on behalf of Moore Stephens LLP, Statutory Auditor
150 Aldersgate Street
London
EC1A 4AB

DATE: 16 July 2016

Consolidated Statement of Financial Activities (Including Income and Expenditure Account)

For the year ended 31 March 2016

	Notes	Unrestricted Funds	Restricted Funds	Branch Funds	Year Ended 31 March 2016	Year Ended 31 March 2015
Income	2, 3					
Donations and Legacies		64,697	17,538	-	82,235	76,593
Income from Charitable Activities		1,093,876	-	54,980	1,148,856	1,222,513
Income from Other Trading Activities		38,039	27,000		65,039	18,450
Investment income		297	-	-	297	297
Total Incoming Resources		1,196,909	44,538	54,980	1,296,427	1,317,853
Expenditure						
Costs of raising funds	4, 5					
Costs of raising donations		25,950	-	-	25,950	14,238
Costs of other trading activities		59,706			59,706	39,121
Expenditure on charitable activities		1,154,310	44,356	37,753	1,236,419	1,336,999
Total resources expended		1,239,966	44,356	37,753	1,322,075	1,390,358
Net incoming/(outgoing) resources before transfers		(43,057)	182	17,227	(25,648)	(72,505)
Transfers between funds		-	-	-	-	-
Net movement in funds		(43,057)	182	17,227	(25,648)	(72,505)
Fund balances at 1 April 2015		135,668	264	90,499	226,431	298,936
Fund balances at 31 March 2016		92,611	446	107,726	200,783	226,431

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

The consolidated 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 29 to 42 form part of these financial statements.

Consolidated Balance Sheet

As at 31 March 2016

		31 March 2016	31 March 2015
	Notes	£	£
Fixed Assets			
Intangible assets	8	6,135	16,277
Tangible assets	9	<u>6,677</u>	<u>11,150</u>
		12,812	27,427
Current assets			
Stock	10	1,210	2,816
Debtors	11	<u>139,208</u>	204,575
Cash at bank and in hand	12	<u>392,430</u>	<u>265,937</u>
		532,848	473,328
Creditors - amounts falling due within one year			
	13	<u>(344,877)</u>	<u>(274,324)</u>
Net current assets		187,971	199,004
Total assets less current liabilities		200,783	226,431
Income funds			
Unrestricted Funds		92,611	135,668
Restricted Funds	14	446	264
Branch Funds	14	<u>107,726</u>	<u>90,499</u>
		200,783	226,431

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

The notes on pages 29 to 42 form part of these financial statements.

The accounts were approved by the Board on 12th July 2016.

Signed by:

Tony Levene, Trustee and Treasurer

and

Ann Kenrick, Trustee and Chair of the Board of Trustees

Charity Balance Sheet

As at 31 March 2016

		Year ended 31 March 2016	Year ended 31 March 2015
	Notes	£	£
Fixed Assets			
Intangible assets	8	6,135	16,277
Tangible assets	9	<u>6,677</u>	<u>11,150</u>
		12,812	27,427
Investment in Trading Company	23	2	-
Current assets			
Stock	10	1,210	2,816
Debtors	11	203,227	204,575
Cash at bank and in hand	12	<u>306,166</u>	<u>265,937</u>
		510,603	473,328
Creditors - amounts falling due within one year	13	(322,634)	(274,324)
Net current assets		187,969	199,004
Total assets less current liabilities		200,783	226,431
Income funds			
Unrestricted Funds		92,611	135,668
Restricted Funds	14	446	264
Branch Funds	14	107,726	90,499
		200,783	226,431

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

The notes on pages 29 to 42 form part of these financial statements.

The accounts were approved by the Board on 12th July 2016.

Signed by:

Tony Levene, Trustee and Treasurer

and

Ann Kenrick, Trustee and Chair of the Board of Trustees

Consolidated Statement of Cash Flows

For the year ended 31 March 2016

	Year ended 31 March 2016	Year ended 31 March 2015
Cash flows from operating activities:		
Net cash provided by operating activities	a 127,130	(23,336)
Cash flows from investing activities:		
Purchase of tangible fixed assets	(1,514)	(1,390)
Purchase of intangible fixed assets	-	(8,450)
Interest receivable	297	297
Net cash provided by investing activities	(1,217)	(9,543)
Cash flows from financing activities:		
Issue of credit facility	38,503	37,344
Credit facility repaid during the year	(37,923)	(18,672)
Net cash flow from financing activities	580	18,672
Change in cash and cash equivalents in the year	126,493	(14,207)
Cash and cash equivalents at the beginning of the year	265,937	280,144
Cash and cash equivalents at the end of the year	b 392,430	265,937

a Reconciliation of net (expenditure)/income to net cash flows from operating activities

	Year ended 31 March 2016	Year ended 31 March 2015
Net (expenditure) / income for the reporting period	(25,648)	(72,505)
Adjustments for:		
Interest receivable	(297)	(297)
Depreciation charged in the year	5,987	10,451
Amortisation charged in the year	10,142	10,990
Movement in stock	1,606	1,857
Movement in debtors	65,367	(14,111)
Movement in creditors	69,973	40,279
Net cash flow from operating activities	127,130	(23,336)

b Analysis of cash and cash equivalents

	Year ended 31 March 2016	Year ended 31 March 2015
Cash held centrally	266,393	160,718
Cash held by branches	126,037	105,219
	392,430	265,937

Notes Forming Part of the Financial Statements

1. Accounting Policies

Basis of Preparation of Financial Statements

The financial statements have been prepared under the historical cost convention, and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011 and the Companies Act 2006.

London Cycling Campaign meets the definition of a public benefit entity under FRS 102.

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

Reconciliation with previous Generally Accepted Accounting Practice

These financial statements for the year ended 31 March 2016 are the first financial statements of the London Cycling Campaign prepared in accordance with FRS 102. The date of transition to FRS 102 was 1 April 2014.

In preparing the financial statements, the Trustees have concluded that in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102, no restatement of comparative items was needed, as the results of the Trust have not been materially impacted by the transition.

The preparation of the financial statements requires the Trustees to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the date of the financial statements. If in the future such estimates and assumptions, which are based on the Trustees' best judgement at the date of the financial statements, deviate from the actual circumstances, the original estimates and assumptions will be modified as appropriate in the year in which the circumstances change. The Trustees' consider that there are no key sources of estimation uncertainty.

Basis of consolidation

The financial statements consolidate the results of the charity and its wholly owned subsidiary, London Cycling Campaign Trading Limited, on a line-by-line basis. A separate Statement of Financial Activities and Income and Expenditure Account for the charity has not been presented because advantage has been taken of the exemption afforded by section 408 of the Companies Act 2006.

The results of the charity have been presented in note 22 of these financial statements. Exemption from the requirement to disclose transactions between London Cycling Campaign and its subsidiary company has been taken under section 33.1A of FRS102, as transactions occur between wholly owned members.

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 32 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.

Notes Forming Part of the Financial Statements (continued)

1. Accounting Policies (continued)

Branches

Income and expenditure in respect of the charity's local (borough) groups has been included in the Consolidated 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 6 June 2016.

Unrestricted Income

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 when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, and it is probable that the income will be received and the amount can be reliably measured.

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. In the case of contracts which are partially complete these are valued taking into account expected income, anticipated costs and the proportion of the work required which has been carried out.

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

Restricted Income

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 Consolidated 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 Consolidated Statement of Financial Activities.

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.

Resources Expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be reliably measured. All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated or apportioned to the applicable expenditure headings.

Expenditure is classified under the following headings:

Costs of raising donations and costs of other trading activities

Direct costs of raising donations are the costs for fundraising participants to enter particular fundraising events and sundry processing costs. Direct costs of other trading activities are the cost of purchasing merchandise, the costs of putting on various sponsored events and sundry other costs. 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.

Notes Forming Part of the Financial Statements (continued)

1. Accounting Policies (continued)

Charitable Activities

Direct Consultancy and Service delivery costs are the costs associated with doing this work or providing these services. Direct Campaigning expenditure comprises the cost incurred during the year on the 'Sign for Cycling' 2016 Mayoral Election Campaign and the costs of ongoing campaigning activity during the year. Direct Information services expenditure is the cost of producing London Cyclist (LCC's quarterly magazine), the cost associated with e-newsletters and the website and other sundry communication costs. Membership services costs are made up of the costs of providing public liability insurance to members, the cost of processing memberships and membership marketing costs. Community Cycling costs comprise the cost of annual grants to local branches and the return of a small unspent proportion of grant to the funder.

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 Costs and Governance Costs

Support costs are those functions that assist the work of the charity but do not directly involve the undertaking of charitable activities. Support costs include premises, IT, finance, personnel and governance costs which support the work of the charity. These costs have been allocated between costs of raising funds, costs of other trading activities and expenditure on charitable activities. Refer to Note 18 for details of how these costs have been allocated.

Governance costs 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.

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.

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 Consolidated 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 these fixed assets, less their estimated residual value, over their expected useful lives on the following basis:

IT Development and website costs	33% Straight Line
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Notes Forming Part of the Financial Statements (continued)

1. Accounting Policies (continued)

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

Impairments

Assets are reviewed for indications of impairment at each balance sheet date. If such indication exists, the recoverable amount of the asset is estimated and compared to the carrying amount. Where the carrying amount exceeds the recoverable amount, an impairment loss is recognised in the statement of financial activities.

Stock

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

Debtors

Debtors are recognised initially at fair value. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses. Trade and other debtors are recognised at the amount due on the day that they arise. Prepayments are amounts paid in advance and are stated at the actual amount that has been prepaid.

Cash and Cash Equivalents

Cash and cash equivalents represent amounts held within current or deposit bank accounts.

Creditors

Creditors are recognised initially at fair value. Subsequent to initial recognition they are measured at amortised cost using the effective interest method. Creditors and accruals are recognised when the Charity has an obligation to make a payment to a third party.

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 Consolidated 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.

Notes Forming Part of the Financial Statements (continued)

2. Unrestricted Income

	Year Ended 31 March 2016	Year Ended 31 March 2015
	£	£
<u>Donations and Legacies</u>		
Donations	<u>64,697</u>	<u>76,593</u>
<u>Income from Charitable Activities</u>		
Consultancy & Service Delivery	535,979	388,793
Campaigning	-	3,975
Information Services	78,452	72,742
Membership Services	479,445	487,348
	<u>1,093,876</u>	<u>952,858</u>
<u>Income from other trading activities</u>		
Non-Charitable Trading	3,706	6,700
Sponsorship	34,333	11,750
	<u>38,039</u>	<u>18,450</u>
<u>Investment Income</u>		
Interest receivable	<u>297</u>	<u>297</u>

3. Restricted Income

	Year Ended 31 March 2016	Year Ended 31 March 2015
	£	£
<u>Donations and Legacies</u>		
Donations	<u>17,538</u>	-
<u>Income from Charitable Activities</u>		
Community Cycling	-	191,779
Consultancy & Service Delivery	-	9,500
	<u>-</u>	<u>201,279</u>
<u>Income from other trading activities</u>		
Sponsorship	<u>27,000</u>	-
<u>Branch Funds (Local Groups)</u>		
Income from Charitable Activities	<u>54,980</u>	68,376

Notes Forming Part of the Financial Statements (continued)

4. Unrestricted Expenditure

	Staff Costs	Direct Costs	Other Costs (see note 18)	Year Ended 31 March 2016	Year Ended 31 March 2015
	£	£	£	£	£
Cost of Raising Donations	13,961	5,798	6,191	25,950	14,238
Costs of Other Trading Activities					
Non-charitable trading	5,647	3,815	2,444	11,906	14,976
Sponsorship	15,905	24,791	7,104	47,800	24,145
	21,552	28,606	9,548	59,706	39,121
Costs of Charitable Activities					
Consultancy & Service Delivery	216,492	281,369	99,632	597,493	416,267
Campaigning	122,504	13,989	50,068	186,561	219,519
Information Services	26,537	104,607	13,731	144,875	138,802
Membership Services	103,162	65,121	47,233	215,516	221,063
Community Cycling	3,635	4,601	1,629	9,865	8,653
	472,330	469,687	212,293	1,154,310	1,004,304

Staff Costs shown above are direct staff costs. Staff costs relating to support services and governance are included in Other Costs (see note 18).

5. Restricted Expenditure

	Staff Costs	Direct Costs	Other Costs (see note 18)	Year Ended 31 March 2016	Year Ended 31 March 2015
	£	£	£	£	£
Charitable Activities					
Community Cycling	-	264	-	264	215,313
Campaigning	16,618	27,474	-	44,092	41,043
Consultancy & Service Delivery	-			-	9,500
	16,618	27,738	-	44,356	265,856
Branch Funds					
Community Cycling	-	37,753	-	37,753	66,839

Notes Forming Part of the Financial Statements (continued)

6. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	Year to 31 March 2016 £	Year to 31 March 2015 £
Wages and salaries	559,671	563,456
Social security costs	48,358	52,887
Other pension costs	<u>25,049</u>	<u>32,362</u>
	<u>633,078</u>	<u>648,705</u>

Pension costs are allocated to activities in proportion to the related staffing costs incurred and are wholly charged to unrestricted funds.

No employees had employee benefits in excess of £60,000 (2014/15: nil).

The charity trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiary in the year (2014/15: nil). Neither were they reimbursed expenses during the year (2014/15: £327). No charity trustee received payment for professional or other services supplied to the charity or its subsidiary (2014/15: nil).

The key management personnel of the parent charity comprise the trustees, the Chief Executive, the Cycling Projects Manager and the Marketing Manager. The total employee benefits of the key management personnel of the parent charity were £138,684 (2014/15: £154,469). The wholly owned subsidiary, London Cycling Campaign Trading, employs no staff. Therefore the employee benefits of the key management personnel of the group are as stated above for the charity alone.

7. Staff numbers

The average monthly head count was 21 staff (2014/15: 21 staff).

8. Intangible Fixed Assets – Group and Charity

	IT Development costs £	Website costs £	Total £
Cost			
At 1 April 2015	8,000	30,926	38,926
Additions	-	-	0
Disposals	-	-	-
At 31 March 2016	8,000	30,926	38,926
Amortisation			
At 1 April 2015	8,000	14,649	22,649
Charge for year	-	10,142	10,142
Eliminated on disposal	-	-	-
At 31 March 2016	8,000	24,791	32,791
Net Book Value			
At 31 March 2016	-	6,135	6,135
At 31 March 2015	0	16,277	16,277

Notes Forming Part of the Financial Statements (continued)

9. Tangible Fixed Assets – Group & Charity

	Furniture & Fixtures	Tenants Improvements	IT Equipment	Office Equipment	Total
	£	£	£	£	£
Cost					
At 1 April 2015	7,377	15,605	58,145	10,336	91,463
Additions		-	1,514		1,514
Disposals		-	(26,482)	-	(26,482)
At 31 March 2016	7,377	15,605	33,177	10,336	66,495
Depreciation					
At 1 April 2015	4,742	12,124	54,075	9,372	80,313
Charge for year	1,004	1,393	3,223	367	5,987
Eliminated on disposal		-	(26,482)	-	(26,482)
At 31 March 2016	5,746	13,517	30,816	9,739	59,818
Net Book Value					
At 31 March 2016	1,631	2,088	2,361	597	6,677
At 31 March 2015	2,635	3,481	4,070	964	11,150

10. Stock – Group and Charity

	Year ended 31 March 2016 £	Year ended 31 March 2015 £
Merchandise stock	1,210	2,816

11. Debtors

	Group		Charity	
	Year ended 31 March 2016 £	Year ended 31 March 2015 £	Year ended 31 March 2016 £	Year ended 31 March 2015 £
Trade debtors	73,482	145,437	34,904	145,437
Other debtors	18,724	20,260	121,321	20,260
Prepayments	47,002	38,878	47,002	38,878
	139,208	204,575	203,227	204,575

Notes Forming Part of the Financial Statements (continued)

12. Cash

	Group		Charity	
	Year ended	Year ended	Year ended	Year ended
	31 March	31 March	31 March	31 March
	2016	2015	2016	2015
	£	£	£	£
Cash held centrally	266,393	160,718	180,129	160,718
Cash held by branches	126,037	105,219	126,037	105,219
	<u>392,430</u>	<u>265,937</u>	<u>306,166</u>	<u>265,937</u>

13. Creditors

	Group		Charity	
	Year ended	Year ended	Year ended	Year ended
	31 March	31 March	31 March	31 March
	2016	2015	2016	2015
	£	£	£	£
Trade creditors	22,077	23,916	22,077	23,916
Taxes and social security costs	53,905	40,347	42,329	40,347
Accruals and deferred income	211,993	154,177	201,326	154,177
Membership income deferred (see note 21)	15,473	15,404	15,473	15,404
Other creditors	23,118	25,760	23,118	25,760
Branch creditors	<u>18,311</u>	<u>14,720</u>	<u>18,311</u>	<u>14,720</u>
	<u>344,877</u>	<u>274,324</u>	<u>322,634</u>	<u>274,324</u>

Included in other creditors for both the Group and the Charity is £19,252 (2014/15: £18,672) 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.

Notes Forming Part of the Financial Statements (continued)

14. 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:

Analysis of Restricted Funds 1 April 2015 to 31 March 2016					
	Transport for London	Mayoral Campaign 2016	Total Excluding Branch Funds	Branch Funds (Local Groups)	Overall Total
	£	£	£	£	£
Balance B/fwd 1/4/15	264	-	264	90,499	90,763
Receivable for year	-	44,538	44,538	54,980	99,518
Total Income	-	44,538	44,538	54,980	99,518
Expenditure in period					
Staff Costs	-	16,618	16,618	-	16,618
Direct Costs	-	27,474	27,474	37,753	65,227
Support Costs	-	-	-	-	-
Returned to funder	264	-	264	-	264
Total Expenditure	264	44,092	44,356	37,753	82,109
Net Surplus/(Deficit)	(264)	446	182	17,227	17,409
Balance C/fwd 31/3/16	-	446	446	107,726	108,172

At the start of the year there was an unspent balance of £264 on the Transport for London fund. These unspent funds were returned to Transport for London during the year.

Income of £44,538 was raised from donations and sponsorship for the 2016 ('Sign for Cycling') Mayoral Election Campaign. There was an unspent balance of £446 on this fund at 31 March 2016.

The total Local Group income for the year ended 31 March 2016 was £54,980. This includes £4,601 transferred to Branch funds from Unrestricted Funds for the annual payment of grant funding from LCC central to Local Groups.

Notes Forming Part of the Financial Statements (continued)

15. Commitments under Operating Leases

At 31 March 2016 London Cycling Campaign had minimum lease payments under non-cancellable operating leases as follows:

	Land & Buildings		Other	
	At 31 March 2016	At 31 March 2015	At 31 March 2016	At 31 March 2015
Total lease payments				
Within 1 year	37,500	37,500	1,186	1,469
In 2 to 5 years	23,438	60,938	3,854	-
In over 5 years	-	-	-	-
	<u>60,938</u>	<u>98,438</u>	<u>5,040</u>	<u>1,469</u>

16. 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 (2014/15: £1000) in respect of affiliation fees.

17. Legal Status of the Charity

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.

18. Other Costs

The 'Other Costs' for 2015/16 shown in notes 4 and 5, totalling £228,032 are support costs (including governance costs) made up as follows:

	Year ended	Year ended
	31 March	31 March
	2016	2015
	£	£
Staff costs	106,617	91,684
Incidental HR costs	3,519	4,626
Premises	53,194	52,680
Office services	8,864	9,107
IT costs	16,374	20,671
Finance costs	23,260	10,478
Direct governance costs	16,204	14,024
	<u>228,032</u>	<u>203,270</u>

Direct governance costs include external audit fees of £9,450 (2014/15: £9,233). Staff costs of £106,617 above include £24,327 (2014/15: £22,118) of staff costs relating to governance.

Notes Forming Part of the Financial Statements (continued)

18. Other Costs (continued)

The 'Other Costs' above are first of all allocated to restricted funds in accordance with funding agreements. The remaining 'Other Costs' are then apportioned between the eight different unrestricted cost headings shown in Note 4 and 5, the Unrestricted Expenditure note, on the basis of the amount of full time equivalent staff time spent on each of these areas. The basis of this allocation as follows:

Full-time equivalent staff time

	2015/16		2014/15	
	No of staff	%	No of staff	%
Fundraising	0.4	2.7%	0.3	2.6%
Non-Charitable Trading	0.2	1.1%	0.1	0.9%
Sponsorship	0.4	3.1%	0.2	1.8%
Consultancy & Service delivery	6.1	43.7%	3.6	31.6%
Campaigning	3.1	22.0%	3.3	28.9%
Membership Services	2.9	20.7%	2.9	25.4%
Information Services	0.8	6.0%	0.9	7.9%
Community Cycling	0.1	0.7%	0.1	0.9%
	14.0	100.0%	11.4	100.0%

19. Membership Income Deferred

The increase in membership income deferred of £69 was debited to the income and expenditure account in the year.

	£
Membership income deferred at 1 April 2015	15,404
Increase in membership income deferred	<u>69</u>
Membership income deferred at 31 March 2016	<u>15,473</u>

20. Analysis of net assets between funds

	Unrestricted	Restricted	Branch	Total
	Funds	Funds	Funds	
	£	£	£	£
Intangible Fixed Assets	6,135	-	-	6,135
Tangible Fixed Assets	6,677	-	-	6,677
Current Assets	406,365	446	126,037	532,848
Current Liabilities	(326,566)	<u>446</u>	(18,311)	(344,877)
	<u>92,611</u>	<u>446</u>	<u>107,726</u>	<u>200,783</u>

Notes Forming Part of the Financial Statements (continued)

21. Income/(Expenditure) for the year

This is stated after charging:

	<u>2015/16</u>	<u>2014/15</u>
Auditors remuneration	9,450	9,233
Amortisation	10,142	11,659
Depreciation	5,987	10,451
Operating leases: Land and Buildings	37,500	37,500
Other	<u>1,270</u>	<u>1,469</u>

22. Financial Performance of the Charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary which earns sponsorship income, advertising income and sundry other income.

The summary financial performance of the charity alone is:

	2015/16	2014/15
	£	£
Income	1,210,831	1,317,853
Gift Aid from subsidiary company	85,596	-
Total income	<u>1,296,427</u>	<u>1,317,853</u>
Cost of raising donations	25,950	14,238
Costs of other trading activities	59,706	39,121
Expenditure on charitable activities	<u>1,236,419</u>	<u>1,336,999</u>
Total expenditure	<u>1,322,075</u>	<u>1,390,358</u>
Net income	(25,648)	(72,505)
Total funds brought forward	226,431	298,936
Total funds carried forward	<u>200,783</u>	<u>226,431</u>
Represented by:		
Unrestricted funds	92,611	135,668
Restricted funds	446	264
Branch funds	<u>107,726</u>	<u>90,499</u>
	<u>200,783</u>	<u>226,431</u>

23. Acquisition of the Trading Subsidiary

The wholly owned trading subsidiary, London Cycling Campaign Trading, was acquired on 22 May 2015 by the purchase of the two £1 shares in London Cycling Campaign Trading at their nominal value. These shares were paid for in cash. Before these shares were purchased, the trading company had no assets or liabilities.

Notes Forming Part of the Financial Statements (continued)

24. Financial Performance of the Trading Subsidiary

The wholly owned trading subsidiary, London Cycling Campaign Trading Limited is incorporated in the United Kingdom (company number 09515524) and pays all its profit to the charity under the gift aid scheme. London Cycling Campaign Trading Limited earns its income from advertising revenue, sponsorship income and sundry other income.

The summary financial performance of the trading subsidiary alone is:

	2015/16
	£
Turnover	178,017
Cost of sales and administration costs	(92,482)
Interest receivable	61
Net profit	85,596
Amount gift aided to charity	(85,596)
Retained in subsidiary	<u>-</u>

The assets and liabilities of the subsidiary were:

Current Assets	124,842
Current Liabilities	(124,840)
Total net assets	<u>2</u>
Aggregate share capital and reserves	<u>2</u>

25. Volunteers

Volunteers, who include our trustees, make an important and significant contribution to London Cycling Campaign. All participants in LCC's local groups – which are the main face of the organisation with borough councillors and officers – are volunteers. Non-trustee volunteers are appointed to serve alongside trustees on Board subcommittees, and a number of volunteers also get involved in detailed campaign work through bodies such as LCC's Infrastructure Review Group and our elected Policy Forum. Volunteers also make a substantial contribution to the charity's London-wide campaigns, such as the 2015/16 Sign for Cycling Campaign associated with the 2016 Mayoral Election. In addition, a number of volunteers contribute to LCC by helping out with work in LCC's office at Newhams Row, often on a regular basis.