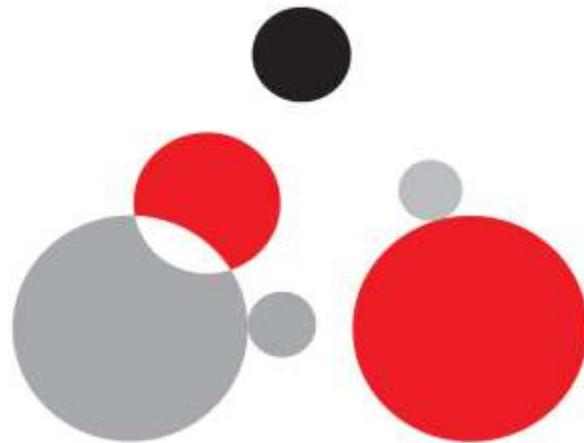


Charity Registration No. 1115789

Company Registration No. 1766411 (England and Wales)

**London Cycling Campaign**  
**(A Company Limited by Guarantee)**  
**Trustees' Report and Consolidated Financial Statements**  
**For The Year Ending 31 March 2018**



**LONDON**  
**CYCLING**  
C A M P A I G N

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## London Cycling Campaign

A Company Limited by Guarantee Number	<b>1766411</b>
Registered Charity Number	<b>1115789</b>
VAT registration number	213 7639 12
Principal & Registered Office	<b>Unit 201, Metropolitan Wharf</b> 70 Wapping Wall London E1W 3SS
Auditors	<b>Moore Stephens LLP</b> 150 Aldersgate Street London EC1A 4AB
Solicitors	<b>Bates, Wells &amp; Braithwaite</b> 10 Queen Street Place London EC4R 1BE
Bankers	<b>Unity Trust Bank plc</b> Nine Brindleyplace Birmingham B1 2HB
Chief Executive	<b>Ashok Sinha</b>
Company Secretary	<b>Ashok Sinha</b>
Charity Correspondent	<b>Ashok Sinha</b>

## Board of Trustees

### Trustees serving at 31 March 2018

<b>Trustee</b>	<b>(Re-)Election Date / Term of Office</b>	<b>Trustee Role</b>
Rachel Aldred	October 2016 – October 2018	
Simon Clark	October 2017 – October 2019	Treasurer from October 2017
Amy Foster	October 2016 – October 2018	
Tom Harrison	October 2016 – October 2018	
James Heath	October 2017 – October 2019	
Chris Kenyon	October 2017 – October 2019	
Terry Patterson	October 2017 – October 2019	Chair from October 2017
Megan Sharkey	October 2017 – October 2019	
Neil Webster	October 2017 – October 2019	
Christian Wolmar	October 2016 – October 2018	

### Trustees serving part of the financial year

<b>Trustee</b>	<b>(Re-)Election Date / Term of Office</b>	
Mustafa Arif	October 2015 – October 2017	Chair, February-October 2017
Dan Barnes	October 2015 – October 2017	
Tony Levene	October 2015 – October 2017	Treasurer until October 2017

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.

## Business Committee (Formally Finance & Admin)

### Members serving during the year

Simon Clark	Treasurer from October 2017
James Heath	Chair of the committee
Tony Levene	Treasurer and Chair of the Committee until October 2017
Terry Patterson	
Megan Sharkey	
Neil Webster	

## **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 envision a city 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:

- Using our expertise to ensure 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 is freed from over-reliance on motor vehicles and whose neighbourhoods and places are safer, greener, healthier and more vibrant as a result.
- 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 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 some 12,000 members and a further 8,000 online supporters spread across all 32 London boroughs and the City of London, and is one of the largest urban cycling organisations 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 authorities, development and regeneration bodies, and environmental and 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 put in place the policies necessary to make cycling safe and inviting enough to become the natural choice for everyday journeys.
- 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 regarding cycling promotion, advocacy, networking, policy analysis, engaging the media, and putting on local rides.
- 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. The Charity has a wholly owned subsidiary, London Cycling Campaign Trading (a private limited company) whose directors are the appointed by the trustees (the roles are currently held by the charity's Treasurer and CEO).

LCC is governed by a Board of Trustees of 10 members, half of whom are elected by the membership 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 in the run up to, and physical voting at, the Annual General Meeting. New Trustees receive appropriate induction materials and, as a general rule, have induction meetings with staff.

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.

As of 31<sup>st</sup> March 2018 the Board subcommittees were as follows:

- *Campaigns & Active Membership Committee (C&AM)*: oversees LCC's advocacy, campaigning work
- *Policy Forum* (elected by the membership): oversees policy development.
- *Business Committee*: monitors risks, monitors the financial health of the charity, scrutinises the performance of income generating activities, and oversees legal and regulatory compliance.
- *Human Resources Committee (HRC)*: sets and reviews HR policies & procedures, leads on Equality & Diversity, and resolves non-staff HR issues.

Each of these committees has Board and staff representation. C&AM and the Policy Forum additionally include representatives from LCC's borough groups. The Board and committees also run a number of working group, such as the one on Women & Cycling, and a new one, on Safeguarding, that provide recommendations to the Board.

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 staff that numbered 18 at year end (the number fluctuates up and down during the year according to project work), plus a core group of about 10 part time office volunteers. This team is augmented from time to time with freelance staff working on specific activities. 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-based activist groups. Each Borough Group is legally a part of the charity but operates with delegated authority within its own borough, subject to compliance with LCC policies and procedures. 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.

## 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.

## Chair's Report 2017/2018

It has been an exciting, challenging and busy year for everyone in London Cycling Campaign. We've campaigned around local and pan-London issues and successfully faced financial challenges, and we continue to fight for our vision to make London a safe and attractive place for all to cycle in.

LCC worked with Living Streets to produce the "My Liveable London" campaign - this had many positive outcomes for us as an organisation as well as being very successful in terms of commitments from elected politicians. Many LCC groups are now working more closely with Living Streets and other environmental groups to form local campaigns. Local groups also ran very successful hustings and engaged in a variety of ways with candidates. My thanks to our CEO Dr Ashok Sinha, the staff team, and to all LCC groups and members who took part in this campaign – I am sure it will make a difference to cycling in London.

It is a real privilege to Chair the LCC Board of Trustees and work with such a committed, passionate and talented group. The Board has over the last two years worked hard to identify skills needed in our work and provide detailed information and support for trustees. We are now in a stronger position where we can give improved strategic oversight and steer to the organisation as well as supporting the work of members and staff. The current Board has a wide range of skills - including governance, finance, management and policy - that translate into very effective practice at Board level. Our next area to develop is increasing the diversity of board membership so we can support the work of LCC even better.

At our recent Awayday (January 2018) the Board focussed on the key campaigning work of the organisation. We also looked at Board effectiveness and governance. The Board utilised the Charity Governance Code to identify strengths and areas for development – and these are regularly examined in subsequent Board meetings. For example, we identified risk management as an area for development and we now have better processes in place to identify and mitigate against major risks to the organisation.

LCC has experienced financial challenges over the past few years and in times of austerity there were problems to overcome. The Board formed a new committee – the Business Committee – replacing the previous Finance & Admin Committee. This committee was able to focus hard on finances and ask key questions. It is now increasing the range of work around funding, improving our budget analysis, and responding rapidly to questions raised by experienced members. Internal financial reporting has also improved. Raising money in a charity will always be challenging but we have a sound grasp of the issues, and the skills to continue to successfully manage the risks involved. It is very encouraging to now have a significant surplus and the staff team deserves congratulations for their hard work in this area.

Following the disgraceful scandals regarding Oxfam in Haiti and the President's Club in London, all charities were formally alerted to respond to the Charity Commission's request in December 2017 to review safeguarding procedures. LCC can clearly evidence good practice at the centre for all staff and volunteers. A Safeguarding Working Group (SWG) is in now place to consider all aspects of safeguarding and how it affects our members and groups as well as the general public who use our services and attend our activities. Initial advice has been given to our local groups – this can be found on our website - and the SWG will further develop our procedures for Board authorisation. The SWG will be setting out more detailed reviews in the coming months including signposting additional resources and policies to support local groups. My thanks to those members of LCC who have offered their time to work on this important issue.

It remains a concern that the implementation of the Mayor's Sign for Cycling commitments has been slow, and the quality of delivery of the promise new routes is uncertain; holding him to account will remain our top priority in 2018/2019. Time is running out and the end of the Mayor's term of office is less than two years away. But LCC is not allowing this pledge to disappear from the Mayor's sight. I am grateful to all members and the staff team who continually raise this and we will remain committed to ensuring that promises are kept.

LCC would not be an effective and inspiring campaigning organisation without the hard work and commitment of many people across London –and the opportunities to take part are huge. My thanks go out to all who take part in this work. Whether it's a comment on social media, a consultation response, an event or a major campaign, you are helping to get the LCC message across. Members and staff, local groups and Trustees, committees and activists –many thanks for all that you do. You are all making a difference and you are helping us achieve our shared goals.

Terry Patterson  
Chair of the Board of Trustees

## Trustees' Report 2017/2018

### i. The Year in Summary

Much of the charity's work is based on the ebb and flow of the election cycle. The Mayoral-GLA elections occur every four years and the borough council elections occur at the mid-point of each every mayoralty; as a consequence LCC alternates every two years between preparing for and implementing major election campaigns, and following up on the results achieved by those campaigns. This is not to say that elections are the only setting within which the charity pursues its advocacy: the work of engaging the public and decision-makers in making cycling safer and more inviting for everyone is a constant process of proactively attempting to set the policy and political agendas and reacting to events. Moreover the ambit of the charity encompasses more than advocacy alone: every day LCC promotes the benefits of cycling to the public and engages with businesses and local authorities to promote cycling and deliver behaviour change at the community level. But the electoral tides shape our activities in a fundamental way.

Thus 2017-18 was a year in which the charity primarily pressed the Mayor, Sadiq Khan, to use his second year of office to achieve credible progress in realising the commitments LCC had won from him at the time of his election in 2016. It was also a year in which we built up for the borough elections in May 2018. Overall the outcomes were mixed, but the trajectory for cycling remains upwards.

First, the "Sign for Cycling" commitments won from the Mayor. Specifically, Sadiq Khan publicly promised LCC that within this mayoralty he would:

1. Triple the total length of protected space for cycling on London's streets (as compared to the total length installed under the Vision for Cycling by the previous Mayor) and make safe the worst junctions in London.
2. Initiate a programme to extend Mini-Holland style schemes to every London borough (now called "Liveable Neighbourhoods").
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.

As in the previous financial year, the official mood music remains upbeat: TfL's new five year business plan (2018/19 – 2022/23) was published towards the end of the financial year, confirming substantially increased expenditure on cycling, walking and "healthy streets", as well as specifying that six new major cycle routes will be created alongside the completion of the existing Cycle Superhighway programme and continuation of Quietway projects. Similarly, the first tranche of Liveable Neighbourhoods funding was released and the Mayoral Transport Strategy (MTS) was finalised and published.

Arguably most importantly of all, the MTS recognised that promoting cycling is absolutely central to creating a greener, healthier and more efficient city; and that doing so effectively is absolutely conditional on reallocation road space and priority away from motor vehicles to cycling. This break from the stance of the previous administration is something that LCC has long and vigorously advocated, and it was rewarding that the senior leadership of TfL expressed its determination see this through - if only for the very practical reason of keeping London's rapidly expanding population moving and remediating the city's illegal levels of air pollution.

Despite this encouraging context however, the plain fact is that very little new protected space for cycling was actually installed by TfL, or dangerous junctions rectified, during the Mayor's second year

in office. Worse, LCC had to press hard to send poor quality road redevelopment and cycling schemes back to the drawing board; in particular we needed to mobilise large numbers of supporters to force a rethink on TfL's proposed new Nine Elms redevelopment and we have had to put the spotlight on councils and agencies that have been blocking new Cycle Superhighways or watering down new Quietways.

This hiatus in the physical realisation of new cycling safety schemes is a matter of great concern for the charity during the year. Throughout this period we have therefore consistently articulated the case to City Hall and TfL that the time for preparing the ground is now over, and that construction must commence on new routes so as to implement the Mayor's commitment to triple the extent of protected space for cycling within this term of office. This will remain core to our advocacy in the new financial year.

If the picture at the London-wide level is positive in intent but stuck in the starting blocks, we were pleased to have run our first joint local elections campaign with the walking charity, Living Streets, with very encouraging results. Called *My Liveable London*, the campaign mobilised members of the public to press aspirant council leaders to promise to bid for, and ultimately deliver, a high quality Liveable Neighbourhood scheme in their boroughs. Over half of all those now elected to lead their councils rose to the challenge; and this new, ongoing partnership with Living Streets will allow us to properly scrutinise and give practical support to councils, so that they can keep to the promises their leaders made in response to *My Liveable London*. In addition, this partnership with Living Streets provided a wider platform so that our combined voice was greater than the sum of its parts in defending the Pedestrianisation of Oxford Street (with the creation of a high volume and quality parallel cycling route) and pressing for progress on the stalled Cycle Superhighway 11 route. We will continue to work in close collaboration with Living Streets during the coming financial year and into the future.

As ever, the charity's work is only made possible because of the income we generate from membership fees, donations, consultancy and service delivery, sponsorship and fundraising. Activities and results across these areas are described below, and more detail is also given on our advocacy work.

In terms of finances, it was very heartening that after several years of financial challenges, resulting in unplanned deficits, the charity was able to record a significant surplus this year. This has gone a long way to returning our reserves to a level in line with policy. Equally – and not to be overlooked - are the outcomes for cycling that were achieved along the way: we completed our contract with TfL to help improve lorry safety as part of CLOCs (the Construction and Logistics & Community Safety programme); we gave consultancy support to Tideway and RATP-Dev to improve haulage and bus safety respectively; we continued our service delivery with universities and councils to help encourage more people to cycle; and we supported our members by giving them greater benefits for their fees.

In parallel with outward pursuit of our mission, the charity has necessarily had to adapt our internal operations, most notably in relation to new EU data regulations – GDPR – as well as in response to advice given to all charities regarding the “safeguarding” issue that came to forefront of public attention during the financial year. LCC began to comply with GDPR in relation to new data acquisition and processing well before deadline, and by the time of the latter all data held by the charity was GDPR-compliant. We also initiated new procedures for data handling whereby contact information collected by our local groups is compliant with the new regulations and then migrated to – and subsequently only securely accessible via - our central database.

By contrast the rise in justifiable public concern over safeguarding was not expected, and the trustees requested immediate action by staff to review our current policies. The charity is satisfied that central operations do not pose a significant risk and that appropriate procedures are in place to handle problems if they arise, but we recognise that work is needed to improve procedures in relation to our local groups. New, interim guidance has been given to the latter and a Safeguarding Working Group,

which includes specialists drawn from LCC's activist base, was established early into the new financial year.

Final word must be given to our local groups and other activists. During this year they continued to work tirelessly to improve conditions for cycling at the local level, run public rides and engagement activities, organise hustings as part of My Liveable London and create local partnerships with other voluntary bodies. They are the charity's official representatives at the community level and we remain grateful for all their goodwill, energies and achievements.

## ii. Progress Achieved During 2017-2018

### 1. Implementing LCC's Campaigning Strategic Objectives (2016-2020)

Progress towards accomplishing LCC's Campaigning Strategic Objective is described below. A new set of rolling, four year objectives to cover the period 2018-2022 is under development at the time of writing.

#### 1. Achieving a London-Wide Cycling Network

- a. *We will create a comprehensive description of what London's street network should look like as a cyclised city and campaign for its achievement.*

At the 2016 AGM LCC took a decision to create a comprehensive description of the kind of cycling network and provision that would be needed to ensure everyone in the capital can make door-to-door (or mixed mode) journeys safely by cycle. As we began our work it became apparent the TfL was planning to create a "Strategic Cycling Analysis" (SCA) which could become the starting point for our work.

The SCA was published in June 2017, and lays out the priority corridors, connections and areas that TfL intend to form the fundamental, coarse grain structure of the future cycling network in London. Given the depth of data and strength of backing for the SCA, LCC's internal Infrastructure Advisory Panel (IAP) and Policy Forum have largely focused on developing policy and practice in relation to the SCA, rather than create an alternative to the SCA.

- b. *Sign for Cycling: we will campaign to ensure the Mayor delivers on the infrastructure commitments made to LCC, as outlined in our 2016 three-point agenda (action on lorry danger is covered in objective 2).*

Prior to the 2016 mayoral election, Mayor Sadiq Khan agreed to LCC's call that if elected he would triple the mileage of protected space for cycling, finish the Better Junctions programme and provide funding for a Mini-Holland style scheme (now called Liveable Neighbourhoods) in every London borough.

Since his election we have been campaigning for this promise to be expedited, including monitoring and critiquing current Mayoral plans on a regular basis. The concerns we have publicly aired have not been about the Mayor's reiterated commitment to pursue the Sign for Cycling three-point agenda or the programmes proposed; rather we are worried about the pace of delivery thus far and political will required to move schemes forward in the face of opposition.

Campaigning work is focused on maintaining pressure on the Mayor, his Transport Deputy and the Walking & Cycling Commissioner, and on moving forward individual schemes much more rapidly –

including Cycle Superhighways CS4, CS9 and CS11, and the six new strategic routes the Mayor has announced. It is also focuses on supporting boroughs on their Local Implementation Plans, Liveable Neighbourhoods, Mini-Hollands and other borough schemes. We have also maintained pressure on TfL over the Safer and Better Junction programmes which have seen no significant progress. As part of that, LCC has developed a publicly-available online map of all cycle tracks in London and a list of status of current Better and Safer junctions, in order to track progress on these items.

- c. *Space for Cycling: we will press for implementation of 2014 Space for Cycling ward asks with a borough-level strategy that includes: (a) flexibility for Borough Groups to start developing local “visions” for the local cycling network and mini Holland treatment for town centres and high streets, (b) focussed action on priority ward-asks or boroughs and c) to have a programme to carry out this work with milestones.*

The political situation in respect of cycling has in most boroughs changed significantly. This is partly because asks have been fulfilled or alternative schemes and/or priorities have emerged rendering some asks irrelevant to our current (local) campaigning positions.

Because of this, in the run up to the 2018 local elections LCC created a successor 2014 Sign for Cycling campaign. Called *My Liveable London*, this campaign was jointly developed and run with Living Streets and focused on “Liveable Neighbourhoods” – TfL’s successor to the Mini-Holland programme.

The campaign successfully won a commitment from 18 party leaders ultimately elected to office, to commit to bidding for and delivering a “high-quality” and transformative Liveable Neighbourhood in their borough (out of 31 boroughs – the City not holding elections in 2018). Out of these, 14 were not already in receipt of Liveable Neighbourhood seed money, and in 7 of them the leaders of all main parties signed-up, giving cross party support for the creation of a high-quality Liveable Neighbourhood.

At the time of writing we are following up by providing formal briefings to party leaders, cabinet leads, and relevant officers, and in June we ran a Liveable London conference as part of our City Cycling Festival (supported by the Dutch Embassy and Rosehill Highways). Our borough groups, again working with Living Streets campaigners, will now encourage and support those boroughs and leaders to deliver on their pledges over the next four years.

- d. *We will continue to respond to and influence London-wide and Borough consultations in line with LCC policy and the vision for a cycling network, and develop more efficient procedures for producing consultation responses and mobilising support around them.*

We have overhauled the way we respond to public consultations and campaign around them, including improving our use of online technology to facilitate detailed input by members. This overhaul has improved the quality and accountability of our responses to consultations and spread knowledge and capacity amongst members. It has also enabled LCC to respond to a greater number of consultations, to better inform public responses to consultations and improve campaigning results, as well as making it easier to support and mobilise local responses on behalf of our local groups. As a result, in the last year numerous schemes have been extensively modified as a direct result of consultation responses from LCC and our members and supporters. This process continues to evolve as TfL and boroughs change the way they consult and consider responses.

- e. *We will ensure the cycling policies we promote are truly inclusive, by consulting fully and widely with relevant stakeholders, developing better procedures and applying them effectively*

The final report of LCC's Women & Cycling Working Group was received and accepted by the Board towards the end of the financial year, with work currently underway to address its recommendations.

On top of this, work is ongoing to ensure inclusivity is written into all consultation responses and filtered through the work of the entire organisation, and will continue to monitor and update these policies, with the support of LCC's Policy Forum, Infrastructure Advisory Panel, and external stakeholders (such as Wheels for Wellbeing).

## 2. Reducing Road Danger

- a. *Sign for Cycling: we will campaign to ensure the Mayor delivers on his commitment to ensure only the smartest, safest lorries are used in London by using all mayoral powers in relation to procurement, planning and regulation to do so.*

Having defined a "Direct Vision" scale for lorries (HGVs) ranging from 0 to 5 stars, and published proposals for a staged process (2020 and 2024) to exclude unsafe lorries and promote vehicles with good Direct Vision ratings, TfL discovered during the year that more than 60% of lorries used in London would fall below one star.

As a result TfL has consulted on and published a series of 'safe system' mitigation measures that will enable lorry operators to get permits to enter London from 2020 even if their lorries are zero DV rated. These include installing cameras, alert systems, side guards and a full set of mirrors. Driver training programmes will have to be declared by each operator but will not be mandatory. LCC argued for making driver training a mandatory element of the safe system.

LCC initially welcomed the new Direct Vision rating scheme during the Mayor's first year in office, mobilising support behind it. The charity has worked during the course of this financial year for expedition of the scheme and, at the time of writing, we are assessing the proposed new mitigation measures to ensure they aren't adopted as an alternative to progressively banning lorries with unacceptable Direct Vision ratings from London.

- b. *We will promote driver training and pursue changes to the operations of HGVs and buses to reduce the incidents of collisions with people cycling and walking.*

The Mayor's Vision Zero programme sets a target of no KSIs (killed and seriously injured) by 2041. Safer lorries and buses are part of that programme.

Driver training for the HGV sector is available in all boroughs and more than 50,000 drivers have completed the Safer Urban Driving module. Most major operators in London have joined either FORS or CLOCS – standards schemes that require SUD (Safer Urban Driving) training for drivers (all CLOCS champions and FORS grade silver members).

During the year we continued to lobby boroughs to become CLOCS champions, making direct outreach to each individually. To date Hackney, Islington and Tower Hamlets have made a commitment to join, alongside Camden and the City of London who were already members.

- c. *We will campaign for 20mph to be applied and enforced as the default speed limit on all London's streets where people live, work and shop.*

LCC and other sustainable transport organisations lobbied for 20 mph as the London default speed limit in our responses to the consultation on the Mayor's Transport Strategy. We were pleased to see a significant change in the final version of the MTS - little publicised except by LCC – that makes it necessary for TfL to more proactively adopt 20 mph limits on the roads it controls. We

continue to call for 20 mph limits in all relevant consultation responses and work with other organisations (such as 20's Plenty) on 20 mph zones, and on improving the enforcement of 20 mph limits by the authorities.

- d. We will press the authorities for stronger enforcement against unlawful behaviour that puts people at risk of death or serious injury.*

During the year LCC continued to campaign on road justice and enforcement issues opportunistically, taking a lead from, and working with, specialist sister organisations such as RoadPeace. At the time of writing LCC has provided a response to the Governments' review of the Cycling and Walking Investment Strategy in which we made the case for an (long overdue) review of the charging and penalty system for driving offences. We also advocated legislation to enable better enforcement of ASLs and cycle safety training for lorry drivers. Outcomes of the review are expected later in 2018.

### 3. Local Groups and Activist Networks

- a. We will ensure that we have properly constituted groups in the majority of boroughs. These groups should be healthy and diverse (in relation to factors such as size, governance, campaigning ability and event management) to ensure they have strong and effective campaigning ability.*

Most LCC borough groups (21 out of 33) have held general meetings to agree new constitutions based on the standard LCC model. The agreement of acceptable constitutions has helped create clarity on the rights and responsibilities of LCC's groups as part of the parent charity.

The campaigns team worked closely with a number of groups to boost their capacity (such as Haringey) with a special focus on groups in boroughs that won Liveable Neighbourhood seed funding during the course of the year, and with those borough groups linked to the Cycle Superhighways (CS11, CS4 and CS9) and TfL's proposed six major new routes.

We also used our 'My Liveable London' campaign as a springboard to help re-energise groups that haven't been active for a while, such as Redbridge and Wandsworth. We will continue to do so when opportunities arise, and where significant opportunities are identified to use staff resources to make dramatic improvements to group health and/or relationships with council.

- b. We will 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.*

During the year, all three LCC groups in mini-Holland boroughs have received significant amounts of additional central support to ensure they have been able to grow in numbers and expertise. The result has been visibly improved campaigning and results.

Waltham Forest and Enfield groups are now class-leading in terms of campaigning capacity, skills, diversity, and council relations. Mentoring and staff resources are continuing to be offered to these boroughs on a needs basis.

In addition to the Mini-Holland groups, we identified three borough groups (through an application process with groups) in 2017 that we would work closely with to support those groups in encouraging their boroughs to win Liveable Neighbourhood funding. These were Richmond, Tower Hamlets and Ealing. It was announced that seven boroughs had won Liveable Neighbourhood funding in December 2017 – Havering, Haringey, Lewisham, Ealing, Hackney, Greenwich and Waltham Forest.

This led to staff working with nine 'Liveable Neighbourhood groups' over the course of the year, running training sessions on matters such as campaign planning to infrastructure skills. We also produced a number of activist guides and documents to help all LCC groups in their liaison with councils (such as Low Traffic Neighbourhoods and Understanding the Strategic Cycling Analysis).

- c. *We will broaden our activist base by providing ways to engage with LCC outside of the traditional local group structure, including through better use of digital media; e.g. student groups, workplace groups, and online networks or communities of common interests.*

As described above, the My Liveable London campaign was run jointly with Living Streets: aside from its political aims our intention was to also increase the links and cross organisational working between our respective active travel organisations at a grass roots level. We found it was successful in doing so, with a number for LCC borough groups reporting greater communication and working with their corresponding Living Streets group.

At the time of writing it is still our intention – much delayed in realisation - to set up non-geographical activist networks i.e. groups of activists based around areas of interest rather than locations.

## 2. Marketing & Membership

### Membership

Income from membership for the 2017/2018 financial year remained relatively static as compared to the previous year (£422,288 in 2017/2018 as compared to £423,005 in 2016/2017). Following the relaunch of LCC's refreshed membership product (and related price increase) last year, retention continued to perform well with 83% of all LCC members renewing in 2017/2018. We continued to grow the pool of membership benefits over the course of the year while encouraging members to utilise the membership website to access their benefits and manage their membership.

The 1,022 new members recruited in 2017/2018 was down from 1,176 the previous year and new member recruitment continues to be LCC's greatest membership challenge. Over the course of the year ahead we plan to focus on reaching new audiences and increasing awareness of the organisation.

Planned activities include a campaign to tackle close passing (an emotive issue for many cyclists), the re-design and wider distribution of the London Cyclist magazine, and the launch of an affiliates programme for cycling clubs. Achieving membership growth remains the top priority - to grow income, further strengthen our advocacy, and provide a platform for other income generating activity.

### Challenge Events

50 riders rode for LCC in the Ride London 100 raising £22,970. This was down from £28,313 in 2016 and up from £16,351 in 2015 and £4,633 in 2014. LCC offset the lower income from Ride London fundraising by offering charity places in the L'Etape London and the Big Half (half marathon), which together raised £7,069. We anticipate demand for Ride London places will continue to decline and will be offering places in a wider range of challenge events over the year ahead to compensate.

### Advertising

LCC continues to generate income through selling advertising to members and supporters, both in the London Cyclist magazine and online. A small increase in revenue, from £48,479 to £51,054, was achieved over the course of the year despite a very challenging market. LCC's clients continue to move greater proportions of ad spend into digital. A new LCC website and an improved approach to

content generation is likely to be required to catalyse significant growth. In September 2018 we intend to move the magazine to a smaller 'Super Compact' format, which will reduce production costs and provide scope to increase distribution beyond LCC members.

#### Fundraising Appeals

The 'Heart of London' appeal raised a total of £28,618 (including Gift Aid) making it the most successful fundraising appeal LCC has ever run. 2017/2018 was the second consecutive year that LCC saw significant growth in appeals income (in 2016/2017 the 'Fighting Fund for Cycling' appeal raised £15,653) indicating that London's cycling community may be more willing to donate in support of specific pieces of work.

### **3. Consultancy & Services**

The remit of the Cycling Projects Team is to provide services that significantly contribute to the charity's aim of seeing more people cycling in London. The team markets the charity's expertise and knowledge, and creates and runs behaviour change programmes for a range of clients. This trading not only helps thousands of people to start cycling, or cycle more, but creates income that can be reinvested in scaling up these projects and in the charity's advocacy work. During 2017-18 LCC's Cycling Projects Team won £162,000 gross profit against a target of £158,000.

Although LCC has for some years successfully reduced our dependence on the dwindling availability of grants for supporting our advocacy, we are now responding to a potentially improving climate for funding community activity/health/inclusion work by actively looking for grant funding to expand the services listed below across London and to reach out to communities who cycling levels are below the London average.

#### 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 during the year were:

##### *West London Healthy Campus Champion*

The successful pilot project was extended to the 2017/2018 academic year and has been confirmed again for the upcoming academic year 2018/2019. This project is funded by WestTrans with some additional funding from some of the constituent boroughs for extra service or events. The main activities have been at FE colleges and have focused on the 16-19 age bracket.

##### *Bus Companies*

RATP Dev and LCC were successful in partnering on a bid for a grant funding from TfL. The project was initiated towards year end and looks at creating cycle safety champions at two bus garages. These champions then direct organisational and training activities to ensure the safety of pedestrians and cyclists around RATP Dev's bus operations.

##### *Tideway Cycle Training*

LCC designed and delivered a cycle training course for employees who cycle to and for work. This was successfully delivered to the main company and to two main sub-contractor groups.

##### *CLOCS / Work with the Construction & Logistics industry*

A grant of £25,000 was awarded to LCC in 2016 by TfL to promote the CLOCS standard to the construction industry and to Vulnerable Road Users (VRU) by sharing best practice and case studies. This project was completed in early 2018. LCC is also working with TfL to develop a toolkit for walking and cycling champions for use on large construction sites. The first phase is completed and LCC are working with TfL to develop it further in the coming financial year. We also worked with TfL and construction companies on testing new temporary roadwork initiatives and products.

#### *Bike Share*

LCC partnered with the bike share company ofo to help them bring their bike share service to more London boroughs. This was a six month contract and the business relationship ended in June 2018.

#### *Urban Cycle Loan*

LCC's Urban Cycle Loan operated in four boroughs during the last financial year – Greenwich, Lewisham, Lambeth and Westminster. The Lambeth scheme ended in September 2017 and subsequently the Greenwich project ended after a small extension to July 2018. This model has seen over 80% of participants subsequently take up regular cycling and we would like to see it expand to other boroughs. LCC also delivered cycle training sessions and led rides to support the Lewisham project.

#### *Cycling Services & Events*

LCC's Broadgate Bike Station continued on the Broadgate Estate in the City and remains popular alongside smaller mechanic events at Wellcome Trust's offices and on the Kings Cross Estate.

#### *Ride London Freecycle Led Rides*

2017 was the fifth year we delivered rides with over 2,000 riders from 32 London Boroughs plus three community rides. At the time of writing, we are planning for the 2018 Ride London Freecycle looking to replicate the success of 2017.

### **iii. Summary of Key Priorities for the Next Financial Year (2018/2019)**

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

- Press for the overdue commencement by TfL to triple protected space for cycling, as publicly promised to the charity by the Mayor, and win an acceptable pace and quality of delivery.
- Hold council leaders to account for the commitments they have made in response to LCC and Living Streets' joint My Liveable London campaign.
- Overcome the obstacles placed in the way of flagship walking and cycling schemes currently being held up by local authorities and other agencies.
- Run a major driver behaviour change campaign to reduce incidents of close passing of cyclists (called *Stay Wider of the Rider*, this was launched in July 2018.)
- Generate further increases in income to meet and ideally exceed the budget surplus set for the new financial year, principally through sponsorship, the patrons' scheme and the launch of a new donor-supporter programme alongside the existing membership offer.

## iv. Funding & Finance

The charity's main sources of unrestricted funding are membership income, consultancy & services and charitable donations. We have been grateful to receive one-off donations as well as regular donations from members in support of our campaigning work, and are thankful to the public for responding enthusiastically to appeals run during the year.

Income from charitable activities rose from £934,371 in 2016/2017 to £996,567 in 2017-18. Similarly overall income rose from £1,065,157 to £1,136,190. Although still substantially below the level necessary to recover the degree of output routinely achieved by the charity up until a few years ago, this represents a welcome improvement in our finances.

The charity is nonetheless very conscious that our cash position will in fact be weaker in the upcoming financial year: although income has risen, a number of service delivery contracts have expired. These attracted substantial up-front payments which helped keep the cash position buoyant. The trustees have implemented a revised method of cash monitoring and projection to make sure that cash is even more carefully managed in the new financial year (2018/2019).

## v. Fundraising

### Fundraising Code

The charity complies with the Fundraising Code. Our fundraising takes the form of: (a) public appeals via digital media (only sending fundraising emails to those who have given consent to receiving them in accordance with GDPR); (b) the raising of corporate sponsorship; and (c) the cultivation of a network of patrons. The charity does not fundraise by telephone, other than to make contact once with people whose membership has recently lapsed, to inform them of that fact and process any renewals requested. Neither does it conduct on-street fundraising or pay others to fundraise with the public on LCC. Thus, although the charity remains careful to abide by the code, the burden of compliance is less than it would be if we conducted telephone, on-street and contract-based fundraising with supporters or the general public.

### Patrons' Network

We used events around our *London Boulevard Project* to engage our patrons. The patrons also received regular contact and newsletter updates to fill them in on LCC's progress. This contact has proved successful as the patrons' income came in well above budget (£12,000) at £33,000. This came mainly from current patrons although two new patrons were recruited. We have events this year specifically designed for the recruitment of new patrons so we hope to grow the network considerably.

### Sponsors & Major Donors

The main activity around which appeals to major donors more generally were our *London Boulevard Project*, our *Lorry Safety Campaign* and *Stay Wider of the Rider* (which was initiated before year end, going public in July 2018). Each of these projects proved fruitful to LCC. The income for 2017/18 for sponsorship was £20,000 against a target of £50,000; this is largely (but not solely) a phasing issue with more money won but set aside for delivery in 2018/19. With a good chunk of sponsorship income already for 2018/19 we have started planning projects with more lead time and are already speaking to funders.

## vi. Reserves Policy

The charity's income comprises unrestricted income (membership fees, donations, sponsorship and trading income) and restricted income\*. To ensure that the charity is able to meet its liabilities as they fall due, the Trustees review the level of unrestricted reserves annually.

The Trustees' reserves policy is based on: (a) the income and expenditure budget and the cash flow budget for the financial year, (b) a "safety margin" to cope with any possible poor income generation over the financial year and/or unexpected loss of income streams and (c) past experience of managing difficulties.

On this basis the Trustees believe that the charity should aim for unrestricted reserves of £125,000. So as not to overly restrict the activities of the charity, the Trustees have determined that this target level of reserves should be reached over a number of years. At 31 March 2018 unrestricted reserves were £103,440 and are budgeted to be £113,696 by 31 March 2019.

Each local group reviews their own level of reserves based on the level of activity of that group. Each local group ensures that they have sufficient but not excessive reserves to meet the likely needs of their group.

*\* Restricted income comprises grants and other income received which is ring-fenced for expenditure on specific projects or purposes. Where it relates to projects, it will be available to bring a project to a reasonable conclusion within a given period of organisational wind-up.*

## xii. Statement of Risk Policy and Internal Controls

The Trustees and subcommittees of the Board review the major risks to the viability of the organisation and its ability to meet its objectives as part of the budget setting process in the final quarter of each year. Significant risks that have been identified during the year (i.e. those viewed as having a high impact on the organisation's ability to deliver its objectives) are normally raised with the Treasurer, Business Committee (a new committee replacing the erstwhile Finance & Admin and Income Generation committees) and the Chair of the charity when they arise. The Senior Management Team also reviews major risks on a monthly basis and the CEO reports on risk management to the Business Committee, which meets every two months.

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 process and monitor these at least monthly, and include mitigation strategies within operational plans.

The Board is aware that independent assurance of the risks and their mitigation is a legal responsibility, and to provide additional assurance trustees examined a variety of data during the year, including:

- New format monthly management accounts
- Full bi-monthly Staff Reports, including from the Chief Executive
- New, standardised reports from committee chairs at each Board meeting
- Reports from managers to committees on operational activities
- External audit

The main risk to the organisation during 2017-2018 arose from the challenges in generating income that the charity has faced in recent years, with the positive performance reported above only being confirmed in the last quarter. Contingency planning remains ongoing (quarterly) to cut costs as needed if the current positive financial situation reverses.

### **xiii. Staff Remuneration**

LCC has a formal and transparent pay scale. The grade and pay for each vacancy is set by the senior manager responsible for that recruitment (in conjunction with the Chief Executive) according to the Job Description; it is advertised openly. Movement along the pay scale of existing staff is determined according to changes in their Job Descriptions.

### **ix. Going Concern**

The surplus achieved by the end of the financial year has improved the charity's reserve, albeit that it still remains below the level required by policy. This remains a concern. However, the nature of the charity's income - particularly the fact that a large proportion of it comes from membership fees - means that a scale and rate of income loss (i.e. at a level that threatens the ability of the charity to operate) is unlikely. Instead large unexpected reductions in highly variable income streams (such as consultancy work), or large unexpected increases in costs would be accommodated as far as possible by managed contraction, rather than potentially winding up the charity. This is likely to be the case until and unless a steep and sustained reduction in membership occurs, which is not at the present time considered to be a significant risk, although this is closely monitored.

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, with a strong process in place for monitoring financial performance and scheduling contingencies. On this basis, the Trustees have prepared these financial statements on a going concern basis.

### **x. 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.

## **xi. Appointment of Auditors**

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

## **xii. 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 25<sup>th</sup> July 2018.

Signed by **Simon Clark**, Trustee and Treasurer, on behalf of the Board on 25/07/18

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

## Opinion

We have audited the financial statements of London Cycling Campaign (the 'charitable company') for the year ended 31 March 2018 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Charity Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate, or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' Report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charitable group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit [or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the trustees' report.

### **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities Statement set out on page 14, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit

conducted in accordance with ISAs(UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Councils website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## **Use of our report**

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

Philip Clark, *Senior Statutory Auditor, (signed on 27/07/18)*  
For and on behalf of Moore Stephens LLP, Statutory Auditor  
150 Aldersgate Street  
London  
EC1A 4AB

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## Consolidated Statement of Financial Activities (including an Income and Expenditure Account)

For the year ended 31 March 2018

	Unrestricted Funds	Restricted Funds	Branch Funds	Year Ended 31 March 2018	Year Ended 31 March 2017
Notes	£	£	£	£	£
<b><u>Income</u></b>					
	2, 3				
Donations and Legacies	112,639	-	-	112,639	95,631
Income from Charitable Activities	951,346	17,500	27,721	996,567	934,371
Income from Other Trading Activities	25,447	-	-	25,447	34,960
Investment income	1,537	-	-	1,537	195
<b>Total Incoming Resources</b>	<b>1,090,969</b>	<b>17,500</b>	<b>27,721</b>	<b>1,136,190</b>	<b>1,065,157</b>
<b><u>Expenditure</u></b>					
<b>Costs of raising funds</b>	4, 5				
Costs of raising donations	63,138	-	-	63,138	47,146
Costs of other trading activities	29,338	-	-	29,338	54,715
<b>Expenditure on charitable activities</b>	<b>976,227</b>	<b>17,500</b>	<b>32,910</b>	<b>1,026,637</b>	<b>1,011,962</b>
<b>Total resources expended</b>	<b>1,068,703</b>	<b>17,500</b>	<b>32,910</b>	<b>1,119,113</b>	<b>1,113,823</b>
<b>Net incoming/(outgoing) resources before transfers</b>	<b>22,266</b>	<b>-</b>	<b>(5,189)</b>	<b>17,077</b>	<b>(48,666)</b>
Transfers between funds	6	-	-	-	-
<b>Net movement in funds</b>	<b>22,266</b>	<b>-</b>	<b>(5,189)</b>	<b>17,077</b>	<b>(48,666)</b>
<b>Fund balances at 1 April 2017</b>	<b>81,174</b>	<b>-</b>	<b>70,943</b>	<b>152,117</b>	<b>200,783</b>
<b>Fund balances at 31 March 2018</b>	<b>103,440</b>	<b>-</b>	<b>65,754</b>	<b>169,194</b>	<b>152,117</b>

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

All incoming resources and resources expended derive from continuing activities.

The notes on pages 27 to 41 form part of these financial statements

## Consolidated Balance Sheet

As at 31 March 2018

		31 March 2018		31 March 2017	
	Notes	£	£	£	£
<b>Fixed Assets</b>					
Intangible assets	10		4,000		4,554
Tangible assets	11		<u>2,095</u>		<u>4,588</u>
			6,095		9,142
<b>Current assets</b>					
Stock	12	-		1,293	
Debtors	13	158,695		148,831	
Cash at bank and in hand	14	<u>250,784</u>		<u>254,136</u>	
			409,479		404,260
<b>Creditors - amounts falling due within one year</b>	15	<u>(246,380)</u>		<u>(261,285)</u>	
<b>Net current assets</b>			163,099		142,975
<b>Total assets less current liabilities</b>			<u>169,194</u>		<u>152,117</u>
<b>Income funds</b>					
Unrestricted Funds	22		103,440		81,174
Restricted Funds	16, 22		-		-
Branch Funds	16, 22		65,754		70,943
			<u>169,194</u>		<u>152,117</u>

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

The notes on pages 27 to 41 form part of these financial statements.

The accounts were approved by the Board and authorised for issue on 25<sup>th</sup> July 2018.

Signed by:

Simon Clark, **Trustee and Treasurer**

And

Terry Patterson, **Trustee and Chair of the Board of Trustees**

## Charity Balance Sheet

As at 31 March 2018

	Notes	Year ended 31 March 2018		Year ended 31 March 2017	
		£	£	£	£
<b>Fixed Assets</b>					
Intangible assets	10		4,000		4,554
Tangible assets	11		<u>2,095</u>		<u>4,588</u>
			6,095		9,142
<b>Investment in Trading Company</b>	25		2		2
<b>Current assets</b>					
Stock	12	-		1,293	
Debtors	13	161,226		174,294	
Cash at bank and in hand	14	<u>227,492</u>		<u>223,909</u>	
		388,718		399,496	
<b>Creditors - amounts falling due within one year</b>	15	<u>(225,621)</u>		<u>(256,523)</u>	
<b>Net current assets</b>			163,097		142,973
<b>Total assets less current liabilities</b>			<u><u>169,194</u></u>		<u><u>152,117</u></u>
<b>Income funds</b>					
Unrestricted Funds	22		103,440		81,174
Restricted Funds	16, 22		-		-
Branch Funds	16, 22		<u>65,754</u>		<u>70,943</u>
			<u>169,194</u>		<u>152,117</u>

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

The notes on pages 27 to 41 form part of these financial statements.

The accounts were approved by the Board and authorised for issue on 25th July 2018.

Signed by:

Simon Clark, **Trustee and Treasurer**

And

Terry Patterson, **Trustee and Chair of the Board of Trustees**

## Consolidated Statement of Cash Flows

For the year ended 31 March 2018

	Notes	Year ended 31 March 2018	Year ended 31 March 2017
<b>Cash flows used in operating activities:</b>			
Net cash generated by/(used in) operating activities	(a)	17,134	(132,328)
<b>Cash flows from investing activities:</b>			
Purchase of intangible fixed assets	10	(2,100)	(3,900)
Purchase of tangible fixed assets	11	(590)	(2,342)
Interest receivable		1,537	195
<b>Net cash used in investing activities</b>		<b>(1,153)</b>	<b>(6,047)</b>
<b>Cash flows from financing activities:</b>			
Issue of credit facility		-	38,665
Credit facility repaid during the year		(19,333)	(38,584)
<b>Net cash flow from financing activities</b>		<b>(19,333)</b>	<b>81</b>
<b>Change in cash and cash equivalents in the year</b>		<b>(3,352)</b>	<b>(138,294)</b>
Cash and cash equivalents at the beginning of the year		254,136	392,430
<b>Cash and cash equivalents at the end of the year</b>	(b)	<b>250,784</b>	<b>254,136</b>
<b>(a) Reconciliation of net expenditure to net cash flows from operating activities</b>			
		Year ended 31 March 2018	Year ended 31 March 2017
Net income/(expenditure) for the reporting period		17,077	(48,666)
Adjustments for:			
Interest receivable		(1,537)	(195)
Amortisation charged in the year		2,654	5,481
Depreciation charged in the year		3,083	4,431
Movement in stock		1,293	(83)
Movement in debtors		(9,864)	(9,623)
Movement in creditors (excluding credit facility)		4,428	(83,673)
<b>Net cash flow from operating activities</b>		<b>17,134</b>	<b>(132,328)</b>
<b>(b) Analysis of cash and cash equivalents</b>			
Cash held centrally		164,827	164,076
Cash held by branches		85,957	90,060
		<b>250,784</b>	<b>254,136</b>

## Statement of Cash Flows for the Charity

For the year ended 31 March 2018

	Notes	Year ended 31 March 2018	Year ended 31 March 2017
<b>Cash flows used in operating activities:</b>			
Net cash generated by/used in operating activities	(a)	24,069	(76,291)
<b>Cash flows from investing activities:</b>			
Purchase of intangible fixed assets	10	(2,100)	(3,900)
Purchase of tangible fixed assets	11	(590)	(2,342)
Interest receivable		1,537	195
<b>Net cash used in investing activities</b>		<b>(1,153)</b>	<b>(6,047)</b>
<b>Cash flows from financing activities:</b>			
Issue of credit facility		-	38,665
Credit facility repaid during the year		(19,333)	(38,584)
<b>Net cash flow from financing activities</b>		<b>(19,333)</b>	<b>81</b>
<b>Change in cash and cash equivalents in the year</b>		<b>3,583</b>	<b>(82,257)</b>
Cash and cash equivalents at the beginning of the year		223,909	306,166
<b>Cash and cash equivalents at the end of the year</b>	(b)	<b>227,492</b>	<b>223,909</b>
<b>(a) Reconciliation of net expenditure to net cash flows from operating activities</b>			
		<b>Year ended 31 March 2018</b>	<b>Year ended 31 March 2017</b>
Net income/(expenditure) for the reporting period		17,077	(48,666)
Adjustments for:			
Interest receivable		(1,537)	(195)
Amortisation charged in the year		2,654	5,481
Depreciation charged in the year		3,083	4,431
Movement in stock		1,293	(83)
Movement in debtors		13,068	28,933
Movement in creditors (excluding credit facility)		(11,569)	(66,192)
<b>Net cash flow from operating activities</b>		<b>24,069</b>	<b>(76,291)</b>
<b>(b) Analysis of cash and cash equivalents</b>			
Cash held centrally		141,535	133,849
Cash held by branches		85,957	90,060
		<b>227,492</b>	<b>223,909</b>

## 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 charity's functional and presentational currency is pounds sterling rounded to the nearest £1.

The financial statements have been prepared on the basis that the charity is a going concern and that there are no material uncertainties. The trustees believe the charity to be a going concern as they have reviewed the forecasted financial position of the charity and consider there are adequate resources available to fund the activities of the charity for the foreseeable future.

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 24 of these financial statements.

#### 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 local groups, which exist in nearly all of the London Boroughs. As these groups operate independently at a local level, the financial activities are identified separately as restricted funds of the charity, and separated in the SOFA and Balance Sheets from the other restricted funds of the charity. The aggregate cash balances and liabilities of the branches at the end of the accounting period are shown separately in notes to the Balance Sheet. The figures for local groups have been incorporated on the basis of returns received at LCC's office at 201 Metropolitan Wharf by 31 May 2018.

#### 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.

## Notes Forming Part of the Financial Statements (continued)

### 1. Accounting Policies (continued)

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 the 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 of producing publicity in relation to particular fundraising appeals, the cost of branded clothing provided to participants in fundraising events and sundry processing and other 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.

#### Charitable Activities

Direct Consultancy and Service delivery costs are the costs directly associated with doing this work or providing these services. Direct Campaigning expenditure is 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.

## Notes Forming Part of the Financial Statements (continued)

### 1. Accounting Policies (continued)

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 Note 20 shows 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 of these accounts, 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, charitable donations and income and surpluses arising from trading in furtherance of its charitable objectives. Some trading activities undertaken by London Cycling Campaign might be deemed, for tax purposes, to be non-charitable. As a result, surpluses from these activities could end up being subject to Corporation Tax if they arose in the charitable company, London Cycling Campaign Limited. Activities where this is a risk are therefore undertaken by a subsidiary company, London Cycling Campaign Trading Limited. Surpluses from these activities are potentially subject to Corporation Tax. However, no Corporation Tax arises as all of the surplus generated each financial year within the subsidiary are gift-aided to the charitable company.

Gift Aid is claimed on donations. For all Gift Aid which has been claimed, the donor has signed a gift aid declaration and the particular donation 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.

#### **Fixed Assets**

Assets which cost £400 or more are capitalised.

#### 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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#### 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.

## Notes Forming Part of the Financial Statements (continued)

### 1. Accounting Policies (continued)

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
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

Rentals on operating leases are charged to the statement of financial activities on a straight-line basis over the lease term. An operating lease is a lease in which the lessee has not taken on substantially all the risks and rewards of ownership of the leased asset. The benefits of incentives to sign property leases, including rent-free periods, are spread on a straight-line basis 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 by the charity 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 2018 £	Year Ended 31 March 2017 £
<b><u>Donations and Legacies</u></b>		
Donations	<u>112,639</u>	<u>95,631</u>
<b><u>Income from Charitable Activities</u></b>		
Consultancy & Service Delivery	415,768	356,294
Campaigning	-	-
Information Services	64,717	62,804
Membership Services	470,861	471,533
	<u>951,346</u>	<u>890,631</u>
<b><u>Income from other trading activities</u></b>		
Non-Charitable Trading	7,447	9,793
Sponsorship	18,000	25,167
	<u>25,447</u>	<u>34,960</u>
<b><u>Investment Income</u></b>		
Interest receivable	<u>1,537</u>	<u>195</u>

### 3. Restricted Income

	Year Ended 31 March 2018 £	Year Ended 31 March 2017 £
<b><u>Income from Charitable Activities</u></b>		
Consultancy & Service Delivery	12,500	12,500
Campaigning	5,000	5,000
	<u>17,500</u>	<u>17,500</u>
<b><u>Branch Funds (Local Groups)</u></b>		
Income from Charitable Activities	<u>27,721</u>	<u>26,240</u>

## Notes Forming Part of the Financial Statements (continued)

### 4. Unrestricted Expenditure

	Staff Costs	Direct Costs	Other Costs (see note 20)	Year Ended 31 March 2018	Year Ended 31 March 2017
	£	£	£	£	£
<b>Cost of Raising Donations</b>	<b>36,032</b>	<b>7,751</b>	<b>19,355</b>	<b>63,138</b>	47,146
<b>Costs of Other Trading Activities</b>					
Non-charitable trading	4,208	1,860	2,775	<b>8,843</b>	10,350
Sponsorship	13,836	-	6,659	<b>20,495</b>	44,365
	<b>18,044</b>	<b>1,860</b>	<b>9,434</b>	<b>29,338</b>	54,715
<b>Costs of Charitable Activities</b>					
Consultancy & Service Delivery	137,853	225,559	71,916	<b>435,328</b>	445,191
Campaigning	116,089	14,598	59,397	<b>190,084</b>	159,687
Information Services	12,721	89,841	7,103	<b>109,665</b>	121,584
Membership Services	96,821	77,955	56,712	<b>231,488</b>	232,788
Community Cycling	3,594	3,848	2,220	<b>9,662</b>	5,055
	<b>367,078</b>	<b>411,801</b>	<b>197,348</b>	<b>976,227</b>	964,305

Staff Costs shown above are direct staff costs. Staff costs relating to support services and governance are included in Other Costs (see note 20).

### 5. Restricted Expenditure

	Staff Costs	Direct Costs	Other Costs	Year Ended 31 March 2018	Year Ended 31 March 2017
	£	£	£	£	£
<b>Charitable Activities</b>					
Campaigning	5,000	-	-	<b>5,000</b>	5,446
Consultancy & Service Delivery	12,500	-	-	<b>12,500</b>	12,500
	<b>17,500</b>	-	-	<b>17,500</b>	17,946
<b>Branch Funds</b>					
Community Cycling	-	<b>32,910</b>	-	<b>32,910</b>	29,711

## Notes Forming Part of the Financial Statements (continued)

### 6. Transfer between funds

There were no transfers between funds during the year.

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

	Year to 31 March 2018 £	Year to 31 March 2017 £
Wages and salaries	467,403	478,626
Social security costs	41,420	46,765
Other pension costs	26,969	27,961
	<u>535,792</u>	<u>553,352</u>

Pension costs are allocated to activities in proportion to the related staffing costs incurred. At the year end, employer pension contributions totalling £2353.18 (2017: £2,725) are included within other creditors.

There was one employee who had benefits in the range £60,000 to £70,000 (2016/17: one). There were no employees who had benefits over £70,000 (2016/17: nil). Pension contributions in respect of employees paid over £60,000 amounted to £3,631.

The charity trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiary in the year (2016/17: nil). Neither were they reimbursed expenses during the year (2016/17: nil). No charity trustee received payment for professional or other services supplied to the charity or its subsidiary (2016/17: 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 £143,200 (2016/17: £139,715). 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.

### 8. Staff numbers

The average monthly head count was 17 staff (2016/17: 18 staff).

### 9. Redundancy costs

No redundancy payments were made during the year (2016/17: £5,241).

## Notes Forming Part of the Financial Statements (continued)

### 10. Intangible Fixed Assets – Group and Charity

	Website costs £	Total £
<b>Cost</b>		
At 1 April 2017	34,826	<b>34,826</b>
Additions	2,100	<b>2,100</b>
Disposals	-	-
<b>At 31 March 2018</b>	<b>36,926</b>	<b>36,926</b>
<b>Amortisation</b>		
At 1 April 2017	30,272	<b>30,272</b>
Charge for year	2,654	<b>2,654</b>
Eliminated on disposal	-	-
<b>At 31 March 2018</b>	<b>32,926</b>	<b>32,926</b>
<b>Net Book Value</b>		
<b>At 31 March 2018</b>	<b>4,000</b>	<b>4,000</b>
At 31 March 2017	4,554	4,554

### 11. Tangible Fixed Assets – Group & Charity

	Furniture & Fixtures £	Tenants Improvements £	IT Equipment £	Office Equipment £	Total £
<b>Cost</b>					
At 1 April 2017	7,594	15,605	34,596	11,042	<b>68,837</b>
Additions	590	-	-	-	<b>590</b>
Disposals	(1,943)	(15,605)	(11,345)	(8,182)	<b>(37,075)</b>
<b>At 31 March 2018</b>	<b>6,241</b>	<b>0</b>	<b>23,251</b>	<b>2,860</b>	<b>32,352</b>
<b>Depreciation</b>					
At 1 April 2017	6,397	14,909	32,825	10,118	<b>64,249</b>
Charge for year	804	696	1,126	457	<b>3,083</b>
Eliminated on disposal	(1,943)	(15,605)	(11,345)	(8,182)	<b>(37,075)</b>
<b>At 31 March 2018</b>	<b>5,258</b>	<b>0</b>	<b>22,606</b>	<b>2,393</b>	<b>30,257</b>
<b>Net Book Value</b>					
<b>At 31 March 2018</b>	<b>983</b>	<b>0</b>	<b>645</b>	<b>467</b>	<b>2,095</b>
At 31 March 2017	1,197	696	1,771	924	4,588

## Notes Forming Part of the Financial Statements (continued)

### 12. Stock – Group and Charity

	Year ended 31 March 2018 £	Year ended 31 March 2017 £
Merchandise stock	-	193
Membership collateral stock	-	1,100
	<u>-</u>	<u>1,293</u>

### 13. Debtors

	<u>Group</u>		<u>Charity</u>	
	Year ended 31 March 2018 £	Year ended 31 March 2017 £	Year ended 31 March 2018 £	Year ended 31 March 2017 £
Trade debtors	125,474	98,357	101,847	84,959
Other debtors	20,997	14,394	20,998	14,394
Due from subsidiary	-	-	26,157	38,861
Prepayments	12,224	36,080	12,224	36,080
	<u>158,695</u>	<u>148,831</u>	<u>161,226</u>	<u>174,294</u>

### 14. Cash

	<u>Group</u>		<u>Charity</u>	
	Year ended 31 March 2018 £	Year ended 31 March 2017 £	Year ended 31 March 2018 £	Year ended 31 March 2017 £
Cash held centrally	164,827	164,076	141,535	133,849
Cash held by branches	85,957	90,060	85,957	90,060
	<u>250,784</u>	<u>254,136</u>	<u>227,492</u>	<u>223,909</u>

## Notes Forming Part of the Financial Statements (continued)

### 15. Creditors

	Group		Charity	
	Year ended 31 March 2018 £	Year ended 31 March 2017 £	Year ended 31 March 2018 £	Year ended 31 March 2017 £
Trade creditors	14,775	19,267	14,775	19,267
Taxes and social security costs	30,342	25,270	22,916	20,508
Accruals and deferred income	153,671	155,165	140,338	155,165
Membership income deferred (see note 21)	16,290	16,864	16,290	16,864
Credit facility	0	19,333	0	19,333
Other creditors	11,099	6,269	11,099	6,269
Branch creditors	20,203	19,117	20,203	19,117
	<b>246,380</b>	<b>261,285</b>	<b>225,621</b>	<b>256,523</b>

### 16(a). Restricted Funds (including Branch Funds)

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

Analysis of Restricted Funds 1 April 2017 to 31 March 2018					
	CLOCS grant from TFL	London Boulevard grant from Foundation for Integrated Transport	Total Excluding Branch Funds	Branch Funds (Local Groups)	Overall Total
	£	£	£	£	£
<b>Balance B/fwd 1/4/17</b>	-	-	-	70,943	70,943
Receivable for year	12,500	5,000	17,500	27,721	45,221
<b>Total Income</b>	<b>12,500</b>	<b>5,000</b>	<b>17,500</b>	<b>27,721</b>	<b>45,221</b>
<b>Expenditure in period</b>					
Staff Costs	12,500	5,000	17,500	-	17,500
Direct Costs	-	-	-	32,910	32,910
Support Costs	-	-	-	-	-
Returned to funder	-	-	-	-	-
<b>Total Expenditure</b>	<b>12,500</b>	<b>5,000</b>	<b>17,500</b>	<b>32,910</b>	<b>50,410</b>
Transfers	-	-	-	-	-
<b>Net (Deficit)/Surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(5,189)</b>	<b>(5,189)</b>
<b>Balance C/fwd 31/3/18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>65,754</b>	<b>65,754</b>

## Notes Forming Part of the Financial Statements (continued)

### 16(a). Restricted Funds (continued)

A grant of £12,500 was received during the financial year from Transport for London (TfL) for a project to embed, promote and expand CLOCS (Construction Logistics and Community Safety), and ensure the construction industry takes ownership of road risk. All of these funds were spent during the financial year. This was the continuation of a project and associated grant which commenced in 2016/17.

A grant of £5000 was received during the financial year from the Foundation for Integrated Transport to develop a 'Healthy Street' audit system, using emerging TfL methodology, for LCC's London Boulevard Project. This was the continuation of a project and associated grant which commenced in 2016/17.

The total Local Group income for the year ended 31 March 2018 was £27,721 (2016/17: £26,240). This includes £3,848 (2016/17: £1,589) transferred to branch funds from unrestricted funds for the annual payment of grant funding from LCC central to local groups.

### 16(b). Unrestricted Funds

	£
Balance b/fwd 01/04/17	81,174
Total income for the year	1,090,969
Total expenditure for the year	( 1,068,703 )
<b>Balance c/fwd 31/03/18</b>	<b><u>103,440</u></b>

### 17. Commitments under Operating Leases

At 31 March 2018 London Cycling Campaign had minimum lease payments under non-cancellable operating leases as follows:

	<b>Land &amp; Buildings</b>		<b>Other</b>	
	<b>At 31 March 2018</b>	At 31 March 2017	<b>At 31 March 2018</b>	At 31 March 2017
<b>Total lease payments</b>				
Within 1 year	<b>36,347</b>	23,438	<b>1,186</b>	1,186
In 1 to 5 years	<b>130,827</b>	-	<b>1,482</b>	2,668
In over 5 years	-	-	-	-
	<b><u>167,174</u></b>	<u>23,438</u>	<b><u>2,668</u></b>	<u>3,854</u>

### 18. Related Party Transactions

London Cycling Campaign was a member of Cyclenation, a UK federation of local cycle campaign groups, during the financial year. Ashok Sinha, Chief Executive, was a member of the board of Cyclenation during the year, but resigned in March 2018. There were no financial transactions between London Cycling Campaign and Cyclenation during the year to 31 March 2018. London Cycling Campaign has now ceased to be a member of Cyclenation.

## Notes Forming Part of the Financial Statements (continued)

### 19. Legal Status of the Charity

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

### 20. Other Costs

The 'Other Costs' for 2017/18 shown in note 4, totalling £226,136 (under costs of: Raising Donations, Other Trading Activities and Charitable Activities) are support costs and governance costs made up as follows:

	Year ended 31 March 2018 £	Year ended 31 March 2017 £
Staff costs (Support & Governance)	<b>96,009</b>	105,882
Incidental HR costs	<b>3,836</b>	2,752
Premises	<b>72,487</b>	52,995
Office services	<b>6,138</b>	6,570
Liability insurance	<b>9,731</b>	9,643
IT costs	<b>16,216</b>	16,066
Finance costs	<b>8,932</b>	4,861
Direct governance costs	<b>12,787</b>	14,516
	<b><u>226,136</u></b>	<u>213,285</u>

Direct governance costs include external audit fees of £10,000 (2016/17: £9,000). Staff costs of £96,009 above include £22,918 (2016/17: £24,895) of staff costs relating to governance.

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 different unrestricted cost headings shown in Note 4, 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 is as follows:

#### Full-time equivalent staff time in operational areas

	2017/18		2016/17	
	No of staff	%	No of staff	%
Fundraising	<b>0.9</b>	<b>8.6%</b>	0.6	6.1%
Non-Charitable Trading	<b>0.1</b>	<b>1.2%</b>	0.1	0.7%
Sponsorship	<b>0.3</b>	<b>2.9%</b>	0.5	4.6%
Consultancy & Service delivery	<b>3.2</b>	<b>31.8%</b>	4.0	38.2%
Campaigning	<b>2.7</b>	<b>26.3%</b>	2.3	22.3%
Membership Services	<b>2.6</b>	<b>25.1%</b>	2.5	23.7%
Information Services	<b>0.3</b>	<b>3.1%</b>	0.4	3.7%
Community Cycling	<b>0.1</b>	<b>1.0%</b>	0.1	0.6%
	<b><u>10.2</u></b>	<b><u>100.0%</u></b>	<u>10.5</u>	<u>100.0%</u>

## Notes Forming Part of the Financial Statements (continued)

### 21. Membership Income Deferred

There was a decrease in membership income deferred of £574 (2017/18: increase of £1391). This was credited to the income and expenditure account in the year.

	<b>Year ended 31 March 2018 £</b>	Year ended 31 March 2017 £
Balanced brought forward	<b>16,864</b>	15,473
Income released in the year	<b>-16,864</b>	-15,473
Income deferred in the year	<b>16,290</b>	16,864
<b>Balance at year-end</b>	<b>16,290</b>	16,864

### 22. Analysis of net assets between funds

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Branch Funds £</b>	<b>Total £</b>
Intangible Fixed Assets	4,000	-	-	4,000
Tangible Fixed Assets	2,095	-	-	2,095
Current Assets	323,522	-	85,957	409,479
Current Liabilities	( 226,177 )	-	( 20,203 )	( 246,380 )
	<b>103,440</b>	<b>-</b>	<b>65,754</b>	<b>169,194</b>

### 23. Income/(Expenditure) for the year

This is stated after charging:

	<b>Year ended 31 March 2018 £</b>	Year ended 31 March 2017 £
Auditors remuneration	<b>10,000</b>	9,000
Amortisation	<b>2,654</b>	5,481
Depreciation	<b>3,083</b>	4,431
Operating leases: Land and Buildings	<b>38,263</b>	37,500
Other	<b>1,186</b>	1,194

## Notes Forming Part of the Financial Statements (continued)

### 24. 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:

	<b>2017/18</b>	2016/17
	<b>£</b>	£
Income	1,090,496	1,014,888
Gift Aid from subsidiary company	26,157	38,861
<b>Total income</b>	<b>1,116,653</b>	1,053,749
Cost of raising donations	63,138	47,146
Costs of other trading activities	29,338	54,715
Expenditure on charitable activities	1,007,100	1,000,554
<b>Total expenditure</b>	<b>1,099,576</b>	1,102,415
<b>Net income</b>	<b>17,077</b>	( 48,666 )
Total funds brought forward	152,117	200,783
<b>Total funds carried forward</b>	<b>169,194</b>	152,117
<b>Represented by:</b>		
Unrestricted funds	103,440	81,174
Restricted funds	-	-
Branch funds	65,754	70,943
	<b>169,194</b>	152,117

### 25. Investment in the subsidiary

The charity, London Cycling Campaign, owns two £1 shares in the wholly owned trading subsidiary, London Cycling Campaign Trading Limited.

## Notes Forming Part of the Financial Statements (continued)

### 26. 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, registered office 210 Metropolitan Wharf, 70 Wapping Wall, London, E1W 3SS) 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 was:

	<b>2017/18</b>	2016/17
	<b>£</b>	£
Turnover	131,694	136,194
Cost of sales and administration costs	( 105,537 )	( 97,408 )
Interest receivable	-	75
<b>Net profit</b>	<b>26,157</b>	38,861
Amount gift aided to charity	( 26,157 )	( 38,861 )
<b>Retained in subsidiary</b>	<b>-</b>	<b>-</b>

#### The assets and liabilities of the subsidiary were:

Current Assets	46,919	43,625
Current Liabilities	( 46,917 )	( 43,623 )
<b>Total net assets</b>	<b>2</b>	<b>2</b>
<b>Aggregate share capital and reserves</b>	<b>2</b>	<b>2</b>

Included in the results of the London Cycling Campaign Trading Limited is a management charge of £86,000 paid to the parent charity, London Cycling Campaign. In addition, a gift aid donation of £38,861 in relation to the surplus in 2016/17 was paid to the parent company in the year. At the year-end, £26,157 in relation to the surplus in 2017/18 was due from the subsidiary to the charity.

### 27. 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 our elected Policy Forum. Volunteers also make a substantial contribution to the charity's London-wide campaigns, particularly at election time and when local issues of London-wide significance arise (such as infrastructure improvements at major locations that can be replicated across London). In addition, a number of volunteers contribute to LCC by helping out with work in LCC's office at Metropolitan Wharf, often on a regular basis.