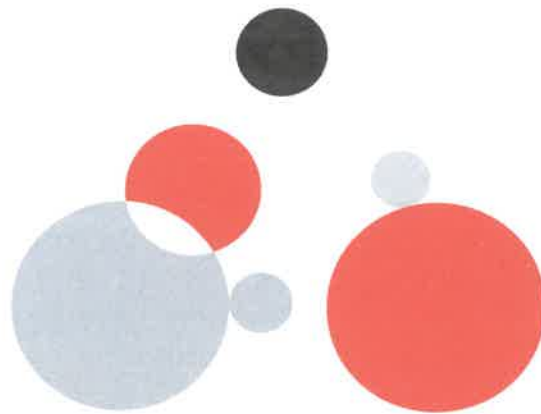


Charity Registration No. 1115789

Company Registration No. 1766411 (England and Wales)

**London Cycling Campaign**  
**(A Company Limited by Guarantee)**  
**Trustees' Report and Consolidated Financial Statements**  
**For The Year Ended 31 March 2020**



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

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## Administrative Details

Registered Company 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>UHY Kent LLP t/a UHY Hacker Young</b> Thames House Roman Square Sittingbourne Kent ME10 4BJ
Solicitors	<b>Bates, Wells &amp; Braithwaite</b> 10 Queen Street Place London EC4R 1BE
Bankers	<b>Unity Trust Bank plc</b> Four Brindleyplace Birmingham B1 2JB
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 2020

<b>Trustee</b>	<b>Date started - End of current term</b>	<b>Trustee Role</b>
Pearl Ahrens	October 2019 – October 2022	
Aidan Chisholm	October 2019 – October 2022	
Simon Clark	October 2017 – October 2020	Treasurer from October 2017
Amy Foster	October 2016 – October 2020	
James Heath	October 2017 – October 2022	
Stuart Kightley	October 2019 – October 2022	
Eilidh Murray	October 2019 – October 2022	
Terry Patterson	October 2015 – October 2022	Chair from October 2017
Megan Sharkey	October 2017 – October 2020	
Matt Sparks	October 2018 – October 2020	
Sarah Strong	October 2019 – October 2022	
Christian Wolmar	October 2016 – October 2020	

Until October 2019 Trustees used to 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. The Articles of Association were changed and with effect from October 2019 elected Trustees will now normally serve for a period of three years.

Simon Clark and Megan Sharkey were co-opted to serve as Trustees for one year from October 2019 to October 2020.

## Business Committee

### Members serving during the year

Simon Clark	Treasurer from October 2017
James Heath	Chair of the Committee
Terry Patterson	Chair of the Board
Pearl Ahrens	from October 2019
Neil Webster	to October 2019

## Our Vision

London Cycling Campaign's vision is to transform our city into a healthier, greener and happier place to live, where anyone who wants to cycle can do so safely and enjoyably.

## Our Mission

London Cycling Campaign's mission is to:

- **Campaign** for action by decision-makers to make cycling in London safe and inviting for everyone
- **Give voice** to our members, and provide them with support
- **Deliver** practical projects to promote cycling to and for everyone

## Our Values

We believe in:

- A **better** London - one that that is freed from over-reliance on motor vehicles and whose neighbourhoods and places are safer, greener, healthier and more vibrant as a result.
- 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.
- The **power of voluntary organisations** to advise decision-makers and hold them to account, and to deliver change at the grassroots.
- **Diversity, equality and inclusivity**, promoting each within the charity and across our work.

## 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 in 2012, 2014 and 2019.) LCC became a registered charity on 14 August 2006. The Charity has a wholly owned subsidiary, London Cycling Campaign Trading Limited (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. There are ten elected Trustees, who are elected by the membership at the Annual General Meeting. Newly elected Trustees will normally serve for a three year period. Under the Articles of Association, the Board can co-opt additional Trustees. There are currently two co-opted Trustees on the Board. The co-opted Trustees serve until the next AGM. (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 at 31 March 2020 the Board subcommittees were as follows:

- *Campaigns & Active Membership Committee (C&AM)*: oversees LCC's advocacy and 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.

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 17 at year end (the number fluctuates up and down during the year according to project work), plus a core group of about ten 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.

## Structure, Governance and Management (continued)

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, their funds are shown in the accounts as restricted funds.

## Public Benefit Statement

The trustees of the charity comply with the Charity Commission's general guidance on public benefit when reviewing aims and objectives and in planning future activities.

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 also to the public as a whole as a result of LCC's advocacy on behalf of cyclists and cycling.

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 or unemployed). 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 2019/2020

Writing a Chair's Report in a time of lockdown and pandemic is a very unusual task. But it is also an opportunity to reflect on the outpouring of energy and commitment shown by LCC members, staff and supporters across London as they find creative ways to continue campaigning. It has been a very challenging year by any standards, and there are so many different parts of our charity I would like to thank for their part in not only helping LCC to survive, but to thrive. A special thanks must go to the staff team who have seamlessly transferred to remote working, and not only continued campaigning but found new energy to recruit members and address the multiple issues raised for Londoners as the government promotes cycling as part of essential exercise during the lockdown, and mass transport following the lockdown.

Since the last Chair's Report, the Board and staff team have made significant progress on implementing our Safeguarding policy. All trustees have now been trained in safeguarding, and relevant staff as well as local group coordinators are all being offered the same training package. Safeguarding is now part of the annual risk management for local groups. Staff and trustees have worked very closely with local group co-ordinators to ensure that the Safeguarding policy is in place and clearly understood. We have also supported groups who may need additional help in delivering the policy locally. We are ensuring that led rides are risk assessed and a list of contact details for participants is held. The board regularly scrutinise risk management, and staff investigate a range of risks which may be encountered in our activities. Staff are in regular discussion with our local group coordinators to ensure that both members and the public are kept safe. For example, in the current lockdown all led rides have been cancelled, but local groups have been working to produce a range of solutions around this. They include one-to-one mentoring of new riders and suggestions for short safe local routes posted online. We can be particularly proud of the work done with the #NHSHeroes campaign, supporting NHS workers with free membership, bike workshops and a range of other benefits.

The Local Groups Forums are always well attended and an opportunity to raise questions, share best practice and request support. During the lockdown additional online meetings have been established for co-ordinators and trustees, where any issue can be discussed and there is a really positive and supportive atmosphere.

The Campaigns and Active Membership Committee has overseen the development of a number of campaigns, including our Climate Safe Streets mayoral election campaign. Although the Mayoral election has been postponed, this campaign still launched successfully and will hold candidates to account in the coming year.

The Policy Forum recently launched a report on micromobility which is very timely given the Government's current e-scooter trials. Their well-researched report follows last year's AGM motion welcoming new forms of micromobility.

This year the Board reintroduced the Human Resources Committee to assist a range of issues facing members. Although these can be time-consuming for our hard-working trustees, the organisation learns a lot and recent issues have had positive outcomes.

In common with many charities, LCC faced serious financial issues during the lockdown. Income from events became unpredictable at best, and the Treasurer and Business Committee focused very closely on managing the risk going forward. Again, staff must be congratulated for developing income streams and managing recruitment of members, ensuring that we can negotiate this difficult period successfully. We are delighted that so many from the NHS are proud to be our newest recruits.

The length term of office of Board members has been increased from two years to three, following a Special Resolution at the recent AGM. This allows the Board to use the knowledge trustees gain for a longer period, and is a real benefit to the organisation's effectiveness. That AGM also approved a rewording of



the charity's Articles make the language gender-neutral. We continue to work towards diversity and inclusion, though aware of our need to address underrepresentation of a range of groups, in order to truly reflect the diverse population of London. The Board and staff team have worked hard to address gender issues and we are taking steps towards acknowledging the #BlackLivesMatter campaign. There are still too few BAME trustees, coordinators, and members in our own organisation and this is something we need to reflect upon. I'm personally reaching out to BAME role models in my local community for advice and support.

LCC owes much to individuals who have made donations towards the work of LCC and our Patrons' Network continues to grow. Many thanks to those who have contributed financially to LCC - your donation, large or small, makes a difference and moves our campaigning work forward.

Finally, I'd like to thank all the volunteers, activists and members, putting in time and energy in so many different ways across London over this past year. The efforts made are beginning to pay off and London is transforming. Thank you for your continued hard work so that everyone in London can feel that it is safe and attractive to cycle.

Terry Patterson  
Chair of the Board of Trustees

28<sup>th</sup> July 2020

Handwritten signature of M.T. Patterson in black ink.

## Trustees' Report 2019-2020

### i. The Year in Summary

#### **Covid-19, and Upsurge in Cycling and a Green Recovery**

At the time of writing, the country has just started to emerge tentatively from the Covid-19 lockdown. As well as the tragic consequences for many, and the adverse educational, psychological, financial and other hardships for many more, the pandemic and has put tremendous stresses on charities. Fortunately, the underpinnings of the London Cycling Campaign are strong – a capable, adaptable and resilient staff team, a loyal membership, a strong and committed activist base and relatively good underlying financial health – and we are less dependent on trading income than many charities and most businesses. We have thus been able to continue our work (albeit from a virtualised rather than office-based environment), not needing to put staff on furlough or access other forms of financial assistance from Government. It is important to recognise and express our gratitude to the major donors who have helped buttress our finances during this time.

In this we have been helped by the upsurge in interest in cycling as a means of exercise and making essential journeys during the Covid-19 lockdown, plus the subsequent investment in walking and cycling by the Mayor, Sadiq Khan (through his new Streetspace Plan), boroughs and the DfT. With public-transport likely to run at low capacity for some time to come, and with concern about what TfL has termed a “car led” recovery - and the consequent return to the unacceptable levels of air pollution, carbon emissions, and congestion seen pre-crisis - investment in active travel has risen up the political agenda.

This unprecedented context has brought the arguments that LCC has long made about the multiple benefits of enabling cycling to become the first choice for everyday transport into sharper, more compelling focus. LCC has been able to capitalise by mobilising the public to press TfL to increase the pace of installation of temporary cycling infrastructure and increase its quality. Equally, we continue to defend difficult decisions taken by the authorities to suppress a bounce-back of high motor traffic levels, such as by calling for a reinstatement of, and increase in, road user charging.

We also played our part in providing direct assistance to the public, and key workers in particular, by gifting free LCC membership (which includes free third party insurance cover and discounts for goods and services at cycle shops) to NHS staff and care workers, and running a multi-platform cycling advice line.

It remains to be seen how well the charity is able to maintain this degree of activity, and whether our finances will come under serious stress when the Government's job and business support package ends in the autumn and true impacts of the recession begin to occur; a big rise in unemployment and the closure of businesses could attenuate income. But for the time being we have cause for quiet, cautious, optimism.

#### **Climate Safe Streets, Micromobility and a Green Recovery**

We were also able to look beyond the immediacies of the Covid-19 lockdown towards the horizon. LCC published two landmark reports: the first, **Climate Safe Streets**, made the case in detail as to why and how London's leaders must take action to decarbonise our streets by 2030; the second was a new, in depth research paper on the positive contribution new consumer-friendly “micromobility” technologies can make to reducing our over-dependence on car use. Plus, we also initiated a series of

webinars that have proven to be very popular (the first of which attracted over 600 participants), bringing people together to debate LCC's proposals for transforming road transport in London.

In the same connexion, we have begun to play our part in advocating that the public investment and regulatory reform that is deployed to help the UK economy recover from the damage done by the Covid-19 lockdown, should be founded on realising a green recovery. The climate emergency has not gone away, nor has the threat of ecosystem collapse. If the economic stimulus is narrowly focused on growth, it will miss an historic opportunity to drive forward the green economy; including in transport.

Central to a green recovery will be facilitating a mass shift away from private motor car use in our cities, by making cycling the norm, and expanding the provision of affordable public transport and shared mobility. We are joining with others in making this case strongly to Government.

### **Campaigning for Mayoral and Borough Action**

Much of the charity's work is determined by 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 mayoralty; as a consequence, LCC's emphasis alternates between preparing for and implementing election campaigns, and following up on the results achieved by those campaigns.

The 2019-2020 financial year coincided with the final year of Sadiq Khan's original four year of office as Mayor. The principal effort of the charity during this time was to press for delivery of the three-point "Sign for Cycling" agenda that we persuaded Mr Khan to adopt in the run up to his election in 2016. The agenda set three goals for this mayoralty:

- Triple the amount of protected space for cycling in London, and make London's most dangerous junctions safer.
- Enable every borough to access funding for a major, area-based walking and cycling scheme.
- Use all powers to make "Direct Vision" lorries the norm on London's streets.

That these goals were largely achieved is a major success for the charity and a big step forward for cycling in London.

The goal of tripling protected space was attained just before year end, as was the availability of funding for every borough to implement a "Liveable Neighbourhood" scheme (with many already underway). The Direct Vision lorry standard that had been established in earlier years was further advanced, with various aspects of it being finalised at the time of writing.

There was one disappointment, namely that TfL's programme to remediate dangerous junctions has not yet delivered the safety improvements the charity considers needed, although TfL has promised that it will monitor each junction with a view to making further improvements. TfL has also made the same commitment in relation to the Quietways programme (not directly part of the three point agenda above, but very much germane to developing a London-wide cycling network), about which we remain concerned.

These caveats aside, on balance we consider that our campaigning work has been successful, and credit must go to Mr Khan and his team for largely realising the commitments he made to LCC.

The latter part of the year centred on LCC preparing for our Climate Safe Streets campaign, calling on all candidates in the 2020 London mayoral election to adopt our proposed policy agenda for decarbonising London's roads by 2030. Unfortunately, the covid-19 health emergency hit just as our

Climate Safe Streets Report, intended to mark the start of public-facing campaigning, was published. The campaign has been put on hold, and will restart ahead of the postponed election.

Beyond these headline activities, the day-to-day work continued throughout the year to engage with TfL and boroughs as a large number of road redevelopment schemes hit open consultation. We provided information to the public and, where needed, tools for lobbying the authorities.

Most of this concerned plans for streets under the aegis of boroughs, where we have seen a number of important developments that LCC staff and local activists have often played an important role in achieving. For example:

- The City Transport Strategy represents the most ambitious plan to restrict car movements and create more space for walking and cycling since the Mini-Holland programme. The City and TfL are planning to create in central London what they claim will be the largest low traffic area in Europe.
- Lambeth is stepping up with a new plan for multiple low traffic neighbourhoods and Cycleways.
- Tower Hamlets has implemented a number of traffic filtering measures, such as bus gates, and at the time of writing is due to create a major new low traffic neighbourhood in Bethnal Green.
- Hackney continues to roll out of both low traffic neighbourhoods and protected space for cycling on main roads.
- Richmond Upon Thames has introduced a standard 20mph speed limit and, as part of its Covid-19 lockdown response, installed a largely segregated cycle track on Kew Road alongside Kew Gardens, in part by removing over 100 car parking spaces.
- Greenwich and TfL are finally acting to remediate the notoriously dangerous Angerstein junction.
- Waltham Forest continues to attract international attention for the ongoing expansion of its Mini-Holland scheme.

Amidst these instances of heartening improvements, some boroughs continue to be resistant to taking meaningful action to make good their declared intentions to facilitate more walking and cycling. Whilst LCC works to address this across London, we paid particular attention to Westminster and Kensington & Chelsea (K&C). Central London is critical as the main hub for a London-wide cycling network, and has enormous potential for trip substitution away from cars (and overcrowded public transport at peak time).

In K&C, we were able to reconstitute an LCC local group after several years of quiescence and bring together a wider group of interested parties under a new Better Streets for K&C umbrella. The latter has led to more productive engagement with the council and the prospect of small but significant positive change on the ground. A similar rejuvenation of LCC's activity in Westminster has seen an improvement in relations with other residents' and civil society organisations, under the umbrella of the Healthy Streets for Westminster group that we have initiated.

## **Finance**

Turning to the charity's finances, the year saw mixed fortunes. On the plus side: membership retention remained strong and recruitment was good (if unspectacular); income from patrons, fundraising and sponsorship was in general above budget; and the money raised by our annual appeal and small donations exceeded expectations. But on the other hand, the Covid-19 emergency caused the cancellation of the year's biggest fundraising event - the "Fico Fund" dinner and wine auction - and we saw a big drop in demand for our consultancy and services prior to Covid-19. These two reductions in

income threatened to have a substantial impact on the charity's reserves which, although having been rebuilt in recent years (following financial problems a few years previously), are still lower than trustees would like.

The result for the year could easily have been a worryingly large deficit. However, effective work by the staff team to keep costs under control and win extra income from other sources meant that there was a small surplus for the year. Trustees are grateful to staff for carefully managing the situation and ensuring an acceptable result for the year.

### **LCC's Local Activists**

As ever, the final acknowledgement goes to LCC's large cadre of volunteer activists. These campaigners are the mainstay of our work at the local level, showing expertise, invention and boundless energy in advancing the charity's aims – whether through impactful lobbying of their councils or fun-filled, family friendly cycling events.

We are particularly appreciative of how they have responded to the demands of the Covid-19 lockdown, continuing their efforts online and supporting other voluntary organisations in helping the most vulnerable.

We salute and express our deep gratitude to them all.

## **ii. Progress Achieved During 2019-2020**

### **1. Implementing LCC's Campaigning Strategic Objectives (2018-2022)**

The charity sets four year Campaigning Strategic Objectives, which are reviewed and amended every two years. During the course of this year, LCC moved from the previous set of Objectives for 2016-2020 to a new set covering 2018-2022. Progress towards these is briefly summarised below.

#### **1. NETWORKS & NODES**

##### **1.1 *We will mobilise the public to make sure the Mayor meets the commitment made to LCC (in 2016) to implement LCC's three-point Sign for Cycling agenda.***

Shortly before year end, the Mayor and TfL announced that the commitment made to LCC to triple the extent of protected space for cycling had been met. This is a major success for LCC's campaigning, continuing the momentum seen during the previous mayoralty. This pace of cycling network development will need to be maintained – and accelerated – for many years to come if the potential for cycling in London is to be realised, especially to meet a target of decarbonising the capital's roads by 2030 that we are calling on the next mayor to adopt.

Throughout this period we have been mobilising supporters to press for the inadequacies of TfL's junction safety programme to be addressed, and have held face-to-face discussions with senior officers and politicians regarding this. However, by the end of the financial year, only two of the 33 junctions on the original Better Junctions list had been upgraded to a safety standard that the charity consider acceptable, with 11 treated to a lower standard than we would expect. This remains a major area of concern: junctions represent the most hazardous locations on the road network and LCC will aim to win a greater quality and pace of remediation in the new financial year, as the Covid-19 lockdown eases.

The second element of LCC's Sign for Cycling agenda was to enable every borough to access support to implement a major, area-based walking and cycling scheme (following on from the three Mini-Hollands scheme that the charity persuaded the previous Mayor, Boris Johnson, to facilitate, as part of our Love London, Go Dutch campaign in 2012). Formally, this was achieved, insofar as every borough now has access to funding and guidance (under what is called the "Liveable Neighbourhoods" programme). However, this remains only a qualified success for the charity, as the rate of rollout on the ground was lower than we felt possible and called for. Nonetheless, with a large majority of boroughs now well underway or cleared to proceed, we would expect the pace to pick up - noting that this is critically dependent on whether TfL gets the support it is requesting to weather the financial crisis cause by the Covid-19 lockdown.

The third element – making Direct Vision lorries the norm – is covered below.

- 1.2 *We will develop tools, policies and guidelines, with appropriate associated technologies, to enable activists to press effectively for the delivery of a London cycling network according to a set of defined network principles.*

A variety of new guides have been produced to help activists campaign more effectively for the development of a dense, high quality cycling network, including an important document on using TfL's Strategic Cycling Analysis to best effect, and another guide for officers and campaigners on the benefits of Low Traffic Neighbourhoods and how to establish them.

- 1.3 *We will mobilise the public to press for that network to be delivered to the highest quality standards, providing a safe environment for all who use London's streets.*

Midway through the financial year TfL produced its long-awaited new cycling infrastructure quality criteria (including a matrix of thresholds, such as motor traffic levels, to govern different types of intervention). These criteria will in particular be used to determine which TfL and borough cycling infrastructure projects will be funded. LCC gave a cautious welcome to these new standards: whilst they provide a much needed formalism for determining how to build the cycling network, and should raise the level of cycling safety, they do not match the benchmarks LCC has consistently called for, and that is seen in places like the Netherlands. (Simply put, the Dutch install separate cycle tracks at much lower volumes of motor traffic than TfL sees as the threshold for protected space for cycling). TfL has assured LCC that these criteria may be revised as experience grows, something the charity will continue to press for.

- 1.4 *We will provide additional support and capacity-building to LCC local groups in boroughs that are in receipt of Liveable Neighbourhood and Mini Holland funding, to ensure those groups are able to engage effectively with these programmes.*

We solidified LCC's programme of activist training during the financial year, including by the introduction of a new set of workshops and materials produced by one of the trustees. The training covers cycling infrastructure campaigning, managing council relations, campaign planning and coalition building. Our action plan is to provide monthly support for all boroughs (touching base, assessing needs and providing mentoring/help). During the course of the year staff worked closely with LCC groups in boroughs that were preparing Liveable Neighbourhood bids, notably those in central London to in turn advise councils on how to improve those bids.

## 2. REDUCING ROAD DANGER

- 2.1 *We will provide expert interventions, and mobilise the public where necessary, to ensure the Mayor delivers on his Sign for Cycling 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.*

LCC has led campaigning for Direct Vision (DV) Lorries – i.e. ones with minimal blind spots - to be standard for all operations on London's roads. Since we initiated this work several years ago, campaigning for non-DV lorries to be phased out has picked up across the UK and at the EU level. Since winning the above commitment from the Mayor (who subsequently introduced a 5-star DV lorry rating scheme), LCC has been pleased to see good progress, if slower than we called for, and has engaged in all relevant forums and consultations to help keep up momentum. TfL has finished the final, formal consultation on DV star ratings. As of October 2019, TfL procurement terms specified that one star lorries must be used on all in of its contracts over £1 million, as part of a staged increase in the minimum rating allowable more generally. Under the Greater London (Restriction of Goods Vehicles) Traffic Order 1985, all freight vehicles over 12 tonnes will have to have a one star DV grading (or mitigating measures that include camera and sensor alert system) as of October 2020. Elsewhere, the EU council has now formally approved start dates for DV compliant lorries: 2023 for new models and 2027 for all new lorries. The package of measures has now gone to the UN European Economic Council to define the exact specifications (the UK will remain a UNEEC member after Brexit). A key area of work for LCC in the new financial year will be to understand how fast evolving camera, sensor and AI systems can best augment DV cab design to maximise collision avoidance.

- 2.2 *We will engage with all relevant stakeholders to promote systems safety and pursue changes to the operations of HGVs and buses to reduce the incidents of collisions with people cycling and walking.*

LCC staff attended bus driver vulnerable road user training and highlighted lack of on-bike experience in the sessions. LCC has developed a training module for bus drivers that includes on-bike experience and has been trialling it with bus operator RATP-Dev. LCC has argued that TfL should adopt a training programme similar to Safer Urban Driving for lorry drivers to become standard for bus drivers. Staff attended TfL trial sessions for the development of a warning noise for electric buses to assist the blind and partially sighted. The 'noise' is in use on the 100 bus in Tower Hamlets.

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

Following the effective data gathering exercise we conducted as part of our Stay Wider of the Rider campaign in 2018 (which was used by The Metropolitan Police to target close passing hotspots that were identified by supporters of the LCC) we were unfortunately not able to resource continued work in the area of law enforcement and deterrence in 2019/2020. However, thanks to the money raised by the Fico Fund in March 2019, we have been able to plan for resourcing more work in the area of "road justice" i.e. how the justice system - from the police to the courts and sentencing guidelines - needs to be improved to reduce road danger. The cancellation of the second Fico Fund fundraising event in March 2020, due to the Covid-19 lockdown, has put these plans on hold until at least the second half of the new financial year.

### 3. CAPACITY-BUILDING

- 3.1 *We will work with our borough groups to ensure they have the tools and policies to be effective campaigners in their boroughs.*

We ran a Campaigners' Conference early in the year, which was attended by representatives from 26 London boroughs. As well as the workshops on strategic planning, practical media skills and improving council relations, we used the event to launch our substantially updated Campaigns Handbook. We also continued to experiment in the Local Group Forum (LGF), aiming to create a more positive and conversational space, rather than a broadcast one; since the Covid-19 lockdown, the LGF has become a monthly Zoom meeting which, in the rapidly changing situation, has been vital in sharing information and providing support for the groups. Our annual Local Group survey was also overhauled based on feedback from last year's survey.

- 3.2 *We will broaden our activist base and strategic alliances by providing ways to be part of LCC beyond the traditional borough group structure.*

This remains an area of concern, as we have still not been able to reprioritise existing resources or gain new ones to allow this target to be pursued.

- 3.3 *We will ensure the cycling policies that we promote are truly inclusive, based on input from relevant stakeholders, developing better procedures and applying them effectively*

This is a rolling area of work. Staff (and volunteers) continue to collate all LCC's many policies (often established as part of the process of making consultation responses) in one place, so that an external person can review them to ensure that they are inclusive, and so they can be displayed in an appropriate place on the new website.

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

We continued to build our relationship with the TfL engagement team, sharing best practice on running consultations with them and encouraging TfL and boroughs to use this when consulting on cycling schemes. At the time of writing, we are seeking funding to work in partnership to produce a formal guide to decision-makers on best practice for consulting on cycling infrastructure and safety measures and bringing them to fruition.

## 2. Marketing & Membership

### Membership

Income from membership services in the year ended 31 March 2020 improved compared to the previous year £497,654 (2019: £465,520). Member retention was broadly stable with 85% of all LCC members renewing (87% the previous year and 83% the year before that). The 1,083 new members recruited in the year was an increase from 860 in the previous year. The increase was in part driven by the promotion of the benefit of third-party insurance following a well-publicised court case.



New member recruitment continues to be LCC's greatest membership challenge and the organisation is seeking to build numbers given the increase in cycling due to Covid-19. In 2019 we took over the running of the prestigious Urban Hill Climb event. We hope to develop this event in future years by encouraging a more diverse set of entrants, enriching the options for participation and bringing sponsors on board.

Over the next year member recruitment activities will continue to be aligned closely to LCC's campaigning work. Achieving membership growth remains a priority so that we can grow income, further strengthen advocacy, and provide a platform for other income generating activity.

### **Advertising**

LCC continues to generate income through selling advertising, both in the London Cyclist magazine and online. Income remains stable despite a very challenging market. LCC's clients continue to move greater proportions of advertising spend into digital. Over the year ahead, we intend to redevelop the LCC website and review our approach to content generation, with a view to growing income in future years.

### **Fundraising**

Donations totalled £190,421 (2019: £142,913). Included in this total, our "Climate Safe Streets" appeal raised a total of £23,351 (including Gift Aid) continuing a trend for LCC receiving strong responses from fundraising appeals, and continuing to indicate 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 also creates income that can be reinvested in scaling up these projects and in the charity's advocacy work.

### **Partnerships**

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

#### Boroughs, GLA and TfL

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

The successful pilot project was extended to the 2019/2020 academic year. This project is funded by WestTrans and their constituent boroughs. The main activities have been at FE colleges and have focused on the 16-19 age bracket. In addition cycle promotion events are held at universities across West London.

##### *Urban Cycle Loan*

LCC's Urban Cycle Loan operated in two boroughs during the last financial year – Lewisham, and Westminster. LCC also delivered cycle training sessions and led rides to support the Lewisham project. In the forthcoming year LCC has been contracted to deliver a cargo bike project in the Borough of Lewisham.

*TfL Cycling Infrastructure Database*

We have been working with TfL to update TfL's new database using LCC's extensive volunteer network.

**Consultancy Projects**

LCC provided advice on a number of borough cycling and Liveable Neighbourhood schemes

**Corporate Cycling Services**

Wellcome Trust and Kings Cross Estates are Workplace Members of LCC

**Community Cycling**

*Ride London Freecycle Led Rides*

In 2019, we delivered 40 rides with 51 pick-up points and over 1,800 riders from 32 London Boroughs. Unfortunately the 2020 event has now been cancelled and we look forward to picking up our partnerships in 2021.

**Road Safety Projects**

*Bus Companies*

LCC delivered a tailored project training bus drivers on understanding the behaviours of pedestrians and cyclists.

### **iii. Summary of Key Priorities for the Next Financial Year (2020-2021)**

LCC runs a four-year rolling plan, pegged to the London mayoral election cycle, with mid-point revisions (i.e. to match the borough elections). The current plan covers the period 2018-2022, and was due to be revised according to the political situation under the Mayor, who was due to be elected in May 2020. This would have formed a new 2020-2024 plan running up to the borough elections.

However, as this election has been postponed until 2021, and because the dominant external factor affecting our thinking is the Covid-19 pandemic (and its multiple ramifications), the charity has set interim objectives as follows for 2020-2021:

- Provide effective online support for LCC activists and volunteers to continue to campaign within the Covid-19 lockdown parameters in place at any given time.
- Launch and curate a new series of webinars to engage people with LCC's thought-leadership work.
- Follow on from our landmark Climate Safe Streets and Micromobility reports with new studies on shared mobility hubs and freight safety-decarbonisation.
- Hold the Mayor to account for the effective delivery of his Streetspace Plan to provide temporary extra space for walking and cycling, and assist to overcome obstacles to its implementation (especially at borough level).
- Join with other voices pressing the Government to ensure that its economic stimulus is founded on achieving a green recovery; and pressing the Mayor to invest in making the Streetspace Plan a permanent reprioritisation of space on London's roads.
- Re-launch our Climate Safe Streets mayoral election campaign.
- Widen and deepen the activist training provided by staff and volunteers, and expand the range of materials.

- Quantify the lack of BAME participation and representation in LCC at all levels, identify ways in which this can be improved and begin implementation of priority measures.
- Increase our capacity to campaign for “road justice” (i.e. improving deterrence of dangerous driving by improving how the justice system works at all levels).
- Launch a new website and digital communications strategy.
- Reorganise our consultancy and services work with a stronger focus on supporting the public sector (especially the NHS) as well as business and local authorities.
- Assist new cycling industry campaigns promoting cycling with the public.
- Establish the next iteration of our rolling four-year plan following the outcome of the postponed mayoral election.
- In line with evolving government guidance: close the charity's office and virtualise its operations, helping staff to maintain productive, flexible working from home; and re-open the office in stages, in line with a clear risk assessment and mitigations.

#### **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 was £869,588 (2019: £868,845). Total income was £1,077,903 (2019: £1,100,214) with total expenditure of £1,075,948 (2019: £1,072,938) giving a surplus of £1,955 (2019: £27,276).

#### **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 from the public for 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**

It has been four years now since the Patron Network was established and it is progressing well. The founder patrons have assisted in bringing new funders to the table and supported LCC in experimenting with fundraising ideas. This year the network has raised £111,000 (2019: £67,000) for innovative work.

One example is the Westminster Healthy Streets group. One of our patrons funded a series of fundraising dinners which brought new supporters to the table and raised enough funds to recruit a new campaigner. Since then we have expanded the project on to Soho with more funds from an additional patron.

Another example of a project funded by a patron is one encouraging considerate cycling. The marketing team are midway through this and will finalise it once the Covid-19 lockdown is lifted.

The Climate Safe Streets project was seed funded by the patron network, it was initially difficult to get funding from corporates due to the political climate, so the network got it off the ground, by funding the protest rides and the research for the report.

Two of the LCC patrons tragically lost loved ones in cycling collisions and have established the Fico fund with the aim of supporting a Road Justice campaigner within LCC.

One of the patrons was keen to help us recruit new supporters so funded a breakfast in Regents Park. This brought in new members and raised awareness of LCC amongst a new audience of cyclists whilst we were campaigning for better conditions for them in the park.

The patron network is taking shape not just as a fundraising group but also for networking and getting high profile individuals to do things to support LCC.

### **Sponsorship**

This was a difficult year for company sponsorship due to fears over the impact Brexit was going to have on budgets. The lorry project did not get sponsored and we didn't raise as much for Climate Safe Streets as we were hoping to from companies, luckily the patrons filled this gap.

Considerate cycling – Peter Murray raised £20,000 for LCC through 4 of his contacts who each contributed £5,000 to this project.

Climate Safe Streets - Trek providing £10,000 and Lime £5,000.

Butterworth's and Osborne's also honoured their regular sponsorship of the AGM for £2,500.

## **vi. Reserves Policy**

The charity's income comprises unrestricted income (membership fees, donations, sponsorship and trading income) and Branch income, which is treated as restricted income. To ensure that the charity is able to meet its liabilities as they fall due, the Trustees review the level of free reserves annually. Free reserves are unrestricted reserves adjusted for operational fixed assets. Branch reserves are not included.

At 31 March 2020, unrestricted reserves were £120,674 (2019: £122,225). At that date free reserves were £115,845 (2019: £118,361) and are budgeted to be £105,971 by 31 March 2021.

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 free reserves of £140,000.

So as not to overly restrict the activities of the charity and recognising the challenges posed by the lessening of activity due to Covid-19, the Trustees have determined that the charity should aim to reach this target level of reserves over the next two or three years by budgeting for a reasonable surplus each year.

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.

## **vii. 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. 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, the Chair of the Business Committee 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:

- Monthly management accounts
- Full bi-monthly Staff Reports, including from the Chief Executive
- Standardised reports from committee chairs at each Board meeting
- Reports from managers to committees on operational activities

The main risk to the organisation during 2019/2020 arose from the challenges in generating income, as has been the case for a number of years. Contingency planning remains in place to adjust costs as needed should the current positive financial situation change.

## **viii. 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 trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for at least the next year. The trustees review the charity's reserves policy periodically.

Free reserves are budgeted to be £105,971 at 31 March 2021. This is 76% of the target level of reserves. The trustees have therefore adopted a more cautious approach until the target level of reserves is reached.

Membership Services income accounts for over 40% of total income and is relatively stable. The charity continues to monitor membership subscriptions and is taking appropriate steps to retain existing members and attract new members. The charity has recommenced claiming gift-aid on membership subscriptions from March 2020. It believes that the claims are valid and should be paid. There is, however, a risk that HMRC may take a different view. Should that happen the charity would adjust costs accordingly.

Consultancy & Service Delivery and Donation income is less stable. Should new work not be found or donations not materialise, the charity would adjust costs accordingly.

The organisation maintains a robust, timely, financial reporting schedule which enables timely action to be taken in the event of a change in financial circumstances.

The trustees continue to adopt the going concern basis of accounting in preparing the financial statements. There are no known, material uncertainties regarding the charity's ability to continue as a going concern.

## x. Trustees' Responsibilities

The Trustees (who are also directors for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the results 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 (FRS 102);
- make judgments and accounting 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;
- 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 adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislations in other jurisdictions.

#### **Disclosure of information to auditors**

Insofar 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.

At the AGM in October 2019 a Resolution was carried authorising the Board to conduct a tender for auditors for the 2019-2020 financial year, and inform the membership of its decision by 31st December 2019.

Following the tender process UHY Hacker Young were appointed as auditors.

### **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 28<sup>th</sup> July 2020.

Signed by

A handwritten signature in black ink, appearing to read 'M. T. Patterson', with a horizontal line extending to the right.

**Terry Patterson**, Chair and Trustee, on behalf of the Board on 28<sup>th</sup> July 2020

## **Independent Auditor's Report to the members of London Cycling Campaign**

### **Opinion**

We have audited the financial statements of London Cycling Campaign (the 'charitable company') for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including 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 and parent charitable company's affairs as at 31 March 2020 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;
- 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 other 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 opinion.

### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to 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 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 other information comprises the information included in the trustees' report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the trustees' report. 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. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 has 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which 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' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

### **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities [set out on pages 20 and 21], 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 directors 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 group 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 group financial statements.

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

### **Other matters**

The financial statements for the year ended 31 March 2019 were audited by the predecessor auditor, BDO LLP. BDO LLP's audit report dated 13 August 2019 expressed an unqualified opinion on the financial statements.

**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's members as a body, for our audit work, for this report, or for the opinions we have formed.



*Allan Hickie BSc FCA, Senior Statutory Auditor*

For and on behalf of **UHY Kent LLP**, Statutory Auditor  
Thames House  
Roman Square  
Sittingbourne  
Kent  
ME10 4BJ

7 August 2020

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

For the year ended 31 March 2020

		Unrestricted funds	Branch funds	Total	Total
		Year ended 31 March 2020	Year ended 31 March 2020	Year ended 31 March 2020	Year ended 31 March 2019
	Note	£	£	£	£
<b>Income</b>					
Donations		190,421	-	190,421	142,913
Income from charitable activities	2	842,422	27,166	869,588	868,845
Income from other trading activities	3	17,894	-	17,894	88,456
<b>Total Income</b>		<b>1,050,737</b>	<b>27,166</b>	<b>1,077,903</b>	<b>1,100,214</b>
<b>Expenditure</b>					
Cost of raising donations	4	89,414	-	89,414	60,176
Expenditure on charitable activities	5	935,189	23,660	958,849	969,327
Cost of other trading activities	6	27,685	-	27,685	43,435
<b>Total expenditure</b>		<b>1,052,288</b>	<b>23,660</b>	<b>1,075,948</b>	<b>1,072,938</b>
<b>Net (expenditure)/Income for the year</b>		<b>(1,551)</b>	<b>3,506</b>	<b>1,955</b>	<b>27,276</b>
<b>Fund balance at 1 April 2019</b>		<b>122,225</b>	<b>74,245</b>	<b>196,470</b>	<b>169,194</b>
<b>Fund balance at 31 March 2020</b>		<b>120,674</b>	<b>77,751</b>	<b>198,425</b>	<b>196,470</b>

All income and expenditure derives from continuing activities.

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

## Consolidated Balance Sheet

As at 31 March 2020

	Note	31 March 2020		31 March 2019	
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	11		-		2,000
Tangible assets	12		4,829		1,864
			<u>4,829</u>		<u>3,864</u>
<b>Current assets</b>					
Stock	14	333		-	
Debtors	15	272,629		93,883	
Cash at bank and in hand	16	193,539		309,054	
		<u>466,501</u>		<u>402,937</u>	
<b>Creditors - amounts falling due within one year</b>	17	<u>(272,905)</u>		<u>(210,331)</u>	
<b>Net current assets</b>			<u>193,596</u>		<u>192,606</u>
<b>Total assets less current liabilities</b>			<u><u>198,425</u></u>		<u><u>196,470</u></u>
<b>Funds</b>					
Branch funds	19		77,751		74,245
Unrestricted funds	20		120,674		122,225
			<u>198,425</u>		<u>196,470</u>

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

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

The accounts were approved by the Board and authorised for issue on 28<sup>th</sup> July 2020

Signed by:

Simon Clark, Trustee and Treasurer

Terry Patterson, Trustee and Chair of the Board of Trustees

## Charity Balance Sheet

As at 31 March 2020

	Note	31 March 2020		31 March 2019	
		£	£	£	£
<b>Fixed assets</b>					
Intangible assets	11		-		2,000
Tangible assets	12		4,829		1,864
Investment in trading subsidiary	13		2		2
			<u>4,831</u>		<u>3,866</u>
<b>Current assets</b>					
Stock	14	333		-	
Debtors	15	279,577		87,239	
Cash at bank and in hand	16	169,387		210,510	
			<u>449,297</u>		<u>297,749</u>
<b>Creditors - amounts falling due within one year</b>	17	<u>(272,905)</u>		<u>(209,470)</u>	
<b>Net current assets</b>			<b>176,392</b>		<b>88,279</b>
<b>Total assets less current liabilities</b>			<u><b>181,223</b></u>		<u><b>92,145</b></u>
<b>Funds</b>					
Branch funds	19		77,751		74,245
Unrestricted funds	20		103,472		17,900
			<u><b>181,223</b></u>		<u><b>92,145</b></u>

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

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

The accounts were approved by the Board and authorised for issue on 28<sup>th</sup> July 2020.

Signed by:

Simon Clark, **Trustee and Treasurer**

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

## Consolidated Statement of Cash Flows

For the year ended 31 March 2020

	Note	Year ended 31 March 2020 £	Year ended 31 March 2019 £
<b>Cash flows from operating activities:</b>			
Net cash (used in)/provided by operating activities	(a)	(110,715)	59,509
<b>Cash flows from investing activities:</b>			
Purchase of tangible fixed assets	12	(4,800)	(1,239)
<b>Change in cash and cash equivalents in the year</b>		<b>(115,515)</b>	<b>58,270</b>
Cash and cash equivalents at the beginning of the year		309,054	250,784
<b>Cash and cash equivalents at the end of the year</b>	<b>(b)</b>	<b>193,539</b>	<b>309,054</b>

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

	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Net income for the year	1,955	27,276
Adjustments for:		
Amortisation charged in the year	2,000	2,000
Depreciation charged in the year	1,835	1,470
Movement in stock	(333)	-
Movement in debtors	(178,746)	64,812
Movement in creditors	62,574	(36,049)
<b>Net cash flow from operating activities</b>	<b>(110,715)</b>	<b>59,509</b>

**(b) Analysis of cash and cash equivalents and net debt**

	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Cash held centrally	92,578	212,262
Cash held by branches	100,961	96,792
<b>Total cash and cash equivalents</b>	<b>193,539</b>	<b>309,054</b>
Debt	-	-
<b>Total cash and cash equivalents less debt</b>	<b>193,539</b>	<b>309,054</b>

## Notes Forming Part of the Financial Statements

### 1. Accounting Policies

#### General information and basis of accounting

The London Cycling Campaign is a company limited by guarantee (registered number 1766411), incorporated in England & Wales. It is governed by its Memorandum and Articles of Association and its registered office is Metropolitan Wharf, 70 Wapping Wall, London, E1W 3SS. Its main activities are as noted in the Trustees Report.

The financial statements have been prepared under the historical cost convention, and in accordance with the Charities SORP (FRS 102) (second edition) "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland", the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (March 2018) 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.

The financial statements have been prepared on the basis that the charity is a going concern as the Trustees have a reasonable expectation that there are adequate resources available to fund the activities of the charity for the foreseeable future. In particular, the Trustees have considered the impact of the Covid-19 emergency on the charity. The Trustees have put in place plans to reduce costs should income reduce below planned levels. Therefore, while the financial effects of the Covid-19 emergency are uncertain the Trustees are satisfied that the charity remains a going concern.

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 (the Group), 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.

Exemption from the requirement to disclose transactions between the charity and its subsidiary company has been taken under section 33.1A of FRS 102 as the transactions occur between wholly owned members.

The charity has taken advantage of the disclosure exemption permitted by FRS 102 of the requirements of Section 7, "Statement of Cash Flows", to not disclose a charity-only Statement of Cash Flows.

The results of the charity are presented in note 26 of these financial statements.

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

### 1. Accounting Policies (continued)

#### 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:

**Branch funds** are the funds of local groups, which exist in nearly all London Boroughs. As these groups operate independently at a local level, their financial activities and assets and liabilities are identified separately and treated as restricted funds of the charity and separated in the Statement of Financial Activities and Balance Sheet.

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

#### Income

Grants, donations, bank and other interest receivable and other sundry income are recognised as income in the Financial Statements when the charity has entitlement to the funds, any performance conditions attached to the item of income have been met, and it is probable that the income will be received and the amount can be reliably measured.

Membership income is treated on the basis that membership subscriptions received comprise two main elements: one element is treated as a payment for the member benefit of public liability insurance, the remainder of the subscription is treated as a donation to the charity. The part of the membership income which is treated as being a payment for a member benefit is recognised on a straight line basis over the 12 months following renewal of 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 at the balance sheet date.

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.

Investment income is recognised on an accruals basis.

#### Expenditure

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.



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

### 1. Accounting Policies (continued)

#### Expenditure (continued)

##### 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 cost 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.

##### 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, HR 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 7 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 Financial Statements, formulation of LCC strategy, Trustee training and other activities of the Board of Trustees.

Support 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.

Support costs are apportioned on the basis of the amount of full time equivalent staff time spent.

#### Taxation

As a registered charity, London Cycling Campaign is not liable to Corporation Tax on charitable donations received, income and surpluses arising from trading in furtherance of its charitable objectives or investment income and gains. 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 be 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 any surplus generated within the subsidiary is paid to the charitable company as a donation subject to Gift Aid.

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.

#### Irrecoverable VAT

Amounts of irrecoverable VAT that arise in the year are included in finance costs and allocated in the Statement of Financial Activities in the same way as other support costs.

#### 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% a year on a straight line basis
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## Notes Forming Part of the Financial Statements (continued)

### 1. Accounting Policies (continued)

#### Fixed assets (continued)

##### Tangible fixed assets and depreciation

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

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

Furniture & fixtures:	20% a year on a straight line basis
Tenants improvements:	Over the life of the lease
Office equipment:	25% a year on a straight line basis
IT equipment:	33% a year on a straight line basis

##### Investment in trading subsidiary

The investment in trading subsidiaries is included at cost.

#### 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. 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 8% of salary for employees. All assets of the pension fund are held separately from LCC and do not form part of these financial statements.

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

### 2. Income from charitable activities

	Year ended 31 March 2020 £	Year ended 31 March 2019 £
<b>Unrestricted Income</b>		
Consultancy & Service Delivery	301,983	320,560
Information Services	42,785	53,018
Membership Services	497,654	465,520
	<u>842,422</u>	<u>839,098</u>
<b>Branch Income</b>	27,166	29,747
	<u>869,588</u>	<u>868,845</u>

### 3. Income from other trading activities

	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Non-Charitable Trading	4,044	6,295
Sponsorship	13,850	82,161
	<u>17,894</u>	<u>88,456</u>

### 4. Cost of raising donations

	Direct staff costs £	Other direct costs £	Support costs (note 7) £	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Cost of raising donations	52,314	7,622	29,478	89,414	60,176

### 5. Expenditure on charitable activities

	Direct staff costs £	Other direct costs £	Support costs (note 7) £	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Consultancy & Service Delivery	134,898	133,979	55,317	324,194	392,245
Campaigning	155,094	31,761	70,995	257,850	228,792
Information Services	27,974	81,651	44,616	154,241	153,598
Membership Services	87,193	68,557	16,057	171,807	159,631
Community Cycling - Unrestricted	15,423	4,172	7,502	27,097	13,805
	<u>420,582</u>	<u>320,120</u>	<u>194,487</u>	<u>935,189</u>	<u>948,071</u>
Community Cycling - Branch	-	23,660	-	23,660	21,256
	<u>420,582</u>	<u>343,780</u>	<u>194,487</u>	<u>958,849</u>	<u>969,327</u>

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

### 6. Cost of other trading activities

	Direct staff costs £	Other direct costs £	Support costs (note 7) £	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Non-charitable trading	5,025	13,709	2,061	20,795	13,879
Sponsorship	4,829	-	2,061	6,890	29,556
	<b>9,854</b>	<b>13,709</b>	<b>4,122</b>	<b>27,685</b>	<b>43,435</b>

### 7. Support costs

	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Staff costs (Support & Governance)	103,361	102,077
Incidental HR costs	7,811	4,344
Premises	55,065	54,191
Office services	4,683	6,094
Liability insurance	9,822	9,822
IT costs	25,120	19,223
Finance costs	8,911	10,751
Direct governance costs	13,314	15,101
	<b>228,087</b>	<b>221,603</b>

Direct governance costs include external audit fees of £8,750 (2019: £11,400). Staff costs include £27,126 (2019: £26,825) of staff costs relating to governance. Total costs of governance were £40,440 (2019: £41,926).

Support costs are apportioned on the basis of the amount of full time equivalent staff time spent. The basis of this allocation is as follows:

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

	Year ended 31 March 2020		Year ended 31 March 2019	
	Number of staff	%	Number of staff	%
<b>Raising donations</b>	1.4	12.9%	0.8	7.2%
Consultancy & Service delivery	2.7	24.3%	3.4	31.4%
Campaigning	3.4	31.1%	3.3	29.9%
Membership Services	2.1	19.6%	2.1	18.8%
Information Services	0.8	7.0%	0.7	6.6%
Community Cycling	0.4	3.3%	0.2	1.7%
<b>Charitable activities</b>	<b>9.4</b>	<b>85.3%</b>	<b>9.7</b>	<b>88.4%</b>
Non-Charitable Trading	0.1	0.9%	0.2	1.6%
Sponsorship	0.1	0.9%	0.3	2.8%
<b>Trading activities</b>	<b>0.2</b>	<b>1.8%</b>	<b>0.5</b>	<b>4.4%</b>
	<b>11.0</b>	<b>100.0%</b>	<b>11.0</b>	<b>100.0%</b>

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

### 7. Support costs (continued)

#### Allocation of support costs

	Year ended 31 March 2020	Year ended 31 March 2019
	£	£
Cost of raising donations – note 4	29,478	15,854
Expenditure on charitable activities – note 5	194,487	196,095
Cost of other trading activities – note 6	4,122	9,654
	<u>228,087</u>	<u>221,603</u>

### 8. Analysis of staff costs, Trustee remuneration and expenses, and the cost of key management personnel

	Year ended 31 March 2020	Year ended 31 March 2019
	£	£
Wages and salaries	506,018	483,934
Social security costs	43,899	43,350
Other pension costs	36,194	27,654
	<u>586,111</u>	<u>554,938</u>

Pension costs are allocated to activities in proportion to the related staffing costs incurred. At the year end, employer pension contributions totalling £3,048 (2019: £2,317) are included within other creditors.

There was one employee who received total employee benefits in the range £60,001 to £70,000 (2019: one). Pension contributions in respect of employees paid over £60,000 amounted to £4,889 (2019: £3,667).

The charity Trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiary in the year (2019: £nil). Neither were they reimbursed expenses during the year (2019: £nil). No charity Trustee received payment for professional or other services supplied to the charity or its subsidiary (2019: £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 remuneration of the key management personnel of the parent charity were £157,240 (2019: £153,904). The wholly owned subsidiary, London Cycling Campaign Trading Limited, employs no staff. Therefore, the total remuneration of the key management personnel of the group are as stated above for the charity and the Group.

### 9. Staff numbers

The average monthly head count was 19 staff (2019: 18 staff).

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

### 10. Income/(expenditure) for the year

Income/(expenditure) for the year is stated after charging:

	Year ended 31 March 2020 £	Year ended 31 March 2019 £
Auditor's remuneration – audit	8,750	11,400
Auditor's remuneration – non-audit services	250	-
Amortisation	2,000	2,000
Depreciation	1,835	1,470
Operating leases: Land and Buildings	35,928	35,928
Other	1,226	1,226
	<u>          </u>	<u>          </u>

### 11. Intangible Fixed Assets

#### Group and Charity

	Website costs £
<b>Cost at 1 April 2019 and 31 March 2020</b>	<u>36,926</u>
<b>Amortisation</b>	
At 1 April 2019	34,926
Charge for the year	2,000
<b>At 31 March 2020</b>	<u>36,926</u>
<b>Net Book Value</b>	
<b>At 31 March 2020</b>	<u>-</u>
At 31 March 2019	<u>2,000</u>

### 12. Tangible Fixed Assets

#### Group and Charity

	Furniture & Fixtures £	Tenants Improvements £	IT Equipment £	Office Equipment £	Total £
<b>Cost</b>					
At 1 April 2019	6,241	624	23,866	2,860	33,591
Additions	-	-	4,050	750	4,800
<b>At 31 March 2020</b>	<u>6,241</u>	<u>624</u>	<u>27,916</u>	<u>3,610</u>	<u>38,391</u>
<b>Depreciation</b>					
At 1 April 2019	5,697	116	23,333	2,581	31,727
Charge for the year	165	138	1,309	223	1,835
<b>At 31 March 2020</b>	<u>5,862</u>	<u>254</u>	<u>24,642</u>	<u>2,804</u>	<u>33,562</u>
<b>Net Book Value</b>					
<b>At 31 March 2020</b>	<u>379</u>	<u>370</u>	<u>3,274</u>	<u>806</u>	<u>4,829</u>
At 31 March 2019	544	508	533	279	1,864

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

### 13. Investment in trading subsidiary

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

### 14. Stock

#### Group and Charity

	31 March 2020	31 March 2019
	£	£
Merchandise stock	<u>333</u>	<u>-</u>

### 15. Debtors

	Group		Charity	
	31 March 2020	31 March 2019	31 March 2020	31 March 2019
	£	£	£	£
Trade debtors	214,674	67,244	196,484	42,434
Other debtors	30,250	18,848	30,250	18,848
Owed by subsidiary	-	-	25,138	18,166
Prepayments	27,705	7,791	27,705	7,791
	<u>272,629</u>	<u>93,883</u>	<u>279,577</u>	<u>87,239</u>

### 16. Cash at bank and in hand

	Group		Charity	
	31 March 2020	31 March 2019	31 March 2020	31 March 2019
	£	£	£	£
Cash held centrally	92,578	212,262	68,426	113,718
Cash held by Branches	100,961	96,792	100,961	96,792
	<u>193,539</u>	<u>309,054</u>	<u>169,387</u>	<u>210,510</u>

### 17. Creditors – amounts falling due within one year

	Group		Charity	
	31 March 2020	31 March 2019	31 March 2020	31 March 2019
	£	£	£	£
Trade creditors	38,192	32,771	38,192	32,771
Taxes and social security costs	45,454	25,992	45,454	25,992
Accruals	34,611	27,298	34,611	27,298
Deferred income (note 18)	118,169	88,241	118,169	88,241
Other creditors	13,268	13,482	13,268	12,621
Branch creditors	23,211	22,547	23,211	22,547
	<u>272,905</u>	<u>210,331</u>	<u>272,905</u>	<u>209,470</u>

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

### 18. Deferred income

#### Group and Charity

	31 March 2020	31 March 2019
	£	£
Deferred consultancy and service delivery income	97,798	50,911
Deferred membership income	16,292	16,700
Deferred corporate membership income	-	775
Funds received in advance for staff costs	4,079	19,855
	<u>118,169</u>	<u>88,241</u>

#### Group and Charity

	31 March 2020	31 March 2019
	£	£
Balance at 1 April	88,241	137,327
Income released in the year	(88,241)	(137,327)
Income deferred in the year	118,169	88,241
<b>Balance at 31 March</b>	<u>118,169</u>	<u>88,241</u>

Invoiced income for consultancy and 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 income is deferred taking into account expected income, anticipated costs and the proportion of the work required which has been carried out.

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.

Funds received in advance to cover staff costs in future years are deferred to match the expenditure.

### 19. Branch funds

#### Group and Charity

	31 March 2020	31 March 2019
	£	£
Balance at 1 April 2019	<u>74,245</u>	65,754
Total income for the year	27,166	29,747
Total expenditure for the year	23,660	21,256
Net movement in funds	<u>3,506</u>	8,491
<b>Balance at 31 March 2020</b>	<u>77,751</u>	74,245

The total income for the year ended 31 March 2020 includes £4,172 (2019: £4,386) transferred to Branch Funds from unrestricted funds. This is a grant payment to local groups.



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

### 20. Unrestricted funds

	Group		Charity	
	31 March 2020 £	31 March 2019 £	31 March 2020 £	31 March 2019 £
Balance at 1 April	122,225	103,440	17,900	77,283
Total income for the year	1,050,737	1,070,467	1,137,902	979,504
Total expenditure for the year	(1,052,288)	(1,051,682)	(1,052,330)	(1,038,887)
Net movement in funds for the year	(1,551)	18,785	85,572	(59,383)
	<b>120,674</b>	<b>122,225</b>	<b>103,472</b>	<b>17,900</b>

### 21. Analysis of net assets between funds

Group 31 March 2020	Unrestricted Funds £	Branch Funds £	Total £
Intangible fixed assets	-	-	-
Tangible fixed assets	4,829	-	4,829
Current assets	365,539	100,962	466,501
Current liabilities	(249,694)	(23,211)	(272,905)
	<b>120,674</b>	<b>77,751</b>	<b>198,425</b>

Group 31 March 2019	Unrestricted Funds £	Branch Funds £	Total £
Intangible fixed assets	2,000	-	2,000
Tangible fixed assets	1,864	-	1,864
Current assets	306,145	96,792	402,937
Current liabilities	(187,784)	(22,547)	(210,331)
	<b>122,225</b>	<b>74,245</b>	<b>196,470</b>

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

### 21. Analysis of net assets between funds (continued)

Charity			
31 March 2020	Unrestricted Funds	Branch Funds	Total
	£	£	£
Intangible fixed assets	-	-	-
Tangible fixed assets	4,829	-	4,829
Investment in trading subsidiary	2	-	2
Current assets	348,335	100,962	449,297
Current liabilities	(249,694)	(23,211)	(272,905)
	<b>103,472</b>	<b>77,751</b>	<b>181,223</b>

Charity			
31 March 2019	Unrestricted Funds	Branch Funds	Total
	£	£	£
Intangible fixed assets	2,000	-	2,000
Tangible fixed assets	1,864	-	1,864
Investment in trading subsidiary	2	-	2
Current assets	200,957	96,792	297,749
Current liabilities	(186,923)	(22,547)	(209,470)
	<b>17,900</b>	<b>74,245</b>	<b>92,145</b>

### 22. Related party transactions

The Trustees and Chief Executive Officer are members of London Cycling Campaign. As such they pay the normal level of subscription and receive all the benefits of membership.

One of the Trustees, Stuart Kightley, is also managing partner of Osbornes LLP and head of their personal injury department. The charity entered into an agreement with Osbornes LLP in the year ended 31 March 2020 year and in the prior year to promote their services to the members of the LCC. The agreement is renegotiated each year on an arm's length basis.

### 23. Commitments under Operating Leases

At 31 March 2020 London Cycling Campaign had minimum lease payments under non-cancellable operating leases as follows:

#### Group and Charity

	Land & Buildings		Other	
	31 March 2020	31 March 2019	31 March 2020	31 March 2019
	£	£	£	£
<b>Total lease payments</b>				
Within 1 year	39,167	37,500	296	1,186
In 1 to 5 years	54,160	93,327	-	296
	<b>93,327</b>	<b>130,827</b>	<b>296</b>	<b>1,482</b>

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

### 24. 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.

### 25. 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.

### 26. 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 other non-charitable income.

The summary financial performance of the charity is:

	Year ended 31 March 2020	Year ended 31 March 2019
	£	£
Income	1,020,742	983,093
Donations from trading subsidiary	144,326	26,157
Total income	<u>1,165,068</u>	<u>1,009,250</u>
Cost of raising donations	89,414	60,176
Costs of other trading activities	27,685	43,435
Expenditure on charitable activities	958,891	956,531
Total expenditure	<u>1,075,990</u>	<u>1,060,142</u>
Net income/(deficit) for the year	89,078	(50,892)
Total funds brought forward	92,145	143,037
Total funds carried forward	<u>181,223</u>	<u>92,145</u>
Represented by:		
Branch funds	77,751	74,245
Unrestricted funds	103,472	17,900
	<u>181,223</u>	<u>92,145</u>

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

### 27. 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 Unit 201 Metropolitan Wharf, 70 Wapping Wall, London, E1W 3SS) and donates all its profit to the charity under the gift aid scheme. London Cycling Campaign Trading Limited earns its income from sponsorship income, advertising income and other non-charitable income.

The summary financial performance of the trading subsidiary is:

	Year ended 31 March 2020	Year ended 31 March 2019
	£	£
Turnover	129,191	217,936
Cost of sales and administration costs	<u>(71,989)</u>	<u>(113,610)</u>
Net profit	57,202	104,326
Amount donated to the parent charity	<u>(144,326)</u>	<u>(26,157)</u>
(Loss)/profit for the year	(87,124)	78,169
Reserves brought forward	104,326	26,157
Reserves carried forward	<u>17,202</u>	<u>104,326</u>
	£	£
Current Assets	42,343	122,493
Current Liabilities	<u>(25,139)</u>	<u>(18,165)</u>
Net assets	<u>17,204</u>	<u>104,328</u>
Share Capital	2	2
Reserves	<u>17,202</u>	<u>104,326</u>
Aggregate of share capital and reserves	<u>17,204</u>	<u>104,328</u>

Included in the results of the London Cycling Campaign Trading Limited is a cost recharge of £72,030 (2019: £100,815) paid to the parent charity, London Cycling Campaign.

A donation of £104,326 (2019: £26,157) in relation to the surplus for the year ended 31 March 2019 was paid to the parent charity in the year. A further £40,000 donation was paid to the parent charity during the year. The balance of the surplus generated in the current year, £17,202, will be donated to the parent charity during the year ending 31 March 2021.