

Charity Registration No. 01115789

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 2021



LONDON
CYCLING
C A M P A I G N

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Administrative Details

Registered Company Number	1766411
Registered Charity Number	1115789
VAT registration number	213 7639 12
Principal & Registered Office	Unit 201, Metropolitan Wharf 70 Wapping Wall London E1W 3SS
Auditors	UHY Kent LLP t/a UHY Hacker Young Thames House Roman Square Sittingbourne Kent ME10 4BJ
Solicitors	Bates, Wells & Braithwaite 10 Queen Street Place London EC4R 1BE
Bankers	Unity Trust Bank plc Four Brindleyplace Birmingham B1 2JB
Chief Executive	Ashok Sinha
Company Secretary	Ashok Sinha
Charity Correspondent	Ashok Sinha

Board of Trustees

Trustees serving at 31 March 2021

Trustee	Date started - End of current term	Trustee Role
Pearl Ahrens	October 2019 – October 2022	
Aidan Chisholm	October 2019 – October 2022	
Simon Clark	October 2017 – October 2021	Treasurer from October 2017
Sylvia Gauthereau	October 2020 – October 2023	
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
Kris Sangani	October 2020 – October 2023	
Sarah Strong	October 2019 – October 2022	
Christian Wolmar	October 2016 – October 2023	

Simon Clark was co-opted to serve as a Trustees for a further year from October 2020 to October 2021.

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	Co-chair of Policy Forum

Our Vision

London Cycling Campaign's vision for London is a city that is a healthier, greener and happier place to live, where anyone who wants to cycle can do so safely and enjoyably, on a pollution-free, zero carbon road system.

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 **globally-sustainable** London: one that plays its full role in averting the twin existential threats of the climate and ecological emergencies, preserving the global environment and the Earth's natural resources for the benefit of future generations.
- 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.
- The **power of voluntary organisations** to advise decision-makers and hold them to account, and to deliver change at the grassroots.
- **Diversity and inclusivity**, promoting each within the charity and across our work.

How We Pursue our Charitable Objectives

Our public benefit statement and charitable objects are reproduced below. The key determinant of the outcomes the charity seeks is whether government at all levels makes provision for cycling on London's roads that is safe, sufficient and convenient enough for cycling to become the natural choice for people of ages and abilities for their everyday journeys.

As a consequence, the main way in which the charity pursues its charitable objectives is to engage and inform our members and the public of the actions needed from decision-makers, mobilising public opinion to press for these actions to be taken. The work is undertaken by the central staff team in partnership with the charity's volunteers across our 30 borough-based groups.

In support of this, but also for its own direct benefits, we also work with community organisations, businesses, local authorities, the education and public sectors to help and support people to start cycling, or cycle more. This spans advice, public engagement events, organised rides, cycle maintenance events and cycle loan schemes. Again, much of this work is conducted by our borough groups, advised and supported as needed by the staff team.

Structure, Governance and Management

London Cycling Campaign (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 into a single entity 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 three additional Trustees. There is currently one co-opted Trustee on the Board. Co-opted Trustees serve until the first AGM after their co-option. (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 normally 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.

Because of the Government's Covid-19 restrictions, and taking into account Charity Commission advice regarding the conduct of AGMs during such restrictions, LCC's 2020 AGM was held online. Only essential business was undertaken with no voting in the Board elections on the day.

The Board agrees the overall strategic aims of the organisation, based on recommendations from the CEO. The CEO has delegated authority to run the organisation in pursuit of these aims, within specified parameters and with certain authorities reserved to the Board (e.g. budget approval), and tables a full report to each Board meeting. This reporting, in conjunction with the work of trustee-staff committees, is the main way in which the Board scrutinises the activities of the staff team in particular, and the whole organisation in general, to ensure compliance with these aims and assess the performance of the charity. The Board is also responsible for ensuring that the Charity meets all its legal obligations, with day-to-day compliance delegated to the CEO, and also for addressing governance matters and overseeing the charity's internal democracy. As part of their delegated authorities, the CEO is responsible for all external relations (directly or through the staff team).

As at 31 March 2021 the Board subcommittees (and bodies that report to the Board) were as follows:

- *Campaigns & Active Membership Committee (C&AM)*: oversees LCC's advocacy and campaigning work.
- *Policy Forum* (directly elected by the general membership and local groups, but chaired by a trustee): oversees policy development.

Structure, Governance and Management (continued)

- *Business Committee*: monitors risks, monitors the financial health of the charity, scrutinises the performance of income generating activities, and oversees legal and regulatory compliance.
- *Human Resources Committee*: oversees the development of LCC's HR policies and runs formal processes where referred to it by the CEO or members (e.g. dispute resolution).

The CEO manages a team of staff that numbered 18 at year end (the number fluctuates up and down during the year according to project work). Prior to Covid-19 lockdown there was also 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.

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.

Public Benefit Statement (continued)

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

London Cycling Campaign has weathered the extraordinary challenges of the last year. And more - it has grown in reach, strengthened its campaigning base and is now not only more financially secure but also able to offer a vision that Londoners are increasingly buying into. For these achievements I must thank so many people.

Firstly I deeply appreciate the dedication and passion that trustees and members bring to the LCC Board and subcommittees. These small but focussed teams bring energy and scrutiny to all the work of LCC - whether it is budgets, campaigns, policy or strategy.

I'm grateful to every member who has contributed to a consultation, taken part in debate, helped our new Cycling Buddies groups, run a Dr Bike or even - at last! - held a ride.

Thank you to all who have set up Zoom meetings, organised local groups and managed all the behind the scenes admin- it all takes time and makes such a difference.

And many thanks to a dedicated and hardworking staff team who have been so effective while working remotely.

We have a wonderful Patrons Network who are incredibly generous and supportive - thank you for all your assistance in some key strategic projects.

I owe a huge debt of gratitude to Dr Ashok Sinha, our CEO. Without his committed and visionary leadership LCC would be a shadow of itself. His integrity, knowledge and strategic ability over a decade has been critical to our success. Thank you Ashok for your judgement, wisdom, advice and support.

It's right and fitting here to pay tribute a wonderful and inspiring member and trustee, Alastair Hanton (1926-2021) – what a legacy he leaves the active travel community. And what a legend to live up to and follow in his path.

It is such a blow to lose someone like Alastair. A man of dignity and wisdom, softly spoken and resilient; a truly kind and great man. It would be a significant piece of work just to study his complete legacy across

CHAIR'S REPORT (continued)

London but especially in his beloved Dulwich and South London boroughs. I leant on his wisdom so often when I was chair of the Campaigns and Active Membership committee. After heated debate he would quietly nail it with just one simple remark. His contribution and his legacy have touched so many lives. Rest in peace Alistair – you are remembered, appreciated and missed.

Of course so many of us have lost loved ones in these difficult times and many are still suffering and unwell – we think of all our members and hope and work for the recovery ahead. As laid out in the trustees' report it has been a terrible year of contrasts – the tragedies of Covid and the opportunities created to build a better future based upon a green and fair recovery, decarbonising our streets, and all the policies we have been working on over many years. Please do read the trustees report for an in depth analysis of our strategic direction and achievements this year. Just to single out two:

- Membership is growing and strengthening, and this is not a one off but a demonstrable trend. More and more Londoners are valuing what we do so we ask members to please keep spreading the word!
- I personally reached out to members after the beginning of the Black Lives Matters movement and we started a journey which is still in progress. The Board is clear that as an organisation we do not yet reflect the diversity of London, and we are strongly committed to addressing this in both our local groups and our central staff and Board. Our policies and procedures must focus on diversity and inclusion issues.

Regarding the second, we are putting together an action plan that is both robust and achievable, implementing training, and ensuring that we can measure our progress against baseline data. In common with many organisations, we have much to do to improve - a one off course is not a quick fix to a systemic problem. But it is a valid and necessary starting point. LCC will always welcome constructive criticism and support as we work through these challenges.

Thank you to all our activists and members who have worked hard to secure many campaign victories this year. Again, full details in the trustees' report.

We can also look back with pride at the work we do as a democratic and accountable organisation, with a powerful and active membership fully involved in creating the policies and AGM motions that drive us forward. A big thank you to all our members for your participation at both local and strategic level – all the contributions you have made are making a difference to London right now.

Finally, the October AGM will be a place where I want to thank you personally, and possibly even face to face. I hope to see you there, with more exciting ideas to debate and lots to discuss and share.

Terry Patterson
Chair of the Board of Trustees

26th July 2021

TRUSTEES' REPORT

1. Covid 19 – The Context for our Work in 2020-2021

The shock of Covid-19, despite the tragedies and loss, has opened the door to a transport revolution that few previously thought possible. With travel patterns permanently changed, Transport for London riding a financial crisis, and new technologies (such as micro and shared mobility) disrupting markets, the moment is ripe for radical reform.

At the same time we face a public health crisis born of sedentariness, with a variety of diseases and poor health being made much more likely by inactive lifestyles. Covid-19 has revealed the value to people's physical and mental health of being able to cycle and walk for essential journeys, exercise and leisure, including by building resilience to disease and other stresses. The pandemic was and is a reminder of the urgent need to raise public and individual health through greater opportunities to build activity into our daily lives.

Above all we face the twin existential threats of the climate and ecological emergencies: transport is the biggest single source of London's carbon emissions, yet this sector has proven stubbornly difficult to remediate. Unless decisive and urgent action is taken, road transport emissions in particular threaten to undermine our ability to achieve a zero carbon city. Weaning London off car-dependency and making active travel the norm by 2030 is therefore crucial to our city meeting its obligations to tackle the climate emergency.

2. A Year of Success

This was the context for the LCC's work during the 2020-2021 financial year. Because of these pressing and interlinked transport, health and environmental issues, the relevance of our core message and vision for the future was never more sharply defined. We were successful in capitalising on this context to deliver more action to expand London's cycling network. We were also able to grow our membership and Patrons Network, and generate more money from fundraising. This in turn has enabled us to permanently increase the number of front line staff and widen the extent of our campaigning and community work. As a result, we both protected the charity from the impacts of the pandemic and were able to scale up our impact on the ground.

In specific terms, we advocated for emergency action by London's decision-makers to enlarge the cycling network and, when this arrived in the form of the Mayor's Streetspace Plan, we were instrumental in supporting the subsequent successful rollout of 100 km of new, light segregation cycling track and almost 100 new Low Traffic Neighbourhoods. We also set up and ran a Cycle Buddies scheme to help new cyclists build their confidence to ride for travel or leisure, built an interactive multiplatform Covid-19/cycling advice line, and provided free or discounted LCC membership to NHS staff and care workers. In parallel with this, we were one of the first London NGOs to set up a webinar

TRUSTEES' REPORT (continued)

series to engage activists, specialist and decision-makers in a wide variety of topics – from transport decarbonisation to inclusivity in the community cycling sector – with a peak audience of 600.

All of this was achieved whilst almost seamlessly moving to a virtual operation with staff working and joining meetings from home and activists collaborating online.

Particular attention was paid to monitoring and guiding the activities of LCC's local groups, to not only facilitate the virtualisation of their work but also, when government guidance permitted, to ensure that in-person activities were in compliance with such guidance, and any incidents properly managed and reported.

There were inevitably difficulties along the way. The most disruptive and challenging one concerned a revelation of unacceptable use of social media by a staff member prior to them joining LCC. This episode unavoidably caused distress, but was handled systematically and, we believe fairly, with no significant lasting damage to the reputation of the charity that we can discern. Conversely this experience, together with the lessons the charity drew from observing the Black Lives Matter movement, has led to the charity funding and embarking upon a new and wide-ranging initiative to make LCC far more representative of London's diversity at every level. This work is now in train and will be reported on in next year's Trustees' Report as well as presented to members at the 2021 AGM.

The final word, before reporting on how well we met the 12 month priorities we set for ourselves this time last year, must of course be to thank and congratulate LCC's local activists. Despite having to cope with the pressures and impacts of Covid and the lockdown in the daily lives, they redoubled their efforts to win hearts and minds in support of the Streetspace Plan at the local level. This has sometimes meant facing hostility and, unfortunately, harassment and abuse. Their endurance and positive approach has played an enormous role in seeing a huge increasing in cycling, calmer less polluted streets, and more families and children as well as commuters, taking to their cycles. As, ever, we thank and salute them.

3. Progress on LCC's Key Priorities for 2020-2021

In our last report (2019-2020) we set out our Key Priorities for 2020-2021. Progress on meeting them is described below.

- *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*

We organised a rolling programme of "drop in sessions" for activists during the first half of the year. Staff regularly attended online meetings of LCC local groups. Extra training and support was given for segmented/targeted use of LCC's email broadcast system.

TRUSTEES' REPORT (continued)

- *Launch and curate a new series of webinars to engage people with LCC's thought-leadership work*

The series is described in general terms above. In addition we ran a multi-session online Campaigners' Conference and an online technical event with international guests in partnership with the Dutch Embassy.

- *Follow on from our landmark Climate Safe Streets and Micromobility reports with new studies on shared mobility hubs and freight safety-decarbonisation*

These two new studies have been put on hold. Regarding shared mobility: we continue to work closely with partners in the shared mobility sector, participate in the London Micromobility Alliance (convened by Centre for London) and have published a substantial literature review of micromobility parking best practice. Our partnership work will be intensified as we approach the 2022 borough elections and define bespoke, local demands for councils to facilitate a shift away from private car use towards active travel and shared mobility. Regarding freight decarbonisation; this issue has now started to be taken more seriously across the sector, partly stimulated by the UK Government's acceptance of the Sixth Carbon Budget from the Committee on Climate Change and the DfT's Transport Decarbonisation Strategy, and the impetus provided by the UK taking over the UNFCCC COP-26 presidency at the Glasgow Summit in late 2021. The gap that LCC intended to fill regarding freight decarbonisation is therefore starting to be filled by the industry itself (albeit more slowly than is needed).

- *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)*

Our work in relation to the Streetspace Plan is described in general terms above. In addition, LCC participated in TfL's Streetspace Advisory Group (we await details of what body will replace this group, now that the Streetspace Plan has formally finished and will evolve back into the wider, ongoing Healthy Streets programme). At the time of writing we are scrutinising the new, short term funding settlement for TfL by the DfT, which will shape the next phase of Healthy Streets and therefore how LCC interacts with it.

- *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*

In his role as Chair of the London Sustainable Development Commission, the LCC CEO was able to advance LCC's arguments to the Government regarding the importance of investing in, not stepping back from, mode shift to active travel and greener public transport. We continue to work with TfL to support its efforts to permanently embed those parts of the Streetspace Plan that contribute to the

TRUSTEES' REPORT (continued)

Strategic Cycling Network. This takes the form of giving input on quality and location issues, inclusive design, and more effective public engagement.

- *Re-launch our Climate Safe Streets mayoral election campaign*

This campaign was relaunched with a major update to LCC's in-depth Climate Safe Streets Report, shortly before the rescheduled election. Unfortunately, we were not able to repeat the 100% success rate achieved at the 2012 and 2016 mayoral elections (i.e. getting all the major candidates to sign up in full to the three point agendas we had set, all of which were subsequently met by the past and present mayor). Full sign up was achieved with the Lib Dem and Green candidates, and Sadiq Khan, re-elected as mayor, gave a promising statement in response but no new, specific commitments. No response was received from the Conservative candidate. Sadiq Khan is committed to the goal of a net zero carbon London by 2030 but, worryingly, is relying on the now-outdated targets set in his earlier Mayor's Transport Strategy for the road transport component of this. It will be a priority for LCC to engage the Mayor and his new senior team to address this shortcoming. We are also reviewing the substantially changed context for campaigning now (as compared to 2012 and 2014) to understand what shifts may be permanent, so that we can recalibrate our approach at future elections.

- *Widen and deepen the activist training provided by staff and volunteers, and expand the range of materials*

A process of updating and improving the written guidance provided to activists was initiated during the year. However, the demands of supporting the Streetspace Plan, relaunching the Climate Safe Streets campaign and launching a new website slowed progress. At the time of writing an online Campaigners' Conference is planned for September 2021, at which the full set of new guidance and tools will be published, and new staff capacity has recently been funded and put in place to train and support activist/group training. Local groups are currently being consulted on their future advice and guidance needs.

- *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.*

As noted above, this is an area where LCC's progress has been stuttering at best in previous years. A new, funded Diversity & Inclusion Plan is now in place and operating to address this. This includes funded work to work collaboratively with BAME and other community organisations.

- *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)*

TRUSTEES' REPORT (continued)

The additional fundraising events we had pencilled in for the year to enable this increase in capacity did not occur due to the second wave of Covid 19 and consequent lockdowns. It remains LCC's intention to invest in this area but no plans to do so are currently possible. The situation will be reviewed in the second half of the new financial year.

- *Launch a new website and digital communications strategy*

This was achieved. At the time of writing we are in a review phase, supported by our website/digital communications agency, the results of which will inform the next development phase of the website and associated digital communications (including social media).

- *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*

Progress in this area was slow, although we maintained a well-regarded project with NHS institutions in West London. At the time of writing we are in discussions with potential partners to expand this work.

- *Assist new cycling industry campaigns promoting cycling with the public*

We gave social media, policy and brand support to the industry #BikeisBest campaign, doing so again (at the time of writing) in relation to its current second iteration

- *Establish the next iteration of our rolling four-year plan following the outcome of the postponed mayoral election*

A new three year plan (attenuated in line with the fact that the new mayoralty will be for that length only) is in place.

- *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*

As noted above, office virtualisation was completed speedily and effectively. Formal re-opening the office was not possible during the financial year, but we are currently planning for a phased return to the office (albeit with a "blended" home-office approach), in the latter half of the new financial year, adhering to Government guidance as it continues to evolve.

TRUSTEES' REPORT (continued)

4. Marketing & Membership

Membership

Income from membership services in the year ended 31 March 2021 improved compared to the previous year £507,559 (2020: £497,654). Member retention was increased with 91% of all LCC members renewing (2020: 85%). The 1,181 new members recruited in the year was an increase from 1,083 in the previous year.

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 but were not able to hold the event in 2020. We hope to develop this event in future years, Covid permitting, 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. Advertising income remains stable despite a very challenging market. LCC's clients continue to move greater proportions of advertising spend into digital. In the year the LCC website was redeveloped and a branding review started, with a view to growing income in future years.

5. 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.

We continue to work with both the public and private sector, advising them on cycling strategies and delivering services. Due to the pandemic many projects were on hold or significantly curtailed.

Notable successes were the delivery of support for cycling for staff working in a number of hospitals in West London and a Cycle Buddy scheme aimed at helping people onto, or back onto, their cycles. Both projects are continuing with the Cycle Buddy scheme being adopted in other towns and cities.

TRUSTEES' REPORT (continued)

6. Priorities for 2021-2022

Following the recent update of the charity's rolling four year strategic plan, the following priorities have been set for the 2021-2022 financial year:

- *Zero carbon roads in London by 2030*
 - Campaign to bring the Mayor's Transport Strategy mode shift targets 2041 (and associated policies) in line with a 2030 decarbonisation trajectory. This will include (but is not limited to) accelerated delivery of the Strategic Cycling Network, ambitious provision of a suitable range of shared mobility options, and London-wide Smart Road User Charging.
 - Run a successful Borough Elections campaign.
 - Create a network of Climate Safe Streets Champions.

- *Vision Zero (Road Danger) by 2041*

Campaign to achieve the following:

- Implementation of the Direct Vision Standard for lorries on time.
 - A 20 mph speed limit is in force across all of London, except for dual carriageways and motorways, by 2024
 - A CLOCs procurement plan is in place in every borough by 2024
 - An evidence led, best practice strategy is adopted by the police and CPS by 2024
- *Make new investments in group capacity development*
 - *Create and implement a new Equality, Diversity & Inclusion (EDI) Plan*
 - *Review and update the membership package & member communications*
 - *Restore net partnerships income to pre Covid levels over 2021-2023*
 - *Expand the Patrons Network by 50%*
 - *Increase the proportion of funding that comes from grants especially focusing on core funding of campaign activities*
 - *Increase number of corporate strategic partnerships from 4 to 8 in 2022-2023*

Any continuation or future reinstatement of government restrictions due to Covid-19 is not expected to impact in a significant way on pursuing these priorities. The exception to this is if economic circumstances are such that the charity experiences a significant downturn in income. The charity has a robust process in place to forecast income, and trigger scheduled contingencies, should this look likely to occur at any time.

TRUSTEES' REPORT (continued)

7. 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 £691,037 (2020: £869,588). Total income was £942,774 (2020: £1,077,903) with total expenditure of £941,601 (2020: £1,075,948) giving a surplus of £1,173 (2020: £1,955).

8. Fundraising

Fundraising Code

The charity complies with the Fundraising Code. Our fundraising takes the form of:

- public appeals via digital media (only sending fundraising emails to those who have given consent to receiving them in accordance with GDPR);
- the raising of corporate sponsorship;
- 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 raised £127,725 (2020: £111,000) for innovative work.

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

Sponsorship

Butterworth Spengler Insurance Brokers kindly sponsored the AGM with a donation of £2,000.

TRUSTEES' REPORT (continued)

9. 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 2021, unrestricted reserves were £144,578 (2020: £120,674). At that date Free reserves were £126,171 (2020: £115,846) and are budgeted to be £127,341 by 31 March 2022.

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.

10. 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. 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 CEO maintains a risk register, reviewed at the Board meetings.

In the year the Business Committee reviewed the Charity Commission's Internal Financial Controls checklist and instigated a number of improvements to the financial policies and procedures.

TRUSTEES' REPORT (continued)

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 2020/2021 arose from the challenges in generating income, particularly due to Covid-19. Contingency planning remains in place to adjust costs as needed should the current positive financial situation change.

11. 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.

12. 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 £127,341 at 31 March 2022. This is 91% of the target level of reserves. The trustees have therefore adopted a cautious approach until the target level of reserves is reached.

Membership Services income accounts for over 50% 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

TRUSTEES' REPORT (continued)

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 prompt 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.

13. 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.

TRUSTEES' REPORT (continued)

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.

14. 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 2020 UHY Hacker Young were reappointed as auditors for a further year.

15. 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 26th July 2021.

Signed by

Eilidh Murray, Vice-Chair and Trustee, on behalf of the Board on 26th July 2021

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LONDON CYCLING CAMPAIGN

Opinion

We have audited the financial statements of London Cycling Campaign (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Group Balance Sheet, Consolidated Statement of Cash Flows and notes to the financial statement, 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's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 group 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statement is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the financial statements. 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 there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LONDON CYCLING CAMPAIGN (continued)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our 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 the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 18 and 19 the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We enquired of management and representatives of the Business Committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LONDON CYCLING CAMPAIGN (continued)

- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the group from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to the regulators.
- We reviewed the financial statement disclosures and verified them to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that seemed unusual or outside of those outside of the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Allan Hickie
(Senior Statutory Auditor)

For and on behalf of UHY Kent LLP
Chartered Accountants and Statutory Auditor

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

For the year ended 31 March 2021

		Unrestricted funds	Restricted funds	Branch funds	Total	Total
		Year ended 31 March 2021 £	Year ended 31 March 2021 £	Year ended 31 March 2021 £	Year ended 31 March 2021 £	Year ended 31 March 2020 £
	Note					
Income						
Donations		235,904	-	-	235,904	190,421
Income from charitable activities	2	699,454	4,390	(12,807)	691,037	869,588
Income from other trading activities	3	15,833	-	-	15,833	17,894
Total Income		951,191	4,390	(12,807)	942,774	1,077,903
Expenditure						
Costs of raising donations	4	81,171	-	-	81,171	89,414
Expenditure on charitable activities	5	835,799	-	12,267	848,066	958,849
Costs of other trading activities	6	12,364	-	-	12,364	27,685
Total expenditure		929,334	-	12,267	941,601	1,075,948
Net income/(expenditure) for the year before transfers		21,857	4,390	(25,074)	1,173	1,955
Transfers between funds	7	2,047	-	(2,047)	-	-
Net Movement in Funds		23,904	4,390	(27,121)	1,173	1,955
Fund balances at 1 April 2020		120,674	-	77,751	198,425	196,470
Fund balances at 31 March 2021		144,578	4,390	50,630	199,598	198,425

All income and expenditure derives from continuing activities.

The notes on pages 27 to 42 form part of these financial statements

Consolidated Balance Sheet

As at 31 March 2021

		31 March 2021		31 March 2020	
	Notes	£	£	£	£
Fixed Assets					
Intangible assets	12		16,275		-
Tangible assets	13		2,132		4,829
			<u>18,407</u>		<u>4,829</u>
Current assets					
Stock	15	257		333	
Debtors	16	76,260		272,629	
Cash at bank and in hand	17	280,669		193,539	
			<u>357,186</u>		<u>466,501</u>
Creditors - amounts falling due within one year	18	(175,995)		(272,905)	
Net current assets			<u>181,191</u>		<u>193,596</u>
Total assets less current liabilities			<u><u>199,598</u></u>		<u><u>198,425</u></u>
Funds					
Unrestricted funds	20	144,578		120,674	
Restricted funds	21	4,390		-	
Branch funds	22	50,630		77,751	
			<u>199,598</u>		<u>198,425</u>

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

The notes on pages 27 to 42 form part of these financial statements.

The accounts were approved by the Board and authorised for issue on 26th July 2021

Signed by:

Simon Clark, **Trustee and Treasurer** Eilidh Murray, **Trustee and Vice-Chair of the Board of Trustees**

Charity Balance Sheet

As at 31 March 2021

		31 March 2021		31 March 2020	
	Notes	£	£	£	£
Fixed Assets					
Intangible assets	12		16,275		-
Tangible assets	13		2,132		4,829
Investment in Trading Company	14		2		2
			<u>18,409</u>		<u>4,831</u>
Current assets					
Stock	15	257		333	
Debtors	16	126,277		279,577	
Cash at bank and in hand	17	208,459		169,387	
			<u>334,993</u>		<u>449,297</u>
Creditors - amounts falling due within one year	18		<u>(175,995)</u>		<u>(272,905)</u>
Net current assets			<u>158,998</u>		<u>176,392</u>
Total assets less current liabilities			<u><u>177,407</u></u>		<u><u>181,223</u></u>
Funds					
Unrestricted funds	20		122,387		103,472
Restricted funds	21		4,390		-
Branch funds	22		50,630		77,751
			<u>177,407</u>		<u>181,223</u>

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

The notes on pages 27 to 42 form part of these financial statements.

The accounts were approved by the Board and authorised for issue on 26th July 2021.

Signed by:

Simon Clark, **Trustee and Treasurer** Eilidh Murray, **Trustee and Vice-Chair of the Board of Trustees**

Consolidated Statement of Cash Flows

For the year ended 31 March 2021

	Year ended 31 March 2021	Year ended 31 March 2020
Note	£	£
Cash flows from operating activities:		
Net cash generated by/(used in) operating activities	(a) 106,380	(110,715)
Cash flows from investing activities:		
Purchase of intangible fixed assets	12 (19,250)	-
Purchase of tangible fixed assets	13 -	(4,800)
	<u>(19,250)</u>	<u>(4,800)</u>
Change in cash and cash equivalents in the year	<u>87,130</u>	<u>(115,515)</u>
Cash and cash equivalents at the beginning of the year	193,539	309,054
Cash and cash equivalents at the end of the year	(b) <u>280,669</u>	<u>193,539</u>

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

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Net income for the year	1,173	1,955
Adjustments for:		
Amortisation charged in the year	2,975	2,000
Depreciation charged in the year	1,834	1,835
Loss on disposal of IT equipment	863	-
Movement in stock	76	(333)
Movement in debtors	196,369	(178,746)
Movement in creditors	(96,910)	62,574
Net cash flow from operating activities	<u>106,380</u>	<u>(110,715)</u>

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

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Cash held centrally	225,406	92,578
Cash held by branches	55,263	100,961
Total cash and cash equivalents	<u>280,669</u>	<u>193,539</u>
Debt	<u>-</u>	<u>-</u>
Total cash and cash equivalents less debt	<u>280,669</u>	<u>193,539</u>

Notes Forming Part of the Financial Statements

1. Accounting Policies

General information and basis of accounting

London Cycling Campaign is a company limited by guarantee (registered number 01766411), 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 28 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.

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

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 8 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. 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 £1,000 or more are capitalised. Prior to this year assets which cost £400 or more were 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

2. Income from Charitable Activities

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Unrestricted income		
Consultancy & Service Delivery	132,970	301,983
Magazine advertising	58,925	42,785
Membership Services	507,559	497,654
	<u>699,454</u>	<u>842,422</u>
Restricted Income	<u>4,390</u>	-
Branch Income		
Income	7,047	27,166
Grants returned to funders	(19,854)	-
	<u>(12,807)</u>	<u>27,166</u>
	<u>691,037</u>	<u>869,588</u>

3. Income from other trading activities

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Non-Charitable Trading	3,833	4,044
Sponsorship	12,000	13,850
	<u>15,833</u>	<u>17,894</u>

4. Cost of raising donations

	Direct staff costs	Other direct costs	Support costs (note 8)	Year ended 31 March 2021	Year ended 31 March 2020
	£	£	£	£	£
Cost of Raising Donations	54,967	9	26,195	<u>81,171</u>	<u>89,414</u>

Notes Forming Part of the Financial Statements (continued)

5. Expenditure on charitable activities

	Direct staff costs	Other direct costs	Support costs (note 8)	Year ended 31 March 2021	Year ended 31 March 2020
	£	£	£	£	£
Consultancy & Service Delivery	47,407	68,302	26,718	142,427	324,194
Campaigning	211,273	13,481	111,068	335,822	257,850
Information Services	30,305	80,791	48,406	159,502	154,241
Membership Services	79,438	78,347	17,806	175,591	171,807
Community Cycling - Unrestricted	13,925	-	8,532	22,457	27,097
	382,348	240,921	212,530	835,799	935,189
Community Cycling - Branch	-	12,267	-	12,267	23,660
	382,348	253,188	212,530	848,066	958,849

6. Cost of other trading activities

	Direct staff costs	Other direct costs	Support costs (note 8)	Year ended 31 March 2021	Year ended 31 March 2020
	£	£	£	£	£
Non-charitable trading	4,139	99	2,207	6,445	20,795
Sponsorship	4,060	-	1,859	5,919	6,890
	8,199	99	4,066	12,364	27,685

7. Transfers between funds

Year ended 31 March 2021	Unrestricted Fund	Designated Fund	Restricted Funds	Total
	£	£	£	£
Money transferred from the branches to fund project work	6,500	-	(6,500)	-
Grants made to branches	(4,453)	-	4,453	-
	2,047	-	(2,047)	-
Year ended 31 March 2020	Unrestricted Fund	Designated Fund	Restricted Funds	Total
	£	£	£	£
Grants made to branches	(4,591)	-	4,591	-

Notes Forming Part of the Financial Statements (continued)

8. Support costs

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Staff costs (Support & Governance)	114,726	103,361
Incidental HR costs	8,089	7,811
Premises	53,828	55,065
Office services	6,325	4,683
Liability insurance	9,822	9,822
IT costs	24,504	25,120
Finance costs	15,683	8,911
Direct governance costs	9,814	13,314
	<u>242,791</u>	<u>228,087</u>

Direct governance costs include external audit fees of £8,750 (2020: £8,750). Staff costs include £34,662 (2020: £27,126) of staff costs relating to governance. Total costs of governance were £44,477 (2020: £40,440). 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 2021		Year ended 31 March 2020	
	Number of staff	%	Number of staff	%
Raising Donations	1.1	10.7%	1.4	12.9%
Consultancy & Service delivery	1.2	11.0%	2.7	24.3%
Campaigning	4.8	45.7%	3.4	31.1%
Membership Services	2.1	20.0%	2.1	19.6%
Information Services	0.8	7.3%	0.8	7.0%
Community Cycling	0.4	3.5%	0.4	3.3%
Charitable activities	<u>9.3</u>	<u>87.5%</u>	9.4	85.3%
Non-Charitable Trading	0.1	0.9%	0.1	0.9%
Sponsorship	0.1	0.9%	0.1	0.9%
Trading activities	<u>0.2</u>	<u>1.8%</u>	0.2	1.8%
	<u>10.6</u>	<u>100.0%</u>	11.0	100.0%

The average monthly head count was 18 staff (Note 10). The total of 10.6 staff full-time equivalent in operational areas is derived by taking account of the part time staff deployed in each area.

Allocation of support costs

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Cost of raising donations – note 4	26,195	29,478
Expenditure on charitable activities – note 5	212,530	194,487
Cost of other trading activities – note 6	4,066	4,122
	<u>242,791</u>	<u>228,087</u>

Notes Forming Part of the Financial Statements (continued)

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

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Wages and salaries	482,135	506,018
Social security costs	40,413	43,899
Other pension costs	37,692	36,194
	<u>560,240</u>	<u>586,111</u>

Pension costs are allocated to activities in proportion to the related staffing costs incurred. At the year end, employer pension contributions totalling £3,211 (2020: £3,048) are included within other creditors.

There was one employee who received total employee benefits in the range £60,001 to £70,000 (2020: one). Pension contributions in respect of employees paid over £60,000 amounted to £5,332 (2020: £4,889).

The charity Trustees were not paid and did not receive any other benefits from employment with the charity or its subsidiary in the year (2020: £nil). Neither were they reimbursed expenses during the year (2020: £nil). No charity Trustee received payment for professional or other services supplied to the charity or its subsidiary (2020: £nil).

The key management personnel of the parent charity comprise the Trustees, the Chief Executive, the Cycling Projects Manager, the Marketing Manager and the Partnerships Manager. The total remuneration of the key management personnel of the parent charity (including employer's pension contributions) were £213,630 (2020: £202,726). 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.

10. Staff numbers

The average monthly head count was 18 staff (2020: 19 staff).

11. Income/(expenditure) for the year

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

	Year ended 31 March 2021	Year ended 31 March 2020
	£	£
Auditor's remuneration	8,750	8,750
Auditor's remuneration - taxation	250	250
Amortisation	2,975	2,000
Depreciation	1,834	1,835
Operating leases: Land and Buildings	35,928	35,928
Other	2,083	1,226
	<u>45,820</u>	<u>49,989</u>

Notes Forming Part of the Financial Statements (continued)

12. Intangible Fixed Assets

	Website costs £
Cost	
At 1 April 2020	36,926
Additions	19,250
Disposals	<u>(36,926)</u>
At 31 March 2021	<u>19,250</u>
Amortisation	
At 1 April 2020	36,926
Charge for year	2,975
Eliminated on disposal	<u>(36,926)</u>
At 31 March 2021	<u>2,975</u>
Net Book Value	
At 31 March 2021	<u>16,275</u>
At 31 March 2020	<u>-</u>

13. Tangible Fixed Assets

	Furniture & Fixtures £	Tenants Improvements £	IT Equipment £	Office Equipment £	Total £
Cost					
At 1 April 2020	6,241	624	27,916	3,610	38,391
Disposals	<u>(2,624)</u>	-	<u>(9,871)</u>	-	<u>(12,495)</u>
At 31 March 2021	<u>3,617</u>	<u>624</u>	<u>18,045</u>	<u>3,610</u>	<u>25,896</u>
Depreciation					
At 1 April 2020	5,862	254	24,642	2,804	33,562
Charge for year	161	138	1,171	364	1,834
Eliminated on disposal	<u>(2,624)</u>	-	<u>(9,008)</u>	-	<u>(11,632)</u>
At 31 March 2021	<u>3,399</u>	<u>392</u>	<u>16,805</u>	<u>3,168</u>	<u>23,764</u>
Net Book Value					
At 31 March 2021	<u>218</u>	<u>232</u>	<u>1,240</u>	<u>442</u>	<u>2,132</u>
At 31 March 2020	<u>379</u>	<u>370</u>	<u>3,274</u>	<u>806</u>	<u>4,829</u>

14. Investment in trading subsidiary

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

Notes Forming Part of the Financial Statements (continued)

15. Stock

Group and Charity

	31 March 2021	31 March 2020
	£	£
Merchandise stock	<u>257</u>	<u>333</u>

16. Debtors

	Group		Charity	
	31 March 2021	31 March 2020	31 March 2021	31 March 2020
	£	£	£	£
Trade debtors	24,334	214,674	12,180	196,484
Other debtors	18,667	30,250	17,819	30,250
Owed by subsidiary	-	-	63,019	25,138
Prepayments	33,259	27,705	33,259	27,705
	<u>76,260</u>	<u>272,629</u>	<u>126,277</u>	<u>279,577</u>

17. Cash at bank and in hand

	Group		Charity	
	31 March 2021	31 March 2020	31 March 2021	31 March 2020
	£	£	£	£
Cash held centrally	225,406	92,578	153,196	68,426
Cash held by Branches	55,263	100,961	55,263	100,961
	<u>280,669</u>	<u>193,539</u>	<u>208,459</u>	<u>169,387</u>

18. Creditors – amounts falling due within one year

Group and Charity

	31 March 2021	31 March 2020
	£	£
Trade creditors	68,136	38,192
Taxes and social security costs	11,635	45,454
Accruals	15,675	34,611
Deferred income (note 19)	68,207	118,169
Other creditors	7,709	13,268
Branch creditors	4,633	23,211
	<u>175,995</u>	<u>272,905</u>

Notes Forming Part of the Financial Statements (continued)

19. Deferred income

Group and Charity		
	31 March 2021	31 March 2020
	£	£
Deferred consultancy and service delivery Income	52,014	97,798
Deferred membership income	16,193	16,292
Funds received in advance for staff costs	-	4,079
	<u>68,207</u>	<u>118,169</u>

Group and Charity		
	31 March 2021	31 March 2020
	£	£
Balance at 1 April	118,169	88,241
Income released in the year	(89,871)	(88,241)
Income deferred in the year	39,909	118,169
Balance at 31 March	<u>68,207</u>	<u>118,169</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.

20. Unrestricted funds

	Group		Charity	
	31 March 2021	31 March 2020	31 March 2021	31 March 2020
	£	£	£	£
Balance at 01 April	<u>120,674</u>	122,225	<u>103,472</u>	17,900
Total income for the year	951,191	1,050,737	946,167	1,137,902
Total expenditure for the year	<u>(929,334)</u>	<u>(1,047,697)</u>	<u>(929,299)</u>	<u>(1,047,739)</u>
Net movement in funds for the year	<u>21,857</u>	3,040	<u>16,868</u>	90,163
Transfers from/(to) branches	2,047	(4,591)	2,047	(4,591)
Balance at 31 March	<u>144,578</u>	<u>120,674</u>	<u>122,387</u>	<u>103,472</u>

Notes Forming Part of the Financial Statements (continued)

21. Restricted funds

Group and Charity

	31 March 2021	31 March 2020
	£	£
Balance at 01 April	-	-
Total income for the year	4,390	-
Total expenditure for the year	-	-
Net movement in funds for the year	4,390	-
Balance at 31 March	4,390	-

The funds are in respect of a Walking and Cycling grant to fund the “Hackney Ark - My Bike and Me” project. The income for the project was received in the year ended 31 March 2021 and the funds are expected to be applied in the year ending 31 March 2022. The project is expected to run for three years with further funding in years two and three.

22. Branch funds

Group and Charity

	31 March 2021	31 March 2020
	£	£
Balance at 01 April	77,751	74,245
Total income for the year	(12,807)	22,575
Total expenditure for the year	(12,267)	(23,660)
Net movement in funds for the year	(25,074)	(1,085)
(Transfers to)/Received from unrestricted funds	(2,047)	4,591
Balance at 31 March	50,630	77,751

Notes Forming Part of the Financial Statements (continued)

23. Analysis of net assets between funds

Group				
31 March 2021	Unrestricted	Restricted	Branch	Total
	Funds	Funds	Funds	
	£	£	£	£
Intangible Fixed Assets	16,275	-	-	16,275
Tangible Fixed Assets	2,132	-	-	2,132
Current Assets	297,533	4,390	55,263	357,186
Current Liabilities	(171,362)	-	(4,633)	(175,995)
	144,578	4,390	50,630	199,598

Group				
31 March 2020	Unrestricted	Restricted	Branch	Total
	Funds	Funds	Funds	
	£	£	£	£
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)
	120,674	-	77,751	198,425

Charity				
31 March 2021	Unrestricted	Restricted	Branch	Total
	Funds	Funds	Funds	
	£	£	£	£
Intangible Fixed Assets	16,275	-	-	16,275
Tangible Fixed Assets	2,132	-	-	2,132
Investment in Trading Company	2	-	-	2
Current Assets	275,340	4,390	55,263	334,993
Current Liabilities	(171,362)	-	(4,633)	(175,995)
	122,387	4,390	50,630	177,407

Charity				
31 March 2020	Unrestricted	Restricted	Branch	Total
	Funds	Funds	Funds	
	£	£	£	£
Intangible Fixed Assets	-	-	-	-
Tangible Fixed Assets	4,829	-	-	4,829
Investment in Trading Company	2	-	-	2
Current Assets	348,335	-	100,962	449,297
Current Liabilities	(249,694)	-	(23,211)	(272,905)
	103,472	-	77,751	181,223

Notes Forming Part of the Financial Statements (continued)

24. 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 2021 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.

25. Commitments under Operating Leases

At 31 March 2021 London Cycling Campaign had minimum lease payments under non-cancellable operating leases as follows:

Group and Charity

	Land & Buildings		Other	
	31 March 2021	31 March 2020	31 March 2021	31 March 2020
Total lease payments				
Within 1 year	40,000	39,167	1,908	296
In 1 to 5 years	14,160	54,160	5,724	-
In over 5 years	-	-	-	-
	<u>54,160</u>	<u>93,327</u>	<u>7,632</u>	<u>296</u>

26. 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. This element of volunteer contribution has been temporarily halted during the Covid-19 restrictions.

27. 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.

Notes Forming Part of the Financial Statements (continued)

28. 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 2021 £	Year ended 31 March 2020 £
Income	880,548	1,020,742
Donations from trading subsidiary	<u>57,202</u>	<u>144,326</u>
Total income	<u>937,750</u>	<u>1,165,068</u>
Cost of raising donations	81,171	89,414
Costs of other trading activities	12,364	27,685
Expenditure on charitable activities	<u>848,031</u>	<u>958,891</u>
Total expenditure	<u>941,566</u>	<u>1,075,990</u>
Net (deficit)/income for the year	(3,816)	89,078
Total funds brought forward	181,223	92,145
Total funds carried forward	<u><u>177,407</u></u>	<u><u>181,223</u></u>
Represented by:		
Unrestricted funds	122,387	103,472
Restricted funds	4,390	-
Branch funds	<u>50,630</u>	<u>77,751</u>
	<u><u>177,407</u></u>	<u><u>181,223</u></u>

Notes Forming Part of the Financial Statements (continued)

29. 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 2021	Year ended 31 March 2020
	£	£
Turnover	123,854	129,191
Cost of sales and administration costs	<u>(61,663)</u>	<u>(71,989)</u>
Net profit	62,191	57,202
Amount donated to parent charity	<u>(57,202)</u>	<u>(144,326)</u>
Profit/(loss) for the year	4,989	(87,124)
Reserves brought forward	17,202	104,326
Reserves carried forward	<u><u>22,191</u></u>	<u><u>17,202</u></u>
Current Assets	85,212	42,343
Current Liabilities	<u>(63,019)</u>	<u>(25,139)</u>
Total net assets	<u><u>22,193</u></u>	<u><u>17,204</u></u>
Share Capital	2	2
Reserves	22,191	17,202
Aggregate share capital and reserves	<u><u>22,193</u></u>	<u><u>17,204</u></u>

Included in the results of the London Cycling Campaign Trading Limited is a cost recharge of £61,628 (2020: £72,030) paid to the parent charity, London Cycling Campaign.

A donation of £17,202 (2019: £104,326) in relation to the surplus for the year ended 31 March 2020 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, £22,191, will be donated to the parent charity during the year ending 31 March 2022.