



Cyclists' Touring Club

Annual Report and Financial Statements

30 September 2015

Company Limited by Guarantee
Registration Number:
00025185 (England and Wales)

Charity Registration Numbers:
1147607 (England and Wales)
SC042541 (Scotland)

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Reference and administrative information

Trustees	R Bates (Resigned 31 December 2015) P Benstead (Resigned 31 December 2015) M Bolt (Appointed 1 January 2015) W Bowden C Brown (Resigned 31 December 2014) J Brown M Cockersole S Coe D Cox (Chair) R Crosskey (Resigned 31 December 2014) F Flood J Gregory (Resigned 31 December 2015) K Gregory (Appointed 1 January 2015) D Howard J James J Lowe I McCabe (Appointed 1 January 2016) J Naughton (Appointed 1 January 2016) C Oliver (Resigned 3 June 2015) G Owen J Radford (Died and removed 31 December 2014) L Reather (Appointed 1 January 2015) A Spurr (Resigned 31 December 2014) G Smith (Resigned 31 December 2015) I Wescombe (Appointed 1 January 2016)
Chief Executive and Company Secretary	Paul Tuohy
Registered address	Parklands Railton Road Guildford Surrey GU2 9JX
Company registration number	00025185 (England and Wales)
Charity registration numbers	1147607 (England and Wales) SC042541 (Scotland)
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL

Reference and administrative information

Bankers Royal Bank of Scotland
10 North Street
Guildford
Surrey
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Solicitors Anthony Collins LLP
134 Edmund Street
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Trustees' report Year ended 30 September 2015

The trustees present their annual report together with the financial statements of the charitable company and auditor's report thereon for the year ended 30 September 2015.

The report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes the directors report for the purposes of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out on pages 39 to 42 and comply with the memorandum and articles of association, applicable laws and the requirements of the Statement of Recommended Practice "Accounting and Reporting by Charities" ("SORP 2005").

Structure, Governance and Management

The Cyclists' Touring Club is a company limited by guarantee, incorporated in England and Wales on 19 October 1887. CTC was established under a Memorandum of Association which established the objects and powers of the Club and is governed by its Articles of Association. The company registration number is 00025185.

The Club was registered as a charity, number SC042541, by the Office of the Scottish Charity Regulator on 29 August 2011 and with the Charity Commission for England and Wales on 7 June 2012 number 1147607.

The company structure of CTC during the year under review

This section of the report summarises the structure of CTC and its subsidiary companies.

Companies

'CTC', 'the UK's national cyclists' organisation' and 'CTC the national cycling charity' are the trading brand and identity used by Cyclists' Touring Club, the UK's oldest and largest national cycling membership organisation.

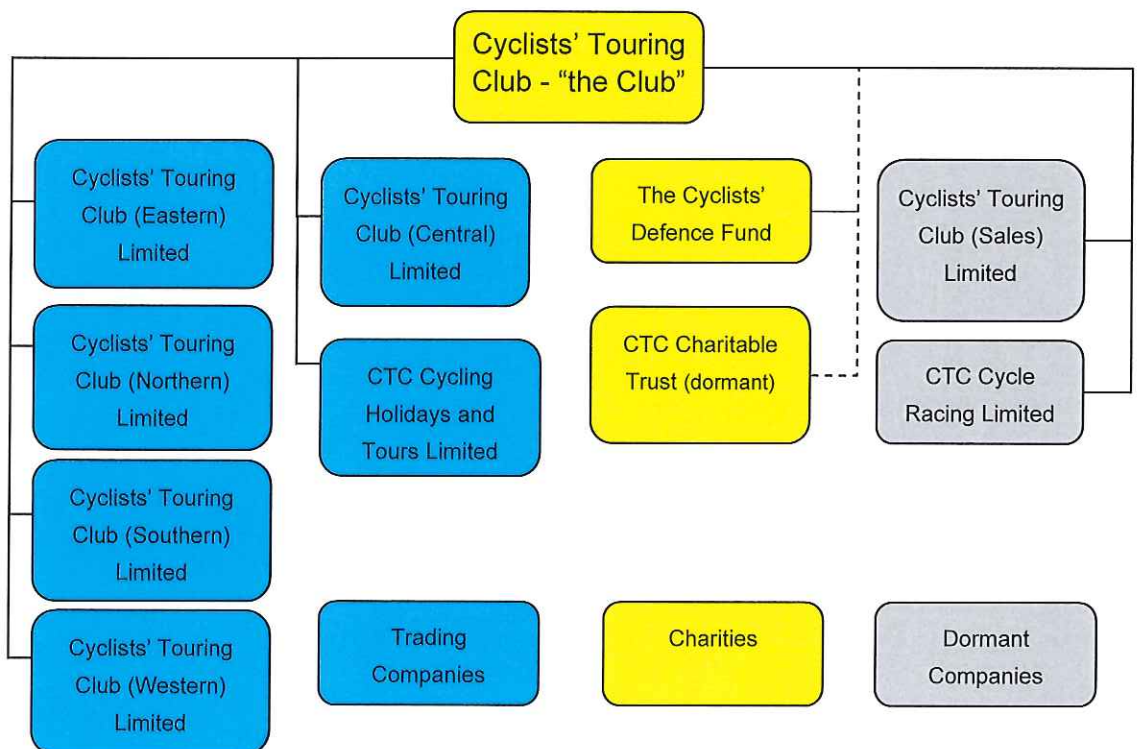
Cyclists' Touring Club members are CTC individual members.

CTC has also set up eight subsidiaries. Cyclists' Touring Club (Central) Limited which runs CTC's events such as Challenge Rides; CTC Cycling Holidays and Tours Limited set up to run CTC Tours as a bonded tour operator; Cyclists' Touring Club (Sales) Limited and CTC Cycle Racing Limited, neither of which traded in the year under review; and holding companies for the CTC Member Groups and Regions. All of these companies are limited liability companies with the whole share capital owned by CTC.

Charities

Under company law, the fact that CTC is the sole member of the two charities that it founded implies 'control' in that CTC could appoint different trustees, although once appointed charity trustees are obliged to act only in the best interests of the charity itself. This 'control' requires the accounts of the two charities to be consolidated into the accounts of CTC along with its other subsidiaries. However, both charities have their own boards of trustees and prepare separate accounts that meet the requirement of the Charity Commission and any direct funders of their activities. CTC Charitable Trust is now dormant.

The overall structure of the CTC Group, during the year, is shown below.



Relationships with other charities and organisations

CTC supports the Cyclists' Defence Fund (CDF) by the supply of administration services at cost which enables the CDF to operate on a low cost basis. CTC also supports the CDF with staff time and publicity because the CDF is an effective way of achieving some of our goals for the protection of cyclists' rights.

The CTC group received grant funding via the CTC Club. The major funders include:

- ◆ Department for Transport
- ◆ Various local authorities

Relationships with other charities and organisations (continued)

Many of our community programmes are supported by a development officer based locally. These officers are hosted by local partners which include local authorities, commercial organisations, charities and development trusts.

Recruiting and appointing trustees

The Board comprises up to 20 elected trustees and four co-opted trustees. For the purposes of continuity and cohesion with our governing documents, for the remainder of the narrative in the Trustee's Report our trustees will be referred to as Councillors and the Board will be referred to as Council. For the avoidance of doubt, in all sections with statutory provided wording they will remain referred to as Trustees.

Elected Councillors are appointed for a three year period and are elected on a regional basis. The number of seats per region is determined by the proportion of CTC members resident in the region at the start of the year of election, maximum three, minimum one.

Co-opted Councillors are selected by the Awards and Recruitment Committee and appointed by a vote of the full Council. The vacancies are advertised and the Committee will make recommendations based on identified gaps in skills or demographic mix amongst the other councillors.

Council Induction

A comprehensive induction programme is carried out for all new Councillors. This includes an individual session with the Chair of Council and the Chief Executive, followed by an induction day involving the senior management team. A skills audit of full Council is carried out annually and appropriate training is based on the skills gap, along with a themed Awayday.

Operational structure and decision making

The full Council meets at least quarterly.

The Council has a number of committees, sub-groups and task groups which enable councillors to have more detailed engagement and oversight of the principal activities of the organisation. Each of these is chaired by a Council Member but may involve a mix of staff, volunteers or advisors.

The Operations Committee has oversight of accounting and finance practices, compliance and investment policy and the Strategy and Policy Committee has oversight of strategy and externally focussed policies.

Other groups that have been involved this year include Investment Sub-Committee, Magazine Editorial Committee, Executive Committee, Awards and Recruitment Committee, Right to Ride Steering Group, Member Groups Steering Group and National Events Steering Committee. The Council would like to thank our volunteers who have input so much expertise and time into this invaluable work.

Operational structure and decision making (continued)

The senior management team is headed by the Chief Executive who also acts as Company Secretary to all CTC companies. The staff team is broadly split into departments covering Operations, Campaigns and Policy, Cycling Development and Membership.

The Committees of CTC Scotland and CTC Cymru work with staff, volunteers and member groups to steer national activity at these levels and to promote additional activities such as cycling festivals at a country level.

As part of its continued process of improvement the Council has set itself a set of governance objectives which aim to ensure an effective Council and fit for purpose charity. It measures its progress against objectives drawn from good governance practice including understanding its role, ensuring delivery of organisational purpose, working effectively as a team, exercising effective control, behaving with integrity and being open and accountable.

Statement on risk management

Councillors acknowledge their responsibility to assess and manage the risks that the organisation faces and to review them regularly.

CTC operates a comprehensive annual planning and budgeting process, which is approved by the Council. There is a system of financial reporting to the Council that compares actual results against budget to enable corrective action to be taken as and when appropriate. The organisation has also developed non-financial key performance indicators to provide a more extensive assessment of its effectiveness in meeting its aims.

As a result of these processes the Council is able to focus specific attention on identified risks at appropriate times. For example the Council has invested funds in the last three years to ensure the resilience of its information technology systems.

Statement of trustees' responsibilities

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the group 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 Statement of Recommended Practice (Accounting and Reporting by Charities) (the Charities' SORP);
- ◆ make judgements and estimates that are reasonable and prudent;

Statement of trustees' responsibilities (continued)

- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that:

- ◆ so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware; and
- ◆ the trustee has taken all the steps that he/she ought to have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

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

Objectives and activities

Summary of objects

The objects for which CTC is established are:

- ◆ promote community participation in healthy recreation by promoting the amateur sport of cycling, cycle touring and associated amateur sports;
- ◆ preserve and protect the health and safety of the public by encouraging and facilitating cycling and the safety of cyclists;
- ◆ advance education by whatever means the trustees think fit, including the provision of cycling, training and educational activities related to cycling; and
- ◆ promote the conservation and protection of the environment.

Explanation of the Charity's aims

A new strategy has been adopted for 2015 – 2018 which guides the delivery of our aims in the future. It says:

Our Vision

A future in which CTC is an innovative, thriving organisation of cyclists and supporters working to promote cycling for all people; cycling that is accessible and safe; cycling that is enjoyable and functional; cycling that enriches lives and communities.

CTC improves lives by promoting cycling for fair, inclusive and sustainable access to health, mobility, transport and leisure.

Our Values

We conduct ourselves ethically and with integrity; our relationships and activities are based on trust and respect, cooperation and companionship. We work together in a way that is supportive, constructive, participative and democratic. We strive for continuing growth, learning and development of individuals, groups and communities.

Public benefit

The Council continuously reviews the activities of CTC against its charitable objectives and its Strategic Vision. The Council is satisfied that all activities are related to these objectives. No specific issues to the detriment of these objectives have been identified.

The councillors have referred to the guidance provided by the Charity Commission for England and Wales and the Office of the Scottish Charity Regulator on meeting the Charity Test. This guidance explains how a charity should demonstrate a link between its charitable aims and the benefits it provides to the public. The councillors have given consideration to this guidance in preparing the review of activities and future plans.

The Council can demonstrate that promoting cycling for individuals, groups and communities contributes to the conservation and protection of the environment, the health and safety of the public, community participation in healthy recreation and amateur sports and social welfare. It provides a programme of education to support all of these activities.

There are no barriers to the public benefitting from the work of CTC as most cyclists in the UK are not CTC members but benefit from the improvements in road safety and other benefits arising from CTC's promotional, campaigning and advocacy work for the public.

Public benefit (continued)

Membership of CTC is open to everyone who supports our aims and we have a substantial range of discounted membership offers to allow those of limited means to join. We have achieved the Preliminary Standard for Equality in Sport for our work to open up cycling to those who would not normally be able to access it. Delivery of most services is free at the point of delivery to the public. Membership subscriptions are an effective form of fundraising providing resources for the delivery of these public benefits.

We can demonstrate that membership is an effective means of achieving our charitable objects. Our group membership activities and events are particularly valuable in overcoming many potential cyclists' barriers to healthy, low cost recreation or transport. Members provide the majority of our voluntary resource, one of the largest groups of people supporting cycling for the public in the UK. Collectively they provide an extensive programme of cycle rides, they provide the information that we disseminate through our helplines, they deliver our local advocacy and they provide the weight of numbers that enables us to promote cycling to parliamentarians and other public bodies.

Our research shows that members' reasons for supporting CTC's work reflect the public benefit in our objects. Recent research has confirmed that they support CTC because: we protect cyclists through campaigning and by supporting cyclists who may have been involved in incidents on the road; inspire and support them and other cyclists to do more cycling; promote cycling to the public, public bodies, the media and other bodies that need to be encouraged to promote cycling and the benefits of cycling.

The Council has reviewed its activities following feedback from the Charity Commission for England and Wales and has taken steps to ensure that any activities which may not be charitable in nature are transferred to trading subsidiaries.

Investment policy

The Investment Policy sets specific objectives for holdings in cash, bonds and equities. CTC applies an ethical policy to its investments. Specifically, CTC's investment policy will include companies which demonstrate a positive commitment to indicators identified by the committee and excludes companies in some sectors. CTC investments are to be made within a Medium Risk Profile and with the aim of generating capital growth and income for charitable activities.

STRATEGIC REPORT

Trustees' statement

CTC has served cyclists and cycling for 137 years. Our heritage is unrivalled, giving us authority and influence. Our strategy provides a framework for us to build on this inheritance, clearly establishing ourselves as the national cycling charity, preparing us for many more years serving cyclists and cycling.

Building on our work from last year, we aim to continue to grow in terms of membership, our influence and our impact. We are also working hard to better serve our members and make the most effective contribution to delivering more and safer cycling throughout the nations of the United Kingdom.

Our strategy focusses our efforts on four themes:

- ◆ We protect cyclists
- ◆ We inspire people to cycle
- ◆ We promote cycling
- ◆ We operate a highly effective organisation



We reflect on our achievements for 2014 – 2015 below and set out our plans for the year ahead:

1. *We protect cyclists*

At the start of CTC's campaigning year, our main focus was on trying to secure sufficient funding for cycling to deliver David Cameron's aspiration to launch a 'Cycling Revolution'. At the end of it, we are still pursuing this important lobbying work.

On 16 October 2014, the Department for Transport released its draft Cycling Delivery Plan (CDP). This was a year later than the originally promised publication date, and just half an hour before the scheduled start of a Commons debate on it.

Just weeks prior to this CDP publication, 100 MPs had given an unopposed vote of support for the recommendations of the 'Get Britain Cycling' (GBC) report by the All Party Parliamentary Cycling Group (APPCG), which called for annual spending on cycling of at least £10 per person, rising to £20 over time. Yet the draft CDP merely contained an 'aspiration' to reach £10 per person by 2020/21. Several MPs then echoed CTC's description of it as a "Derisory Plan, not a Delivery Plan".

STRATEGIC REPORT (continued)

Trustees' statement (continued)

1. We protect cyclists (continued)



We commissioned a major piece of research work, *The Economic Cycle*, focussed on the economic benefits of investment in cycling, which have since been repeatedly quoted by parliamentarians. Our research shows that, if England were to meet the GBC report's proposed targets (namely to increase cycle use from 2% of trips at present, to 10% by 2025 and to 25% by 2050), the health benefits alone could be worth £6bn annually in 2025, rising to £25bn in 2050. The Times reported these findings too, both in a news article and an editorial.

CTC and its allies kept up the pressure on Parliament, to ensure cycling was taken into consideration when debating the Infrastructure Bill (now Act). Its provisions included a Government commitment to a long-term Roads Investment Strategy, complementing the existing Rail Investment Strategy. So we called for the addition of a Cycling and Walking Investment Strategy (CWIS).

At first, Ministers resisted. However, on 20 January 2015, CTC published the full findings of our 'Economic Cycle' report, commissioned from Leeds University researchers Fiona Crawford and Robin Lovelace. It showed that the total benefits of meeting the GBC report's targets could be worth £248bn between now and 2050. Two days later, Ministers agreed to adopt a CWIS in the new infrastructure legislation.

CTC then moved on to ensure political backing for cycling in the political parties' general election 2015 manifestos and from MPs in the new Parliament. Supported by The Times, we organised "the Great Cycling Debate", chaired by John Humphrys. We also launched our Vote Bike campaign, in which nearly 5,000 CTC members and supporters emailed their parliamentary candidates, prompting over 1,000 of them to declare strong support for the campaign's 5 key asks. Of these supporters, 114 were elected as MPs, providing the nucleus of a replenished APPCG. We can now count on their support for the aims they supported: substantially increased cycle use, better and sustained funding, cycle-friendly design standards, positive promotion of cycling and improved cycle safety.

Locally, we continued to run local campaigning workshops for people wishing to get involved in CTC's Space for Cycling and Road Justice campaigns. We have since secured renewed funding from Slater Gordon Solicitors (who provide CTC's incident line) for the Road Justice campaign and are hopeful that further funding will soon enable us to revive the Space for Cycling campaign. Strengthening local campaigning for high-quality cycle-friendly infrastructure remains of crucial importance to CTC.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

1. We protect cyclists (continued)

CTC continues to engage regularly with Ministers, and with officials at DfT, Highways England, with the devolved Governments, and with Transport for London and other key local authorities. Key issues are the need for long-term funding for cycling, and the design standards needed to ensure the funding is well spent. We have also argued regularly that there are opportunities to introduce more cycle-friendly roads and junctions whenever plans are being drawn up for road resurfacing works.

Through the Road Justice campaign, we initiated a constructive dialogue with Justice Minister Mike Penning MP. However we are concerned that the promised review of road traffic offences and sentencing, promised largely thanks to our Road Justice campaign, now seems to have stalled. We will renew the pressure in the New Year.

We have also been highlighting lorry safety issues, particularly the involvement of unsafe lorry operators in several recent cyclists' deaths, and the inadequate powers and procedures for the Traffic Commissioners to take them off the roads. We have petitioned Parliament regarding the High Speed 2 Railways Bill, seeking commitments to 'cycle-proof' all plans for new or amended routes along or across the HS2 corridor, for various measures to promote cycle-rail travel using HS2, and for the use of safe lorries on all HS2-related construction and waste-removal work.



CTC's Cyclists' Defence Fund's main focus this year has been to support a private prosecution of the driver involved in the death of cyclist Michael Mason. Despite hitting him from behind on London's well-lit Regent Street one evening in February 2013, the driver cannot explain why she didn't see him, yet was never charged with any offence.

In September, CTC combined forces with OpenMTB, a newly launched network of local mountain biking advocates, to support the Welsh Government's proposals for a 'right of responsible access' to open land in Wales, similar to the rules which already apply in Scotland. The campaign has been strongly supported by cyclists and the bike industry alike, and has also been welcomed by Welsh Government officials.

As autumn came round again, we linked up with local campaign groups to organise bike rides at the Conservative and Labour party conferences, repeating a successful initiative from last year. As the year closed, we were planning to launch a campaign to maintain and enhance cyclists' rights to take bicycles on Eurostar trains without having to dismantle them, and a further campaign to ensure that the Chancellor's Spending Review and Autumn Statement lead to a strong CWIS. We are also planning similar campaigns to this year's Vote Bike campaign for the 2016 Parliamentary assembly elections in Wales and Scotland.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

2. We inspire people to cycle

CTC's cycling development has gone from strength to strength. Throughout 2014-2015, more people have been introduced to cycling from hard to reach groups and communities, highlighting the real strength of CTC's cycling development strategy.

We have refocussed our work into six key work programmes, to better reflect the breadth of our cycling development interests:

- ◆ Community Cycle Clubs (Local Authority funded)
- ◆ Inclusive Cycling Network (BIG Lottery funded)
- ◆ Big Bike Revival (Department for Transport funded)
- ◆ Cycle for Health (West Yorkshire Combined Authority funded)
- ◆ Play on Pedals (People's Postcode Lottery funded)
- ◆ Bike Club (ends in early 2016)

Undertaking a programme approach to projects has helped cycling development to collectively obtain more data and evidence of our impact. This work has been undertaken in addition to driving a number of the Local Sustainable Transport Fund contracts to their conclusion, restructuring our training offer to better complement our work and implementing a new comprehensive evaluation framework, which will help us to determine whether our work is effective at achieving our planned outcomes.



Over the last twelve months:

- ◆ More than 95,000 people have benefitted from CTC's cycling development projects across the UK. This is more than double the number of beneficiaries we reached during 2014.
- ◆ We have delivered more than 5,000 cycling related activities and events
- ◆ Over 4,000 people have received training through us. This includes cycle skills training and more formal training (such as ride manager and bike maintenance training)
- ◆ More than 8,000 volunteers have contributed over 2,200 hours of time to support our cycling development projects as ride leaders, event assistants, mechanics and community club leaders.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

2. We inspire people to cycle (continued)

CTC affiliate membership, training and volunteer development are now better integrated into our cycling development work. Aside from insurance benefits, the groups receive space on our website to make them visible, advertise their events and to network with each other. It also presents an opportunity for CTC to maintain a dialogue with the groups that we have formed, to help them to get more people cycling and generate a new audience for our membership products. We aim to further develop these products to ensure our membership services provide sufficient value to the groups to justify renewing their affiliation to CTC on an annual basis.

There are now over 700 affiliate groups in our membership database that represent a broad range of cycling activity, including campaigning, workplace bicycle user groups, community clubs, cycling clubs, inclusive cycling centres, women's cycling groups and re-cycle centres to name a few. Community focused affiliate groups, established with the aim to get more people cycling, now number close to 200 and complement our 164 traditional member groups.

The relationship between these two membership types presents an opportunity for CTC especially where member groups are already working hard to attract new members.

Last year we reported an opportunity to build the case for Cycling Development funding through the extensive networks of cycling groups that can be united through CTC to deliver transport, social, economic and health benefits through cycling on a national scale. We are pleased to report that this was successfully delivered in 2015 through delivery of The Big Bike Revival.



STRATEGIC REPORT (continued)

Trustees' statement (continued)

2. We inspire people to cycle (continued)

Community Cycle Clubs

Our community cycle clubs programme works closely with community groups to create tailored activities that will help to inspire and support people to start cycling. There are currently eight community club projects which are funded, through Local Authorities to provide new clubs with the equipment, training and confidence to start cycling, and to keep on cycling in the future, long after the project has finished.

Since October 2014, projects in Essex, Plymouth, Reading, Sefton, Manchester, Lancashire, Hampshire, and Surrey have created and supported 56 community cycle clubs. These clubs highlight the diverse nature of the community groups CTC supports, which includes: community centres, youth and religious groups, drug and rehabilitation organisations, housing associations, mental health organisations, inclusive (disability) groups, employers, bike re-cycle centres, as well as schools and universities.

The projects delivered over 550 cycling sessions (such as bike rides, learn to ride sessions and cycle maintenance workshops) and outreach events, engaging over 11,500 beneficiaries within local communities.

Going forward, the programme will focus on growing community participation in the clubs, as well as strengthening the number of volunteers who have the skills and confidence to lead cycling activities. So far, the projects have attracted over 140 volunteers. The programme will also provide tools to enable the clubs formed to become self-sufficient through more volunteer training courses (e.g. ride manager, cycle maintenance, and first aid courses), and a supportive closing offer to include CTC affiliation.

Our community club programme is being further developed across West Yorkshire where we currently help to deliver the Go: Cycling LSTF programme and a bespoke Cycle for Health project across five local districts.

"Just to let you know I had a fabulous day riding. The group really was very welcoming and friendly. It was great to get back on the bike and see some Essex countryside at the same time! I am hoping to go again next week." (Feedback from the Essex project.)

In Scotland, Belles on Bikes groups – a women specific Community Cycle Clubs programme, continues to offer regular and accessible rides in their local area.

Inclusive Cycling Network

Our inclusive cycling programme supports community centres to inspire people with some of the largest barriers to physical activity to start cycling. This is done through the provision of a range of adapted bikes and cycles within a confined but comfortable cycling environment.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

2. We inspire people to cycle (continued)

Inclusive Cycling Network (continued)

The inclusive cycling network has continued to thrive over the last six months of this BIG Lottery funded programme. The four regional projects supported almost 50 inclusive cycling centres; creating over 40 new CTC affiliated clubs. Between October 2014 and March 2015 the centres engaged with over 1,000 new beneficiaries and 50 new volunteers.

As part of the affiliate package, all of the centres are now listed on the inclusive cycling network directory, which sits on the CTC website. Each centre has its own page which has been specially designed so that new users can find the information they need in a clear and concise way.

Two inclusive cycling conferences were held in February with the aim of bringing together the centres for networking and to discuss sustainability of the network. Over 100 delegates attended in total making up inclusive cycling centres, local authorities, disability organisations as well as potential funders. Mark Colbourne MBE (inclusive cycling ambassador) gave an inspirational speech at both conferences, and three to four centres were given the opportunity to talk about the work they do. The conferences held a mixture of workshops focusing on sustainability and marketing.

Feedback from delegates:

"I have been re-motivated! Because to get anything happening requires a considerable amount of time/energy - even when the challenge is known!"

"I came to learn/understand about other clubs around England - to get ideas of what others are doing to consider ideas for my future sessions. Case studies always help me to understand what others do."

"Just to let you know I had a fabulous day riding. The group really was very welcoming and friendly. It was great to get back on the bike and see some Essex countryside at the same time! I am hoping to go again next week."
(feedback from the Essex project).

CTC has made a strategic decision to continue to advocate and promote Inclusive Cycling as a priority. Going forward, we hope that larger scale funding could be obtained in order to continue to engage with the newly created network. A new brand has been produced in conjunction with the network, which will be used to better market this service to local communities. Wider support services for Inclusive Cycling Centres are also in development.

In Scotland, the inclusive cycling programme has started in Edinburgh this July with the Edinburgh All-Ability Cycling Project. Already, almost 200 participants have used the bikes through 48 activity sessions. The "official" launch of the project happened on 29 September, with Derek McKay MSP, Minister for Transport and Islands attending as well as about 40 other people including representatives of other organisations, beneficiaries, volunteers and other interested parties.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

2. We inspire people to cycle (continued)

CTC Training and Education

Following a review of the CTC Training and Education services in 2014, the department was taken forward under a new model bringing together the two areas of Off-road and On-road training courses. A review of the courses has resulted in a consolidation of the offer from thirty courses to ten allowing us to focus more on quality and further development. The courses offered have been closely aligned with both the needs of CTC partners and members as well as the Cycling Development programmes we offer.

Through rationalising our services the department has achieved a profit this year following a loss the previous year and there will be considerable internal investment to improve services further in the years ahead. A full development plan is now in place to drive improvements across the department including the website, customer service, quality assurance, course materials and marketing.

As part of the new course structure CTC has been able to support the Big Bike Revival Programme by delivering more than 35 Ride Leader Workshops to CTC members and affiliated groups across the UK reaching over 500 participants.

3. We promote cycling

Big Bike Revival

The CTC 'Big Bike Revival' pilot project in 2014, was supported by the Department for Transport with a £830k grant to deliver a national scale project in 2015. Based on the simple principle that bike ownership is higher than the numbers we see on our roads, the programme aimed to revive unused bikes as well as their owner's interest in cycling.



The Big Bike Revival successfully united 93 bike recycle centres to run over 1,500 events and activities as part of a social marketing campaign over a two week period. A promotional video featuring Martine McCutcheon reached 437,000 people and the dedicated website detailing where to locate events received 31,010 unique users.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

3. We promote cycling (continued)

Big Bike Revival (continued)

Our supporting PR and social media initiatives reached over 3 million people through 229 pieces of coverage in local radio and press. National press coverage included The Guardian, Daily Mail and the Daily Mirror. There were over 3,000 tweets about the campaign, with a combined reach of over 17.6 million people. Insights from Facebook showed that our page's activity reached more than 1 million people in two successive weeks, and over 967,000 in the third week. Facebook adverts reached over 2.2 million people.

Participating centres pledged to engage 50,000 beneficiaries in total over the two week period. Nearly 32,000 people attended the events and activities between 23 May and 7 June that resulted in over 24,000 bikes being revived.

Over 8,000 surveys were completed by people attending events and survey participants were surveyed again shortly after the events and finally three months following the two week campaign. We successfully attracted our target audience, with over 50% classed as non-regular cyclists.

Analysis of the survey data showed that people who got involved in these cycling events and activities were inspired and empowered to cycle more than they did before, particularly those who did not cycle on a regular basis before the campaign. Of the non-regular cyclists, 59% stated that they cycle more than they did before, which equates to a minimum of 7,892 people.

The analysis also evidenced that cycling as a form of transport increased with 3,576 new instances of cycling to commute to work and to the local shops. Over 1,000 of these journeys would have usually been by car before The Big Bike Revival.

Using the DfT WebTAG toolkit, for every £1 spent, an additional £6.12 was returned in economic value.

64% of survey participants reside in the more deprived regions of England (within deciles 1-5 of the Index of Multiple Deprivation) which demonstrates the campaign's ability to make positive contact with hard to reach and disadvantaged communities. A staggering 46% live in the three most deprived deciles of multiple deprivation.

The Big Bike Revival supported social enterprise by providing the opportunity to reach out to new customers in their communities; 91% of surveyed attendees felt they would continue to use the facilities of their local centre again in the future. During the summer months, it is estimated that over £600,000 has been spent at bike re-cycle centres as a result of The Big Bike Revival.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

3. We promote cycling (continued)

Big Bike Revival (continued)

The total beneficiary count of The Big Bike Revival is estimated to be in excess of 57,000 as a result of 700 beneficiaries receiving ride leader training, those who benefit from the resultant led rides, increased capacity at re-cycle centres and attendees who have encouraged others to cycle more.

Cycle for Health

CTC's cycle for health programme is still in development. However, we have one bespoke project running called Cycle4Health in West Yorkshire in conjunction with West Yorkshire Combined Authority and the district health authorities. The project works with community hubs across the five districts of West Yorkshire (Wakefield, Bradford, Calderdale, Kirklees and Leeds) on a participant referral scheme – this means that only people who have been classed as physically inactive can attend the cycling sessions.

The project has been a great success; over 100 inactive participants have been cycling on a 12 weekly basis through 60 activity sessions. Many of the sessions have been oversubscribed with interest with all sessions full. A large proportion of those attending are new attendees to activity schemes within each district and have not previously taken advantage of free exercise offers. Encouragingly, a large proportion of those who have attended the Cycle4Health Sessions are now looking to buy a bike to stay active beyond the 12 weeks.

The programme will continue for at least a further 12 weeks and will include an additional cycling hub in order to attract further participation.

Play on Pedals

The People's Postcode Lottery funded CTC in partnership with Cycling Scotland, The Bike Station Glasgow and Play Scotland to deliver the programme Play on Pedals. Working with local 'hero organisations', Play on Pedals, has been giving the opportunity for pre-school children across Glasgow to learn to ride a bike before they start school.

The project has worked with 15 hero organisations who have engaged with over 4,000 beneficiaries and have taught over 3,000 children to cycle. In addition, 233 people have received training as a cycle instructor or cycle mechanic. Over 200 volunteers have given 1,500 hours of their time to the project.

Play on Pedals secured additional funding from the NHS Health Improvement team to deliver a mentoring programme to pilot nurseries in North East Glasgow to support existing Instructors in areas such as parental engagement, mechanical issues and improving delivery. It has also received support from Glasgow Life to carry out city-wide drop-in sessions for families at Glasgow Life venues.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

3. We promote cycling (continued)

Play on Pedals (continued)

Play on Pedals is on target to reach 7,000 children across Glasgow by the end of 2016, having already engaged over 3,000 in cycle training activities.

Bike Club

The Bike Club programme continued in Scotland in 2015 through partnership working with Youth Scotland and will be brought to an end in early 2016. The delivery was centred on peer mentoring young people to set up cycling activities within their local community. The final projects were set up in Glasgow as well as covering Fife, Falkirk, Stirling and Clacks.

In Glasgow, where the project has now come to an end, the scheme engaged with over 45 young people, working with 15 beneficiary groups to provide cycle skills training as well as peer mentoring activities such as cycle leadership and bike maintenance training. Many of the participants demonstrated improved confidence, employability and a greater skill-set.

In the Falkirk area, Bike Club is still running, working with over 100 beneficiaries on a one-to-one basis; almost 40 have received training so far. The project works with people from a wide range of settings including specialist schools and homeless accommodation organisations.

Examples of some of the work undertaken through the programme include one young person who has completed various training courses and awards with us. He now has the skills and confidence to pursue a career in cycling. Engaging with a group of young women who were in homeless accommodation. The project paid for the training, which has given them new experiences and skills on a bike.

Bike Week

Part funded by the EU Cycle to Work programme, CTC project managed Bike Week this year with a high profile launch event at the Dutch Embassy in London, attended by industry leaders, 15 MPs and Under Secretary Transport Minister Robert Goodwill. Bike Week attracted over 1,000 events and approximately 500,000 participants.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

3. *We promote cycling (continued)*

Bike Week (continued)

**1000 REGISTERED
EVENTS**
500,000 PARTICIPANTS

Bike Week 2016 will seek to grow the number of events registered, businesses engaged and people participating. Bike Week 2016 will build upon the coverage received in 2015 and will work with an increased number of mainstream media outlets, national press and partners to increase its reach. Social media and social networks will play an important role in people talking about, sharing and engaging with Bike Week.

We received match funding from the Bicycle Association's Bikehub and marketing partnership with Cyclescheme, with whom we partnered to support their cycle to work day in September.

CTC Scotland



To-date, a total of 45 affiliate groups have been formed or joined CTC from across Scotland that include a significant number of Belles on Bikes.

With the increased presence of cycling development activities on the ground in Scotland, combined with the activities of the active CTC Scotland volunteer committee, local groups supporting national events and Scottish CTC campaigners, CTC is now well equipped to deliver value in accordance with Scottish policies on transport, youth, health and society.

CTC Wales



In Wales we have retained our seats on the Active Travel Board, National Access Forum and the Inclusive Cycling Forum, ensuring that CTC is well placed to influence policy and decision-makers.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

3. We promote cycling (continued)

CTC Northern Ireland



In Northern Ireland CTC continues to seek wider funding to create a more sustainable staff and programme presence. CTC has successfully been able to develop training opportunities in Northern Ireland and is supporting Affiliate Training Centres to deliver CTC training courses while building a stronger UK wide instructor pool.

4. We operate a highly effective organisation

Membership

Our members are at the heart of the charity. Their membership fees enable us to be at the forefront of promoting the joys and benefits of cycling to everyone, whatever their circumstances, whether that's through our campaigning, advice, group cycle rides, inclusive cycling projects, specialist training or general support. This year we have trained and given confidence to thousands of people to get them cycling to school, work and for pleasure.

This year has been a year of consolidation. Since we brought the membership administration team back in-house we are proud to have provided a first class membership service. We have made real strides in reducing printing and fulfilment costs and we have developed the database systems to allow monthly Direct Debits.

Direct debit payments, as well as providing members with a continuous membership experience, also provides financial stability and sustainability for the charity by saving CTC administration costs. The membership team have worked to increase the number of memberships paid for by Direct Debits by a further 2,000, now with 56% of our members paying by Direct Debit.

We've welcomed back over 2,000 lapsed members through our dedicated re-recruitment outbound calling project with CTC membership now standing at 67,020.

In 2016 we will be looking to review the membership categories to accommodate supporters for those who support or aims but maybe only occasional cyclists or are no longer cycling. We will look to increase the range of benefits available to ensure CTC's membership package provides the best support for our members to get the most from their cycling.

STRATEGIC REPORT (continued)

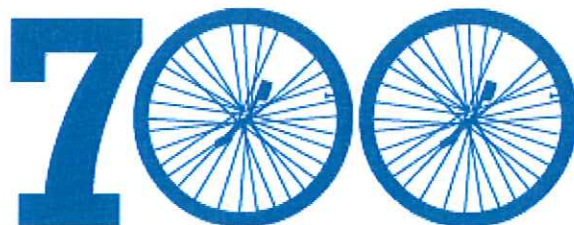
Trustees' statement (continued)

4. We operate a highly effective organisation (continued)

Group support

Alongside our campaigning and cycling development work, cycling events and rides are what we are all about, and what our members enjoy doing. As well as CTC's own 164 local cycling groups CTC also supports other local cycling groups of all sizes, from workplace cycling groups, to community clubs and racing clubs. CTC affiliate membership provides advice, promotion and insurance protection.

Over the last 12 months affiliated groups have grown by 15% to over 700. To enable more people to cycle locally we have developed the CTC website listing to signpost CTC events, rides and local groups.



CTC supports over 700 cycling groups - the most diverse network of cycling groups in the UK.

To maximise the opportunity presented by the growth of leisure and recreational cycling we have invested in the way in which we support and facilitate the diversity of our group's events and rides in attracting these new cyclists. We have created a designated membership support team.

Amongst their work the team have reviewed the guidance provided to Groups on the CTC website. Working to create a 'how to' single directory guide for groups covering events, running a club and health and safety policies to take away the worry of running a club and leaving the clubs to focus on what they do best cycle. To assist the clubs in attracting local cyclists we have worked with staff from Allianz insurance in developing a social media tool kit – from getting started to increasing online social media reach. The marketing team have also assisted by supplying promotional banners, flags, posters and leaflets, and by supporting the groups to use the new club section of the site.

To encourage development and sustainability of groups, CTC has provided a series of 40 ride leader training workshops across the UK. The workshops cover route planning, insurance, data protection, how to lead a ride, running events, safeguarding and incident management. All participants take away a professional 60 page course manual for future reference.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

4. We operate a highly effective organisation (continued)

Group support (continued)



Over 800 ride leaders trained

Looking forward the team will work closely with the various groups to provide marketing support, training, PR and recruitment support for their events and rides.

Group Riding

Our groups have been very busy this year. CTC's 107 member groups and 57 informal groups have put on over 13,613 group rides – 262 every week. CTC is arguably the largest promoter of sportive and challenge rides in the UK with 248 in the last year alone and many of you have been getting muddy with over 4,000 off road rides.

13,613 **GROUP RIDES**

Communications

Our surveys have shown us how well engaged and aware our members are in CTC's groups, campaigns and projects however we are also aware that we want to engage the wider cycling world in our work. To do so we have invested in an increased Communications team to both maintain our core member communication resources and to showcase CTC's work externally. We have also been busy reviewing the CTC brand and external presentation to ensure we have a brand that communicates the breadth of CTC and also inspires people to cycle and to join CTC.

Through CTC's *Cycle* magazine, website, weekly e-newsletter and social media we endeavour to showcase the breadth and diversity of cycling, from the weird to the wonderful, the everyday to the extraordinary and inspirational travelogues, case studies of remarkable achievements in our inclusive and local cycling projects.

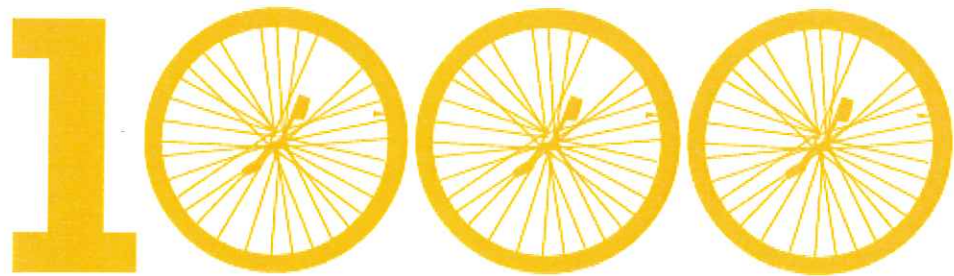
STRATEGIC REPORT (continued)

Trustees' statement (continued)

4. We operate a highly effective organisation (continued)

Communications (continued)

New highlights of the website include a new site menu to help visitors to find the information that they seek but also to inspire and showcase others areas of our work. More product reviews, technical and touring features are being added and we will continue to bring cycling advice to life by building on our increasing library of 'how to' cycling films providing practical advice perfect for new cyclists.



**over 1000 new touring, reviews and advice webpages
created in last 12 months.**

We and our members have been active on social media with 32,663 following us on Twitter, up 30% in the last 12 months and 9,998 swapping posts on Facebook - up 20% in the last 12 months.



twitter up 30% in 12 months

Cycle (the UK's highest circulation cycling magazine) magazine is enjoyed by over 70,000 readers. The bi-monthly members' magazine updates on our latest campaign successes, group activities and inspires with ride ideas, the latest kit and showcases our project work. We have listened to readers' feedback with a new design - better use of photography and collecting campaigns' updates into a single editorial column.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

4. We operate a highly effective organisation (continued)

Communications (continued)

Cycle now reflects CTC's strategy with recent issues incorporating more features on our charitable project work, infographics on our success stories; groups, volunteering and campaign wins; The 'Big Picture' double page picture sets up the magazine well and we have an increase in inclusive cycling, to compliment the campaign and touring features. We have been fortunate to be able to secure the services of Richard Hallet to join the range of technical reviewers. Richard is a stalwart of cycle magazine publishing being Technical editor of *Cycling weekly*, *Cycling plus* and current editor of *Sportive* magazine.

Fundraising

As well as membership income CTC relies on grants, sponsorship and donations. In 2015 we have been supported by corporate partners such as Slater & Gordon, CTC's legal advice supplier, to support our Road Justice campaign. Allianz Insurance assisted us in developing CTC's social media guide for groups. Roux Bikes, Chalet Dow, Ison Distribution, Paligap, Magicshine, Roofbox, Spiceroads and Gear club have supported CTC by donating prizes for the CTC Grand Draw.

We have partnered with many UK cycling events including London Bike show, Cycle show, Eroica Britania, the Countrywide Great Tour, NSPCC Tour of England and RideLondon providing promotion, volunteer recruitment and support through Dr Bike mechanics and led rides.

A big thanks to our members with £10,000 raised, by the CTC Team of volunteers, by riding the RideLondon and at Eroica Britania. Members generously raised £40,000 through the CTC Grand Draw. Members and supporters have donated over £30,000 for CTC's Cyclists Defence Fund to assist in our fight for Road Justice.

In 2016 we will look to diversify our charitable income further to compliment the income from our membership. We have developed a legacy programme and will be investing in expert fundraising staff in order for us to attract more income from grant making Trusts and Foundations and corporate partnerships.

Refreshing our strategy

This year, we have started work to review and refresh our strategy, focusing on the next three years to 2018. This strategy refresh focusses our efforts on five themes:

- ◆ Making cycling open to all
- ◆ Campaigning
- ◆ Volunteering
- ◆ Communication
- ◆ Funding

STRATEGIC REPORT (continued)

Trustees' statement (continued)

4. We operate a highly effective organisation (continued)

Refreshing our strategy (continued)

Our mission is to make a lasting difference to the lives of individuals and communities across the UK by championing cycling for everyone. Our new strategy sets out our ambitious plans for the next three years, to enable more people from a diverse range of backgrounds to enjoy cycling. We will also champion the rights and interests of cycling through a positive and proactive approach to our campaigning. In order to appeal to a larger and wider group of people, we will rebrand the charity and invest more in our communications and fundraising work to raise the profile of our organisation and secure larger scale funding in order to increase our reach and impact in communities throughout the UK. Below is a brief summary of our plans for the year ahead:

Making Cycling Open to all

CTC will enable more people, from a diverse range of backgrounds, to enjoy cycling. We will continue to run development projects which engage people in cycling for the first time; encourage people back into cycling; help people from diverse backgrounds get into cycling and provide opportunities for people with disabilities to cycle.

We will position ourselves as a strategic partner for key transport authorities and will adopt a network delivery model, working through partners, to deliver greater impact than can be achieved through simply employing CTC officers on the ground.

We will do more to connect our development work with our membership and social cycling activity, so that more of the people who benefit from our development projects see CTC as relevant to them in the longer term.

Campaigning

Our campaigns approach

We will adopt a positive, 'can do' and 'can win' attitude to our campaigning, to encourage more people to take action in support of our work and to gain the support of other influencers. We will mobilise more effective local campaigning through our membership, groups and development projects.

We will adopt a campaign evaluation model in order to provide evidence that our campaigns approach is effective and to learn from our experiences to improve our future approach to campaigning.

Our campaign priorities

We will take a lead role in the campaign for a government commitment to significant investment – aiming for a minimum spend of £10 per head nationally and locally, rising to £20 as cycling increases.

STRATEGIC REPORT (continued)

Trustees' statement (continued)

4. We operate a highly effective organisation (continued)

Campaigning (continued)

Our campaign priorities (continued)

We will input into the government's Cycling & Walking Investment Strategy through the Active Travel Consortium in order to ensure the strategy is fit for purpose and enables greater numbers of people cycling every day.

We will influence national government regulation and design standards to improve infrastructure for cycling.

We will campaign for safer cycling conditions, focusing on road justice; influencing the Highway Code; and pursuing legal challenges via the Cyclists Defence Fund; and a national roll out of safer lorry standards.

Volunteering

We have thousands of CTC volunteers supporting our work every week - from leading rides, through helping people to overcome barriers to cycling, to marshalling and offering Dr Bike maintenance support at major cycling events. Through them we are able to significantly reach more people and create a much bigger impact through volunteer help, in a way we simply could not afford to through staffing at the same scale.



To make the most out of our volunteering, we will redouble our efforts to support people who offer up their time and expertise, and ensure we create a fun and rewarding volunteer experience.

We will review our approach to volunteering to make sure it is fit for purpose, meets our volunteers' needs and enables more people to get involved with our charity. We will develop toolkits for volunteers to help people learn how to set up and run an effective group easily.

We will improve the support we offer to our social cycling groups so that they can grow, develop and thrive.

We will create more opportunities for CTC members to support other cyclists by sharing their knowledge through our website and social media.

STRATEGIC REPORT (continued)

Communications

We will ensure that more of the cycling public and potential funders will know and recognise CTC as a highly effective champion of cycling for everyone. To do this, we will rebrand the organisation to help CTC better assert itself in the media to raise the profile of our positive contribution to change for cycling. We will also invest in our website development, social media and digital technologies so CTC stands out more.

We aim for everyone in CTC (the board, staff and our volunteers) to be able to explain what CTC is, what it stands for and what it offers, in a consistent and persuasive way.

Funding

CTC will aim to increase membership by 20% in the next three years, by improving our membership offer, improving members' experiences with CTC and continuing to focus on retaining existing members as well as recruiting new ones.

We will also develop an individual giving programme to raise more funds from those members willing to contribute more to our work.

Through a clear case for support, we will diversify our income streams, seek more income from grant making Trusts and Foundations; develop a legacy programme; develop corporate partnerships; develop an individual regular giving programme and link fundraising to CTC events and CTC Holidays & Tours.

Financial Review

Comment on results for the year

This financial year continued to be challenging for entities in the voluntary sector which engage in raising funds. The amount of voluntary income raised this year was almost the same when compared with last year, being slightly reduced by £2,849 (2014 - £214,289). Individual donations have increased as a result of fund raising campaigns throughout the year.

There was a marked increase in grant income relating to charitable activities of £812,228 (2014 - £1,143,642). This was partly due to the Dept. for Transport (DFT) award for the Big Bike Revival project and the continuation of the Big Lottery/Active Travel Consortium Inclusive Cycling Project, amongst others. CTC remains confident that we shall be able to continue working with everyone throughout the UK to improve health, fitness and wellbeing during the coming financial year.

The overall membership number remained static at the end of September 2015, although we saw an increase in affiliated clubs and community groups. This contributed £98,805 additional membership income in 2015 (2014 - £1,819,011).

During the year further investments matured and the Investment Committee made the decision to liquidate these. The current investments policy is under review by the Trustees in conjunction with the reserves policy. Therefore the decrease of £69,183 in investments held contributes towards the increase in cash at bank.

STRATEGIC REPORT (continued)

Financial Review (continued)

Comment on results for the year (continued)

At the year end the total funds show an increase of £764,158 (2014 - £304,863).

The economic environment gave us challenges this year which meant some re-organisation of resources. We remain committed to giving the best value to our members and funders.

Since the end of the financial year HMRC have awarded gift aid on membership income to CTC, and backdated to when the organisation first became a charity.

Financial risk review

Financial and investment policies for CTC are agreed by the Council. Responsibility for reviewing and managing the policies is devolved to the Investment Committee. The Investment Committee reviews all aspects of the policies twice a year as part of CTC's overall budget setting process. The policies set are determined by and applied to the CTC group of companies as a whole.

CTC requires 'free reserves' (those assets within the general fund excluding fixed assets) to:

- ◆ Ensure cash reserves are available to provide working capital, estimated at around £250,000
- ◆ Cover short term fluctuations in income (such as when grant income is payable in arrears)
- ◆ Provide continuity of income, for example, to cover the effect of the loss of grant income
- ◆ Cover capital expenditure and provide funds available to develop the Strategic Plan.

It is estimated that reserves of the order of £500,000 are needed to cover the above.

At the year end the 'free reserves' stood at £1,377,071 (2014 - £706,632). The building equates to a large proportion of the unrestricted reserves total.

The reserves policy is currently under review by the Trustees and may be updated to ensure that it is robust and fulfils the ability to maintain the charity in adverse conditions.

Principal funding sources including any borrowings

The principal funding sources of CTC are as follows:

- ◆ Individual cyclists support CTC through their membership, donations, legacies and by using services recommended by CTC that pay CTC a commission.

STRATEGIC REPORT (continued)

Financial Review (continued)

Principal funding sources including any borrowings (continued)

- ◆ Grant funders are approached where their funding can enhance our mission, in particular where the funders have a shared interest in reaching out through cycling to communities that are at risk of ill health or lack of access to services which can be improved by cycling.

- ◆ We also supply charitable services to some public sector bodies that contract us to deliver activities which enable them to reach more cyclists. These are mainly training and education related.

Principal risks

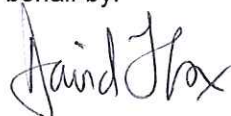
An organisational risk register is reported on quarterly to the Operations Committee and is reviewed annually by full Council. The principal risks identified and high level responses to them are as follows:

1. Image and presentation – failure to manage or maintain perceptions effectively. Market research and surveys will be carried out on an ongoing basis to test perceptions. As part of the strategic planning process the issue of rebranding needs to be addressed.

2. Competition from similar organisations. This will be addressed in the strategic planning process, through research and SWOT analysis. However even with identified action being taken this area may always be identified as a high risk.

3. Dependency on income sources, renewal of funding streams. The strategic planning process should identify the areas that we should be focusing on and how this work could be funded. The nature of our project work will always make this an area of risk. We will look at diversifying our income generation programme and corporate partnerships to increase unrestricted income.

Trustees' report, incorporating a strategic report, approved by the Council and signed on their behalf by:



DAVID J COX

Chair

Approved on 16 March 2016

Independent auditor's report to the trustees and members of Cyclists' Touring Club

We have audited the financial statements of Cyclists' Touring Club for the year ended 30 September 2015, which comprise the consolidated and parent charity statement of financial activities, the consolidated and parent charity balance sheets, the consolidated cash flow statement, the principal accounting policies and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charity's trustees as a body, in accordance with Section 144 of the Charities Act 2011, Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's members and trustees 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 charity, the charity's members as a body and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the statement of trustees' responsibilities set out in the report of the trustees, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and under Section 144 of the Charities Act 2011 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

Opinion

In our opinion the financial statements:

- ◆ give a true and fair view of the state of the group's and the parent charitable company's affairs as at 30 September 2015 and of the group's and the parent charitable company's incoming resources and application of resources, including the group's and the parent charitable company's 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 Companies Act 2006, the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the trustees, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

The Companies Act 2006, the Charities Act 2011 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- ◆ the parent charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the parent charitable company's financial statements are not in agreement with the accounting records or 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.

We have nothing to report in respect of these matters.



Katharine Patel, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

23 March 2016

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

Consolidated statement of financial activities Year ended 30 September 2015
(including income and expenditure account)

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £	Total Funds 2014 £
Incoming resources					
Incoming resources from generating funds					
. Grants		—	6,000	6,000	9,210
. Donations, legacies and other voluntary income	1	211,440	—	211,440	214,289
. Investment income and interest receivable		26,543	—	26,543	28,990
		237,983	6,000	243,983	252,489
Incoming resources from charitable activities					
. Membership		1,917,816	—	1,917,816	1,819,011
. Grants		—	1,955,870	1,955,870	1,143,642
. Sales and services provided		835,884	77,869	913,753	1,065,937
. Cycling holidays		1,137,430	—	1,137,430	1,184,930
. Other incoming resources		109,649	—	109,649	84,147
		4,000,779	2,033,739	6,034,518	5,297,667
Total incoming resources		4,238,762	2,039,739	6,278,501	5,550,156
Resources expended					
Cost of generating donations					
		10,168	—	10,168	36,907
Charitable activities					
. Membership services	3	1,598,088	—	1,598,088	1,457,091
. Education and cycle training		357,125	229,517	586,642	1,011,212
. Cycling development		60,036	1,235,620	1,295,656	497,934
. Health and wellbeing projects		—	252,022	252,022	402,085
. Campaigning		237,637	36,892	274,529	314,381
. Youth projects		—	127,284	127,284	162,172
. Cycling holidays		1,078,558	—	1,078,558	1,109,362
		3,331,444	1,881,335	5,212,779	4,954,237
Governance costs		270,213	—	270,213	251,636
Total resources expended		3,611,825	1,881,335	5,493,160	5,242,780
Net incoming resources before transfers					
		626,937	158,404	785,341	307,376
Transfer between funds					
		(64,872)	64,872	—	—
Net incoming resources before other recognised gains and losses					
		562,065	223,276	785,341	307,376
Unrealised losses on investments					
		(21,183)	—	(21,183)	(2,513)
Net incoming resources i.e. net income for the year		540,882	223,276	764,158	304,863
Reconciliation of funds					
Total funds brought forward	12	3,270,294	544,172	3,814,466	3,509,603
Total funds carried forward		3,811,176	767,448	4,578,624	3,814,466

All recognised gains and losses are shown above and therefore a separate Statement of Total Recognised Gains and Losses has not been presented. All amounts relate to continuing activities.

The notes on pages 39 to 53 form part of these financial statements.

Charity statement of financial activities 30 September 2015
(including income and expenditure account)

	Notes	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £	Total Funds 2014 £
Incoming resources					
Incoming resources from generating funds					
. Donations, legacies and other voluntary income	1	220,256	—	220,256	253,711
. Trading income		417,701	—	417,701	455,877
. Grants		—	6,000	6,000	9,210
. Investment income and interest receivable		26,543	—	26,543	28,990
		664,500	6,000	670,500	747,788
Incoming resources from charitable activities					
. Membership		1,922,316	—	1,922,316	1,823,511
. Grants		—	1,955,870	1,955,870	1,143,642
. Sales and Services provided		424,716	77,869	502,585	618,964
. Other incoming resources		109,649	—	109,649	84,147
		2,456,681	2,033,739	4,490,420	3,670,264
Total incoming resources		3,121,181	2,039,739	5,160,920	4,418,052
Resources expended					
Cost of generating donations		10,168	—	10,168	36,907
Charitable activities	3				
. Membership services		1,615,918	—	1,615,918	1,471,071
. Education and cycle training		362,355	229,517	591,872	1,031,367
. Cycling development		60,036	1,235,620	1,295,656	497,934
. Health and wellbeing projects		—	252,022	252,022	402,085
. Campaigning		192,554	36,892	229,446	303,415
. Youth projects		—	127,284	127,284	162,172
		2,230,863	1,881,335	4,112,198	3,868,044
Governance costs		264,642	—	264,642	248,104
Total resources expended		2,505,673	1,881,335	4,387,008	4,153,055
Net incoming resources before transfers		615,508	158,404	773,912	264,997
Transfer between funds		(97,163)	97,163	—	—
Net incoming resources before other recognised gains and losses		518,345	255,567	773,912	264,997
Unrealised losses on investments		(21,183)	—	(21,183)	(2,513)
Net movement in funds		497,162	255,567	752,729	262,484
Reconciliation of funds					
Total funds brought forward	12	2,379,909	511,881	2,891,790	2,629,306
Total funds carried forward		2,877,071	767,448	3,644,519	2,891,790

All recognised gains and losses are shown above and therefore a separate Statement of Total Recognised Gains and Losses has not been presented. All amounts relate to continuing activities.

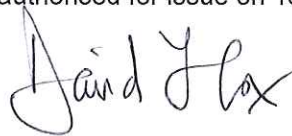
The notes on pages 39 to 53 form part of these financial statements.

Consolidated balance sheet 30 September 2015

	Notes	2015 £	2015 £	2014 £	2014 £
Fixed assets					
Fixed assets	6	1,364,652		1,447,169	
Intangible fixed assets	7	8,850		11,800	
Investments	8	318,011		387,194	
			1,691,513		1,846,163
Current assets					
Stocks – goods for resale		3,771		4,607	
Debtors	9	747,425		1,148,927	
Cash at bank and in hand		4,162,490		2,976,714	
		4,913,686		4,130,248	
Creditors: amounts falling due within one year	10	(1,886,493)		(1,994,839)	
Net current assets			3,027,193		2,135,409
Total net assets less current liabilities					
			4,718,706		3,981,572
Creditors: amounts falling due after more than one year	11		(140,082)		(167,106)
Net assets			4,578,624		3,814,466
Represented by:					
Unrestricted funds					
Designated funds					
. Premises sinking fund		7,413		8,302	
. Life membership fund		225,452		213,932	
. Legal advice fund		509,727		495,265	
			742,592		717,499
General funds			3,068,584		2,552,795
			3,811,176		3,270,294
Restricted funds			767,448		544,172
Total funds	12		4,578,624		3,814,466

Approved by the Council and authorised for issue on 16 March 2016
and signed on their behalf by:

DAVID J COX



Chair

The notes on pages 39 to 53 form part of these financial statements.

Charity balance sheet 30 September 2015

	Notes	2015 £	2015 £	2014 £	2014 £
Fixed assets					
Tangible fixed assets	6	1,364,652		1,447,169	
Intangible fixed assets	7	8,850		11,800	
Investments	8	353,032		422,215	
			1,726,534		1,881,184
Current assets					
Stocks – goods for resale		3,771		4,174	
Debtors	9	613,644		954,906	
Cash at bank and in hand		3,109,147		1,992,932	
		3,726,562		2,952,012	
Creditors: amounts falling due within one year	10	(1,668,495)		(1,774,300)	
Net current assets			2,058,067		1,177,712
Total net assets less current liabilities					
			3,784,601		3,058,896
Creditors: amounts falling due after more than one year	11		(140,082)		(167,106)
Net assets			3,644,519		2,891,790
Represented by:					
Unrestricted funds					
Designated funds					
. Premises sinking fund		7,413		8,302	
. Life membership fund		225,452		213,932	
. Legal advice fund		509,727		495,265	
			742,592		717,499
General funds			2,134,479		1,662,410
			2,877,071		2,379,909
Restricted funds			767,448		511,881
Total funds	12		3,644,519		2,891,790

Approved by the Council and authorised for issue on 16 March 2016
and signed on their behalf by:



DAVID J COX

Chair

The notes on pages 39 to 53 form part of these financial statements.

Consolidated cash flow statement Year ended 30 September 2015

	Notes	2015 £	2014 £
Net cash inflow from operating activities	A	1,128,868	429,329
Returns on investments and servicing of finance	B	26,543	28,990
Capital expenditure and financial investment	B	30,365	1,932
Increase in cash	C	1,185,776	460,251

Notes to the cash flow statement for the year to 30 September 2015

A Adjustment of net incoming resources for the year to net cash inflow from operating activities

	2015 £	2014 £
Net incoming resources before other recognised gains and losses	785,341	304,863
Investment gains	—	(102)
Depreciation charge	103,102	115,793
Interest and investment income receivable	(26,543)	(28,990)
Decrease in stocks	836	4,202
Increase in debtors	401,502	(230,228)
Increase in creditors	(135,370)	263,791
Net cash inflow from operating activities	1,128,868	429,329

B Gross cash flows

	2015 £	2014 £
Returns on investments and servicing of finance		
Interest and investment income received	26,543	28,990
Capital expenditure and financial investment		
Payments to acquire tangible fixed assets	(17,635)	(39,113)
Receipts from the disposal of investments	48,000	41,045
	30,365	1,932

C Analysis of changes in net funds

	At 1 October 2014 £	Cash flows £	At 30 September 2015 £
Cash at bank and in hand	2,976,714	1,185,776	4,162,490

Accounting convention

The financial statements have been prepared under the historical cost convention, as modified by the inclusion of investments at market value, and in accordance with the requirements of the Companies Act 2006. Applicable United Kingdom Accounting Standards and the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) have been followed in these financial statements.

Basis of consolidation

The group financial statements consolidate on a line by line basis the financial statements of Cyclists' Touring Club ("the Club"), Cyclists' Touring Club (Sales) Limited, Cyclists' Touring Club (Central) Limited, CTC Cycling Holidays and Tours Limited, CTC (Cycle Racing) Limited, The Cyclists' Defence Fund and CTC Charitable Trust together with the four other subsidiaries (listed in note 8) which control the activities of the member groups.

Income and expenditure

Subscriptions received for periods of membership after 30 September 2015 are deferred and will be credited to income in future periods up to 2017.

Legacies are recognised when the Club is advised by the personal representatives of an estate that payment will be made or property transferred and the amount involved can be quantified.

All incoming resources are recognised in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant. Where income from grants is related to performance and specific deliverables, this is accounted for as the charity earns the right to consideration by its performance.

Where grant funding is received in advance, the amount is deferred and released to the Statement of Financial Activities monthly, based on the advance claim made and any required adjustment is then made once the next claim is submitted. Donations and gifts are recognised when received, unless the donor has specified that the donation or gift is to be used in a future accounting period.

All other income and expenditure is accounted for on an accruals basis.

Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Cost of generating donations comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Income and expenditure (continued)

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and the strategic management of the charity. The main items of expenditure comprise staff costs, audit fees and trustee costs.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis (see note 5).

Charitable funds

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the Charity without further specified purpose and are available as general funds.

Designated funds are unrestricted funds which the Trustees have allocated for a particular purpose.

Restricted funds are to be used for the specific purposes as laid down by the donor. Expenditure which meets those criteria is charged to the fund, together with a fair allocation of management and support costs.

Depreciation

Freehold land is stated at cost and not depreciated.

Fixed assets are stated at cost less depreciation. Depreciation is provided at rates estimated to write off the cost, less any residual value, of each asset over its expected useful life, as follows:

- ◆ Buildings - over 25 years
- ◆ Computer equipment - over 3 years
- ◆ Furniture and other items - over 10 years
- ◆ Website - over 3 years

Fully depreciated assets are eliminated from the balance sheet.

The costs of minor additions or those costing below £500 are not capitalised.

Fixed assets purchased under grants are not capitalised by the charity in agreement with our funding arrangements.

Intangible fixed assets

Intangible fixed assets represent the purchase of OTC Training Limited as a going concern. It is being amortised on a straight-line basis over a period of 10 years to spread the cost over its expected useful life.

Investments

Investments are stated in the balance sheet at market value. Realised and unrealised gains are included in the Statement of Financial Activities in the period in which they arise and are calculated by reference to the market value at the beginning of the year.

Hire purchase and finance leases

Assets acquired under hire purchase agreements and finance leases are capitalised in the balance sheet and are depreciated in accordance with the Charity's normal policy. The outstanding liabilities under such agreements less interest not yet due are included in creditors. Interest on such agreements is charged to the statement of financial activities over the terms of each agreement and represents a constant proportion of the balance of capital repayments outstanding.

Stocks

Stocks comprise goods held for resale and are valued at the lower of cost and net realisable value.

Corporation tax

Corporation tax is payable only in respect of income arising on investments and short term deposits and capital gains arising on disposals of certain tangible fixed assets and investments.

Value Added Tax

Subscriptions are partly exempt and partly zero rated for value added tax purposes. Non-recoverable input tax is included within the relevant expenditure headings.

In the accounts of non VAT registered subsidiary companies, value added tax suffered is included with the relevant expenditure.

Pension scheme

The Club operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Club in independently administered funds. Contributions in respect of personal pension schemes and defined contribution schemes are recognised in the Statement of Financial Activities in the year in which they are payable to the relevant scheme.

Life membership fund

Composition fees received from life members are credited to the life membership fund. In accordance with Article 42, 4% of the amount received in each year since 30 September 1982 is transferred to the income and expenditure account annually.

Legal advice scheme

The Club has entered into a Collective Conditional Fee Agreement with Slater and Gordon (UK) LLP. Under this scheme, the Club receives a provision in respect of each legal case won. Provisions are held in the fund and used to meet defendant's legal costs for cases lost or costs which cannot be met from defendants.

Related party transactions

The Club has taken advantage of the exemptions in FRS 8 – Related Party Disclosures and has not reported transactions with consolidated group companies. Balances owed to or from group companies are disclosed on pages 43 and 44 of the accounts. There are no other related party transactions.

Notes to the financial statements 30 September 2015

1 Voluntary income

Group	Unrestricted funds £	Restricted funds £	Total funds 2015 £	Total funds 2014 £
Donations (including Gift Aid)	99,892	—	99,892	92,177
Legacies	111,548	—	111,548	122,112
	211,440	—	211,440	214,289

Charity	Unrestricted funds £	Restricted funds £	Total funds 2015 £	Total funds 2014 £
Donations (including Gift Aid)	108,708	—	108,708	131,599
Legacies	111,548	—	111,548	122,112
	220,256	—	220,256	253,711

2 Net incoming resources for the year

This is stated after charging:

	Group		Charity	
	2015 £	2014 £	2015 £	2014 £
Buzzacott current year audit fee	22,640	22,200	14,020	13,750
Buzzacott non-audit services	14,100	29,800	8,500	7,000
Bank charges and interest	32,533	32,730	28,254	27,172
Depreciation	103,102	115,793	103,102	115,793
Non-recoverable VAT	40,004	34,791	40,004	34,791

3 Resources expended on charitable activities

Group	Staff costs £	Other direct costs £	Support costs £	Total funds 2015 £	Total funds 2014 £
Membership services	399,353	1,000,237	198,498	1,598,088	1,457,091
Education & cycle training	313,361	213,642	59,639	586,642	1,011,212
Cycling development	289,025	827,983	178,649	1,295,656	497,934
Health & wellbeing projects	87,698	134,549	29,775	252,022	402,085
Campaigning	149,844	96,160	28,525	274,529	314,381
Youth projects	68,349	49,009	9,926	127,284	162,172
Cycling holidays	—	1,016,048	62,510	1,078,558	1,109,362
	1,307,630	3,337,627	567,522	5,212,779	4,954,237

Notes to the financial statements 30 September 2015

3 Resources expended on charitable activities (continued)

Charity	Staff costs £	Other direct costs £	Support costs £	Total funds 2015 £	Total funds 2014 £
Membership services	399,353	1,018,067	198,498	1,615,918	1,471,071
Education and cycle training	313,361	218,962	59,549	591,872	1,031,367
Cycling development	289,025	827,982	178,649	1,295,656	497,934
Health and wellbeing projects	87,698	134,549	29,775	252,022	402,085
Campaigning	149,844	59,752	19,850	229,446	303,415
Youth projects	68,349	49,010	9,925	127,284	162,172
	1,307,630	2,308,322	496,246	4,112,198	3,868,044

4 Grants awarded

The charity makes grants to institutions in accordance with its grant making policy set out in the trustees' report.

The grants payable during the year were for the following purposes:

Group and Charity	2015 £	2014 £
Youth projects		
· Play on Pedals	5,000	—
· Big Bike Revival	358,209	—
· LCC Gateway	—	14,422
· Chilterns Sustainable Gateway	—	1,800
	363,209	16,222

5 Support costs

Group	Premises costs £	General office £	Other staff related costs £	Financial costs £	2015 Total £	2014 Total £
Membership services	17,371	94,778	5,095	81,254	198,498	210,574
Education and cycle training	5,211	28,433	1,528	24,467	59,639	143,446
Cycling development	15,634	85,300	4,585	73,130	178,649	71,033
Health and wellbeing projects	2,606	14,217	764	12,188	29,775	74,368
Campaigning	1,737	9,478	9,078	8,232	28,525	26,399
Youth projects	869	4,739	255	4,063	9,926	20,043
Cycling holidays	—	58,463	—	4,047	62,510	49,320
	43,428	295,408	21,305	207,381	567,522	595,183

5 Support costs (continued)

Charity	Premises costs £	General office £	Other staff related costs £	Financial costs £	2015 Total £	2014 Total £
Membership services	17,371	94,778	5,095	81,254	198,498	210,574
Education and cycle training	5,211	28,433	1,528	24,377	59,549	143,446
Cycling Development	15,634	85,300	4,585	73,130	178,649	71,033
Health and wellbeing projects	2,606	14,217	764	12,188	29,775	74,368
Campaigning	1,737	9,478	509	8,126	19,850	19,800
Youth Projects	869	4,738	255	4,063	9,925	20,043
	43,428	236,944	12,736	203,138	496,246	539,264

Support costs comprise costs incurred directly in support of expenditure on the charitable objects, and include finance and administration costs. Support costs are allocated between activities based on the proportion of direct expenditure attributable to each activity. This is an adequate estimate of the amount of time and resources used for each activity during the year.

6 Fixed assets

Group	Freehold land and buildings £	Furniture and equipment £	Website £	Total 2015 £
Cost				
At 1 October 2014	1,564,710	204,501	193,935	1,963,146
Additions	—	10,075	7,560	17,635
At 30 September 2015	1,564,710	214,576	201,495	1,980,781
Depreciation				
At 1 October 2014	227,166	152,434	136,377	515,977
Charge for the year	26,588	27,211	46,353	100,152
At 30 September 2015	253,754	179,645	182,730	616,129
Net book value				
At 30 September 2015	1,310,956	34,931	18,765	1,364,652
At 30 September 2014	1,337,544	52,067	57,558	1,447,169

Notes to the financial statements 30 September 2015

6 Fixed assets (continued)

Charity	Freehold land and buildings £	Furniture and equipment £	Website £	Total 2015 £
Cost				
At 1 October 2014	1,564,710	204,501	193,935	1,963,146
Additions	—	10,075	7,560	17,635
At 30 September 2015	<u>1,564,710</u>	<u>214,576</u>	<u>201,495</u>	<u>1,980,781</u>
Depreciation				
At 1 October 2014	227,166	152,434	136,377	515,977
Charge for the year	26,588	27,211	46,353	100,152
At 30 September 2015	<u>253,754</u>	<u>179,645</u>	<u>182,730</u>	<u>616,129</u>
Net book value				
At 30 September 2015	<u>1,310,956</u>	<u>34,931</u>	<u>18,765</u>	<u>1,364,652</u>
At 30 September 2014	<u>1,337,544</u>	<u>52,067</u>	<u>57,558</u>	<u>1,447,169</u>

The carrying value of the property is reviewed for impairment on a quarterly basis by the investment committee who note rental value and market value of properties of a similar size and geographic location to determine if an impairment may be required.

7 Intangible assets

Group and Charity	Goodwill 2015 £
Cost	
At 1 October 2014 and at 30 September 2015	<u>29,500</u>
Depreciation	
At 1 October 2014	17,700
Charge for the year	2,950
At 30 September 2015	<u>20,650</u>
Net book value	
At 30 September 2015	<u>8,850</u>
At 30 September 2014	<u>11,800</u>

Goodwill arose from the purchase by CTC Charitable Trust of the business of OTC Training Limited as a going concern.

The goodwill was transferred to the Club on 30 September 2012.

Notes to the financial statements 30 September 2015

8 Investments

Group	2015 £	2014 £
Listed investments	318,011	387,194

Charity	2015 £	2014 £
Unquoted investments	35,021	35,021
Listed investments	318,011	387,194
	353,032	422,215

Listed investments	2015 £	2014 £
Market value at 1 October 2014	387,194	428,137
Disposal proceeds	(48,000)	(41,045)
Net investment (losses) gains	(21,183)	102
Market value at 30 September 2015	318,011	387,194

Cost of listed investments at 30 September 2015	270,573	319,176
Listed investments (all in fixed interest and equities based in the UK) held at 30 September 2015 comprised the following:		

	2015 £	2014 £
UK equities	217,770	217,297
Fixed interest	52,803	101,879
	270,573	319,176

The following holdings comprised material holdings when compared to the value of the total listed investment portfolio at 30 September 2015:

	£	%
Standard Chartered 8.103% Perpetual	61,157	19
Pearson ordinary GBP0.25	25,008	8
Legal & General ordinary GBP0.025	21,663	7
Prudential ordinary GBP0.005	18,809	6
Pennon ordinary GBP0.0407	17,848	6
Diageo ordinary GBP0.028	16,815	5
National Grid ordinary GBP0.011	16,722	5
Unilever ordinary GBP0.00311	16,110	5
GSK ordinary GBP0.025	15,819	5

	2015 £	2014 £
Unquoted investments	35,021	35,021

8 Investments (continued)

Unquoted investments comprise:

	2015 £	2014 £
Cyclists' Touring Club (Sales) Limited	3	3
Cyclists' Touring Club (Central) Limited	3	3
Cyclists' Touring Club (Eastern) Limited	3	3
Cyclists' Touring Club (Northern) Limited	3	3
Cyclists' Touring Club (Southern) Limited	3	3
Cyclists' Touring Club (Western) Limited	3	3
CTC Cycling Holidays and Tours Limited	35,000	35,000
CTC (Cycle Racing) Limited	3	3
£1 ordinary shares at cost	35,021	35,021

The Club holds the whole of the allotted share capital of each of the following companies, all of which are registered in England:

Cyclists' Touring Club (Sales) Limited	Dormant company
Cyclists' Touring Club (Central) Limited	Organises and promotes national cycling events
Cyclists' Touring Club (Eastern) Limited	These subsidiaries comprise member groups whose aims are to promote cycling activities to their members in their areas.
Cyclists' Touring Club (Northern) Limited	
Cyclists' Touring Club (Southern) Limited	
Cyclists' Touring Club (Western) Limited	
CTC Cycling Holidays and Tours Limited	Organises cycling touring holidays to members
CTC (Cycle Racing) Limited	Dormant company

The Club is also the sole member of a. The Cyclists' Defence Fund, a company registered in England & Wales and limited by guarantee and a registered charity in England & Wales which works to raise awareness of the law relating to cyclists. b. CTC Charitable Trust, a dormant charity registered in England, Wales & Scotland which worked to promote cycling by raising public awareness of its health, social and environmental benefits by working with all.

9 Debtors

	Group		Charity	
	2015 £	2014 £	2015 £	2014 £
Trade debtors	319,097	264,268	324,183	264,268
Amounts due from group companies	—	—	25,428	7,197
Other debtors	108,891	143,162	83,222	82,985
Prepayments and accrued income	319,437	741,497	180,811	600,456
	747,425	1,148,927	613,644	954,906

Notes to the financial statements 30 September 2015

10 Creditors: amounts falling due within one year

	Group		Charity	
	2015 £	2014 £	2015 £	2014 £
Trade creditors	149,312	481,487	146,710	481,487
Accruals	242,277	103,208	214,033	92,486
Amounts due to group companies	—	—	9,708	8,767
Taxes and social security	77,344	79,637	71,043	69,308
Deferred income	379,164	300,229	188,653	95,230
Other creditors	15,670	18,531	15,622	15,275
Subscriptions in advance	931,227	913,489	931,227	913,489
Commuted subscriptions in advance	91,499	98,258	91,499	98,258
	1,886,493	1,994,839	1,668,495	1,774,300

11 Creditors: amounts falling due after more than one year

	Group and Charity	
	2015 £	2014 £
Commuted subscriptions in advance	140,082	167,106

12 Movement in funds

Group	At 1 October 2014 £	Incoming resources £	Outgoing resources £	Unrealised gains on investments and transfers £	At 30 September 2015 £
Unrestricted funds					
Designated funds					
· Life membership fund	213,932	20,171	(8,651)	—	225,452
· Legal advice fund	495,265	16,953	(2,490)	—	509,727
· Premises sinking fund	8,302	—	—	(889)	7,413
	717,499	37,124	(11,142)	(889)	742,592
General Funds	2,552,795	4,201,638	(3,600,683)	(85,166)	3,068,584
Total unrestricted funds	3,270,294	4,238,762	(3,611,825)	(86,055)	3,811,176
Restricted funds					
Education and cycle training	99,157	265,347	(229,517)	—	134,987
Cycling development	222,249	1,308,712	(1,235,620)	72,785	368,125
Health and wellbeing projects	109,726	308,875	(252,022)	5,019	171,598
Campaigning	59,347	12,300	(36,892)	(32,291)	2,463
Youth projects	53,693	144,507	(127,284)	19,359	90,275
Total restricted funds	544,172	2,039,741	(1,881,335)	64,872	767,448
Total funds	3,814,466	6,278,503	(5,493,160)	(21,183)	4,578,624

12 Movement in funds (continued)

Charity	At 1 October 2014 £	Incoming resources £	Outgoing resources £	Unrealised gains on investments and transfers £	At 30 September 2015 £
Unrestricted funds					
Designated funds					
. Life membership fund	213,932	20,171	(8,651)	—	225,452
. Legal advice fund	495,265	16,953	(2,491)	—	509,727
. Premises sinking fund	8,302	—	—	(889)	7,413
	717,499	37,124	(11,142)	(889)	742,592
General Funds	1,662,410	3,084,057	(2,494,531)	(117,457)	2,134,479
Total unrestricted funds	2,379,909	3,121,181	(2,505,673)	(118,346)	2,877,071
Restricted funds					
Education and cycle training	99,157	265,347	(229,517)	—	134,987
Cycling development	222,249	1,308,711	(1,235,620)	72,785	368,125
Health and wellbeing projects	109,726	308,875	(252,022)	5,019	171,598
Campaigning	27,056	12,299	(36,892)	—	2,463
Youth projects	53,693	144,507	(127,284)	19,359	90,275
Total restricted funds	511,881	2,039,739	(1,881,335)	97,163	767,448
Total funds	2,891,790	5,160,920	(4,387,008)	(21,183)	3,644,519

Funds carried forward are made up of the following:

Life membership fund

Unrestricted funds which the Councillors transfer to the Statement of Financial Activities at a rate of 4% per annum in line with Article 42 of the charity's articles of association. These funds are to cover the costs of those members who have taken out a life membership.

Legal advice fund

Unrestricted funds which the Councillors have allocated for the provision of legal advice to members involved in cycling related accidents.

Premises sinking fund

Unrestricted funds which the Councillors have allocated for the repair and maintenance of National Office.

General funds

Unrestricted funds that may be used to further the charity's objects.

12 Movement in funds (continued)

Education and cycle training

Active Essex	A project to deliver led rides and bike maintenance across locations and maximise the involvement of trained volunteers.
Community development	Community groups across Greater Manchester will be supported by CTC with advice, training and resources.
Community engagement programme	Working with Lancashire CC delivering community groups and cycling initiatives.
Bikability	Training qualification delivered to children and adults.
National Standards instructor	Courses to train the trainers.
Mountain bike	Courses designed to train instructors, bespoke groups and individuals.

Cycling development

Chilterns sustainable gateway	A project to create in partnership sustainable transport choices in the area of the Chilterns AONB and use the methods (cycling) to make a positive impact on the visitor economy of the area.
Community engagement programme	Working with Reading CC delivering community groups and cycling initiatives.
Big Bike Revival	Supported by the Department of Transport to deliver a national scale project in 2015. The programme aimed to revive unused bikes as well as their owner's interest in cycling.

Health and wellbeing projects

Inclusive cycling	The Big Lottery project set up by the Active Travel Consortium of which the Charity is a member to bring the benefits of cycling to individuals identified as currently inactive or insufficiently active to undertake cycling as part of their everyday lives, improving their physical and mental well-being.
Bike2Work	A pan-European project addressing the needs of employers, commuters and municipalities to encourage a healthier lifestyle.

Campaigning

Road justice	CTC's 'Road Justice' campaign seeks to strengthen road traffic law and its enforcement via funding & sponsorship.
Space for Cycling	A web-based tool enabling cyclists to contact their local government councillors to sign up to the campaign. Need for high standards of cycle-friendly planning and design, seeking the funding to deliver this.

Youth projects

Active recreation	Continuation of Bike Clubs in the east of Scotland.
Play on Pedals	A project funded by the People's Postcode Lottery Dream Fund to deliver the opportunity for every four year old child in Glasgow the chance to learn to ride a bike before they start school.

13 Analysis of net assets in the funds

Group	Unrestricted funds £	Restricted funds £	2015 Total funds £	2014 Total funds £
Cash at bank and in hand	3,575,325	587,165	4,162,490	2,976,714
Fixed assets	1,691,513	—	1,691,513	1,846,163
Stocks	3,771	—	3,771	4,607
Debtors	567,142	180,283	747,425	1,148,927
Creditors	(2,026,575)	—	(2,026,575)	(2,161,945)
	3,811,176	767,448	4,578,624	3,814,466

Charity	Unrestricted funds £	Restricted funds £	2015 Total funds £	2014 Total funds £
Cash at bank and in hand	2,521,982	587,165	3,109,147	1,992,932
Fixed assets	1,726,534	—	1,726,534	1,881,184
Stocks	3,771	—	3,771	4,174
Debtors	433,361	180,283	613,644	954,906
Creditors	(1,808,577)	—	(1,808,577)	(1,941,406)
	2,877,071	767,448	3,644,519	2,891,790

14 Staff costs

	Project staff £	Non-project staff £	2015 Total £	2014 Total £
Salaries payable	544,449	793,944	1,338,393	1,514,387
Social security costs	50,130	78,626	128,756	151,205
Pension costs	6,187	22,666	28,853	26,725
	600,766	895,236	1,496,002	1,692,317

The average number of employees, analysed by function was:

	Actual numbers		Full time equivalent	
	2015 No	2014 No	2015 No	2014 No
Health and wellbeing	3	5	3	4
Youth projects	3	2	2	2
Education and cycle training	10	13	10	12
Campaigns	5	6	4	6
Cycling development	6	5	6	5
Support and administration	20	23	20	22
	47	54	45	51

14 Staff costs (continued)

During the year the number of employees earning £60,000 or more (including taxable benefits but excluding employer pension contributions) was as follows:

	2015 £	2014 £
£60,000 - £69,999	1	1
£80,000 - £89,999	1	—

15 Trustees' remuneration

None of the trustees received any remuneration in respect of their services during the year (2014 - £nil).

During the year out of pocket travelling expenses amounting to £14,243 (2014 - £16,034) were reimbursed to 18 (2014 - 21) trustees.

Francis Flood and Jacqueline Lowe, two directors of the charitable company, became the Treasurer and Vice-President of the European Cyclists' Federation during the year to 30 September 2015.

During the year to 30 September 2015 the charitable company paid membership fees to the European Cyclists' Federation of £3,673 and have accrued for £30,000.

During the year to 30 September 2015 income of £33,095 was received for the European Cyclists' Federation's 'Bike to Work' grant, granted to the charitable company.

During the year to 30 September, £180 was paid by the Cyclist's Defence Fund for legal fees with respect to a road justice court case for Kristian Gregory, a trustee of the charitable company.

16 Summary of subsidiaries accounts

	Company Number	Income £	Expenditure £	Surplus/ (deficit) for the year £	Total funds £
CTC (Central) Limited	1644669	6,797	5,044	1,753	(242)
CTC Cycling Holidays & Tours Limited	4106179	1,137,430	1,154,126	(16,696)	410,530
The Cyclists' Defence Fund Limited	4787626	77,775	49,755	28,020	156,146
CTC (Eastern) Limited	1101956	39,846	40,253	(407)	85,858
CTC (Northern) Limited	1101957	59,678	51,245	8,433	120,547
CTC (Southern) Limited	1101958	34,698	43,648	8,950	86,387
CTC (Western) Limited	1101959	85,474	86,274	(800)	105,034

CTC (Sales) Limited and CTC Cycle Racing Limited are currently non-trading subsidiaries.

The Club has a guarantee with the Civil Aviation Authority to meet the liabilities of the subsidiary CTC Holidays & Tours Limited should it be unable to meet them.

16 Summary of subsidiaries accounts (continued)

CTC (Eastern), CTC (Northern), CTC (Southern) and CTC (Western) are exempt from the requirements of the Companies Act 2006 relating to the audit of the individual accounts by virtue of section 479A.

17 Contingent Asset

Following discussions with HMRC the charity has been informed that they are entitled to make a claim for gift aid relating to the year ended 31 September 2015 and prior periods.

The income has not yet been recognised in the financial statements by the charity owing to the fact that the administration of the claim is still ongoing and an amount cannot yet be reliably determined.