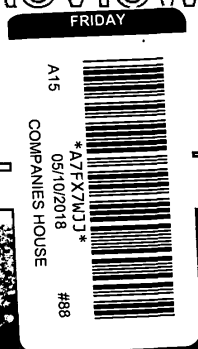




Sustrans
Annual Review
2017-18
Streets ahead




sustrans
JOIN THE MOVEMENT

About us



Sustrans is the charity making it easier for people to walk and cycle.

We are engineers and educators, experts and advocates. We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute.

Sustrans works in partnership, bringing people together to find the right solutions. We make the case for walking and cycling by using robust evidence and showing what can be done.

We are grounded in communities and believe that grassroots support combined with political leadership drives real change, fast.

Join us on our journey. www.sustrans.org.uk

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 /company/Sustrans  @Sustrans

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SC039263 (Scotland). © Sustrans July 2018



5.2 million

school run trips by car
removed from the road



250,000

volunteer hours given to making
it easier to walk and cycle



786 million

walking and cycling trips were made
on the National Cycle Network

Welcome

Lisa Lecky was always an active person. She walked to and from work in Belfast every day. Then two years ago she suffered a stroke, losing mobility in her left side. With our support, Lisa is now cycling with her children using a specially-adapted trike. Lisa is one of more than 500 people we worked with in South and East Belfast and Ballybeen last year.

Whether we're making it easier for children, teachers and parents to walk to school, engaging residents in improving the spaces around them, or designing and building new routes for people, Sustrans is valued for creativity, commitment and 40 years of practical on-the-ground knowledge.

The UK population is expected to increase by almost 10 million people over the next 25 years. Urban space is increasingly congested and contested, usually to the detriment of the worst-off and most vulnerable. The legacy of car-centric planning still has a firm grip on our towns and cities, dividing and usurping space, cementing inequalities, and poisoning our air.

Public spaces should belong to everyone. Streets make up 80% of open space in towns and cities, space that can be redesigned to benefit the whole community. At Sustrans we work with local people to reclaim their streets, transforming them into lively, community-centred neighbourhoods that are safer and easier to travel through on foot and bike.

We make streets work better for people.

Over the following pages you'll find examples of how Sustrans' work in 2017/18 built connections between

people and their communities and challenged the cultural consequences of a car-dominated society.

By making it easier to walk and cycle, we've created healthier, more prosperous places. Working in partnership, we've helped keep things moving, reduced congestion, supported economic growth and reconnected with our space.

Xavier Brice, Chief Executive
July 2018



Since joining Sustrans as Chair of the Trustees in January 2018, I have been impressed by our commitment to understanding and measuring the impact of our work. Getting this right is crucial. It increases our transparency and accountability and helps us to know what works and what doesn't.

I've also been impressed by Sustrans' commitment to collaborating with others. Our approach is built on engaging communities, understanding what people need and providing better, more sustainable solutions, and this review has some great examples of community-led street design and people working together. After all, making it possible for people to walk and cycle more easily, helping people to make travel choices that work for

them, their neighbourhoods and the environment, needs us all to be involved.

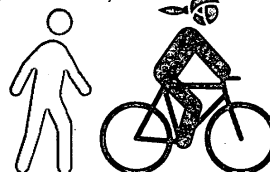
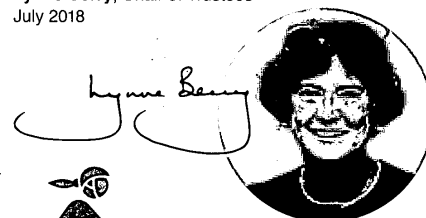
However, we don't just work locally, our staff and volunteers work with decision-makers, influencers and commissioners across all the nations of the UK to find walking and cycling solutions to big challenges.

If we are to get more people walking and cycling, we must address the inequalities that exist in transport, both in users' experiences and in planning and policy-making.

As a start, our recent report into gender and active travel has helped us understand better the way women travel.

Sustrans has achieved a great deal so far and I particularly want to thank my predecessor Bill Stow for his leadership of the Board. We still have a great deal to do and I'm proud to be part of the team that really is going to make it easier to walk and cycle.

Lynne Berry, Chair of Trustees
July 2018



Xavier photo: J Bewley/photojb, Lynne photo: Claudia Leisinger • Welcome



Improving public health

85%

of National Cycle Network users say that the presence of the Network helps them to increase the amount of physical activity they regularly take

£1.1 billion

saved through the prevention of 630 early deaths as a result of walking and cycling on the National Cycle Network



Increasing physical activity

Being active is good for our health. An estimated 7,940 serious long-term health conditions have been averted by walking and cycling on the Network, saving the NHS over £51 million in expenditure, equivalent to the average annual salary of 2,206 nurses.

Improving wellbeing

Fuelling our own travel is confidence-building and energising. In London, our cycling club for residents at Queen Mary homeless women's hostel promoted the mental health benefits of exercise, reduced isolation by forging connections between residents, and increased participants' independence.

"Cycling helps me relax, stimulates my mind. It also makes me a bit tired in the evening, which means I can get a good night's sleep"

Brandy, Queen Mary homeless women's hostel

Tackling air pollution

Air pollution is a major public health crisis, causing up to 40,000 early deaths each year. It has been linked to cancer, asthma, stroke and heart disease, diabetes and obesity, and particularly affects children and older people.

In 2017 air pollution limits were already broken in Brixton only five days into the year. Across the UK, road transport is responsible for 80% of the pollution where legal limits are being broken.

Last year, 141 million walking and cycling trips on the National Cycle Network could have been made using a car and saved 27 tonnes of polluting particulate matter and 161,000 tonnes of greenhouse gas emissions.

In partnership with environmental consultancy Eunomia, Sustrans has developed a first-of-its-kind model to quantify the contribution of walking and cycling in reducing levels of air pollution and the subsequent benefits to public health.

Promoting productivity

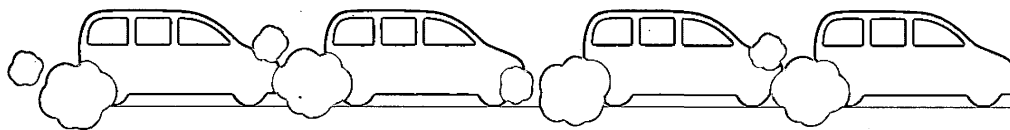
Active commuting can reduce sickness absence and increase productivity. In 2017/18 alone we worked with 9,852 employers and 64,631 employees. 5,000 people took part in our workplace challenges, clocking up 100,000 sustainable journeys.



"Cycling has kept me sane, it's kept my weight down and it's helped me to meet people. You just feel good about yourself and it's lovely."

I was once having a cup of tea in a café in Norwich when a couple of young lads came in and asked two male cyclists if they could repair a broken chain as neither of them knew how to. I slowly put my cup down and said, to their disbelief, 'I can repair that for you'. I told them 'Not all Nanas knit!'."

With support from Sustrans' Stockton Active Travel Hub, **Carole (above left), a retired teacher**, first came to cycling aged 52 while off work with stress.





Strengthening communities and economies

£2.5 billion

spent in local businesses by leisure
and tourist walkers and cyclists on
the National Cycle Network

34%

of Sustrans volunteers feel closer
to their community as a result of
volunteering with us



Working with, not doing to

Residents in Pencoed, Wales, experienced how the design of public spaces has a direct impact on how we spend time outside when they tested changes to their street layout using our street kit.

In London, our community street design project for Rolt Street was nominated for Healthy Street Proposal of the Year. Addressing issues including fast-moving traffic, poor visibility and lack of safe crossing points, the scheme was community-led and rooted in the area's history. Involving residents throughout ensured that the designs met the needs of local people.

Our Street Pockets projects in Bristol helped convert parking spaces into vibrant places, reminding passing traffic that this is somewhere people live.

We engage communities to draw out their expertise in their own area. Our approach means solutions are designed by the community for the community, using knowledge from people who know the area best and ensuring the long-term success of projects.

Listening to communities is essential to our review of the National Cycle Network, which started in 2017 and carries on into 2018. 4.6 million people in the UK live within two minutes' walk of the Network. Our review will recognise their voices.

£87.7 million
economic benefit due to
decongestion as a result of people
using the National Cycle Network

45
community street design
projects delivered and
19,000 residents engaged

Benefiting the economy

Transport planners in every city across the UK are asking 'how do we keep people moving?' When people walk or cycle rather than use the car it reduces congestion and creates places where people and businesses want to be. Of the 1.9 billion miles travelled on the National Cycle Network in 2017, 437 million miles could have been made using a car instead. This decongestion benefitted the UK economy by an estimated £87.7 million.

Walking and cycling on the Network benefitted the UK economy an estimated £1.3 billion, and leisure users spent £2.5 billion in local businesses.



Our Local People programme, funded by the People's Health Trust, supports communities to have genuine control over the design, delivery and evaluation of community-led street design projects.

We are currently working with communities in Bath, Bridgwater, Coventry, Ellesmere Port, Kingston-Upon-Thames, Leicester and Lincoln.

Malden Manor is a neighbourhood in Kingston upon Thames with significant traffic issues. We have been working with residents to build an active and engaged community group to identify issues and develop solutions.

"Thank you to the volunteers who are making Old Malden a better place to live"

Resident, Malden Manor, Kingston



"I was delighted to see how the Local People project has been bringing the Kingston community together."

Sadiq Khan, Mayor of London



Transforming the school run

540,738

pupils took part in
Big Pedal



21,600

more school pupils now
travel actively to school



Improving pupil health

The number of children meeting the recommended amount of physical activity drops significantly as they move through primary school. As a result of our work, an additional 5% (13,600) of primary school pupils across the UK are now travelling actively to school, by foot, cycle or scooter. Each primary school pupil who walks, cycles or scoots to school tots up an additional 137 hours of physical activity per year, accounting for 38% of their annual recommended minimum amount of physical activity.

It's not just the physical activity benefits we see as a result of school journeys shifted from car to bike, foot or scooter. 24% of London primary schools are in areas that breach the legal limits for nitrogen dioxide and more than 2,000 schools and nurseries UK-wide are near to roads with damaging levels of emissions. Our research shows that over two fifths of UK children are worried about air pollution near their school. Reducing pollution from traffic improves the quality of the air they breathe.

91%
of teachers, partners
and champions in schools
we work in agreed that Sustrans
had had a positive impact on road
safety awareness

10.2 million
miles of car travel taken
off the road

Taking cars off the road

Sustrans' schools programmes worked with 284,819 pupils across 1,295 schools last year and removed 5.2 million school run trips by car from the road. This reduction in congestion benefitted the UK economy by an estimated £2 million and saved the annual carbon footprint of over 490 people.

Improving safety

Safety remains a key barrier to parents allowing their children to travel to school on foot or by bike. Our Bike Life study shows that only 21% of those surveyed think cycling safety in their city is good for children riding a bike.

However, through our work in I Bike schools in Scotland the number of parents allowing their children to cycle to school increased by 17%.

Through 2018/19 we will do more with our partners to transform the built environment outside the school gate to make it safer for children to travel actively for everyday journeys.



Big Pedal is the UK's largest inter-school cycling and scooting challenge, inspiring pupils, staff and parents to choose two wheels for their school journey. In 2017, more than 1,300 schools made 1,063,536 journeys to school by bike and scooter for Big Pedal.

"I loved coming to school on my bike, I felt wide awake and had lots of fun cycling with my friends."

Eimar (above), pupil at Christ The King, Drumaness



"Cycling is great for young people's health, confidence and independence. The safer and more comfortable they feel on their bikes, the more they will enjoy cycling."

Joanna Rowsell-Shand, (right) Double Olympic gold medalist and Big Pedal celebrity ambassador



Working together

£2.2 million

worth of hours contributed
by volunteers based on Real
Living Wage

203 miles

of walking and cycling routes
delivered in partnership



Delivering in partnership

We work with commissioners, influencers, decision makers, and communities across all the nations of the UK.

"HITRANS / Sustrans partnership has benefited both organisations by enabling each to tap into the others' expertise, funding resources and contacts. It has helped both bodies to advance their respective priorities."

Neil MacRae, Partnership Manager, the Highlands and Islands **Transport Partnership**

As Transport for London's delivery agent for their quietways programme, we work with boroughs across the capital, the Royal Parks and Canal and River Trust to deliver a network of new cycle routes following quieter streets, parks and waterways across London. Our programme management of this complex delivery work, as well as our award-winning design work and community engagement, is helping the Mayor of London and TfL deliver the Mayor's Transport Strategy and Healthy Streets agenda.

Sharing and collaborating

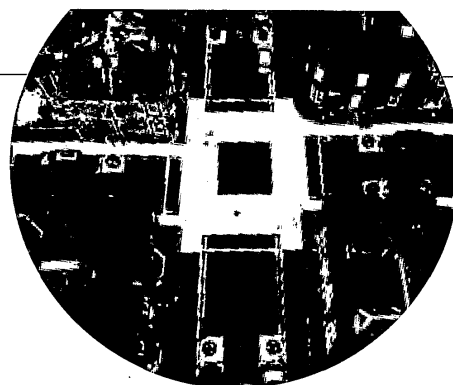
In December we held a roundtable with local authorities from across England to discuss the barriers to tackling air pollution through implementing walking and cycling alongside traffic restraint schemes, and how these barriers might be overcome.

Our annual Raising the Standards Day in Scotland encourages partners and stakeholders with whom we work through our Community Links grant funding to think about how we can design places and spaces that work for people, and not just vehicles.

In July we launched the Active Travel Toolbox for local governments. Written by Sustrans in partnership with Living Streets, the TAS Partnership and Dr Adrian Davis, the toolbox provides information and resources to support a business case for walking and cycling, plan and deliver active travel schemes, and link walking and cycling schemes to planning and public health.

Giving time and expertise

Since our beginning we've worked in close partnership with communities. Our volunteers have enabled us to accomplish much more and have given local people a further stake in our work. In 2017/18 alone our volunteers contributed a total of 250,000 volunteer hours, equivalent to 149 staff members working full-time.



Since 2013, Sustrans has been working in partnership with local stakeholders to transform a once neglected neighbourhood in Dumfries into somewhere more liveable, inclusive and active-travel friendly. We brought together the local community, council leaders, transport department and housing team to find the right solutions for the area.

With Sustrans' support, in 2017 the residents' group, DG1 Neighbours, became a constituted community group and were awarded the Civic Champion prize for their role in the Dumfries Street Design Project.

"Thanks to Sustrans and Dumfries and Galloway Council for their support and assistance... There have been so many positive changes that have taken place over the past few years to transform our neighbourhood."

Robert Rome, Chair of DG1 Neighbours



Making the case for change

75%

of people would like to see more
money spent on cycling

78%

support building more protected
roadside cycle lanes, even when
this could mean less space
for other road traffic

Using research and evidence

For many, the way we get to the shops or how we travel to the doctors' is not something to worry about. This is not the case for the more than one million Scots living in areas where the transport options can be the difference between reaching the services they need or going without. We are using our research into transport poverty to make the case for more people-centred transport planning.

Our report on cycling safety in Scotland revealed that roundabouts and T-junctions are the main cycle collision hotspots and led to significant investment in improving junction safety.

We always share our expertise for the benefit of the wider practitioner and research community. Sustrans is at the forefront of monitoring and evaluation techniques for active travel. We use these to build an evidence-based case for effective investment in walking and cycling, for the benefit of our partners and policy-makers.

Coverage in:

**The Times, Daily Telegraph,
Guardian, Daily Mail, Financial
Times, Scotsman, BBC News,
Evening Standard, CBeebies,
LTT, Channel 4 News,
BBC Radio 4**

Our research

**into the public health benefits
of walking and cycling was
recognised by the UN as an
example of best practice**

Championing walking and cycling

We take our responsibility as a voice for active travel seriously.

Raising the positive profile of walking and cycling inspires people to think and live differently, fosters a more supportive policy environment and can ultimately lead to more investment in walking and cycling solutions to the social and environmental challenges we face.



Our Bike Life study demonstrates the public support for cycling. In Manchester, this gave Chris Boardman, Greater Manchester's Cycling & Walking Commissioner, the public mandate to dramatically increase funding for walking and cycling in the city region:

"Bike Life 2017 will help Transport for Greater Manchester, local councils and other partners plan for the future and build the right infrastructure, support and culture to ensure we meet our ambition to transform Greater Manchester into one of the UK's leading cycling city regions."

Chris Boardman, Greater Manchester's Cycling & Walking Commissioner

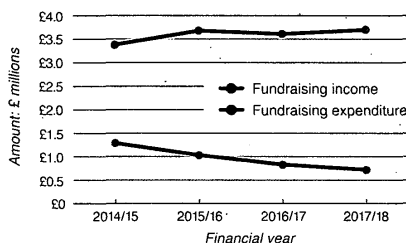
Our approach

Raising funds and building support

We are indebted to all of our supporters for the continuing contributions they make. Through their donations, often giving time and experience as well, our supporters demonstrate how much our cause matters to them. They want to see more of the change we make happen.

Fundraising is a key way in which Sustrans is diversifying and increasing our income to maintain our financial sustainability and deliver more impactful projects that make it easier for people to walk and cycle. Through a mix of income growth and cost reduction we increased our net fundraising income by 12% in 2017/18.

Income vs expenditure

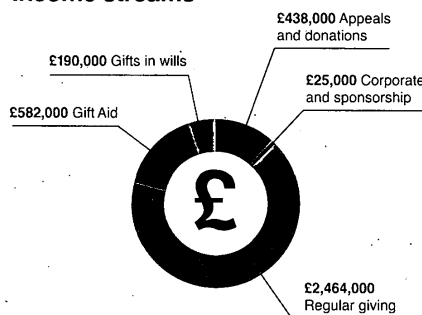


Our face-to-face fundraisers on the National Cycle Network are ambassadors for Sustrans. They are trained and managed in-house and are personally committed to and enthusiastic about our work, no matter what the weather throws at them.

We are honoured to be remembered in people's wills and last year saw a step-change in our legacy income.

Our friends at Micro-Scooters are helping us to support children across the UK to choose two wheels for their school journeys through Big Pedal. We are also working with them to distribute refurbished scooters to disadvantaged children through their Scooter-Aid scheme. Tonik Energy also lent their support to us last year. The people-friendly places we create are good for business too.

Income streams



"I can hardly think of a more worthwhile organisation"

John Hudson, Sustrans supporter

In 2017 Sustrans topped the list of Cycle Guide publishers. We launched several new challenge map titles and three new guides: Circular Day Rides on the National Cycle Network, North and South, and Land's End to John O'Groats. Our retail income allows us to deliver more impact and our published maps make it easier for people to discover and follow inspiring routes around the UK.

In 2017/18, our total fundraising income was £3.7m.

We are committed to responsible, transparent fundraising.

- We meet or exceed all statutory and regulatory obligations.
- We monitor fundraisers and third parties working with us to raise funds.
- We do what we say we are going to do with the donations we receive.
- We respect everyone's rights and privacy, including never sharing personal data.

"I'm proud to be a little part of it"

Andrea Mac-Fall, Sustrans supporter

Our approach

Financial review

Sustrans retains an ongoing focus on increasing our financial sustainability. We cannot deliver impact without it.

Our financial performance in 2017/18 was strong as we adapted to the challenges and opportunities presented by the varying funding landscape in the different regions and nations of the UK.

Our three year financial planning focusses on increasing diversification of our income sources, managing stable support service costs and investing our reserves annually to maximise our strategic impact. Our plans are built on a robust foundation of contract and grant income, alongside a realistic net fundraising and retail target and continuing control of costs.

In 2017/18, we met our operating budget. Our total income matched our total expenditure at £46.8m and our total charity funds remained stable at £9.9m.

We continue to scrutinise the value for money of our spend, ensuring that our daily running costs evidence the best prices. We have tested our framework and procedures for mitigating the risks from financial crime and our strong arrangements will be enhanced further in 2018/19 through additional training.

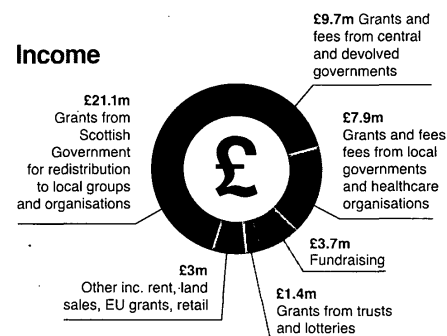
We have implemented a new finance and time management system and improved our ability to budget and track financial performance via self-service, live information. We have tracked our monthly forecasts against the actual out-turn and the result demonstrates an improvement in accuracy. As we develop and refine the reporting we will further improve our oversight of resource management. This is a major step forward to give us the tools to support our organisational priority to increase our financial sustainability.

Looking forward, we will continue to focus on improving the ownership and understanding of financial performance by colleagues at all levels to ensure that we are delivering the most impact we can with the money available to us. We have set three-year financial targets for all parts of the charity and this brings focus to our planning.

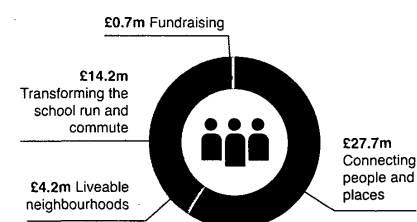
The Trustees believe that the charity is well placed to continue its operations appropriately, with adequate resources to continue operating for the foreseeable future. Accordingly, they consider the going concern basis remains the appropriate basis on which to prepare the annual report and financial statements.

The Trustees would like to thank all staff and supporters for their contribution to the financial health of Sustrans.

Income



Expenditure



2016/17 comparison

Overview	2018 £m	2017 £m	Change £m
Total Income	46.8	48.6	-1.8
Total Expenditure	46.8	48.4	-1.6
Total Funds Carried Forward	9.9	9.9	0

Our approach

Our people

Sustrans attracts enthusiastic, committed and capable people. Our staff and volunteers are spread right across the UK, embedded in the places we work.

We are committed to listening to and investing in staff. Early in 2017 we improved our benefits, such as introducing salary sacrifice for pensions. In autumn 2017 we completed a comprehensive pay review and audit of our job evaluation system, resulting in significant changes in the charity's pay structure implemented in April 2018.

2017 also saw the launch of Sustrans' first equality, diversity and inclusion (EDI) improvement plan. This included new training for staff, and launching new staff-led EDI groups in Edinburgh and Bristol.

In April 2018 we recorded a median gender pay gap of 6% for the previous year. Our Board of Trustees has become increasingly more balanced through investment in recruitment.

In 2018 we will continue our focus on attracting and retaining passionate and skilled staff and volunteers, Sustrans' greatest asset.

48%

of volunteers said that their well-being has improved as a result of volunteering with Sustrans

Our awards

Excellence in Cycling and Walking in London Transport Awards for Marks Gate project delivered in partnership with the council borough

Civic Champion prize awarded in Scottish Civic Trust 'My Place' Awards for the neighbourhood group DG1 Neighbours

Transport Consultant of the Year 2018 in London Transport Awards recognised for our work with Transport for London, London Boroughs and others

Active Travel Workplace of the Year in the Healthy Streets Awards for the Leading the Way North West workplaces programme in N Ireland

"The judges feel that no organisation has done more to embody the spirit of healthy streets than Sustrans."

Healthy Streets Awards 2017 jury member **Brian Deegan**

Road Safety Award in the Two Wheels category in the Northern Ireland Road Safety Awards

Partnership Working and Local Government Schemes Award in Cycle-Rail Awards for Stirling Road Access For All project at Dunblane Station in partnership with Stirling Council

Sustainable Transport Project Award in the Chartered Institute of Highways & Transportation Awards for the Broadway cycle route in North Tyneside

Rural Enterprise Award in the CPRE Sussex Countryside Awards recognising outstanding contribution to rural communities for the Ouse Valley Cycle Network, Lewes to Newhaven



Looking forward

Walking and cycling are clearly key to addressing the challenges of congestion, air quality, public health and climate change. So, what are the barriers? People need to feel and be safe when walking and cycling, which means the built environment needs to change. We need good infrastructure and homes near jobs and public amenities. There is an opportunity for new developments, built in the right places with the right infrastructure, to enable efficient and sustainable mobility. In 2017/18 we influenced the design of 113 developments so they are attractive for walking and cycling; we will do more of this.

Technology, consumer behaviour and political interest are at risk of focussing on electric and autonomous vehicles at the expense of walking and cycling. The only way we will seriously tackle air pollution is when we have fewer motorised vehicles on the road. As much as 45% of particulate matter is caused by tyre and brake wear, so even if we move to zero-emission vehicles we will not solve our air pollution crisis.

Being active and outdoors benefits our physical and mental health and provides opportunities for us to connect with the people and environment around us. The National Cycle Network provides routes for everyday trips to work, school or the shops. It also provides access to all 15 UK National Parks and 60 of 88 Areas of Outstanding Natural beauty and Scottish National Scenic Areas in the UK.

The Network is undergoing a major review to ensure our routes meet the highest design standards and offer the best experience to the millions of families, commuters and tourists who use it every year. The

review will help us to identify new routes and missing links, and propose a long-term strategy for governance, funding, maintenance, promotion and mapping. We want a Network of safe, fully accessible and high-quality routes and paths that will make walking and cycling easier for everyone.

The National Cycle Network review is about striving for improvement. This is a theme across all our work. 2017/18 was the first year of our new five year strategy for making it easier to walk and cycle, and there's a lot more to do. We have a responsibility to our supporters, funders, staff and volunteers to deliver the most impact we can with the resources available to us. In 2018, we are investing in measuring our impact to help us learn what works, to increase our transparency and accountability, and so that we can share our learning with others.

Sustrans makes it easier for people to walk and cycle because it leads to happier, healthier people, greener, better local environments and stronger economies and communities.

We could not achieve any of this without our incredible staff, volunteers and supporters. In 2018/19 we will continue to develop a movement that is fun and inspiring, where everyone can see how their contribution changes society for the better.



Support us

If you'd like to join us on our journey there are many ways that you can make a contribution or get more involved.

You can:

- Volunteer with us — From sprucing up the National Cycle Network, to empowering people to walk and cycle, improving wildlife along our greenways to inspiring young people in schools to get active
- Donate or raise money by taking part in a challenge ride or walk
- Become a corporate supporter
- Leave a gift in your will
- Shop with us — we've got an unrivalled selection of NCN maps
- Or simply stay in touch via our regular e newsletter

Visit www.sustrans.org.uk/support-us to find out more.

A big thank you

As ever, we are pleased to recognise and acknowledge the valuable support of all the people, project partners, local authorities, trusts and other organisations who have supported our work throughout 2017/18. Together we are making it easier for people to walk and cycle.

We would like to extend a sincere thank you to everyone who has contributed this year.

A special thank you goes to our dedicated volunteers, who are making a real difference in their local communities. A big thank you also to our supporters, whose commitment to our shared vision makes them integral to all aspects of our work and essential to our future success. They demonstrate this not only through donations, but also by volunteering and supporting local activity.

You have all helped us to give people a choice of healthier, cleaner and cheaper journeys, and to create better spaces to move through and live in. We would not be here without you.

It is simply not possible to list everyone who has contributed to our work. We are particularly grateful to the following people and organisations for their support over the last year, as well as to all those who have chosen to remain anonymous.

Adrian Davis Associates

The Alan Evans Memorial Trust

Alpaca Communications

Barcan+Kirby Solicitors

Belfast Health Development Unit

Big Lottery Fund

The Blair Foundation

British Cycling

British Land

British Lung Foundation

Brompton

Broxtowe Borough Council

Butterfly Conservation

C40 Cities Climate Leadership Group

Cairngorms National Park Authority

Campaign for Better Transport

Canal and River Trust

ClientEarth

Cyclenation

Cycling Grants London

Cycling Scotland

Cycling UK

Cycling UK Scotland

Department for Infrastructure

Department for Transport (UK)

Department of Agriculture, Environment and Rural Affairs NI

Derbyshire Environmental Trust

Derry City & Strabane District Council

East Midlands Trains

Ecotricity

Energy Saving Trust

Esmée Fairbairn Foundation

Eunomia

European Cyclists' Federation

European Greenways Association

European Social fund

Forth Environment Link

The Freshfield Foundation

Friends of Bennerley Viaduct

Friends of Steam Coast Trail

Frogbikes

Greater London Authority

The Gunter Charitable Trust

Guy's and St Thomas' Charity

Hasluck Charitable Trust

Heathrow Airport Limited

Heritage Lottery Fund

Highlands and Islands Transport Partnership (HITRANS)

HMRC

Ibstock Enover Trust

Interreg North West Europe Programme

Joseph Strong Frazer Charitable Trust

Lee Valley Regional Park

Living Streets

Living Streets Scotland

Liz and Terry Bramall Foundation

Loch Lomond & Trossachs National Park

London & South Eastern Railway Limited

London Borough of Barking & Dagenham

London Borough of Brent

London Borough of Hackney

London Borough of Lambeth

London Cycling Campaign

The Melbreak Charitable Trust

Micro-Scooters

National Institute for Health and Care Excellence

National Institute for Health Research

National Trust

Natural Resources Wales

Network Rail

The Nineveh Charitable Trust	Sir John Fisher Foundation	Welsh Government
Paths for All Scotland	South East of Scotland Transport Partnership (SEStran)	Wheels for Wellbeing
Patsy Wood Trust	Sport England	William Brake Charitable Trust
The Peacock Charitable Trust	Stephen Clark 1965 Trust	World Health Organisation
People's Health Trust	Sustainable Travel Collective	
Polis	Tayside and Central Scotland Transport Partnership (Tactran)	
Postcode Local Trust	Tonik	
Public Health Agency NI	Transform Scotland	
Public Health England	Transport for Greater Manchester	
Pukka Herbs	Transport for London	
Ramblers	Transport for Quality of Life	
Relish The Great Outdoors	Transport Partnership for Aberdeen City and Shire (NESTRANS)	
Road Peace	Transport Scotland	
Road Safety Trust	Triodos	
Royal Borough of Kingston upon Thames	Trust for Oxfordshire's Environment (TOE2)	
Royal Society for Public Health	UK Health Forum	
RSPB	United Nations Environment Programme	
RSPB Wales	Urban Transport Group	
Saddle Skedaddle	Velosure	
Schroder Charity Trust	Vernet Trump Charitable Trust	
Scottish Canals	Welsh European Funding Office	
Scottish Government		
Scottish Natural Heritage		
The Serve All Trust		



Photo: Livia Lazar • A big thank you

Sustrans Limited

(A company limited by guarantee)

Annual report and financial statements for the year ended 31 March 2018

Registered Company Number: 1797726

Registered Charity Number: 326550
SC 039263 (Scotland)

Annual report and financial statements for the year ended 31 March 2018

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Legal and administrative information

Constitution

Sustrans Limited is a company limited by guarantee and a registered charity governed by its Articles of Association.

Charity Number: 326550
SC039263 (Scotland)

Company Number: 1797726

Trustees and Directors

The trustees of the company who were in office during the year and up to the date of signing the financial statements were:

Claire Addison (AC)(LC)
Andrew Balfour (FC) (LC) (resigned 31/12/17)
Lynne Berry (Chair) (appointed 01/01/18)
Edward Condry (AC)
Mark Edgell (AC)
Anne Hyland (FC) (resigned 31/12/17)
Kirsty Lewin (FC)
Catherine Max (appointed 16/02/18)
Richard Morris (FC) (resigned 31/05/18)
Jamie O'Hara (AC) (resigned 31/07/17)
Bill Stow (Chair) (resigned 31/12/17)
Fiona Westwood (FC) (appointed 01/01/18)

(AC = sits on the Assurance Committee)
(FC = sits on the Finance Committee)
(LC = sits on the Land Committee)

Executive team

Chief Executive	Xavier Brice
England	Anita Konrad
London	Matt Winfield
Northern Ireland	Gordon Clarke
Scotland	John Lauder
Wales	Steve Brooks
Development	Susie Dunham
Finance	Simon Bowker
HR & Support Services	James Bigwood

Secretary and registered office

Andy Appleby
2 Cathedral Square, Bristol BS1 5DD

Independent auditors

PricewaterhouseCoopers LLP
2 Glass Wharf
Bristol BS2 0FR

Solicitors

Anthony Collins Solicitors LLP
134 Edmund Street
Birmingham B3 2ES

McCartney Stewart
1B Paisley Road
Renfrew PA4 8JH

Main banker

Lloyds Bank plc
Bristol City Centre Branch
PO Box 1000, BX1 1LT

Other bankers

HSBC Bank plc
3 Temple Quay
Bristol BS1 6DZ

Santander UK plc
12 Baldwin Street
Bristol BS1 1SD

Triodos Bank
Deanery Road
Bristol BS1 5AS

Report of the trustees including the strategic report for the year ended 31 March 2018

Achievement of 2017/18 objectives

1. Delivery of significant programmes across the UK against the three areas of strategic focus (connecting people and places, creating liveable neighbourhoods and transforming the school run and commute)

We worked on over 570 externally funded projects over 2017/18. Many of these linked to more than one **strategy** theme, reflecting the cross-cutting way our projects are designed and delivered. Broadly, over half of all projects contributed to connecting people and places, roughly a third related to transforming the school run and commute, and a smaller proportion (15%) focused on creating liveable neighbourhoods.

2. Revitalise the National Cycle Network – publishing a prioritised development plan by April 2018, with delivery underway through 2019-2020

The National Cycle Network review was on track through 2017/18 and began to deliver key outputs that will guide the next phase of activity to revitalise the Network.

3. Recognised by business partners and consumers interested in active travel as the industry thought-leader in this sphere

In 2017/18 we demonstrated our thought-leadership on how to make it easier for people to walk and cycle and strengthened our authority on 'liveability and place-making, air quality, traffic restraint, public health and cycling safety. We did this through publishing innovative research, sharing engaging content on our website, and attending and hosting events.

4. Reduced organisational reliance on Sustrans' current major income streams by diversifying and increasing income elsewhere especially England (outside London) and Wales

In 2017/18, government and local government funding dominated our income organisation-wide. Our England, London and Sustrans-wide teams focussed significant effort on generating new and increased income from trusts, foundations, lottery and corporates.

5. Generate a greater surplus from our commercial activities to enable us to invest more of our unrestricted income into activity which directly delivers our strategy

Whilst all our work delivers impact in line with our strategy, commercial and grant-funded work also needs to meet the requirements of our funders. We want to direct unrestricted funds to work where we have maximum discretion. Following the introduction of a new time management system, we developed the capability to better understand and respond to how much time we are spending on different projects. Retail activity and commercial contracts both presented opportunities for generating unrestricted income in 2017/18.

6. Consistent measurement of impact across Sustrans by December 2017 – with new targets in place by 2018

Our first impact data was generated, focused on the National Cycle Network, schools and volunteers.

7. Be a recognised employer of choice for passionate and skilled staff, and charity of choice for passionate and engaged volunteers

We continued to improve our employment offer through developing our understanding of staff views, delivering a pay review and promoting a workplace culture that actively recognises that people having different backgrounds and experiences enhances the way we work.

Objectives for 2018/19

We make it easier for people to walk and cycle because it leads to happier, healthier people, greener, better local environments and stronger economies and communities.

We have six priorities. These are:

1. Deliver impactful work across our three focus areas

- We have identified key programmes of work which will collectively deliver significant impact, demonstrate the scale of our work and are of strategic importance to Sustrans. These programmes either present a key opportunity to build our knowledge and/or have organisation-wide financial or resource planning implications.
- To deliver our strategy, and meet the challenge of being led more by our vision and less by our funders, we need to invest in and fundraise for impactful projects which create change. This means having a pipeline of new, innovative projects.

2. Revitalise the National Cycle Network

- We are conducting a systematic and evidenced review of the National Cycle Network that will inform long-term Strategic Improvement Plans for the entire UK, identifying where the Network needs developing, realigning, and in some cases, curtailing.

3. Strengthen our reputation as an authoritative voice on walking and cycling

- We will both respond to and shape political priorities through our influencing work. Our influencing will be structured around themes of liveability in cities, traffic-free routes and a transport future for people.
- We also need to capitalise upon and develop our reach and reputation. This will increase our impact through encouraging more people to walk and cycle, attract supporters, foster a supportive policy environment and investment, and increase support for Sustrans as a leading provider of walking and cycling solutions.

4. Increase our financial sustainability

- We will reduce Sustrans' reliance on a relatively small number of income sources by diversifying and broadening our funding base and, in particular, increasing our income from trusts, foundations, lottery and corporate sources. We will also develop our supporter base in order to increase our unrestricted income.

5. Measure our impact in a consistent way

- We need to be able to tell a compelling story about what we are achieving, and offer a strong reason for supporters, influencers and decision-makers to engage with Sustrans.
- Being able to measure and speak confidently about our impact will make us more transparent and accountable to our beneficiaries, the public, funders, commissioners and donors.
- It will also help us to understand and better apply what works in our project delivery and share this learning with others.

6. Attract and retain passionate, skilled staff and volunteers

- We will become an employer of choice in the sector through listening to and investing in staff, enhancing our employment offer, and ensuring it remains relevant to all employees.
- Attracting and retaining staff will be supported by dedicating resources to capacity building, particularly around our management skills and IT systems.
- We will develop and support a vibrant, collaborative and diverse volunteer programme which helps us maximise our impact and secure the legacy of our work.

Governance and management

Sustrans is governed by its Board of Trustees operating under the terms of the Articles of Association.

The senior executive committee is the Executive team, which recommends strategies to the Board for approval. Executive meetings are held monthly, with interim fortnightly calls as required. Their purpose is to review the performance of the Charity's work, and to address any issues and opportunities arising with regards to health and safety, risk management, resourcing and programmes of delivery and influencing work.

The Executive ensure that appropriate structures and processes are in place to enable effective oversight, scrutiny and decision making across the organisation, that there is accountability for those decisions and that there is effective leadership of, and communication with, staff across the organisation.

The Trustees have a wide range of skills and experience. They are appointed for a period of three years, which is renewable normally no more than once. The Trustees, together with the Executive, identify the skills, experience, and geographical representation required of the Trustees to ensure that the Board reflects this need. The induction for prospective Board members includes documentation, discussions with key people, which cover the roles and responsibilities of Trustees, and attending Sustrans' staff induction day where the detailed work programmes of the Charity are covered. The Trustees receive periodic updates and guidance on their role as Trustees of the Charity.

The Trustees meet six times a year, to review strategy and performance, agree strategic plans and annual budgets, to meet with employees, and to inspect the work of the Charity throughout the UK. Sub-groups of the Trustees form the Finance, Assurance and Land Committees that meet as required, typically quarterly for the Finance and Assurance Committees, and annually for the Land Committee. The members of these committees are shown on page 22.

Trustees monitor and have overall responsibility for:

- approving the overall strategy and the business plan of the organisation, ensuring the allocation of the necessary resources to achieve the defined objectives;
- ensuring that the Charity has appropriate systems of controls, financial and otherwise;
- keeping proper accounting records which comply with the Companies Act 2006 and the Charities' SORP;
- safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities;
- providing assurance that the Charity is operating efficiently and effectively, carrying out a risk assessment to identify possible risks to the achievement of the Charity's objectives and establishing procedures, actions and systems to mitigate them;
- ensuring compliance with the Charity Governance Code.

This monitoring of financial and other areas of performance ensures that the Trustees are continually appraised of progress and the risks the Charity faces.

Our approach to fundraising and conforming to recognised standards

Our approach to fundraising and conforming to recognised standards

Sustrans is, and always has been, committed to fundraising in a way that is legal, open, honest and respectful. We are registered with the Fundraising Regulator and fully adhere to and comply with the Regulator's Fundraising Code of Practice. This commitment to open handedness and transparency in all our dealings with our supporters and the public in general are set out in our Fundraising Promise. A representative of the Board of Trustees oversees Fundraising and reports back to the Board specifically with regard to compliance across all activities.

Personal data

Our supporters' personal data is held in accordance with the requirements of the Data Protection Act (1998), it is held securely and only for as long as required. We never have and never will sell or swap personal data with other charities.

Fundraising complaints

Fundraising Complaints Policy can be viewed on our website: www.sustrans.org.uk/about-our-fundraising. Any complaint we receive about our fundraising is followed up in accordance with this policy. In 2017, 18 complaints were received from over 300,000 direct individual contacts.

Fundraising carried out on our behalf and how we monitor it

Sustrans employs professional fundraisers from Ethicall Ltd to deliver our telephone fundraising activity. Ethicall Ltd is a Bristol based fundraising agency that is a member of the Institute of Fundraising and Direct Marketing Association.

Our supporters are typically called no more than once a year. Sustrans monitors the professional telephone fundraisers acting on our behalf through regular listening to phone calls, involvement in training sessions and, whilst campaigns are running, daily contact with Ethicall Ltd.

Face to face fundraising and how we monitor it

A major strand of our fundraising activity uses face-to-face fundraisers to recruit new supporters on the National Cycle Network. All our face-to-face fundraisers are employed, trained and managed directly by the charity.

Our fundraisers receive in-depth training and are always required to be friendly, professional and never engage in actions that could be construed as pressurising or manipulative. Our in-house face-to-face fundraisers are supervised by a team leader, who assesses their performance and conduct on a daily basis. On-going coaching and formal performance reviews are conducted with all of our in-house fundraisers by our regional face to face fundraising coordinators.

Protection of the public including vulnerable people from intrusive or persistent fundraising approaches

Sustrans has a Vulnerable Supporter Policy which complies with the Institute of Fundraising guidance set out in the document called "Treating Donors Fairly: Responding To The Needs Of People In Vulnerable Circumstances And Helping Donors Make Informed Decisions". Working on our behalf, Ethicall Ltd has a similar vulnerable person's policy that all fundraisers receive training on. Our staff are trained in accordance with the Fundraising Regulators Code of Practice and as such this ensures that our fundraising activities are neither intrusive nor persistent.

Risk, reserves and investment policy

As part of its normal planning procedures, the Board of Trustees has made an assessment of the principal strategic risks to which the Charity is exposed. These are:

1. The collapse of more than one of Sustrans' major funding sources
2. Continued austerity and the squeeze on local authority budgets
3. A UK-wide trend of decreasing funding for transport revenue programmes leading to less behaviour change work
4. A UK-wide trend towards an increase in large capital infrastructure projects leading to less focus on walking and cycling
5. The run up to and implications of any second Scotland independence referendum
6. The implications and ramifications of Brexit
7. Extreme weather events impact on the National Cycle Network

The Board of Trustees also reviews the Executive's Operational Risk Management Plan. These risks are categorised as follows: financial, workforce and culture, business development and delivery, regulatory, and reputational.

The Board of Trustees and Executive have introduced procedures and reporting regimes to manage and reduce the identified risks. Trustees have agreed clear lines of delegation and authority to appropriate managers and have involved staff in the recognition of risk in all their activities.

The following statements summarise the Charity's policy in managing identified forms of financial risk:

- **Cost and income risk:** The Charity negotiates grants awarded to finance the Charity's activities and incorporates this information into its business plans. Salary costs are communicated to staff during the formal annual review of salaries. Prices of materials purchased are subject to contracts with suppliers, based on current market prices.
- **Credit risk:** Credit risk on amounts owed to the Charity by its customers is low, as the majority of debtors are Local Authorities.

- **Liquidity risk:** The Charity has no long-term borrowings or short-term overdraft.
- **Interest rate cash flow risk:** The Charity is able to place surplus funds on deposit with the Charity's bankers.

On the basis of the assessed risks facing the charity the Trustees have reviewed the level of reserves required in line with the guidance issued by the Charity Commission. They recognise the need to ensure that the reserves held enable financial stability, are adequate to meet working capital requirements and can safeguard the charity's current commitments against fluctuations in income levels, particularly in the current uncertain economic climate.

In light of the assessed risks, the Trustees consider that reserves should be held to deal with a scenario in which Sustrans has to restructure to reduce activities significantly because of a lack of funding for on-going work, but retain a core activity which could be funded by continuing charitable donations. The Trustees consider this amount should be based upon the number of full time equivalent staff, and that at March 2018 a prudent amount for this is £3,401k (2017 £3,100k). In 2018 this sum has been set aside as a Designated fund.

The explanation for Restricted and Designated reserves funds are given respectively in Notes 11 and 12 to the financial statements.

Available reserves are those funds which are available to be spent by the charity in line with its strategy. Available reserves are released by the Trustees on an annual basis for inclusion in the business planning process, up to a maximum amount of £1M per annum.

In the financial year, available reserves decreased by £251k (2017 increased by £1,236k) to £2,932k at 31 March 2018.

The Trustees consider the current level of available reserves to be adequate, and they will continue to review the deployment of reserves above the level needed for the reserves policy.

The Trustees regularly review the investment policy to be applied to any cash deposits held by the Charity. Cash balances are largely required for working capital and to meet short-term obligations. Owing to the volatility of equity and other markets, the Trustees have for many years

adopted a 'no market risk' investment strategy to safeguard the Charity's cash assets. In addition, given the potential calls on free reserves, it is imperative that funds are tied-up for no longer than 12 months. Over the year the Trustees sought to minimise the exposure of the Charity by holding funds with four banks. Given the wider economic climate this policy is under constant review.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Sustrans Limited for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard FRS 102 The Financial Reporting Standard Applicable in the UK and Republic of Ireland (FRS 102).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate 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 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

As permitted by the Articles of Association, the Trustees have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The Company also purchased and maintained throughout the financial year Trustees' and Officers' liability insurance in respect of itself and its Trustees.

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.

In line with Charities' best practice, Sustrans' Trustees conducted an exercise to ensure that the criteria for charities, set out in the Charities Act 2011 are met. The Trustees have concluded that:

- Sustrans' purposes remain charitable
- Sustrans satisfies the public benefit test

Details on how the funds have been used for public benefit are included earlier in this report.

Statement of disclosure of information to auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Connected charities

Railway Paths Limited was established as a charity in May 1998 to take ownership of a number of disused railway lines from Rail Property Ltd. One of the charitable objectives of Railway Paths Limited is to make these lines available to Sustrans for development of walking and cycling routes.

Under the guidelines of the Charities' SORP, Railway Paths Limited is a 'connected charity' as two of its members are common to Sustrans. Xavier Brice, Sustrans' Chief Executive, and Mike Babbitt, Sustrans' Head of Network Development were also Trustees of Railway Paths Limited during the year.

Each charity supports the work of the other. To aid efficiency Sustrans provides an accounting and administrative service to Railway Paths Limited, and charged £10,000 (2017: £10,000) for this service in the year under review. Railway Paths Limited is contracted by Sustrans to provide Estate Management services and received £10,000 (2017: £10,000) during the year.

By order of the Board of Trustees who approve the Strategic Report as Directors

Andy Appleby
Company Secretary
27th July 2018



Independent auditors' report to the members and trustees of Sustrans Limited

Report on the audit of the financial statements

Our opinion

In our opinion, Sustrans Limited's financial statements (the financial statements):

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, including its income and expenditure, and cash flows, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 6 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

We have audited the financial statements, included within the Annual report and financial statements (the "Annual Report"), which comprise: the balance sheet as at 31 March 2018; the statement of financial activities (including Income and Expenditure account); the statement of cash flows for the year then ended; and the notes to the financial statements.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under ISAs (UK) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remained independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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

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

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the charitable company's ability to continue as a going concern.

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

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

With respect to the Report of the trustees including the Strategic Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (UK) require us also to report certain opinions and matters as described below.

Report of the Trustees including the Strategic Report

In our opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report, including the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Strategic Report and the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Trustees' Annual Report. We have nothing to report in this respect.

Responsibilities for the financial statements and the audit

Responsibilities of the trustees for the financial statements

As explained more fully in the Statement of Trustees' Responsibilities set out on page 28, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under section 44(1) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

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

Use of this report

This report, including the opinions, has been prepared for and only for the charity's members and trustees as a body in accordance with section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and the Companies Act 2006 and regulations made under those Acts (regulation 10 of the Charities Accounts (Scotland) Regulations 2006 and Chapter 3 of Part 16 of the Companies Act 2006) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

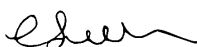
Other required reporting

Matters on which we are required to report by exception

Under the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- adequate and proper accounting records have not been kept; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.



Craig Sullivan (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Bristol
8th August 2018

Statement of Financial Activities for the year ended 31 March 2018

(including Income and Expenditure account)

Note ref.	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2018 £'000	Total Funds 2017 £'000
Income from:				
	3,699	-	3,699	3,609
2 Donations and legacies				
Charitable activities	10,521	32,467	42,988	44,869
Investments	124	-	124	166
Total	14,344	32,467	46,811	48,644
Expenditure on:				
	716	-	716	826
Raising funds				
3 Charitable activities	13,611	32,489	46,100	47,613
Total	14,327	32,489	46,816	48,439
5 Net (expenditure) / income	17	(22)	(5)	205
Transfers between funds	(15)	15	-	-
Net movement in funds	2	(7)	(5)	205
Reconciliation of funds:				
Total funds brought forward	8,490	1,390	9,880	9,675
Total funds carried forward	8,492	1,383	9,875	9,880

All gains and losses recognised in the year are included in the Statement of Financial Activities. All income and expenditure relates to continuing operations.

There is no difference between the net (expenditure) / income for the years stated above and their historical cost equivalents.

Balance Sheet at 31 March 2018

Note ref.		Unrestricted Funds £'000	Restricted Funds £'000	Total Funds 2018 £'000	Total Funds 2017 £'000
	Fixed Assets:				
7	Tangible assets	1,159	1,088	2,247	2,374
	Current Assets				
	Stock	254	-	254	172
8	Debtors	6,048	-	6,048	3,822
	Investments	3,000	-	3,000	16,172
	Cash at bank and in hand	24,565	812	25,377	16,753
	Total current assets	33,867	812	34,679	36,919
9	Creditors: amounts falling due within one year	(26,534)	(517)	(27,051)	(29,413)
	Net current assets	7,333	295	7,628	7,506
	Total net assets	8,492	1,383	9,875	9,880
	The funds of the charity:				
11	Restricted income funds			1,383	1,390
12	Designated funds			5,560	2,195
	Unrestricted funds			2,932	6,295
	Total unrestricted funds			8,492	8,490
	Total charity funds			9,875	9,880

The notes on pages 36 to 46 are an integral part of these financial statements.

The financial statements on pages 33 to 46 were approved by the trustees on 27th July 2018 and were signed on their behalf by:



Lynne Berry
Chair

Statement of cash flows for the year ended 31 March 2018

	2018 £'000	2017 £'000
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(5)	205
Adjustments for:		
Depreciation charges	57	81
Interest from investments	(124)	(166)
Profit on the sale of fixed assets	(142)	(51)
(Increase) in stocks	(82)	(44)
(Increase) / decrease in debtors	(2,226)	791
(Decrease) / increase in creditors	(2,362)	4,370
Net cash (used by) / provided by operating activities	(4,884)	5,186
Cash flows from investing activities:		
Interest from investments	124	166
Proceeds from the sale of property, plant and equipment	289	83
Purchase of property, plant and equipment	(77)	(20)
Decrease / increase in investments	13,172	(533)
Net cash provided by / (used by) investing activities	13,508	(304)
Change in cash and cash equivalents in the reporting period	8,624	4,882
Cash and cash equivalents at the beginning of the reporting period	16,753	11,871
Cash and cash equivalents at the end of the reporting period	25,377	16,753

There is no movement on net debt in the year other than cash.

Notes to the Financial Statements for the year ended 31 March 2018

1. Principal accounting policies

a. Basis of Preparation

The financial statements have been prepared under the historical cost convention in UK pounds sterling. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) for charities, which is based on the Financial Reporting Standard (FRS) 102 effective from 1st January 2015, the Charities Act 2011, the Companies Act 2006, the Charities Accounts (Scotland) regulations 2006 and Charities and Trustee Investment (Scotland) Act 2005. The financial statements have been prepared on a going concern basis and accounting policies have been applied consistently.

b. Fund Accounting

Unrestricted funds are funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in Note 12 to the financial statements.

Restricted Funds - Income restricted to a specific purpose is treated as restricted funds. The description and purpose of these restricted funds are provided in Note 11.

c. Incoming resources

Income is recognised in the statement of financial activities (SoFA) when a transaction or other event results in an increase in the charity's assets or a reduction in its liabilities.

Income is only recognised when all of the following criteria are met:

- Entitlement – control over the rights or other access to the economic benefit has passed to the charity.
- Probable – it is more likely than not that the economic benefits associated with the transaction or gift will flow to the charity.

- Measurement – the monetary value or amount of the income can be measured reliably and the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

If any of these criteria is not met but the cash has been received, then the income is deferred.

d. Resources Expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Support costs and costs that cannot be directly attributed to particular headings, have been allocated to activities on the basis of full time equivalent staff numbers. Non-recoverable VAT is attributed to the heading of cost where the expenditure is incurred.

All expenditure up to the year-end payable on projects under the management of the Charity has been included in the financial statements. Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Governance costs are those incurred in connection with administration of the Charity and compliance with constitutional and statutory

e. Tangible assets

Tangible fixed assets costing more than £1,500 are capitalised and included at cost.

Depreciation is calculated to write off the cost of tangible fixed assets over their expected useful lives on a straight-line basis. The rates of depreciation utilised are as follows:

NCN Centre refit	10% per annum
IT Equipment	33.3% per annum
Plant and machinery	30.0% per annum

1. Principal accounting policies (continued)

Freehold land and buildings are not depreciated because (a) it is the Trustees' intention to hold the assets for the long term and (b) their residual value is at least equal to the carrying value.

Assets not depreciated are subjected to an annual impairment review.

f. Key sources of estimation uncertainty

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

Useful economic lives of tangible assets

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reassessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets.

Provision for bad debts

Full provision is made where management consider the recoverability of trade debts to be low.

g. Stocks

The Charity holds stocks of maps which are recognised at cost, adjusted (where applicable) for any loss of service potential.

h. Maintenance

The Charity has a maintenance obligation over a number of disused railways where it owns the land and structures upon it. A planned maintenance policy is adopted with routine maintenance expenditure being funded from Restricted funds and Designated funds as appropriate. Significant short-term maintenance liabilities are provided for as and when they are identified.

i. Taxation

The Company is a non-profit making organisation and a registered charity with the Charity Commission. It is generally exempt from Corporation Tax and there is no tax charge for the year.

j. Pension costs

The Charity makes contributions to a defined contribution pension scheme on behalf of certain staff members. The cost of these contributions is charged in the financial statements as incurred. This scheme is available to all staff.

k. Investments

Funds are invested for terms greater than three months and not exceeding 12 months.

l. Related Party Transactions

There were no Related Party Transactions during the year.

m. Going Concern

After making enquiries, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

n. Address and country of incorporation

Legal and administrative information is shown on page 22 of this document.

o. Volunteers

The vital role played by our volunteers, across the UK, is acknowledged earlier in this document within the strategic report.

p. Financial instruments

The charity only has financial assets and financial liabilities that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Income from Charitable Activities

	Unrestricted Funds £'000	Restricted Funds £'000	Total 2018 £'000	Total 2017 £'000
Central	1,133	721	1,854	2,066
England Midlands	1,024	424	1,448	2,404
England North	1,583	537	2,120	3,095
England South	2,054	81	2,135	2,799
London	2,619	395	3,014	3,829
Northern Ireland	903	95	998	912
Scotland	751	29,981	30,732	28,924
Wales	454	233	687	840
	10,521	32,467	42,988	44,869

3. Expenditure on Charitable Activities

	Activities undertaken directly £'000	Grant funding of activities (to institutions) £'000	Support costs £'000	Total 2018 £'000	Total 2017 £'000
Central	2,286	28	445	2,759	3,922
England Midlands	1,830	-	289	2,119	2,455
England North	2,747	-	353	3,100	3,695
England South	2,317	-	354	2,671	3,059
London	2,668	-	366	3,034	3,905
Northern Ireland	979	-	146	1,125	1,017
Scotland	8,599	21,125	571	30,295	28,465
Wales	881	-	116	997	1,095
	22,307	21,153	2,640	46,100	47,613

4. Analysis of support costs

	Chief Executive Office £'000	Finance £'000	HR £'000	Governance £'000	Health & Safety £'000	Information Technology £'000	Total 2018 £'000	Total 2017 £'000
Raising funds	11	17	19	1	1	8	57	60
Central	86	131	146	10	10	62	445	509
England Midlands	56	85	94	7	7	40	289	294
England North	68	104	116	8	8	49	353	361
England South	69	104	116	8	8	49	354	342
London	71	108	120	8	8	51	366	365
Northern Ireland	29	43	48	3	3	20	146	137
Scotland	111	168	187	13	13	79	571	563
Wales	22	34	38	3	3	16	116	114
Total 2018	523	794	884	61	61	374	2,697	2,745
Total 2017	484	684	993	45	66	473	2,745	

5. Net (expenditure) / income

	2018 £'000	2017 £'000
This is stated after charging:		
Governance costs (the Trustees of the Charity are not paid):		
Travel and associated expenses incurred by staff and 12 (2017: 10) Trustees for attendance at meetings	22	18
Fees payable for statutory audit	19	18
Provision of trustee liability insurance	2	2
	43	38
Fees payable to the auditors for assurance services other than statutory audit	2	1
Depreciation of tangible fixed assets	57	81

6. Staff Costs

Average full time equivalent (FTE) number of employees	2018 number	2017 number
Raising funds	8.8	9.2
Support costs	45.8	40.6
Charitable Activities		
Central	66.9	74.3
England Midlands	43.2	46.0
England North	53.0	54.9
England South	53.2	54.1
London	55.1	58.4
Northern Ireland	22.1	18.9
Scotland	85.9	69.4
Wales	17.2	17.6
	451.2	443.4

The average head count (number of staff employed) during the year was 505 (2017: 539).

Staff costs (for the above persons):	2018 £'000	2017 £'000
Wages and Salaries	12,973	13,337
Social Security costs	1,184	1,245
Employer's pension contributions	415	407
	14,572	14,989

Statutory redundancy payments totaling £59k (2017: £299k) were made during the year.

The following number of employees received emoluments falling within the following ranges:	2018 number	2017 number
£60,000 to £69,999	3	5
£70,000 to £79,999	-	1
£80,000 to £89,999	-	-
£90,000 to £99,999	-	1
£100,000 to £109,999	-	-
£110,000 to £120,000	1	-

Pension contributions made on behalf of employees whose emoluments fell within the following ranges were:	2018 £'000	2017 £'000
£60,000 to £69,999	7	10
£70,000 to £79,999	-	2
£80,000 to £89,999	-	-
£90,000 to £99,999	-	4
£100,000 to £109,999	-	-
£110,000 to £120,000	5	-

Outstanding pension contributions at the year-end were nil (2017:nil).

The remuneration shown above is the only employee benefit received by key management personnel. The salary of the Chief Executive is set by the Board of Trustees. Other roles are scored according to the Hay Job Evaluation system and graded accordingly.

7. Tangible assets

	Freehold Land and Buildings £'000	NCN Centre Refit £'000	IT Equipment £'000	Plant and Machinery £'000	Total £'000
Cost					
At 1 April 2017	2,274	259	162	231	2,926
Additions	-	-	28	49	77
Disposals	(124)	-	(1)	(79)	(204)
At 31 March 2018	2,150	259	189	201	2,799
Accumulated depreciation					
At 1 April 2017	-	218	146	188	552
Charge for year	-	6	25	26	57
Disposals	-	-	(1)	(56)	(57)
At 31 March 2018	-	224	170	158	552
Net book amount					
At 31 March 2018	2,150	35	19	43	2,247
At 31 March 2017	2,274	41	16	43	2,374

Tangible fixed assets held in restricted funds total £1,088k (2017: £1,178k) and comprise the National Cycle Network Centre £938k (2017: £943k), and land holdings in Yorkshire £150k (2017: £150k) and Scotland nil (2017: £86k).

8. Debtors

	2018 £'000	2017 £'000
Trade Debtors	3,541	2,389
Sundry Debtors and prepayments	2,507	1,433
	6,048	3,822

9. Creditors: amounts falling due within one year

	2018 £'000	2017 £'000
Trade creditors	1,793	1,221
Payments received on account for contracts or performance related grants	23,798	26,592
Accruals	544	785
Taxation and social security	872	770
Other creditors	44	45
	27,051	29,413

10. Financial instruments

	2018 £'000	2017 £'000
Financial Assets		
Cash	25,377	16,753
Trade debtors (settlement amount after trade discount)	3,541	2,389
Bank deposits	3,000	16,172
Financial Liabilities		
Trade creditors (settlement amount after trade discount)	(1,793)	(1,221)

11. Restricted income funds

	Note	Balance 1 April 2017 £'000	Incoming £'000	Outgoing £'000	Transfers from Unrestricted funds £'000	Balance 31 March 2018 £'000
Consett & Sunderland Railway Path		-	7	(38)	31	-
Paisley to Kilwinning and Kilmacolm		82	4	-	-	86
York to Selby Railway Path		439	1	-	-	440
Worthington Railway Path - Derby		-	-	(3)	3	-
Mirehouse Railway Path		41	-	-	-	41
Historic railway path funds	(1)	562	12	(41)	34	567
National Cycle Network Centre	(2)	515	-	(17)	-	498
Kirklees maintenance fund	(3)	100	-	-	-	100
Two Tunnels maintenance fund	(4)	185	-	-	-	185
Catterick maintenance fund	(5)	22	-	-	-	22
Frome's missing link donations	(6)	11	-	-	-	11
Track of the Ironmasters		3	-	-	(3)	3
Pembury Community Fund		16	-	-	(16)	-
		852	0	(17)	(19)	816
Central		-	721	(721)	-	-
England Midlands		-	424	(424)	-	-
England North		-	529	(529)	-	-
England South		-	81	(81)	-	-
London		-	395	(395)	-	-
Northern Ireland		-	95	(95)	-	-
Scotland		(24)	29,977	(29,953)	-	-
Wales		-	233	(233)	-	-
		(24)	32,455	(32,431)	-	-
		1,390	32,467	(32,489)	15	1,383

1. The historic railway path funds cover routes acquired from BRB (Residuary) Ltd. Agreements with the relevant Local Authority state that income arising from the land must be ring-fenced to that land.

2. In the financial year to 31 March 2004 the Charity acquired a building in central Bristol to be the new National Cycle Network Centre. A grant for £605,000 was received from the Millennium Commission to assist with the purchase. An appeal to supporters and trusts raised a further £332k. This restricted fund is used to maintain the building.
3. A fund from Yorkshire Water to be spent on the network within Kirklees.
4. A fund restricted to the long-term maintenance of the Two Tunnels in Bath.
5. Funds received for the long-term maintenance of the Connect 2 project at Catterick, Yorkshire.
6. Donations held for a 'missing link' in Frome, Somerset.

12. Designated funds

	Note	Balance 1 April 2017 £'000	Incoming £'000	Outgoing £'000	Transfers £'000	Balance 31 March 2018 £'000
Natural disaster contingency fund	(i)	1,000	-	-	-	1,000
Fixed asset fund	(ii)	1,195	20	(23)	(33)	1,159
Restructure fund	(iii)	-	-	-	3,401	3,401
		2,195	20	(23)	3,368	5,560

The funds of the Charity include the following designated funds that have been set aside out of unrestricted funds by the trustees:

- i. Extreme weather has caused significant damage to parts of the Network, including on land owned by the Charity. In line with their strategies to mitigate risk, the Trustees have set aside funds to ensure that routes which are well used, owned by Sustrans, and at particular risk of damage could be re-instated in the event of natural disaster.
- ii. The fixed asset fund has been set up to facilitate the identification of those funds that require time to be made liquid and should therefore be excluded from the freely available reserves calculation. It represents the net book value of tangible fixed assets, except for those that form part of Restricted Funds. The change in the fixed asset fund over the year arises from the net change in unrestricted tangible fixed assets during this year.
- iii. The restructure fund has been set up to cope with a scenario in which Sustrans has to restructure to reduce activities significantly because of a lack of funding but retain a core activity which could be funded by continuing charitable donations

13. Limitation by guarantee

The Company is limited by guarantee and does not have a share capital. The liability for members in the event of winding up is limited to an amount not exceeding £1 per member.

14. Financial commitments

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods:	2018 £'000	2017 £'000
i. not later than one year;	225	275
ii. later than one year and not later than five years	82	290
	307	565
Lease payments recognised as an expense	309	344

15. Legal Charges

In December 1995 the Charity entered into a debenture with the Millennium Commission giving a floating charge over the assets of the Charity as part of the agreement for grants from the Millennium Commission. In the financial year to 31 March 2004 the Charity acquired a building in central Bristol to be the new National Cycle Network Centre. A grant for £605,000 was received from the Millennium Commission to assist with this purchase. A charge over the building was created, in addition to the existing Debenture held by the Commission, in October 2005.

When the Millennium Commission was abolished in November 2006 these charges transferred to its successor, the Big Lottery Fund. In August 2014 the Big Lottery Fund released Sustrans from the floating charge, but the fixed charge over the building in central Bristol remains.

Over a number of years Sustrans acquired disused railway lines in England which were covered by a fixed charge in favour of the appropriate authority. The legal charges in existence are as follows:

- Land situated at Naburn, Escrick and Riccall, North Yorkshire is covered by a fixed charge in favour of Selby District Council
- Land on the Consett to Sunderland Railway is covered by a fixed charge in favour of Derwentside and Chester-le-Street District Councils (now Durham County Council) and Sunderland City Council
- Land forming the track bed of part of the disused railway in Cumbria is covered by a fixed charge in favour of Copeland Borough Council
- The Worthington Branch Line is covered by a fixed charge in favour of Derbyshire County Council and Leicestershire County Council
- The Foss Island branch line is covered by a fixed charge in favour of the City of York Council

16. Grants paid to institutions

During the reporting period grants of more than £100k have been paid to the following institutions as reimbursement for project delivery:

	2018 £'000	2017 £'000		2018 £'000	2017 £'000
Scottish Canals	3,061	2,341	Clackmannanshire Council	195	335
City of Edinburgh Council	2,395	1,872	Aberdeenshire Council	194	199
Aberdeen City Council	2,254	2,256	West Lothian Council	193	852
Stirling Council	1,515	1,091	Central Scotland Green Network	146	100
Falkirk Council	1,190	1,215	West Dunbartonshire Council	124	139
Glasgow City Council	913	1,696	Perth and Kinross Council	110	208
East Dunbartonshire Council	895	877	Tactran	107	112
East Lothian Council	782	421	HiTrans	101	174
Fife Council	769	2,100	South East Scotland Transport	100	-
Highland Council	647	910	South Lanarkshire Council	-	1,017
North Ayrshire Council	521	698	The Scottish Government	-	700
Loch Lomond & The Trossachs National Park Authority	517	592	East Renfrewshire Council	-	341
Scottish Borders Council	418	300	Clyde Gateway Urc	-	334
Argyll & Bute Council	392	309	Edinburgh Bicycle Co-operative Ltd.	-	297
South Ayrshire Council	372	488	Derbyshire County Council	-	213
The Moray Council	333	582	NHS Ayrshire and Arran	-	179
Dundee City Council	325	995	East Ayrshire Council	-	159
Midlothian Council	261	165	North Lanarkshire Council	-	159
Orkney Islands Council	247	153	Muthill Village Trust	-	146
Perth and Kinross Countryside Trust	242	-	Forth Environment Link	-	145
Angus Council	239	106	Strathclyde Partnership for Transport	-	144
Renfrewshire Council	235	23	Network Rail	-	143
Shetland Island Council	228	84	Forest of Avon Trust	-	124
Dumfries & Galloway Council	219	285	The Rural Access Committee of Kinross-Shire	-	110



Contact us

Sustrans is the charity making it easier for people to walk and cycle.

We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute. Join us on our journey.

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