



# Annual Review 2016-17

Changing gear

# About Sustrans

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](http://www.sustrans.org.uk)



**1,693**

**schools took  
part in the Big  
Pedal 2017**



**36,626**

**volunteer hours  
recorded in  
2016-17**



**308**

**infrastructure  
projects  
delivered  
across the UK**





# Introduction

Reflecting on 2016/17 at Sustrans is a particularly personal experience for me, as I reach the end of my first year as Chief Executive. Over the last 12 months I have travelled around the country, visiting colleagues, meeting volunteers, and seeing the passion, expertise and creativity that they bring to making it easier for people to walk and cycle.

It has been an exciting year.

We have a new strategy and have started a review of the National Cycle Network, to ensure its sustainable future as a UK-wide network of inspiring routes. We've opened bridges and Quietways, made paths more accessible for adapted cycles, and created corridors for wildlife. We've published pioneering research, worked with local authorities and transport planners to make the case for active travel in cities, and helped build the economic case for cycling.

The Big Pedal – the UK's largest inter-school cycling and scooting challenge – motivated pupils, staff and parents to choose two wheels for more than a million journeys to and from school over two weeks in March. We've partnered with the police to make streets safer, inspired thousands of employees towards a happier and healthier commute, and involved local people in the design, delivery and maintenance of local solutions.

The path isn't always smooth. Cycling is far from mainstream, hovering at around 2% of all journeys, and walking has been in decline over the past 40 years. 91% of UK children are not getting enough exercise, and more than 40,000 early deaths are caused by air pollution in the UK

each year. Meanwhile, our local authority partners are under increasing financial pressure. Change will require engaged communities and grassroots support, as well as political leadership and bold plans – nationally and locally.

With the launch of the UK Government's first Cycling and Walking Investment Strategy we have reached a significant milestone towards making cycling and walking the natural choice for short journeys in England. The Scottish government is fully behind our agenda, and back this with significant funding for sustainable travel. In Wales, we continue to support the implementation of the Active Travel Act, and in Northern Ireland the Department for Infrastructure has launched a £150m Greenways Strategy.

In 2017 we celebrate our 40th anniversary, and there is still so much more to do. We'll continue to influence, innovate, and bring stakeholders together to co-create walking and cycling solutions. Our new strategy is clear; making it easier for people to walk and cycle leads to happier, healthier people, greener, better local environments and stronger economies and communities.

The following pages show what is possible as a result of the dedication of our staff, supporters, volunteers and partners.

**Xavier Brice,**  
Chief Executive  
July 2017



# Connecting people and places



## Millwall, Quietways 1, London

*In London, we've turned derelict railway sidings behind Millwall Football Club into a public square and a safe walking and cycling path that helps people avoid busy roads. The path forms part of Quietways 1, the first London Quietway, linking Waterloo to Greenwich.*

Working in partnerships with Transport for London, Network Rail, Millwall Football Club and two London boroughs we led on the feasibility studies, design, and managing construction of the public square and path.

We are particularly proud of the new space created at South Bermondsey station entrance, transforming the experience of rail users, local residents and people walking or cycling. Opening up the area outside the station allows for better visibility for people on bikes or on foot. There is a resting area between trees, and patterns on the pavement point to the different possible uses of the space. There are new trees, meadow and grass. The route itself is direct and well signed,



and also quiet and relaxed. It provides Londoners with more than just a transport link.

Quietway 1 officially opened in June 2016. A further six routes are to be delivered in 2017. More at [www.sustrans.org.uk/quietways](http://www.sustrans.org.uk/quietways)

Above: People cycling on Quietway Route 1 near Millwall FC.



## Chesterfield Cycle Link

Originally the idea of a local Sustrans ranger, this new £1million cycle route connects the south west of the town to the railway station and FE College. Construction work by Derbyshire County Council included modifications to an existing bridge and the installation of a new bridge. Funding was secured through the Local Sustainable Transport Fund, awarded by the Department for Transport.

Left: The opening of the new £1 million cycle link in Chesterfield. Photo: Andrew Eyley/Derbyshire County Council



# Community Links PLUS, Scotland

*Community Links PLUS is an annual design competition for game-changing infrastructure in Scotland. The competition was created to lift the aspirations of our partners and demonstrate the wide-ranging benefits that designing streets for people brings.*

Community Links PLUS generates designs for places that enable more walking and cycling, that feel safer and are more attractive and will increase footfall for local businesses. They are proposals with political support and enough detail that they are well-placed to live on, beyond the competition. The competition winner for 2016 was Glasgow City Council's South City Way. Stretching for 3km from the heart of Glasgow out to its bustling Southside, the South City Way will create safer, more pleasant streets, where people will want to spend time socialising and shopping. Construction of the segregated cycleways, on both sides of the road, and public realm improvements are expected to start in the autumn of 2017.



Communities are at the heart of the South City Way and engagement with them has been excellent, with 5% of the £6.5m budget allocated for engagement over the course of the project. This year we've seen more inspiring proposals come through the competition, from a Mini-Holland in Glasgow to an entire city network designed to Danish standards in Inverness. These projects all share one thing: they are creating places for people.

We look forward to working with Transport Scotland on Community Links PLUS again this coming year. More at [www.sustrans.org.uk/community-links-plus](http://www.sustrans.org.uk/community-links-plus)

Top right: Community Links PLUS design.

## A cycling vision for Swindon

*We are tackling a challenging urban landscape in Swindon, proposing walking and cycling solutions for a town which is divided by a main railway line and complex one-way system.*

Swindon Borough Council has adopted an ambitious cycling framework and recently converted a couple of former railway lines into cycleways. However the physical barriers of existing road and rail structures present a conundrum for the development of cycling in the town centre.

Sustrans has put forward a vision for a whole town network, informed by local knowledge and ideas – particularly from Swindon Bike Users' Group and council officers and an audit of existing infrastructure. We are now helping to guide future design and implementation of the town centre cycle network, as part of the Sustainable Transport Delivery Excellence Programme for the Local Enterprise Partnership.



Mid right: Enjoying Swindon's off-road cycle and pedestrian route alongside the A361 Highworth Road.  
Bottom right: Outside Swindon train station.

# Creating liveable neighbourhoods



## Embleton Road, Southmead, Bristol

*Our community-led design project in Bristol helped a community introduce sustainable urban drainage into their street, making it more attractive and better for walking and cycling.*

Bristol City Council's flood prevention team identified Southmead as an area that needed to improve surface water drainage to reduce the likelihood of flooding, and improve the quality of water in the River Trym. They commissioned us to run a pilot project to engage the local community in the design of a scheme to make Southmead's Embleton Road greener and safer and to retro-fit sustainable drainage into the streetscape.

The children of Little Meads Primary Academy and local residents took part in seven workshops to develop designs to improve drainage along the road, reduce flood risk, improve water quality in the local area, and encourage more responsible driving.

*"It made me think and feel more important and happy. It made me feel smart, involved and PROUD". Pupil, Little Meads Primary Academy*



New drainage has now been fitted and thermoplastic patterns of leaves, flowers and insects, designed by the local children, have been installed along the road to create a stronger sense of place and to calm traffic.

As a result, traffic speed has decreased, more parents are considering walking and cycling, flood prevention and water quality of the river has improved, and residents feel that the new street designs will encourage more people to meet and socialise outside.

Above: Aerial view of Embleton Road traffic calming street design.

## Pedal Perks, Belfast

*An EU-funded programme to tackle air pollution is well underway in east Belfast, where a new active travel hub is being established. Sustrans' cyclist loyalty scheme, Pedal Perks, encourages more people to cycle to local shops and cafes in the area by offering discounts and incentives to cyclists.*

The initiative is part of the €4.4m CHIPS (Cycle Highways Innovation for Smarter People Transport

and Spatial Planning) project, which aims to reduce car traffic and promote sustainable transport to tackle high levels of air pollution. Businesses signing up to the Pedal Perks scheme benefit from having their products and services promoted to around 10,000 people who work in organisations along the Newtownards Road/Comber Greenway corridor. More at [www.sustrans.org.uk/pedalperks](http://www.sustrans.org.uk/pedalperks)



## Marks Gate, Barking and Dagenham, London

*This two-year project working with thousands of local people, combined community-led design, behaviour change and infrastructure improvements to make the streets healthier and safer, and to help get the community active.*

The project set out to address a number of challenges in the area, such as a car-dominated environment, poor mental and physical health and a lack of community empowerment. We asked residents, councillors, shopkeepers, teachers and local faith leaders to provide an insight into the local area and traffic issues. As the experts in their local area they hold the key to their own behaviour change.

Some ideas were quick wins that the community could implement themselves: shop shutters painted with birds, bees and butterflies and new garden plantings. Other ideas needed long-term collaboration between the community, Sustrans, Barking and Dagenham Council, Transport for



London and other partners. Mosaic flagstones, based on local children's designs, were set into the paving along the High Street and around the entrances to the schools, and we supported the residents with cycle training.

Residents became more active, met new people and increased their pride in their local community. This was a great example of the Mayor of London's 'Healthy Streets' vision of turning spaces into places people want to be in. These types of projects are key to unlocking the health benefits that can come from living in a community that feels sociable and safe: neighbourhoods where people want to spend time outside on their streets. More at [www.sustrans.org.uk/marksgate](http://www.sustrans.org.uk/marksgate)

Top right: Community garden at Marks Gate.

## Bridgend, Wales

*In summer 2016 we were approached by an affordable housing provider to lead a community-led design project in a cul-de-sac in Bridgend, working with residents to create a safer, more attractive street.*

We organised workshops and events, consulting with residents on issues such as vehicles using the cul-de-sac for U-turns, speeding and a lack of space for children to play safely.

We created a new design for the street, using residents' ideas. We trialled our proposals using temporary mock-ups. Our street kit, inspired by the form of a bike chain, is ideally suited to trying out different street arrangements on or off the road and is able to bend and shape to suit any space. This gave residents and stakeholders the opportunity to influence the design process and experience how the design would change the layout of the street.



This project is being delivered in partnership with Wild Spirit, for Valleys to Coast Housing, with support from our volunteers, Pencoed Town Council and Bridgend County Borough Council.

Right: Getting stuck in to brightening up the tarmac.

# Transforming the school run and commute



## I Bike, Ferryhill Primary School, Aberdeen

*Our I Bike project works with schools in Scotland delivering practical solutions to address the drop in cycling levels when children move from primary to secondary school, and the gender gap that sees far fewer girls than boys cycling to school. We do this through a tailored and structured programme of cycling-related activities for the whole school community.*

'If we go for a cycle, where could we go?' This question was posed to pupils at Ferryhill Primary School in March 2016. They were also asked what skills they would need and what route they could take. We then created Project Bike, a five-week project with the end-goal of embarking on a meaningful journey.

By working intensively with one class, we were able to really grasp the barriers to cycling and tackle many of these during the project. Pupils without bikes could borrow one from the school fleet. Pupils who could not ride got additional

support and worked with volunteers to learn. Pupils without helmets and locks could buy them cheaply through Sustrans. Every pupil learned how to fix a puncture and check their bikes, how to use a map to plan a safe and enjoyable journey and, most importantly how to cycle safely on roads and cycle routes. And where did the children choose to go on our meaningful journey? To the beach for an ice-cream, of course.

Prior to taking part in the I Bike project, pupils at Ferryhill were discouraged from cycling to school. Through this project we were able to raise awareness of the benefits of cycling with the pupils, school staff and wider school community. A number of children who took part in the project subsequently bought bikes, and many of them continue to travel to school by bike regularly.

*"Pupils are now so much more confident and it's all down to people supporting and encouraging them".* **Deputy Headteacher Susan Reid**

*Below: Double Olympic Gold Medallist Joanna Rosell-Shand visits Chorton High School during the Big Pedal 2017.*



# 1 million+

bike and scooter  
journeys to school  
during the Big Pedal



# 1,693

schools took part in  
the Big Pedal 2017





## Better by Bike for Workplaces, Northern Ireland

*Better By Bike for Workplaces is a six-week course, designed to help people choose to cycle rather than use other less sustainable modes of travel. Every part of the course, from the application process through to the final module, is designed to gradually immerse employees in the world of cycling with a focus on sustained behaviour change.*

Better By Bike for Workplaces is a holistic training package that includes Levels 1-3 National Standard cycle training, basic bike maintenance skills, security advice and practice rides, in order to improve confidence and increase cycle fitness and skill. Priority for places are given to individuals with the most potential for change, for example those living around two miles away from work, but currently making the journey by car.

The course was successfully piloted in Belfast, demonstrating a commitment to an active travel agenda, and setting an example to employers and citizens of Belfast city.



Our three-year Leading the Way programme, which started in Autumn 2014 and was commissioned by the Public Health Agency, focuses on a number of large employers in the Belfast area: the Public Health Agency itself, Belfast Health and Social Care Trust, Belfast City Council, Health and Social Care Board, and Business Services Organisation. In 2016 we extended the programme into the north west, where we are working with a number of employers including Derry City and Strabane District Council.

Our work has brought real benefits by promoting staff health and wellbeing, reducing absenteeism, increasing productivity and saving organisations money.

Top right: Belfast Bike Share - councillor Aileen Graham gets some cycle training from Sustrans on the new Belfast bikes. Photo: Brian Morrison Photography

## Active Travel Schools, Bradford

*We worked with Bradford Metropolitan District Council's public health team to develop a programme of walking and cycling activities to get 4,230 children moving. The team identified 16 schools around the city that had high levels of obesity and physical inactivity and chose transport as part of a suite of measures to tackle poor health.*

While the majority of children in the areas where we ran the programme lived in estates close to schools where it would be possible to walk or cycle to school, there were few bikes in the playgrounds and many children were dropped off by car.

Our active travel officers held regular bike workshops inside and outside the classroom, with practical sessions to learn to ride or maintain the bike, and events to encourage children to walk, scoot or cycle their regular journeys. They

also trained parents, teachers and volunteers to lead bike rides and walks and provide bike maintenance, helping to create a school community committed to the benefits of active travel.

The Sustrans Active Travel Schools programme achieved some great results in two years with the percentage of children who regularly cycle or scoot to school more than doubling.

**7%** fewer children travelling to school by car

**63%** regularly walk or cycle to school

**54%** regularly cycle outside the school journey

# The National Cycle Network



## Route 82 - Lon Las Ogwen

The Lon Las Ogwen route offers views of the Snowdonia Mountains as it climbs south from the coast at Porth Penrhyn. Following the valley of Afon Cegin, the trail follows old railway cuttings through broadleaf woodland to Tregarth.

Sustrans Cymru and the Railway Heritage Trust supported Gwynedd Council in the re-opening of a disused railway tunnel, completing the last missing link between Bangor and Bethesda on Lon Las Ogwen (Route 82). The railway and

tunnel was closed to the public with the closing of the LNWR branch line to Bethesda in 1962. The structures were transferred to the council from our sister charity Railway Paths Ltd, who were their custodians for over fifteen years.

Locally known as Tynal Tywyll, the tunnel, which is 275m in length, now offers a better, traffic-free alternative to walkers and cyclists who previously had to climb over the hill from Tregarth or use the main A5 road – a mile-long detour.

Above: View along Lon Las Ogwen



## Route 64 - Newark

Sustrans volunteers and supporters have made an ongoing difference in Newark along Route 64. In early 2017, we worked with partners to open a new bridge on the route and retain a continued link across Newark's southern relief road between Newark and Cotham.

Our fantastic volunteers in Newark have also been working hard on the Trent Vale Trail project, a proposed walking and cycle route along the eastern side of the Trent Vale from Collingham to North Clifton, which would link Route 64 and Route 647.

Left: Newark volunteers litterpicking on Route 64. Photo: Chris Connell





## Route 7 - Lochs and Glens

Above: Taking in the view, on a Glen Ogle viaduct, National Route 7.

During 2016 we turned our focus towards one of our oldest and best-used long-distance routes, running through Scotland from Gretna to Inverness.

Working with local partners, key sections of Route 7 through the Loch Lomond and Trossachs National Park were given major surface upgrades. £120,000 was invested in upgrading the section between Lade Inn and Stank Glen. More than

£350,000 of investments were delivered by South Ayrshire Council to resurface and improve the route between Troon and Prestwick, with a further £300,000 earmarked for 2017.

These improvements have been widely welcomed by the local communities and increased the use of the route by local users, visitors and tourists alike for everyday active travel, recreation and tourism.



## Route 67 - the Nutbrook Trail

Above: Nidderdale Greenway, part of Route 67

The Nutbrook Trail is a ten-mile traffic-free path between Long Eaton, Shipley Country Park and Heanor. The route is flat and perfect for families.

The 700-acre park has earned the Green Flag

Award, the national standard for parks and green spaces in England and Wales, every year since 2008. We've been protecting biodiversity on the route pulling Himalayan Balsam (an invasive species) and conducting a wildflower survey.

# Looking forward



## **We are creating a cultural shift in the way we use our spaces.**

In towns and cities, we are working with communities to turn their streets into places that are safer and easier to travel through on foot and bike. Over the next five years we will focus on connecting people and places, creating liveable neighbourhoods, and transforming our school run and commutes. We'll be focusing more on new developments, to ensure that cycling and walking isn't an afterthought, and working in challenging urban spaces to make travel more efficient, healthier and cleaner. And we'll be helping people make safe and convenient trips to schools, work or the shops.

In November 2017, we will publish our second set of Bike Life reports. Still the biggest survey on attitudes to cycling in the UK, Bike Life is a collaboration with seven cities to report and share progress towards making cycling an attractive and everyday means of travel. It's an important part of our evidence-based approach.

Sustrans is a centre of excellence for active travel monitoring, evaluation and research. Our Hands Up Scotland Survey, funded by Transport Scotland, is the largest collection of data of its kind in the country and is crucial in helping local authorities and partners build a more accurate picture of pupils' daily travel habits. Through evaluating and supporting Cycle City Ambition Grants in England, we are building a better understanding of the impact of investment in walking and cycling, and what works. Building this evidence-base ensures that we can deliver the best walking and cycling solutions and shape policy and practice across the sector.

In 2015, Bike Life showed that over 85% of people who don't currently ride a bike would be encouraged to start if there were segregated or traffic-free routes. Around a third of the National Cycle Network is traffic-free. However, we know the Network isn't without its challenges. There are parts that aren't up to scratch, parts which have fallen into disrepair, parts where standards have moved on. We have a vision for a Network that is inspiring and traffic-free, providing safe places for families to walk and cycle. So, we will be revitalising the Network, starting with publishing a prioritised development plan in 2018.

The National Cycle Network is more than just infrastructure; it is a community. Network users, Sustrans' staff, supporters and volunteers come together to make it a people's network. Sustrans is a charity supported by hundreds of thousands of individuals, from many walks of life. We want to be a charity of choice for dedicated and engaged volunteers and a recognised employer of choice for passionate and skilled staff. And we're taking steps towards being a more diverse and inclusive organisation.

We've got a lot to do this year. We'll be ensuring our long-term financial health by diversifying where our income comes from; upgrading our internal systems; and improving how we measure and talk about our impact. We'll be seeking to influence decision-makers to create the conditions needed to deliver walking and cycling solutions. And we'll be empowering people to make travel choices that are good for them, their neighbourhoods and the environment.



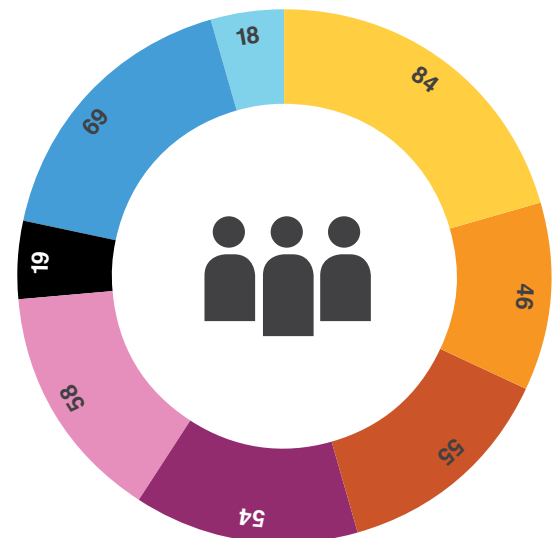
# Financial review



Sustrans was in the midst of a significant process of restructuring at the start of 2016/17. Our England (outside London) regional teams and the central team were redesigned to ensure that the organisation could operate on a break-even basis into the future. These financial statements confirm that costs have been reduced to the level required, and that reserves have not been drawn upon.

Financial performance across the UK shows significant variation, due to the variety of funding available for our work. Nonetheless, once the income that we pay out directly to partners in Scotland is excluded from the figures, our full time equivalent staff numbers across the UK, as a measure of effort, correlate well with our income.

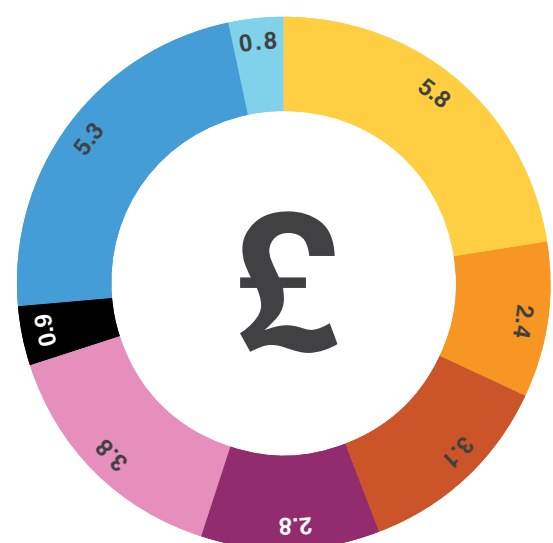
## Average full-time equivalent number of employees (excluding support services)



### Key



## Income 2016-17 £millions (excluding Scottish grants to partners)



# 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 2016/17. Together we are advancing our aim to make it easier for people to walk and cycle for more of their journeys. 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 fantastic at spreading the word about Sustrans in their local communities and making the National Cycle Network a safe and healthy place for people to enjoy. A big thank you also to our supporters, whose commitment to a 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 couldn't do it 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  
Age UK  
Alpaca Communications  
Association of Directors of Public Health  
BAM Nuttall  
Barcan Kirby Solicitors  
Belfast Health Development Unit  
Bicycle Association  
Big Lottery Fund  
Bike Hub

British Cycling  
British Land  
Brompton Bicycle Ltd  
Broxtowe Borough Council  
Butterfly Conservation  
C40 Cities Climate Leadership Group  
Cairngorms National Park Authority  
Campaign for Better Transport  
Canal and River Trust  
Central Taxis - Edinburgh  
ClientEarth  
Cyclenation  
Cyclepods  
Cycling Scotland  
Cycling UK  
Department for Infrastructure  
Department for Transport (UK)  
Department of Health (UK)  
Donegal Tourism  
East Midlands Trains  
Ecotricity  
Erewash Museum  
Esmée Fairbairn Foundation  
European Cyclists' Federation  
European Greenways Association  
European Social Fund  
Faculty of Public Health  
Friends of Bennerley Viaduct  
Friends of St Nicholas Fields  
Frogbikes  
Halfords  
Heritage Lottery Fund  
Highlands and Islands Transport Partnership (HITRANS)  
HMRC  
Interreg North West Europe Programme  
Isla Bikes  
Joseph Strong Fraser Trust  
Lee Valley Regional Park  
Living Streets  
Living Streets Scotland  
Local Government Association  
Local Wildlife Trusts  
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  
 Machrihanish Holiday Park  
 National Institute for Health and Care Excellence  
 National Institute for Health Research  
 Network Rail  
 NHS Sustainable Development Unit  
 Partnership for Active Travel, Transport and Health  
 People's Health Trust  
 Polis  
 Public Health Agency NI  
 Public Health England  
 Pukka Herbs  
 Railway Heritage Trust  
 Ramblers  
 Relish The Great Outdoors  
 Road Haulage Association  
 Road Peace  
 Royal Borough of Kingston upon Thames  
 Royal College of Physicians  
 Royal Society for Public Health  
 RSPB  
 Saddle Skedaddle  
 Scottish Canals  
 Scottish Government  
 Scottish Natural Heritage  
 Soil Association  
 South East of Scotland Transport Partnership  
 (SEStran)  
 Stephen Clark 1965 Trust  
 Strathclyde Partnership for Transport (SPT)  
 Sustainable Travel Collective  
 Tayside and Central Scotland Transport  
 Partnership (Tactran)  
 The Blair Foundation  
 The Bruce Wake Charitable Trust  
 The Freshfield Foundation  
 The Gunter Charitable Trust  
 The Melbreak Charitable Trust  
 The Mrs Jean M Fraser Charitable Trust  
 The Nineveh Charitable Trust  
 The Peacock Charitable Trust  
 The Richmond Group of Charities  
 The Rowlands Trust  
 The Serve All Trust  
 The Spear Charitable Trust

Tourism Northern Ireland  
 TransPennine Express  
 Transport for Greater Manchester  
 Transport for London  
 Transport Partnership for Aberdeen City and Shire  
 (NESTRANS)  
 Transport Scotland  
 Triodos  
 UK Health Forum  
 ukactive  
 Urban Transport Group  
 Velosure  
 Vernet Trump Charitable Trust  
 Welsh European Funding Office  
 Welsh Government  
 Wheels for Wellbeing  
 William Brake Charitable Trust  
 World Health Organisation  
 WT Architecture

#### **Our trustees:**

Claire Addison  
 Valerie Aherne (resigned 31/12/16)  
 Andrew Balfour  
 Edward Condry  
 Mark Edgell  
 Anne Hyland  
 Kirsty Lewin  
 Richard Morris  
 Jamie O'Hara  
 Bill Stow (Chair)

**Sustrans Limited**  
**(A company limited by guarantee)**

**Annual report and financial statements**  
**for the year ended 31 March 2017**

<b>Registered Company Number:</b>	<b>1797726</b>
<b>Registered Charity Number:</b>	<b>326550</b> <b>SC039263 (Scotland)</b>

Annual report and financial statements for the year ended  
31 March 2017

## CONTENTS

	Pages
Legal and administrative information	17
Report of the Trustees (including the Strategic Report)	18-25
Independent auditors' report	26-27
Statement of financial activities (including income and expenditure account)	28
Balance sheet	29
Statement of cash flows	30
Notes to the financial statements	31-42



## 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)  
Valerie Aherne (FC) (resigned 31/12/16)  
Andrew Balfour (FC) (LC)  
Edward Condry (AC)  
Mark Edgell (AC)  
Anne Hyland (FC)  
Kirsty Lewin (FC)  
Richard Morris (FC)  
Jamie O'Hara (AC)  
Bill Stow (Chair)

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

### Executive team

Chief Executive	Xavier Brice
London	German Dector-Vega
Northern Ireland	Gordon Clarke
Scotland	John Lauder
Wales	Steve Brooks
Development	Susie Dunham
Finance	Andy Appleby
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 2017**

**Chair's statement**

This has been an exciting and eventful year for Sustrans.

In June 2016, Xavier Brice joined us as CEO, bringing great energy and drive as well as significant expertise and experience. In October 2016 almost every member of staff came together, with several Trustees, to share ideas and hear our new chief executive's vision for taking the charity forwards. Then in April 2017, we launched a new strategy, alongside a new three-year business plan.

Our strategy provides us with renewed clarity of purpose. It sets out our key areas of focus: connecting people and places, creating liveable neighbourhoods, and transforming the school run and commutes. The Trustees worked closely with Xavier to set the direction of the new strategy, and the process engaged all staff, as well as supporters, volunteers and external stakeholders.

2016 and 2017 also saw us conclude a change programme, designed to maintain our long-term financial sustainability, decentralise our activity more effectively, and improve collaboration across the charity. Sadly, this meant losing a significant number of staff. I am very grateful to them for all they achieved with us and wish them all the best for the future.

As ever, I am greatly impressed by Sustrans' staff and volunteers' commitment to delivering innovative and effective projects, particularly during a time of internal and external change. It has felt like an historic year, with a general election, mayoral and devolved elections, an ever-changing political landscape in Northern Ireland, and the implications of Brexit still unknown. The Board of Trustees and Executive will continue to keep the risks and opportunities afforded by these changes under close scrutiny.

This Report offers only a snapshot of our work making people's lives happier and healthier, creating green, better local environments and building stronger communities and economies. Sustrans' projects lengthen lives and improve life chances. They reduce congestion, improve air quality, increase travel choice and access to employment, and safeguard the long-term sustainability of our environment.

As I enter my last few months as Chair and reflect on what has been achieved over my tenure, and Sustrans' 40 year history, I feel both very proud of Sustrans and optimistic for the future.

## **Achievement of 2016/17 objectives**

**Last year we said that we would:**

- Complete the restructuring and embed a culture of collaboration across the organisation ✓
- Ensure that this year's budgets are managed with rigour so that we can live within our means in 2017/18 ✓
- Strengthen our partnerships ✓
- Initiate and complete a review of our strategy ✓

## Objectives for 2017/18

We started the 2017/18 year by launching a new five-year UK-wide strategy. We also began working to our first three-year business plan, the development of which was been integrated into our budgeting process.

The Executive team have set the following three-year plan objectives:

- Deliver significant programmes across the UK against our three areas of strategic focus (Connecting people with places, Creating liveable neighbourhoods, Transforming the school run and commutes)
- Revitalise the National Cycle Network – publishing a prioritised development plan and starting implementation
- Be recognised by business partners and consumers interested in active travel as the industry thought-leader in this sphere
- Strengthen and diversify our income base to give us a strong financial position from which to increase our impact UK-wide
- Begin consistent measurement of impact across Sustrans – with new targets in place
- Be a recognised employer of choice for passionate and skilled staff, and charity of choice for passionate and engaged volunteers

## Financial Review

At the start of 2016/17 Sustrans was in the midst of a significant process of restructuring in England outside of London and in its central teams. The plan was to move quickly to reduce costs and put the Charity on an affordable footing that would minimise the draw on reserves in 2016/17. This would then lay the basis for planning a balanced budget for 2017/18.

These financial statements confirm that Sustrans has reduced costs to the level required, and has not drawn on reserves. This is a better position than we were predicting and is a result of a number of factors including lower than expected costs from redundancies. We remain confident that as a result of the restructuring and careful business planning a budget has been put in place that should deliver a break-even organisation through 2017/18.

Financial performance across the UK shows significant variation, due to the variety of funding available for our work. Nonetheless, over the past five financial years Sustrans has made an average surplus of £160K from an average income of £58M. The largest surplus was £688K and the largest deficit £560K. This consistent year on year performance leaves Reserves of £9.9M at March 2017.

Last year was a challenging year, where the organisation had to say goodbye to many valued colleagues, and had to take some tough decisions. However the actions taken were the right ones. Sustrans is now in a stronger financial position and when plans are developed for the coming years the organisation will be able to invest in new capabilities and projects that will help to deliver the new strategy, and ‘make it easier for people to walk and cycle’.

The Trustees would like to thank all the staff for their commitment and passion for what Sustrans does, without which the charity would not be where it is today. Sustrans will need



to continue to work hard to ensure that the message is heard in this time of significant uncertainty for the UK, but it can now look forward to doing so from a sustainable financial footing.

### **Sustrans' people**

Sustrans continued success relies on the commitment, passion and capability of our staff.

2016/17 was a challenging year. Between April and September 2016 we successfully put in place a structure much better suited to anticipated changes in funding, whilst investing in building partnerships for the future and devolving many key activities to a local level.

At the same time, the overall leadership of the charity saw change, beginning with the appointment of our new Chief Executive, Xavier Brice, and continuing with the creation of a more inclusive Executive Team and the appointment of a new National Director for Wales. These changes came at a crucial time, and helped drive the development of our refreshed strategy.

Structural change continues, with reorganisations in London and in Northern Ireland bringing improvements to how we lead teams in those areas. This process will continue in 2017/18 where our highly successful team in Scotland will be supported with a comprehensive reorganisation of their own.

Learning and development remains core to Sustrans' vision for a highly skilled workforce. In 2016 the charity protected its per capita investment in staff training despite cost pressures. At the same time more efficient purchasing of training has allowed us to push that budget further and get more for our money.

As a values driven employer, Sustrans is committed to meaningful staff engagement and consultation. In 2016 we launched our first elected Information and Consultation of Employees (ICE) Forum. This group has quickly found favour with staff and now plays a lead role in consulting on matters such as staff pay and reward, Sustrans strategy, and the health, safety and wellbeing of colleagues.

2016/17 also saw Sustrans making investments in staff wellbeing through the introduction of comprehensive occupational health support, and the launch of an Employee Assistance Programme (EAP) providing access to counselling, debt advice and other valuable services.

After a challenging year, we are now committed to building on the success of the Change Programme by investing in becoming an employer of choice in our sector. This will begin with a commitment to achieve Investors in People accreditation.

Our latest gender pay gap data is available on our website.

### **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 operating 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 Risk & Assurance Committees, and annually for the Land Committee. The members of these committees are shown on page 17.

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.

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**

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 have 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](http://www.sustrans.org.uk/about-our-fundraising). Any complaint Sustrans receives about its fundraising is followed up in accordance with this Policy. In 2016, 13 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 its 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 its 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 assess 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 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 our 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 free 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 free 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 2017 a prudent amount for this is £3,100k (2016 £4,000k)

In the financial year free reserves increased by £617k (2016 decreased by £464k) to £6,209k at 31 March 2017. The Trustees therefore consider the current level of free



reserves to be adequate. The Trustees will continue to review the deployment of reserves above the level needed for the reserves policy. The explanation for Restricted income funds and Designated funds are given respectively in Notes 11 and 12 to the financial statements.

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 (2016: £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 (2016: £10,000) during the year.

## **Independent Auditors**

A resolution to re-appoint PricewaterhouseCoopers LLP as auditors will be proposed at the annual general meeting.

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

Andy Appleby  
Company Secretary  
14th July 2017

## **Independent auditors' report to the Members and Trustees of Sustrans Limited**

### **Report on 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 2017 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

---

#### **What we have audited**

The financial statements, included within the Annual report and financial statements (the "Annual Report"), comprise:

- the balance sheet as at 31 March 2017;
- the statement of financial activities (including income and expenditure account) for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

---

### **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.

---

### **Other matters on which we are required to report by exception**

#### **Adequacy of accounting records and information and explanations received**

Under the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) 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 accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

---

#### **Trustees' remuneration**

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of Trustees' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.



## **Independent auditors' report to the Members and Trustees of Sustrans Limited (continued)**

---

### **Responsibilities for the financial statements and the audit**

---

#### **Our responsibilities and those of the trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 24, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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) ("ISAs (UK & Ireland)"). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for the company's members 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 (as amended) 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.

---

#### **What an audit of financial statements involves**

We conducted our audit in accordance with ISAs (UK & Ireland). 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 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.

We primarily focus our work in these areas by assessing the trustees' judgements against available evidence, forming our own judgements, and evaluating the disclosures in the financial statements.

We test and examine information, using sampling and other auditing techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

In addition, we read all the financial and non-financial information in the Annual 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 material misstatements or inconsistencies we consider the implications for our report.

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

July 2017

**Statement of Financial Activities for the year ended 31 March 2017**

(including Income and Expenditure account)

Note ref.	Unrestricted Funds £'000	Restricted Funds £'000	<b>Total Funds 2017 £'000</b>	Total Funds 2016 £'000
<b>Income from:</b>				
	3,609	-	<b>3,609</b>	3,677
2 Donations and legacies				
Charitable activities	12,524	32,345	<b>44,869</b>	46,176
Investments	166	-	<b>166</b>	204
Total	<u>16,299</u>	<u>32,345</u>	<b><u>48,644</u></b>	<u>50,057</u>
<b>Expenditure on:</b>				
	826	-	<b>826</b>	1,026
3 Raising funds				
Charitable activities	14,833	32,780	<b>47,613</b>	49,591
Total	<u>15,659</u>	<u>32,780</u>	<b><u>48,439</u></b>	<u>50,617</u>
5 <b>Net income / (expenditure)</b>	640	(435)	205	(560)
Transfers between funds	(23)	23	-	-
<b>Net movement in funds</b>	<u>617</u>	<u>(412)</u>	<b><u>205</u></b>	<u>(560)</u>
<b>Reconciliation of funds:</b>				
Total funds brought forward	7,873	1,802	<b>9,675</b>	10,235
<b>Total funds carried forward</b>	<u>8,490</u>	<u>1,390</u>	<b><u>9,880</u></b>	<u>9,675</u>

Figures for 2016 include £119K which was shown last year as 'other income' and is now disclosed under 'charitable activities.'

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 income / (expenditure) for the years stated above and their historical cost equivalents.

## Balance Sheet at 31 March 2017

Note ref.		Unrestricted Funds £'000	Restricted Funds £'000	<b>Total Funds 2017 £'000</b>	Total Funds 2016 £'000
	<b>Fixed Assets:</b>				
7	Tangible assets	1,195	1,179	<b>2,374</b>	2,467
	<b>Current Assets</b>				
	Stock	172	-	<b>172</b>	128
8	Debtors	3,822	-	<b>3,822</b>	4,613
	Investments	16,172	-	<b>16,172</b>	15,639
	Cash at bank and in hand	16,037	716	<b>16,753</b>	11,871
	<b>Total current assets</b>	<b>36,203</b>	<b>716</b>	<b>36,919</b>	32,251
9	<b>Creditors:</b> amounts falling due within one year	(28,941)	(472)	<b>(29,413)</b>	(25,043)
	<b>Net current assets</b>	<b>7,262</b>	<b>244</b>	<b>7,506</b>	7,208
	<b>Total net assets</b>	<b>8,457</b>	<b>1,423</b>	<b>9,880</b>	9,675
	<b>The funds of the charity:</b>				
11	Restricted income funds			<b>1,390</b>	1,802
12	Designated funds			<b>2,195</b>	2,281
	Unrestricted funds			<b>6,295</b>	5,592
	Total unrestricted funds			<b>8,490</b>	7,873
	<b>Total charity funds</b>			<b>9,880</b>	9,675

The notes on pages 31 to 42 are an integral part of these financial statements.

The financial statements on pages 28 to 42 were approved by the trustees on 14th July 2017 and were signed on their behalf by:

**Bill Stow**  
**Chairman**



**Statement of cash flows for the year ended 31 March 2017**

	2017 £'000	2016 £'000
<b>Net income / (expenditure) for the reporting period (as per the statement of financial activities)</b>	<b>205</b>	<b>(560)</b>
<b>Adjustments for:</b>		
Depreciation charges	81	112
Interest from investments	(166)	(204)
Profit on the sale of fixed assets	(51)	(119)
(Increase) in stocks	(44)	(17)
Decrease / (increase) in debtors	791	(123)
Increase in creditors	4,370	5,163
<b>Net cash provided by operating activities</b>	<b>5,186</b>	<b>4,252</b>
<b>Cash flows from investing activities:</b>		
Interest from investments	166	204
Proceeds from the sale of property, plant and equipment	83	348
Purchase of property, plant and equipment	(20)	(203)
(Increase) / decrease in investments	(533)	1,939
<b>Net cash (used by) / provided by investing activities</b>	<b>(304)</b>	<b>2,288</b>
<b>Change in cash and cash equivalents in the reporting period</b>	<b>4,882</b>	<b>6,540</b>
Cash and cash equivalents at the beginning of the reporting period	11,871	5,331
Cash and cash equivalents at the end of the reporting period	16,753	11,871

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

## Notes to the Financial Statements for the year ended 31 March 2017

### 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 1<sup>st</sup> 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 be 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.

## **Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

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

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 re-assessed 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.

**Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

**(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 1 of this document.

**(o) Volunteers**

The vital role played by our volunteers, across the UK, is explained 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.



**Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

**2** *Income for Charitable Activities*

	Unrestricted £'000	Restricted £'000	Total 2017 £'000	Total 2016 £'000
Central	1,125	941	2,066	3,590
England Midlands	1,900	504	2,404	3,325
England North	2,318	777	3,095	3,456
England South	2,412	387	2,799	4,359
London	3,112	717	3,829	4,679
Northern Ireland	806	106	912	871
Scotland	522	28,402	28,924	24,935
Wales	329	511	840	961
	<b>12,524</b>	<b>32,345</b>	<b>44,869</b>	<b>46,176</b>

Figures for 2016 include £119K which was shown last year as 'other income' and is now disclosed under 'charitable activities.'

**3** *Expenditure on Charitable Activities*

	Activities undertaken directly £'000	Grant funding of activities (to institutions) £'000	Support costs £'000	Total 2017 £'000	Total 2016 £'000
Central	3,248	165	509	3,922	5,849
England Midlands	2,159	3	293	2,455	3,392
England North	3,335	-	360	3,695	4,102
England South	2,713	4	342	3,059	4,068
London	3,440	100	365	3,905	5,416
Northern Ireland	879	-	138	1,017	1,009
Scotland	4,951	22,951	563	28,465	24,505
Wales	720	260	115	1,095	1,250
	<b>21,445</b>	<b>23,483</b>	<b>2,685</b>	<b>47,613</b>	<b>49,591</b>

**Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

**4** *Analysis of support costs*

	Chief Executive Office	Finance	HR	Governance	Health & Safety	Information Technology	Total 2017	Total 2016
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Raising funds	11	15	22	1	1	10	<b>60</b>	60
Central	90	127	184	8	12	88	<b>509</b>	517
England Midlands	52	73	106	5	7	51	<b>294</b>	265
England North	64	90	130	6	9	62	<b>361</b>	364
England South	60	85	124	6	8	59	<b>342</b>	309
London	64	91	132	6	9	63	<b>365</b>	307
Northern Ireland	24	34	50	2	3	24	<b>137</b>	87
Scotland	99	140	204	9	14	97	<b>563</b>	285
Wales	20	29	41	2	3	19	<b>114</b>	79
<b>Total 2017</b>	<b>484</b>	<b>684</b>	<b>993</b>	<b>45</b>	<b>66</b>	<b>473</b>	<b>2,745</b>	2,273
Total 2016	525	508	664	42	73	461	<b>2,273</b>	

**5** *Net income / (expenditure)*

	2017 £'000	2016 £'000
<b>This is stated after charging:</b>		
Governance costs (the Trustees of the Charity are not paid):		
Travel and associated expenses incurred by staff and 10 (2016: 10) Trustees for attendance at meetings	<b>18</b>	20
Fees payable for statutory audit	<b>18</b>	20
Provision of trustee liability insurance	<b>2</b>	2
	<b>38</b>	42
Fees payable to the auditors for assurance services other than statutory audit	<b>1</b>	1
Depreciation of tangible fixed assets	<b>81</b>	112

## Notes to the Financial Statements for the year ended 31 March 2017 (continued)

### 6 Staff Costs

Average full time equivalent (FTE) number of employees	2017 number	2016 number
Raising funds	9.2	12.3
Support costs	40.6	42.7
Charitable Activities		
Central	74.3	111.1
England Midlands	46.0	64.1
England North	54.9	83.8
England South	54.1	74.7
London	58.4	61.6
Northern Ireland	18.9	17.6
Scotland	69.4	57.1
Wales	17.6	18.1
	<b>443.4</b>	<b>543.1</b>

The average head count (number of staff employed) during the year was 539 (2016: 651)

Staff costs (for the above persons):	2017 £'000	2016 £'000
Wages and Salaries	13,337	15,591
Social Security costs	1,245	1,433
Employer's pension contributions	407	475
	<b>14,989</b>	<b>17,499</b>

Statutory redundancy payments totaling £299k (2016: £144k) were made during the year.

The following number of employees received emoluments falling within the following ranges:	2017 Number	2016 Number
£60,000 to £69,999	5	7
£70,000 to £79,999	1	1
£80,000 to £89,999	-	-
£90,000 to £99,999	1	-
£100,000 to £109,999	-	1

Pension contributions made on behalf of employees whose emoluments fell within the following ranges were:	2017 £'000	2016 £'000
£60,000 to £69,999	10	14
£70,000 to £79,999	2	2
£80,000 to £89,999	-	-
£90,000 to £99,999	4	-
£100,000 to £110,000	-	4
Outstanding pension contributions at the year-end were nil (2015: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.

**Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

**7** *Tangible assets*

	Freehold Land and Buildings £'000	NCN Centre Refit £'000	IT Equipment £'000	Plant and Machinery £'000	Total £'000
<b>Cost</b>					
<b>At 1 April 2016</b>	2,306	259	278	267	3,110
Additions	-	-	3	17	20
Disposals	(32)	-	(119)	(53)	(204)
<b>At 31 March 2017</b>	<b>2,274</b>	<b>259</b>	<b>162</b>	<b>231</b>	<b>2,926</b>
<b>Accumulated depreciation</b>					
<b>At 1 April 2016</b>	-	212	233	198	643
Charge for year	-	6	32	43	81
Disposals	-	-	(119)	(53)	(172)
<b>At 31 March 2017</b>	<b>-</b>	<b>218</b>	<b>146</b>	<b>188</b>	<b>552</b>
<b>Net book amount</b>					
<b>At 31 March 2017</b>	<b>2,274</b>	<b>41</b>	<b>16</b>	<b>43</b>	<b>2,374</b>
At 31 March 2016	2,306	47	45	69	2,467

Tangible fixed assets held in restricted funds total £1,178k (2016: £1,185k) and comprise the National Cycle Network Centre £943k (2016: £949k), and land holdings in Yorkshire £150k (2016: £150k) and Scotland £86k (2016: £86k).



**Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

**8** *Debtors*

	2017 £'000	2016 £'000
Trade Debtors	2,389	3,780
Sundry Debtors and prepayments	1,433	833
	<b>3,822</b>	<b>4,613</b>

**9** *Creditors: amounts falling due within one year*

	2017 £'000	2016 £'000
Trade creditors	1,221	2,165
Payments received on account for contracts or performance related grants	26,592	21,251
Accruals	785	385
Taxation and social security	770	1,197
Other creditors	45	45
	<b>29,413</b>	<b>25,043</b>

**10** *Financial instruments*

	2017 £'000	2016 £'000
<u>Financial Assets</u>		
Cash	16,753	11,871
Trade debtors (settlement amount after trade discount)	2,389	3,780
Bank deposits	16,172	15,639
<u>Financial Liabilities</u>		
Trade creditors (settlement amount after trade discount)	(1,221)	(2,165)

**Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

**11 Restricted income funds**

		Balance 1 April 2016	Incoming	Outgoing	Transfers from Unrestricted funds	Balance 31 March 2017
	Note	£'000	£'000	£'000	£'000	£'000
Consett & Sunderland Railway Path		-	3	(24)	21	-
Paisley to Kilwinning and Kilmacolm		33	49	-	-	82
York to Selby Railway Path		438	1	-	-	439
Worthington Railway Path - Derby		-	-	(2)	2	-
Mirehouse Railway Path		41	6	(6)	-	41
<b>Historic railway path funds</b>	(1)	<b>512</b>	<b>59</b>	<b>(32)</b>	<b>23</b>	<b>562</b>
National Cycle Network Centre	(2)	553	-	(38)	-	515
Kirklees maintenance fund	(3)	100	-	-	-	100
Two Tunnels maintenance fund	(4)	185	-	-	-	185
Catterick maintenance fund	(5)	23	-	(1)	-	22
Frome's missing link donations	(6)	11	-	-	-	11
Track of the Ironmasters	(7)	-	73	(70)	-	3
Pembury Community Fund	(8)	-	292	(276)	-	16
		<b>872</b>	<b>365</b>	<b>(385)</b>	<b>-</b>	<b>852</b>
Central		-	941	(941)	-	-
England Midlands		-	504	(504)	-	-
England North		-	694	(694)	-	-
England South		-	387	(387)	-	-
London		-	717	(717)	-	-
Northern Ireland		-	106	(106)	-	-
Scotland		418	28,353	(28,795)	-	(24)
Wales		-	219	(219)	-	-
		<b>418</b>	<b>31,921</b>	<b>(32,363)</b>	<b>-</b>	<b>(24)</b>
		<b>1,802</b>	<b>32,345</b>	<b>(32,780)</b>	<b>23</b>	<b>1,390</b>

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.
7. Funds held for the 'Track of the Ironmasters' project in Cumbria.
8. Funds held for the 'Pembury Coastal' project in Wales.

**Notes to the Financial Statements for the year ended 31 March 2017 (continued)**

**12 Designated funds**

	Note	Balance 1 April 2016	Incoming	Outgoing	Transfers	Balance 31 March 2017
		£'000	£'000	£'000	£'000	£'000
Natural disaster contingency fund	(i)	1,000		-	-	<b>1,000</b>
Fixed asset fund	(ii)	1,281	192	(278)	-	<b>1,195</b>
		<b>2,281</b>	<b>192</b>	<b>(278)</b>	<b>-</b>	<b>2,195</b>

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.

**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**

	2017 £'000	2016 £'000
The total of future minimum lease payments under non-cancellable operating leases for each of the following periods:		
(i) not later than one year;	-	44
(ii) later than one year and not later than five years	<b>275</b>	<b>243</b>
	<b>275</b>	<b>287</b>
Lease payments recognised as an expense	<b>344</b>	<b>319</b>

**Notes to the Financial Statements for the year ended 31  
March 2017 (continued)**

*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:

- a) Land situated at Naburn, Escrick and Riccall, North Yorkshire is covered by a fixed charge in favour of Selby District Council
- b) 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
- c) 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
- d) The Worthington Branch Line is covered by a fixed charge in favour of Derbyshire County Council and Leicestershire County Council
- e) The Foss Island branch line is covered by a fixed charge in favour of the City of York Council



## Notes to the Financial Statements for the year ended 31 March 2017 (continued)

### 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:

	2017 £'000	2016 £'000
Scottish Canals	2,341	2,636
Aberdeen City Council	2,256	595
Fife Council	2,100	1,795
City of Edinburgh Council	1,872	1,691
Glasgow City Council	1,696	608
Falkirk Council	1,215	997
Stirling Council	1,091	285
South Lanarkshire Council	1,017	518
Dundee City Council	995	-
Highland Council	910	-
East Dunbartonshire Council	877	489
West Lothian Council	852	759
The Scottish Government	700	-
North Ayrshire Council	698	625
Loch Lomond & The Trossachs National Park Authority	592	301
The Moray Council	582	733
South Ayrshire Council	488	127
East Lothian Council	421	113
East Renfrewshire Council	341	-
Clackmannanshire Council	335	-
Clyde Gateway Urc	334	-
Argyll & Bute Council	309	-
Scottish Borders Council	300	175
Edinburgh Bicycle Co-operative Ltd.	297	-
Dumfries & Galloway Council	285	291
Derbyshire County Council	213	-
Perth and Kinross Council	208	213
Aberdeenshire Council	199	341
NHS Ayrshire and Arran	179	113
HiTrans	174	855
Midlothian Council	165	242
East Ayrshire Council	159	-
North Lanarkshire Council	159	233
Orkney Islands Council	153	-
Muthill Village Trust	146	-
Forth Environment Link	145	-
Strathclyde Partnership for Transport	144	-
Network Rail	143	-
West Dunbartonshire Council	139	-
Forest of Avon Trust	124	-
Tactran	112	-
The Rural Access Committee of Kinross-Shire	110	-
Angus Council	106	-
Buckinghamshire County Council	-	117
Cairngorms National Park Authority	-	197
Shetland Island Council	-	495

# Get in touch

Sustrans is the charity making it easier for people to walk and cycle. If you'd like to know more about our work, we'd love to hear from you.

**Sustrans Head Office**  
2 Cathedral Square  
College Green  
Bristol  
BS1 5DD  
0117 926 8893

**London**  
70 Cowcross Street  
London  
EC1M 6EJ  
0207 017 2350  
[london@sustrans.org.uk](mailto:london@sustrans.org.uk)

**Sustrans Cymru**  
123 Bute Street  
Cardiff  
CF10 5AE  
029 2065 0602  
[sustranscymru@sustrans.org.uk](mailto:sustranscymru@sustrans.org.uk)

**North**  
5th Floor  
Hanover House  
30-32 Charlotte St  
Manchester  
M14FD  
0161 923 6050  
[manchester@sustrans.org.uk](mailto:manchester@sustrans.org.uk)

**Sustrans Scotland**  
Rosebery House  
9 Haymarket Terrace  
Edinburgh  
EH12 5EZ  
0131 346 1384  
[scotland@sustrans.org.uk](mailto:scotland@sustrans.org.uk)

**Midlands & East**  
The Walker Building  
58 Oxford Street  
Digbeth  
Birmingham  
B5 5NR  
0121 633 5500  
[birmingham@sustrans.org.uk](mailto:birmingham@sustrans.org.uk)

**Northern Ireland**  
Ground Floor  
Premier Business Centres  
20 Adelaide Street  
Belfast  
BT2 8GD  
028 9043 4569  
[belfast@sustrans.org.uk](mailto:belfast@sustrans.org.uk)

**South**  
17 Great George Street  
Bristol  
BS1 5QT  
0117 926 8893  
[south@sustrans.org.uk](mailto:south@sustrans.org.uk)

Follow us on



Printed with 100% renewable  
energy using and alcohol-  
free process and using  
vegetable-based inks.

[www.sustrans.org.uk](http://www.sustrans.org.uk)

