

WALTHAM FOREST COMMUNITY TRANSPORT LIMITED

England & Wales · Charity number 1048701

Details

Other names	W F C T LTD, WALTHAM FOREST COMMUNITY TRANSPORT LTD
Status	Registered
Legal form	Charitable company
Company number	03073284
Registered	1995-08-16
Register	View on the Charity Commission register

Contact

Address	Waltham Forest Community Transport Low Hall Manor Business Park 42 Argall Avenue London E10 7AS
Phone	02085210665
Email	info@ctwf.co.uk
Website	www.communitytransportwf.co.uk

Activities

Objects: 1.1 THE OBJECTS of the Charity (the “Objects”) are, for the public benefit:1.1.1 to relieve poverty youth age sickness or disability by, in particular but without limitation, the provision of transport for individuals in need of such relief or to charities or other organisations that benefit such persons; and1.1.2 to promote social inclusion by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society. For the purpose of this clause ‘socially excluded’ means being excluded from society, or part of society, as a result of one or more of the following factors: poverty, youth or old age, sickness or disability.

Activities: Provision of passenger transport services in Waltham Forest and Newham , including Door to Store Shopping Service Group use service for local community and voluntary organisations on a self drive or driver provided basis. A Community Driving school offering training to MiDAS standard in Minibus driving, Passenger Assistance, as well as other related courses

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Environment/conservation/heritage, Economic/community Development/employment, Recreation, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Charities Or Voluntary Bodies, Other Defined Groups

Geography

- Enfield
- Newham
- Waltham Forest

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,696,269	£1,594,817	£1,194,881	41
2024-03-31	£1,558,230	£1,493,174	£1,093,429	42
2023-03-31	£1,477,220	£1,262,857	£1,028,373	28
2022-03-31	£1,281,054	£1,129,353	£814,010	36
2021-03-31	£1,077,259	£915,258	£662,309	21

Trustees

Name	Role	Appointed
David Saville		2025-10-21
MR DAVE WILLIAMS		
Michael Mouldsdaie		2026-02-25
PAUL LESLIE		2020-06-12
RICHARD MICHAEL MUNDY		

WALTHAM FOREST COMMUNITY TRANSPORT LIMITED

England & Wales - Charity number 1048701

Accounts

**Waltham Forest
Community Transport
Limited**

**Annual Report and Financial
Statements**

31 March 2025

Company Registration Number 03073284
(England and Wales)

Charity Registration Number 1048701

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Reference and administrative information

Members of the Management Committee	Paul Leslie (Acting Chair) Sabir Bham (Acting Chair- resigned 8th March 2025) Richard Mundy (Treasurer) David Williams
Company Secretary and Director	Helen Tredoux
Registered office	Low Hall Depot Argall Avenue London E10 7AS
Telephone	020 8521 0665
Email	info@ctwf.co.uk
Website	www.communitytransportwf.co.uk
Company registered number	03073284 (England and Wales)
Charity registered number	1048701 (England and Wales)
Auditor	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL
Bankers	Co-Operative Bank PO Box 101 1 Balloon Street Manchester M60 4EP

Report of the Management Committee Year to 31 March 2025

The Management Committee presents its report with the financial statements of Waltham Forest Community Transport for the year ended 31 March 2025.

This report, which constitutes a directors' report for company legislation purposes, has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006, and has been prepared in accordance with Part 8 of the Charities Act 2011.

The financial statements have been prepared in accordance with the principal accounting policies set out on pages 19-21 and comply with the requirements of the Charities Act 2011, the Companies Act 2006, the charitable company's Memorandum and Articles of Association, applicable laws, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and FRS 102.

Governance, structure and management

Waltham Forest Community Transport (WFCT) is a charitable company, limited by guarantee, Company No. 03073284 (England and Wales) and is registered with the Charity Commission, Charity No. 1048701. The charitable company was incorporated on June 22, 1995 and registered as a charity on August 16, 1995. The charitable company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. The Memorandum and Articles were updated at a General Meeting on 31st March 2022. In the event of the company being wound up, members are required to contribute an amount not exceeding £5.

The charity's senior employee has the title Director and Company Secretary but is not a member of the Management Committee and therefore not a company director or charity trustee.

Recruitment and appointment of members of the Management Committee

The directors of the company are also charity trustees for the purposes of charity law and are the Members of the Management Committee under the company's articles.

The MC aims to reflect the diverse needs of our user groups and their members, our passengers. We actively seek to enhance the pool of potential committee members who are representative of all areas of the community. Where gaps are identified, we target specific areas for recruitment.

The MC reviews annually the existing skills of its members and seeks to gain outside support from advisors and volunteers on specific issues (e.g. marketing). Training is offered to all MC members (see below).

Report of the Management Committee Year to 31 March 2025

Governance, structure and management (continued)

Member induction and training

A member induction meeting is arranged for all new MC members immediately following the AGM. This is usually led by the Company Secretary and Director of the charity. The initial induction enables members to familiarise themselves with:

- ◆ the charitable company's governing documents
- ◆ the latest financial accounts
- ◆ the obligations of members
- ◆ procedures for meetings
- ◆ the charity's staffing framework

New members are encouraged to take up additional training opportunities throughout their term of office. Information regarding training opportunities is provided to members. An annual financial training session is provided to MC members.

The following members were in office at 31st March 2025 and served throughout the year except where shown:

Board member	Appointed / resigned
Dr Sabir Bham	Resigned 8th March 2025
Mr Paul Leslie	
Mr Richard Mundy (Treasurer)	
Mr David Williams	

Key management personnel

Helen Tredoux	-	Director and Company Secretary
Nayyer Abbas Syed	-	General Manager
Alison Fowlerlouis	-	Fleet Supervisor

Remuneration for these personnel, and all staff, is set by comparison with similar voluntary organisations. Despite the economic climate, we have managed to provide all staff with pay increases at or above inflation. Community Transport Waltham Forest is one of the few transport organisations accredited as a London Living Wage employer. The Management Committee reviews salaries and hourly pay rates annually.

Risk Management

The Management Committee uses its annual business planning process to ensure that it is aware of the risks to which we are exposed. Where possible we have systems and procedures in place to mitigate the risks facing the charity. We maintain a Risk Register, which is reviewed by the Management Committee annually.

Examples of Risk Management include:

Report of the Management Committee Year to 31 March 2025

Governance, structure and management (continued)

Human Resources

There is a risk of losing key staff, work overload and reduced capability to respond to our member groups' needs. We have appropriate back-up plans. Procedures are in place to ensure compliance with standards for the employment and management of staff, as well as the health and safety of staff, clients and visitors. To help ensure our compliance we have contracted Croner Consultancy to advise and support on HR matters.

Premises

We operate from a busy transport site owned by the London Borough of Waltham Forest (LBWF). The need to avoid accidents by/with people or vehicles is paramount. WFCT has a staff member attending health and safety meetings affecting the charity's premises, storage and parking. The results of these meetings are reported to members.

Drivers and Training

Our business depends on providing safe journeys 100% of the time. Our drivers' competence and attitude are key elements. Our Fleet Supervisor undertakes annual risk assessments for the drivers we employ, and we receive professional support and advice through the national Community Transport Association (CTA). We have adopted the nationally recognised MiDAS system of driver training to ensure consistency in driver standards. This system is used by WFCT and for drivers from our member groups which use our vehicles on a self-drive basis. Staff have DBS checks where appropriate.

Vehicles

We employ an external examiner to check all vehicles regularly. All recommended maintenance and repairs are carried out. We acquire newer minibuses by (a) purchasing when funds are available and (b) leasing. The fleet is fully ULEZ-compliant. We intend moving to even more environmentally friendly minibuses (hybrid and/or electric) as soon as that becomes practicable.

Quality Standards

WFCT is accredited by the Fleet Operator Recognition Scheme (FORS) which aims to raise the level of quality within fleet operations and to demonstrate which operators are achieving exemplary levels of best practice in safety, efficiency, and environmental protection. We are audited annually by FORS.

Governance, structure and management (continued)

Organisational Structure

The Members of WFCT are the trustees of the charity. They are the directors of the company. They make up the management committee. They may invite non-voting advisors. The members are responsible for setting our strategic direction, ensuring compliance with our governance and management of finances.

Report of the Management Committee Year to 31 March 2025

The Director is responsible to the Management Committee and is also Company Secretary. Operational responsibility is delegated to the Director. The work of the charity, including service provision, staff supervision and liaison with the national body, is undertaken by the Director, along with the General Manager and Fleet Supervisor.

Members meet staff and receive verbal and appropriate written reports at regular meetings. All meetings are minuted.

Related parties

WFCT is a member of the Community Transport Association (CTA), and we are guided by its national policies. WFCT actively uses the advice and information services of the CTA. Our Director represents us at the London CTA meetings. This is valuable in identifying relevant policy and legal developments and potential funding sources.

We also work with many other local organisations and local authorities.

Our aims and objectives

Our charity's purposes are set out in the objects contained in the company's memorandum of association:

THE OBJECTS of the Charity (the "Objects") are, for the public benefit:

- i. to relieve poverty youth age sickness or disability by, in particular but without limitation, the provision of transport for individuals in need of such relief or to charities or other organisations that benefit such persons; and
- ii. to promote social inclusion by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

For the purpose of this clause 'socially excluded' means being excluded from society, or part of society, as a result of one or more of the following factors: poverty, youth or old age, sickness or disability.

How our activities deliver public benefit

The main area of WFCT's charitable activity is the provision of minibus and associated transport services to registered member groups. These are eligible groups who wish to use WFCT's services on an occasional basis or regularly to meet their group travel needs.

Who used and benefited from our services

WFCT provides transport and training to local organisations in East London. In 2024/25 we had 123 active member organisations spanning a wide range of voluntary, community and statutory organisations. The breakdown of membership at the end of March 2025 showed 25% Adult and Social Care organisations, 13% Arts and Culture, 5% Elderly and Disabled, 5% Faith, 7% Public Services, 15% Schools and Colleges, 9% Sports, 14% Youth, 4% Housing, and 3% Uniformed.

Report of the Management Committee Year to 31 March 2025

Community Hires

We offer a choice of minibuses from standard to accessible, enabling our member groups to select a vehicle best suited to the mobility needs of their members. During 2024/25, we achieved over 8,000 community hires carrying more than 94,000 passengers across all services, including shuttle services for events at the London Stadium.

Community Drivers

WFCT provides drivers to those organisations unable to provide their own.

Committed Services

Committed services, where member groups have ongoing committed bookings, include day services for voluntary sector organisations and Adult and Social Care services. 1,709 trips were undertaken.

Door to Store Service

WFCT operates a grant funded Door to Store shopping service for elderly and disabled people in Waltham Forest. The service is funded by LBWF Adult and Social Care and forms an important part of enabling the elderly to retain their independence, by providing accessible transport to local supermarkets for shopping. The service runs 2.5 days a week offering 3 trips a day to various supermarkets, with specific days allocated to specific areas in Waltham Forest. Door to Store continued through much of the year with 2,465 passengers using the service for outward and return journeys.

Dial a Ride Services

We continued providing a number of Dial a Ride routes, carrying 24,924 passengers over the year.

Excursions Club

WFCT operates a Waltham Forest Excursions Club programme offering seasonal outings to individuals at risk of suffering from isolation and loneliness. During the year we ran 32 trips with 384 passengers on outings to places of interest.

Waltham Forest Community Driving School

WFCT has been a local provider of MiDAS (minibus awareness training) for more than 10 years. The training register is managed nationally through CTA UK and is aimed at anyone driving a minibus. WFCT offers this service locally through a new online training system managed by CTA UK. The training schemes are monitored to ensure WFCT continues to provide training to meet the needs of our member groups.

Monitoring

We use customer satisfaction surveys to measure the quality of our service and use opportunities such as special consultations to ensure that we continue to review our services to best meet our member organisations' needs.

Report of the Management Committee Year to 31 March 2025

Newham Community Transport

WFCT has been operating in Newham since 2011 and employs an Outreach Worker there, funded from our resources.

Work focusses largely on reducing loneliness and isolation with additional vehicles available for hire by groups in the borough. Services currently provided include the Time Together Club (Sunday lunches for older people referred by agencies such as Social Prescribing) and an Excursions Club offering seasonal outings. 24 trips were organised, with 64 individuals taking part.

A large proportion of activity in 2024/25 centred on delivery of our Heritage Lottery funded 'Charabancs & Cadillacs' project. This included 12 heritage trips and 12 lunches with oral history and reminiscence sessions. Full project details can be found at www.charabancsandcadillacs.co.uk

Principal Funding Sources

83% of income from charitable activities came from committed services for our member groups. 16.3% came from occasional hires and 0.7% from our Community Driving School.

We received £2,500 from the L M Kendon Settlement Charity, which was used to help deliver the Time Together Club in Newham every fortnight for lonely and isolated individuals. The funding was fully utilised in the year.

Heritage Lottery Fund awarded a £140,600 grant for our Charabancs & Cadillacs project, of which the final £94,215 was spent in the year (£46,445 was spent in the previous year).

We wish to thank all those who gave grants and donations. Their support increases significantly the numbers of people who benefit from our services.

ULEZ Fleet replacement programme

This year we replaced a further 3 vehicles with compliant vehicles. Our fleet now fully meets the Euro 6 standard. We aim for a continuing vehicle modernising programme as funds permit.

Financial review

Financial Results

The statement of financial activities discloses a surplus in net incoming resources of £101,452 (2024 - 65,056). Reserves at 31 March 2025 were: unrestricted general funds - £774,881 and designated funds - £420,000.

Reserves Policy

WFCT maintains a cautious reserves policy, with the goal of being able to remain in business, providing community services to our member groups, even when experiencing a significant reduction in income.

Report of the Management Committee Year to 31 March 2025

Restricted funds arise from income granted to Community Transport that can be used only for the purposes specified in the grant. Our Treasurer regularly monitors the costs allocated against grants and reviews progress against the budget for each grant.

Designated Reserve funds are used to maintain adequate security for known plans and risks. At 31 March 2025 these totalled £420,000 for:

- Core Costs (3 months' core staff, running and other costs);
- Redundancy (to enable WFCT to reduce services or wind up because of unexpected losses of funding, to ourselves or our member groups);
- Working Capital (to manage cash),
- Future Community Services, to be delivered after year-end, and
- Fleet Renewal.

Excluding designated funds, general unrestricted reserves total £774,881 at 31 March 2025, of which £308,964 were free reserves.

Responsibilities of the members of the Management Committee

The Members of the Management Committee (who are also trustees of Waltham Forest Community Transport for the purposes of charity law and directors for the purposes of company law) are responsible for preparing the Report of the Management Committee and the financial statements, in accordance with applicable law and United Kingdom Accounting Practice (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the 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 members are required to:

- ♦ select suitable accounting policies and then apply them consistently;
- ♦ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable for charities preparing their accounts in accordance with FRS 102;
- ♦ make judgements and estimates that are reasonable and prudent;
- ♦ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

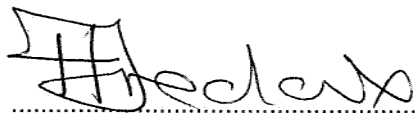
Report of the Management Committee Year to 31 March 2025

The Management Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with Companies Act 2006. The members 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.

In so far as the Management Committee is aware:

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

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

 Date: 30/09/25

Company Secretary

Independent auditor's report 31 March 2025

Independent auditor's report to the members of Waltham Forest Community Transport Limited

Opinion

We have audited the financial statements of Waltham Forest Community Transport Limited (the 'charitable parent company') for the year ended 31 March 2025 which comprise the group statement of financial activities, the group and charitable parent company balance sheets, and the group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2025 and of its income and of the group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- ◆ adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- ◆ the charitable parent company financial statements are not in agreement with the accounting records and returns; or
- ◆ certain disclosures of trustees' remuneration specified by law are not made; or
- ◆ we have not received all the information and explanations we require for our audit; or
- ◆ the trustees were not entitled to prepare the financial statements in accordance with the

small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the charitable parent company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006), those that relate to employment and data protection (General Data Protection Regulation), bus safety legislation and the Transport Act 1985;

Independent auditor's report 31 March 2025

- ◆ We understood how the group and charitable parent company are complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of the minutes of trustees' meetings; and
- ◆ Identified laws and regulations were also communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and charitable parent company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ tested authorisation controls on expenditure items, to check that all expenditure was approved in line with the group and charitable parent company's financial procedures;
- ◆ agreed financial statement disclosures to underlying supporting documentation;
- ◆ read the minutes of meetings of those charged with governance; and
- ◆ enquired of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Independent auditor's report 31 March 2025

Use of our report

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

A handwritten signature in black ink, appearing to read 'Buzzacott Audit LLP', is written over the printed name of the auditor.

Edward Finch (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP, Statutory Auditor

130 Wood Street

London

EC2V 6DL

6 October 2025

Consolidated statement of financial activities (including the Income and Expenditure Account) Year to 31 March 2025

	Notes	Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2025 £	Total funds 2024 £
Income and expenditure						
Income from:						
Grants and donations	3	37,125	—	96,715	133,840	73,674
Investments		8,124	—	—	8,124	7,448
Charitable activities	4	1,535,367	—	—	1,535,367	1,477,108
Disposal of fixed assets		18,938	—	—	18,938	—
Total income		1,599,554	—	96,715	1,696,269	1,558,230
Expenditure on:						
Charitable activities	5	1,498,102	—	96,715	1,594,817	1,493,174
Total expenditure		1,498,102	—	96,715	1,594,817	1,493,174
Net income		101,452			101,452	65,056
Transfers	11	(5,000)	5,000	—	—	—
Net movement in funds		96,452	5,000	—	101,452	65,056
Funds brought forward 01 April 2024	12	678,429	415,000	—	1,093,429	1,028,373
Funds carried forward at 31 March 2025		774,881	420,000	—	1,194,881	1,093,429

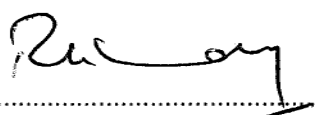
The statement of financial activities includes all gains and losses in the year, and therefore a separate statement of total recognised gains and losses has not been prepared.

All of the above amounts are related to continuing activities.

Consolidated balance sheet 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	7		465,917		461,621
Current assets					
Debtors and prepayments	8	240,362		239,860	
Cash at bank and in hand		544,486		465,152	
		<u>784,848</u>		<u>705,012</u>	
Current liabilities					
Creditors and accrued expenses	9	55,884		73,204	
Net current assets			728,964		631,808
Total net assets			<u>1,194,881</u>		<u>1,093,429</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			774,881		678,429
. Designated	11		420,000		415,000
Restricted funds	10		—		—
			<u>1,194,881</u>		<u>1,093,429</u>

These financial statements were approved by the members of the Management Committee and signed on its behalf by:


 Date: 30/9/25

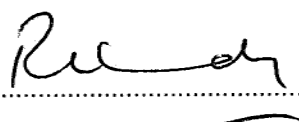
Company registration number: 03073284

The notes on pages 22 to 30 form part of these accounts.

Charity balance sheet 31 March 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Tangible assets	7		465,917		461,621
Current assets					
Debtors and prepayments	8	240,362		239,860	
Loan to East CT CIC	15	70,250		70,250	
Cash at bank and in hand		474,086		394,622	
		<u>784,698</u>		<u>704,732</u>	
Current liabilities					
Creditors and accrued expenses	9	55,884		73,204	
Net current assets			728,814		631,528
Total net assets			<u>1,194,731</u>		<u>1,093,149</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			774,731		678,149
. Designated	10		420,000		415,000
Restricted funds	11		—		—
			<u>1,194,731</u>		<u>1,093,149</u>

These financial statements were approved by the members of the Management Committee and signed on its behalf by:

 Date: 30/8/25

Company registration number: 03073284

The notes on pages 22 to 30 form part of these accounts.

Consolidated statement of cash flows year to 31 March 2025

	Notes	2025 £	2024 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	<u>190,414</u>	<u>163,449</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		<u>(111,080)</u>	<u>(228,360)</u>
Net cash used in investing activities		<u>(111,080)</u>	<u>(228,360)</u>
Change in cash and cash equivalents in the year		79,334	(64,911)
Cash and cash equivalents at 1 April 2024	B	465,152	530,063
Cash and cash equivalents at 31 March 2025	B	<u>544,486</u>	<u>465,152</u>

Notes to the statement of cash flows for the year to 31 March 2025

A Reconciliation of net movement in funds to net cash provided by operating activities

	2025 £	2024 £
Net movement in funds (as per the statement of financial activities)	101,452	65,054
Adjustments for:		
Depreciation charge	106,784	82,896
(Increase) in debtors	(502)	(2,085)
(Decrease)/increase in creditors	<u>(17,320)</u>	<u>17,584</u>
Net cash provided by operating activities	<u>190,414</u>	<u>163,449</u>

B Analysis of cash and cash equivalents

	2025 £	2024 £
Cash at bank and in hand	<u>544,486</u>	<u>465,152</u>
Total cash and cash equivalents	<u>544,486</u>	<u>465,152</u>

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Principal accounting policies 31 March 2025

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2025.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) second edition issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of Waltham Forest Community Transport Limited and its subsidiaries, made up at the balance sheet date as Waltham Forest Community Transport Limited either owns the entire share capital of the subsidiary or assumes control of the entity.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the members of the management committee to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets; and
- ◆ apportionment of expenditure across each activity.

Assessment of going concern

The members of the management committee have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment with respect to a period of one year from the date of approval of these financial statements.

The members of the management committee of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the accounts are detailed above.

Principal accounting policies 31 March 2025

Fund accounting

Unrestricted general funds are available for use at the discretion of the members in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the members for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Income recognition

All income is included in the statement of financial activities when the charitable company is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- ◆ Voluntary income is received by way of grants, donations and gifts and is included in full when the charity becomes unconditionally entitled to the grant.
- ◆ Grant income, which is related to performance and specific deliverables, is accounted for as the charity earns the right to consideration by its performance.
- ◆ Donated services and facilities are included at the value to the charitable company where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- ◆ Investment income is included when received.
- ◆ Income from charitable activities is accounted for when earned.

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charitable company.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the period of the lease.

Principal accounting policies 31 March 2025

Tangible fixed assets

Capital expenditure on items costing £5,000 or over is depreciated at rates designed to write off the costs over the estimated useful lives of the assets, calculated on the straight-line method, less any residual value. First-year depreciation on assets costing more than £5,000 is calculated pro rata in the year in which they were purchased. Improvements to premises will be written off, on the straight-line method, over the life of the lease during which the expenditure is incurred.

Depreciation is provided at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- ♦ Office equipment 25% on cost
- ♦ Vehicles 10-20% on cost

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Parent charity information

The parent charity, Waltham Forest Community Transport Limited, had total income of £1,696,269 (2024 - £1,558,230) and net income of £101,452 for the year ended 31 March 2025 (2024 - £65,056). The parent company has taken advantage of the exemption from preparing a separate income statement and statement of cash flows.

No separate statement of financial activities has been presented for Waltham Forest Community Transport Limited alone, as permitted by s408 of the Companies Act 2006 and paragraph 24.36 of SORP 2015.

Notes to the financial statements Year to 31 March 2025

1 Company limited by guarantee

Waltham Forest Community Transport Limited is a company limited by guarantee, and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amounts as may be required, not exceeding £5, to the assets of the charitable company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member.

2 Taxation

Waltham Forest Community Transport is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

3 Grants and donations

	Unrestricted funds £	Restricted funds £	2025 £
Department for Transport, Bus Service Operators	37,125	—	37,125
The L M Kendon Settlement	—	2,500	2,500
Heritage Lottery	—	94,215	94,215
2025 Total funds	37,125	96,715	133,840

	Unrestricted funds £	Restricted funds £	2024 £
Department for Transport, Bus Service Operators	27,229	—	27,229
Heritage Lottery	46,445	—	46,445
2024 Total funds	73,674	—	73,674

Grant providers have reservation of title to those assets acquired with their capital grants, in the event of the company ceasing to exist.

Notes to the financial statements Year to 31 March 2025

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2025 £
Committed bookings fees and fares	1,272,097	—	1,272,097
Membership fees (net of VAT)	2,933	—	2,933
Community vehicle use	249,697	—	249,697
Training to third parties	10,640	—	10,640
2025 Total funds	1,535,367	—	1,535,367

	Unrestricted funds £	Restricted funds £	2024 £
Committed bookings fees and fares	1,234,868	—	1,234,868
Membership fees (net of VAT)	3,197	—	3,197
Community vehicle use	228,568	—	228,568
Training to third parties	10,475	—	10,475
2024 Total funds	1,477,108	—	1,477,108

5 Total resources expended

	Committed Bookings £	Casual Bookings £	Driving School £	Gover-nance £	Total funds 2025 £
Costs directly allocated to activities					
. Staff	186,950	36,696	1,564	—	225,210
. Vehicles	413,642	81,193	3,460	—	498,295
. Audit fee	—	—	—	9,090	9,090
. Statutory	—	—	—	315	315
. Medical	148	29	1	—	178
. Core insurance	—	—	—	6,206	6,206
. Marketing	1,554	305	13	—	1,872
. Consultancy	270	53	2	—	325
. Driving School	—	—	11,562	—	11,562
Support cost allocated to activities					
. Staff	589,847	115,780	4,934	—	710,561
. Premises	12,452	2,444	104	—	15,000
. Office running costs	32,898	6,458	275	130	39,761
. Other support costs	63,456	12,455	531	—	76,442
Total funds	1,301,217	255,413	22,446	15,741	1,594,817

Notes to the financial statements Year to 31 March 2025

Total resources expended (continued)

	Committed Bookings £	Casual Bookings £	Driving School £	Gover- nance £	Total funds 2024 £
Costs directly allocated to activities					
. Staff	183,825	34,026	1,558	—	219,409
. Vehicles	425,386	78,739	3,605	—	507,730
. Audit fee	—	—	—	5,500	5,500
. Statutory	—	—	—	125	125
. Medical	536	99	5	—	640
. Core insurance	—	—	—	6,187	6,187
. Marketing	16,845	3,118	143	—	20,106
. Consultancy	6,059	1,122	51	—	7,232
. Driving School	—	—	9,562	—	9,562
Support cost allocated to activities					
. Staff	517,529	95,794	4,386	—	617,709
. Premises	10,474	1,938	88	—	12,500
. Office running costs	33,863	6,246	286	—	40,395
. Other support costs	38,606	7,146	327	—	46,079
Total funds	1,233,123	228,228	20,011	11,812	1,493,174

Costs are apportioned across charitable activities based on the proportion of income received for that activity during the year.

Comparative information for expenditure, by fund, is as follows:

Expenditure	Unrestricted funds £	Restricted funds £	Designated funds £	Total funds 2024 £
Charitable activities	1,482,869	10,305	—	1,493,174
Total expenditure	1,482,869	10,305	—	1,493,174

5 Staff costs and emoluments

	2025 £	2024 £
Wages and salaries	796,742	762,692
Social security costs	58,389	52,755
	855,131	815,447
Other staff costs	25,906	21,671
	881,037	837,118

No employee received emoluments of more than £60,000 in the year (2024: Nil).

Notes to the financial statements Year to 31 March 2025

6 Staff costs and emoluments (continued)

	2025 No.	2024 No.
Average number of employees (FTE)	29	30
	2025 No.	2024 No.
Average number of employees (headcount basis)	41	42

The aggregate remuneration of key management personnel (Director and Fleet Supervisor) totalled £103,834 (2024 - £108,295).

Member remuneration and related party transactions: none (2024: none). No members received any remuneration during the year (2024: none). Expenses amounting to £nil (2024: £nil) were reimbursed to, or paid on behalf of, members of the Management Committee.

7 Tangible assets

Group and charity	Vehicles £
Cost	
At 1 April 2024	793,840
Additions	111,080
Disposals	(78,881)
At 31 March 2025	826,039
Depreciation	
At 1 April 2024	332,219
Disposals	(78,881)
Annual charge	106,784
At 31 March 2025	360,122
Net book value	
At 31 March 2025	465,917
At 31 March 2024	461,621

8 Debtors

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	96,425	103,508	96,425	103,508
Accrued Income	98,434	93,188	98,434	93,188
Prepayments	26,689	23,075	26,689	23,075
VAT recoverable	18,814	20,089	18,814	20,089
	240,362	239,860	240,362	239,860

Notes to the financial statements Year to 31 March 2025

9 Creditors and accrued expenses, amount falling due within one year

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade creditors	22,412	38,547	22,412	38,547
Accruals	5,000	4,500	5,000	4,500
Other creditors	(181)	(181)	(181)	(181)
Social Security and other taxes	28,653	30,338	28,653	30,338
	55,884	73,204	55,884	73,204

10 Restricted funds

	As at 1 April 2024 £	Income £	Expenditure £	As at 31 March 2025 £
Group and charity				
Heritage Lottery	—	94,215	94,215	—
LM Kendon Settlement	—	2,500	2,500	—
	—	96,715	96,715	—

	As at 1 April 2023 £	Income £	Expenditure £	As at 31 March 2024 £
Group and charity				
Walthamstow and Chingford Almshouses	5,769	—	5,769	—
Awards for All Community Fund	4,536	—	4,536	—
	10,305	—	10,305	—

Purposes of restricted income funds:

- ◆ Heritage Lottery is for Charabancs & Cadillacs project.
- ◆ LM Kendon Settlement was for the Time Together Club.
- ◆ Walthamstow and Chingford Almshouses was for driver training.
- ◆ Awards of All is the Time Together Club.

Notes to the financial statements Year to 31 March 2025

11. Designated funds

Group and charity	As at 1 April 2024 £	Transfers £	As at 31 March 2025 £
Core costs	70,000	15,000	85,000
Redundancy fund	25,000	10,000	35,000
Working Capital	150,000	30,000	180,000
Future Community Services	50,000	—	50,000
Fleet Renewal	120,000	(50,000)	70,000
	<u>415,000</u>	<u>5,000</u>	<u>420,000</u>

Group and charity	As at 1 April 2023 £	Transfers £	As at 31 March 2024 £
Core costs	95,000	(25,000)	70,000
Redundancy fund	25,000	—	25,000
Working Capital	100,000	50,000	150,000
Future Community Services	50,000	—	50,000
Leases	50,000	(50,000)	—
Fleet Renewal	250,000	(130,000)	120,000
	<u>570,000</u>	<u>(155,000)</u>	<u>415,000</u>

Purposes of designated funds:

- ◆ Core costs are to cover 3 months' costs for permanent staff and office and running expenses etc.
- ◆ The redundancy fund is to cover the cost of reducing services or winding up and is based on statutory redundancy levels.
- ◆ Working capital is to provide cash, allowing for delays awaiting payments against our invoices.
- ◆ Future Community Services relates to community work to be delivered after 31st March 2025.
- ◆ Fleet Renewal is for purchasing vehicles.

Notes to the financial statements Year to 31 March 2025

12. Net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2025 £
Fixed assets	465,917	—	—	465,917
Current assets	364,848	420,000	—	784,848
Current liabilities	(55,884)	—	—	(55,884)
	774,881	420,000	—	1,194,881

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2024 £
Fixed assets	461,621	—	—	461,621
Current assets	290,012	415,000	—	705,012
Current liabilities	(73,204)	—	—	(73,204)
	678,429	415,000	—	1,093,429

Net movement in funds

This is stated after charging:

	2025 £	2024 £
Depreciation	106,784	82,896
Auditor's remuneration	9,090	5,500
Operating lease charges (Plant and machinery)	98,995	105,018

12 Operating lease commitments

At 31 March 2025, the total minimum lease payments under non-cancellable operating leases were:

	2025 £	2024 £
Operating lease commitments:		
Within one year	75,640	79,272
Between one to five years	177,920	244,640
Total	253,560	323,912

13 Related parties

East CT Community Interest Company ('East CT') is a wholly owned subsidiary of WFCT, set up to undertake commercial trading. It has not yet traded. Helen Tredoux (WFCT Company Secretary) and Richard Mundy (WFCT Treasurer) are directors of East CT. WFCT has loaned £70,250 (2024: £70,250) to East CT for start-up costs and working capital. The loan is repayable on demand. East CT has been set up to provide transport services in East London with an emphasis on accessible and affordable transport for the widest range of local individuals, groups and organisations. As such the granting of the loan is considered to be within the charitable objects of WFCT. Furthermore, the sole beneficiary of East CT CIC is WFCT.

Owing to the nature of the WFCT operations and the composition of the members of the Management Committee, being drawn from local organisations, it is inevitable that transactions will take place with organisations in which a member may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the charity's financial regulations and normal procurement procedures.

14 Subsidiary company

At the year end, Waltham Forest Community Transport Limited controls the following subsidiary entity, which is consolidated in these financial statements:

Name	Status	Registration number
East CT C.I.C.	Company limited by shares (England & Wales)	Company 08615580

The assets and liabilities of the subsidiary were:

	2025 £	2024 £
Current assets	70,400	70,530
Creditors: amounts falling due within one year	70,300	70,430
Net assets	100	100

Notes to the financial statements Year to 31 March 2025

15 Comparative information

	Notes	Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2024 £
Income and expenditure					
Income from:					
Grants and donations	3	73,674	—	—	73,674
Investments		7,448	—	—	7,448
Charitable activities	4	1,477,108	—	—	1,477,108
Total income		1,558,230	—	—	1,558,230
Expenditure on:					
Charitable activities		1,482,869	—	10,305	1,493,174
Total expenditure	5	1,482,869	—	10,305	1,493,174
Net income		75,361	—	(10,305)	65,056
Transfers	12	155,000	(155,000)	—	—
Net movement in funds	13	230,361	(155,000)	(10,305)	65,056
Funds brought forward 1 April 2023	10	448,068	570,000	10,305	1,028,373
Funds carried forward at 31 March 2024		678,429	415,000	—	1,093,429

WALTHAM FOREST COMMUNITY TRANSPORT LIMITED

England & Wales - Charity number 1048701

Accounts



**Waltham Forest
Community Transport
Limited**

**Annual Report and Financial
Statements**

31 March 2024

Company Registration Number
03073284 (England and Wales)

Charity Registration Number 1048701

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Reference and administrative information

Members of the Management Committee	Dr Sabir Bham (Acting Chair) Mr Paul Leslie Mr Richard Mundy (Treasurer) Mr David Williams
Company Secretary and Director	Helen Tredoux
Registered office	Low Hall Depot Argall Avenue London E10 7AS
Telephone	020 8521 0665
Email	info@ctwf.co.uk
Website	www.communitytransportwf.co.uk
Company registered number	03073284 (England and Wales)
Charity registered number	1048701 (England and Wales)
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Co-Operative Bank PO Box 101 1 Balloon Street Manchester M60 4EP

Report of the Management Committee Year to 31 March 2024

The Management Committee presents its report with the financial statements of Waltham Forest Community Transport for the year ended 31 March 2024.

This report, which constitutes a directors' report for company legislation purposes, has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006, and has been prepared in accordance with Part 8 of the Charities Act 2011.

The financial statements have been prepared in accordance with the principal accounting policies set out on pages 19 to 21 and comply with the requirements of the Charities Act 2011, the Companies Act 2006, the charitable company's Memorandum and Articles of Association, applicable laws, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and FRS 102.

Governance, structure and management

Waltham Forest Community Transport (WFCT) is a charitable company, limited by guarantee, Company No. 03073284 (England and Wales) and is registered with the Charity Commission, Charity No. 1048701. The charitable company was incorporated on June 22, 1995 and registered as a charity on August 16, 1995. The charitable company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. The Memorandum and Articles were updated at a General Meeting on 31st March 2022. In the event of the company being wound up, members are required to contribute an amount not exceeding £5.

The charity's senior employee has the title Director and Company Secretary but is not a member of the Management Committee and therefore not a company director or charity trustee.

Recruitment and appointment of members of the Management Committee

The directors of the company are also charity trustees for the purposes of charity law and are the Members of the Management Committee under the company's articles.

The MC needs to reflect the diverse needs of our user groups and their members, our passengers. We actively seek to enhance the pool of potential committee members who are representative of all areas of the community. Where gaps are identified, we target specific areas for recruitment.

The MC reviews annually the existing skills of its members and seeks to gain outside support from advisors and volunteers on specific issues (e.g. marketing). Training is offered to all MC members (see below).

Report of the Management Committee Year to 31 March 2024

Governance, structure and management (continued)

Member induction and training

A member induction meeting is arranged for all new MC members immediately following the AGM. This is usually led by the Company Secretary and Director of the charity. The initial induction enables members to familiarise themselves with:

- ◆ the charitable company's governing documents
- ◆ the latest financial accounts
- ◆ the obligations of members
- ◆ procedures for meetings
- ◆ the charity's staffing framework

New members are encouraged to take up additional training opportunities throughout their term of office. Information regarding training opportunities is provided to members. An annual financial training session is provided to MC members.

The following members were in office at 31 March 2022 and served throughout the year except where shown:

Board member	Appointed / resigned
Dr Sabir Bham	
Mr Paul Leslie	
Mr Richard Mundy (Treasurer)	
Mr David Williams	

Key management personnel

Helen Tredoux	-	Director and Company Secretary
Alison Fowlerlouis	-	Fleet Supervisor

Remuneration for these personnel, and all staff, is set by comparison with similar voluntary organisations. Despite the economic climate, we have managed to provide all staff with pay increases at or above inflation. Community Transport Waltham Forest is one of the few transport organisations accredited as a London Living Wage employer. The Management Committee reviews salaries and hourly pay rates annually.

Risk Management

The Management Committee uses its annual business planning process to ensure that it is aware of the risks to which we are exposed. Where possible we have systems and procedures in place to mitigate the risks facing the charity. We maintain a Risk Register, which is reviewed by the Management Committee annually.

Examples of Risk Management include:

Human Resources

There is a risk of losing key staff, work overload and reduced capability to respond to our member groups' needs. We have appropriate back-up plans. Procedures are in place to ensure compliance with standards for the employment and management of staff, as well as the health and safety of staff, clients and visitors. To help ensure our compliance we have contracted Croner Consultancy to advise and support on HR matters.

Report of the Management Committee Year to 31 March 2024

Governance, structure and management (continued)

Risk Management (continued)

Premises

We operate from a busy transport site owned by the London Borough of Waltham Forest (LBWF). The need to avoid accidents by/with people or vehicles is paramount. WFCT has a staff member attending health and safety meetings affecting the charity's premises, storage and parking. The results of these meetings are reported to members.

Drivers and Training

Our business depends on providing safe journeys 100% of the time. Our drivers' competence and attitude are key elements. Our Fleet Supervisor undertakes annual risk assessments for the drivers we employ, and we receive professional support and advice through the national Community Transport Association (CTA). We have adopted the nationally recognised MIDAS system of driver training to ensure consistency in driver standards. This system is used by WFCT and for drivers from our member groups which use our vehicles on a self-drive basis. Staff have DBS checks where appropriate.

Vehicles

We employ an external examiner to check all vehicles regularly. All recommended maintenance and repairs are carried out. We acquire newer minibuses by (a) purchasing when funds are available and (b) leasing. The fleet will be 100% ULEZ-compliant in 2024/25. We intend moving to even more environmentally friendly minibuses (hybrid and/or electric) as soon as that becomes practicable.

Quality Standards

WFCT is accredited by the Fleet Operator Recognition Scheme (FORS) which aims to raise the level of quality within fleet operations and to demonstrate which operators are achieving exemplary levels of best practice in safety, efficiency, and environmental protection. We are audited annually by FORS.

Organisational Structure

The Members of WFCT are the trustees of the charity. They are the directors of the company. They make up the management committee. They may invite non-voting advisors. The members are responsible for setting our strategic direction, ensuring compliance with our governance and management of finances.

The Director is responsible to the Management Committee and is also Company Secretary. Operational responsibility is delegated to the Director. The work of the charity, including service provision, staff supervision and liaison with the national body, is undertaken by the Director, along with the Fleet Supervisor and key staff.

Members meet staff and receive verbal and appropriate written reports at regular meetings. All meetings are minuted.

Report of the Management Committee Year to 31 March 2024

Governance, structure and management (continued)

Related parties

WFCT is a member of the Community Transport Association (CTA), and we are guided by its national policies. WFCT actively uses the advice and information services of the CTA. Our Director represents us at the London CTA meetings. This is valuable in identifying relevant policy and legal developments and potential funding sources.

We also work with many other local organisations and local authorities.

Our aims and objectives

Our charity's purposes are set out in the objects contained in the company's memorandum of association:

THE OBJECTS of the Charity (the "Objects") are, for the public benefit:

- i. to relieve poverty youth age sickness or disability by, in particular but without limitation, the provision of transport for individuals in need of such relief or to charities or other organisations that benefit such persons; and
- ii. to promote social inclusion by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

For the purpose of this clause 'socially excluded' means being excluded from society, or part of society, as a result of one or more of the following factors: poverty, youth or old age, sickness or disability.

How our activities deliver public benefit

The main area of WFCT's charitable activity is the provision of minibus and associated transport services to registered member groups. These are eligible groups who wish to use WFCT's services on an occasional basis or regularly to meet their group travel needs.

Who used and benefited from our services

WFCT provides transport and training to local organisations in East London. In 2023/24 we had 107 active member organisations spanning a wide range of voluntary, community and statutory organisations. The breakdown of membership at the end of March 2024 showed 23% Adult and Social Care organisations, 13.6% Arts and Culture, 10% Elderly and Disabled, 8.5% Faith, 2.5% Public Services, 15.3% Schools and Colleges, 8.5% Sports, 9.4% Youth, 3.5% Housing, 1.7 Environment and 1.6 Health.2.5% Uniformed

Community Hires

We offer a choice of minibuses from standard to accessible, enabling our member groups to select a vehicle best suited to the mobility needs of their members. During 2023/24, we achieved 8462 community hires. The estimated figure for total passengers was 104147 across all services, including shuttle services for events at the London Stadium.

Community Drivers

WFCT provides drivers to those organisations unable to provide their own.

Report of the Management Committee Year to 31 March 2024

Our aims and objectives (continued)

Committed Services

Committed services, where member groups have ongoing committed bookings, include day services for voluntary sector organisations and Adult and Social Care services. 1,709 trips were undertaken.

Door to Store Service

WFCT operates a grant funded Door to Store shopping service for elderly and disabled people in Waltham Forest. The service is funded by LBWF Adult and Social Care and forms an important part of enabling the elderly to retain their independence, by providing accessible transport to local supermarkets for shopping. The service runs 2.5 days a week offering 3 trips a day to various supermarkets, with specific days allocated to specific areas in Waltham Forest. Door to Store continued through much of the year with 2,560 passengers using the service for outward and return journeys.

Dial a Ride Services

We continued providing a number of Dial a Ride routes.

Excursions Club

WFCT operates a small excursions club programme offering seasonal outings to individuals at risk of suffering from isolation and loneliness. During the year we ran 25 trips with 310 passengers on outings to places of interest.

Waltham Forest Community Driving School

WFCT has been a local provider of MiDAS (minibus awareness training) for more than 10 years. The training register is managed nationally through CTA UK and is aimed at anyone driving a minibus. WFCT offers this service locally and has a register of more than 280 drivers. We have strengthened our training offer and the Community Driving School has increased the variety of training related to minibus travel and operations. Courses now include Standard and Accessible MiDAS, Passenger Assistance Training and 5 Steps to Safety Training. In 2023/24 we trained 148 individuals. The training schemes are monitored to ensure that WFCT continues to provide training to meet the needs of our member groups

Monitoring

We use customer satisfaction surveys to measure the quality of our service and use opportunities such as special consultations to ensure that we continue to review our services to best meet our member organisations' needs.

Newham Community Transport

WFCT was awarded a Power to Change grant in 2018 towards a minibus for work in Newham and support for an Outreach worker for 18 months to develop small grass roots services in Newham. The Outreach worker is now paid from our own funds and continues to develop services in Newham.

Principal Funding Sources

83.8% of income from charitable activities came from committed services for our member groups. 15.5% came from occasional hires and 0.7% from our Community Driving School.

Report of the Management Committee Year to 31 March 2024

Principal Funding Sources (continued)

In 2018/19 Walthamstow & Chingford Almshouses kindly donated £11,360 for driver training, which, after delays due to Covid, was completed in the year.

We received £10,000 from the Awards for All Fund in 2022/23, which was used to deliver the Time Together Club in Newham every fortnight for lonely and isolated individuals. The funding was fully utilised in the year.

Heritage Lottery Fund awarded a £140,000 grant for our Charabancs & Cadillacs project, of which £46,445 was spent in the year.

We wish to thank all those who gave grants and donations. Their support significantly increases the numbers of people who benefit from our services.

ULEZ Fleet replacement programme

Community Transport qualifies under the sunset period to 2025 for welfare vehicles. This year we replaced a further four vehicles with compliant vehicles. Most of our fleet now meets the Euro 6 standard. The remaining vehicles will be replaced in 2024.

Financial review

Financial Results

The statement of financial activities discloses a surplus in net incoming resources of £65,054 (2023: 214,363). Reserves at 31 March 2024 were: unrestricted general funds - £678,429 and designated funds - £415,000.

Reserves Policy

WFCT maintains a cautious reserves policy, with the goal of being able to remain in business, providing community services to our member groups, even when experiencing a significant reduction in income.

Restricted funds arise from income granted to Community Transport that can be used only for the purposes specified in the grant. Our Treasurer regularly monitors the costs allocated against grants and reviews progress against the budget for each grant.

Designated Reserve funds are used to maintain adequate security for known plans and risks. At 31 March 2024 these totalled £415,000 for:

- ◆ Core Costs (3 months' core staff, running and other costs);
- ◆ Redundancy (to enable WFCT to reduce services or wind up because of unexpected losses of funding, to ourselves or our member groups);
- ◆ Working Capital (to manage cash),
- ◆ Future Community Services, to be delivered after year-end, and
- ◆ Fleet Renewal.

Excluding designated funds, general unrestricted reserves total £678,429 at 31 March 2024, of which £216,808 were free reserves.

Report of the Management Committee Year to 31 March 2024

Responsibilities of the members of the Management Committee

The Members of the Management Committee (who are also trustees of Waltham Forest Community Transport for the purposes of charity law and directors for the purposes of company law) are responsible for preparing the Report of the Management Committee and the financial statements, in accordance with applicable law and United Kingdom Accounting Practice (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the 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 members are required to:

- ♦ select suitable accounting policies and then apply them consistently;
- ♦ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable for charities preparing their accounts in accordance with FRS 102;
- ♦ make judgements and estimates that are reasonable and prudent;
- ♦ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Management Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with Companies Act 2006. The members 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.

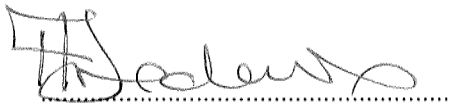
In so far as the Management Committee is aware:

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

Report of the Management Committee Year to 31 March 2024

Responsibilities of the members of the Management Committee (continued)

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

 Date: 17/9/2024
Helen Tredoux
Company Secretary

Independent auditor's report 31 March 2024

Independent auditor's report to the members of Waltham Forest Community Transport Limited

Opinion

We have audited the financial statements of Waltham Forest Community Transport Limited (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the group statement of financial activities, the group and charitable parent company balance sheets and the group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2024 and of the group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Independent auditor's report 31 March 2024

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the charitable parent company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006), those that relate to employment and data protection (General Data Protection Regulation), bus safety legislation and the Transport Act 1985.

Auditor's responsibilities for the audit of the financial statements (continued)

- ◆ We understood how the group and charitable parent company are complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of the minutes of trustees' meetings.
- ◆ Identified laws and regulations were also communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and charitable parent company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ "considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ tested authorisation controls on expenditure items, to check that all expenditure was approved in line with the group and charitable parent company's financial procedures;
- ◆ agreed financial statement disclosures to underlying supporting documentation;
- ◆ read the minutes of meetings of those charged with governance; and
- ◆ enquired of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

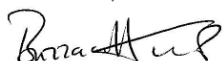
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 auditor's report.

Independent auditor's report 31 March 2024

Use of our report

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



Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

30 October 2024

Consolidated statement of financial activities (including the Income and Expenditure Account) Year to 31 March 2024

		Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2024 £	Total funds 2023 £
Income and expenditure	Notes					
Income from:						
Grants and donations	3	73,674	—	—	73,674	33,650
Investments		7,448	—	—	7,448	2,673
Charitable activities	4	1,477,108	—	—	1,477,108	1,440,897
Total income		1,558,230	—	—	1,558,230	1,477,220
Expenditure on:						
Charitable activities		1,482,869	—	10,305	1,493,174	1,262,857
Total expenditure	5	1,482,869	—	10,305	1,493,174	1,262,857
Net income		75,361	—	(10,305)	65,056	214,363
Transfers	12	155,000	(155,000)	—	—	—
Net movement in funds	13	230,361	(155,000)	(10,305)	65,056	214,363
Funds brought forward 1 April 2023	10	448,068	570,000	10,305	1,028,373	814,010
Funds carried forward at 31 March 2024		678,429	415,000	—	1,093,429	1,028,373

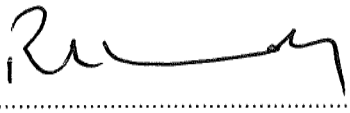
The statement of financial activities includes all gains and losses in the year, and therefore a separate statement of total recognised gains and losses has not been prepared.

All of the above amounts are related to continuing activities.

Consolidated balance sheet 31 March 2024

	Notes	2024 £	2024 £	2023	2023 £
Fixed assets					
Tangible assets	7		461,621		316,157
Current assets					
Debtors and pre-payments	8	239,860		237,775	
Cash at bank and in hand		465,152		530,063	
		<u>705,012</u>		<u>767,838</u>	
Current liabilities					
Creditors and accrued expenses	9	73,204		55,622	
Net current assets			631,808		712,216
Total net assets			<u>1,093,429</u>		<u>1,028,373</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			678,429		448,068
. Designated	11		415,000		570,000
Restricted funds	10		—		10,305
			<u>1,093,429</u>		<u>1,028,373</u>

These financial statements were approved by the members of the Management Committee and signed on its behalf by:


 Date: 17/09/2024
 Richard Mundy

Company registration number: 03073284

The notes on pages 22 to 29 form part of these accounts.

Charity balance sheet 31 March 2024

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	7		461,621		316,157
Current assets					
Debtors and pre-payments	8	239,860		237,775	
Loan to East CT CIC	15	70,250		80,250	
Cash at bank and in hand		394,622		449,414	
		<u>704,732</u>		<u>767,439</u>	
Current liabilities					
Creditors and accrued expenses	9	73,204		55,521	
Net current assets			631,528		711,818
Total net assets			<u>1,093,149</u>		<u>1,027,975</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			678,149		447,670
. Designated	10		415,000		570,000
Restricted funds	11		—		10,305
			<u>1,093,149</u>		<u>1,027,975</u>

These financial statements were approved by the members of the Management Committee and signed on its behalf by:


 Date: 17/09/2024
 Richard Mundy

Company registration number: 03073284

The notes on pages 22 to 29 form part of these accounts.

Consolidated statement of cash flows year to 31 March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	<u>163,449</u>	<u>278,433</u>
Cash flows from investing activities:			
Proceeds from the disposal of tangible fixed assets			
Purchase of tangible fixed assets		<u>(228,360)</u>	<u>(118,495)</u>
Net cash used in investing activities		<u>(228,360)</u>	<u>(118,495)</u>
Change in cash and cash equivalents in the year		(64,911)	159,938
Cash and cash equivalents at 1 April 2023	B	530,063	370,125
Cash and cash equivalents at 31 March 2024	B	<u>465,152</u>	<u>530,063</u>

Notes to the statement of cash flows for the year to 31 March 2024

A Reconciliation of net movement in funds to net cash provided by operating activities

	2024 £	2023 £
Net movement in funds (as per the statement of financial activities)	65,056	214,363
Adjustments for:		
Depreciation charge	82,896	57,939
(Increase) decrease in debtors	(2,085)	6,082
Increase in creditors	17,582	50
Net cash provided by operating activities	<u>163,449</u>	<u>278,433</u>

B Analysis of cash and cash equivalents

	2024 £	2023 £
Cash at bank and in hand	<u>465,152</u>	<u>530,063</u>
Total cash and cash equivalents	<u>465,152</u>	<u>530,063</u>

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Principal accounting policies 31 March 2024

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2024.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) second edition issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of Waltham Forest Community Transport Limited and its subsidiaries, made up at the balance sheet date as Waltham Forest Community Transport Limited either owns the entire share capital of the subsidiary or assumes control of the entity.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the members of the management committee to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ♦ estimating the useful economic life of tangible fixed assets; and
- ♦ apportionment of expenditure across each activity.

Assessment of going concern

The members of the management committee have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

The members of the management committee of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the accounts are detailed above.

Principal accounting policies 31 March 2024

Fund accounting

Unrestricted general funds are available for use at the discretion of the members in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the members for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Income recognition

All income is included in the statement of financial activities when the charitable company is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- ◆ Voluntary income is received by way of grants, donations and gifts and is included in full when the charity becomes unconditionally entitled to the grant.
- ◆ Grant income, which is related to performance and specific deliverables, is accounted for as the charity earns the right to consideration by its performance.
- ◆ Donated services and facilities are included at the value to the charitable company where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- ◆ Investment income is included when received.
- ◆ Income from charitable activities is accounted for when earned.

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charitable company.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the period of the lease.

Principal accounting policies 31 March 2024

Tangible fixed assets

Capital expenditure on items costing £5,000 or over is depreciated at rates designed to write off the costs over the estimated useful lives of the assets, calculated on the straight-line method, less any residual value. First-year depreciation on assets costing more than £5,000 is calculated pro rata in the year in which they were purchased. Improvements to premises will be written off, on the straight-line method, over the life of the lease during which the expenditure is incurred.

Depreciation is provided at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- ♦ Office equipment 25% on cost
- ♦ Vehicles 10-20% on cost

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Parent charity information

The parent charity, Waltham Forest Community Transport Limited, had total income of £1,559,372 (2023 - £1,477,105) and net income of £66,318 for the year ended 31 March 2024 (2023 - £214,368). The parent company has taken advantage of the exemption from preparing a separate income statement and statement of cash flows.

No separate statement of financial activities has been presented for Waltham Forest Community Transport Limited alone, as permitted by s408 of the Companies Act 2006 and paragraph 24.36 of SORP 2015.

Notes to the financial statements Year to 31 March 2024

1 Company limited by guarantee

Waltham Forest Community Transport Limited is a company limited by guarantee, and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amounts as may be required, not exceeding £5, to the assets of the charitable company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member.

2 Taxation

Waltham Forest Community Transport is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

3 Grants and donations

	Unrestricted funds £	Restricted funds £	2024 £
Department for Transport, Bus Service Operators	27,229	—	27,229
Heritage Lottery	46,445	—	46,445
2024 Total funds	73,674	—	73,674

	Unrestricted funds £	Restricted funds £	2023 £
<i>Department for Transport, Bus Service Operators</i>	<i>21,550</i>	<i>—</i>	<i>21,550</i>
<i>Awards for All Community Fund</i>	<i>—</i>	<i>10,000</i>	<i>10,000</i>
<i>Newham Jubilee</i>	<i>500</i>	<i>—</i>	<i>500</i>
<i>Donations</i>	<i>1,600</i>	<i>—</i>	<i>1,600</i>
2023 Total funds	23,650	10,000	33,650

Grant providers have reservation of title to those assets acquired with their capital grants, in the event of the company ceasing to exist.

Notes to the financial statements Year to 31 March 2024

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2024 £
Committed bookings fees and fares	1,234,868	—	1,234,868
Membership fees (net of VAT)	3,197	—	3,197
Community vehicle use	228,568	—	228,568
Training to third parties	10,475	—	10,475
2024 Total funds	1,477,108	—	1,477,108

	Unrestricted funds £	Restricted funds £	2023 £
Committed bookings fees and fares	1,198,814	—	1,198,814
Membership fees (net of VAT)	3,033	—	3,033
Community vehicle use	229,230	—	229,230
Training to third parties	9,820	—	9,820
2023 Total funds	1,440,897	—	1,440,897

5 Total resources expended

	Committed Bookings £	Casual Bookings £	Driving School £	Governance £	Total funds 2024 £
Costs directly allocated to activities					
. Staff	183,825	34,026	1,558	—	219,409
. Vehicles	425,386	78,739	3,605	—	507,730
. Audit fee	—	—	—	5,500	5,500
. Statutory	—	—	—	125	125
. Medical	536	99	5	—	640
. Core insurance	—	—	—	6,187	6,187
. Marketing	16,845	3,118	143	—	20,106
. Consultancy	6,059	1,122	51	—	7,232
. Driving School	—	—	9,562	—	9,562
Support cost allocated to activities					
. Staff	517,529	95,794	4,386	—	617,709
. Premises	10,474	1,938	88	—	12,500
. Office running costs	33,863	6,246	286	—	40,395
. Other support costs	38,606	7,146	327	—	46,079
Total funds	1,233,123	228,228	20,011	11,812	1,493,174

Notes to the financial statements Year to 31 March 2024

5. Total resources expended (continued)

	Charitable activities					Total funds 2023 £
	Committed Bookings £	Casual Bookings £	Driving School £	Newham-East CT £	Gover-nance £	
Costs directly allocated to activities						
. Staff	125,080	23,912	1,020	29,043	—	179,055
. Vehicles	365,078	69,793	2,977	—	—	437,848
. Audit fee	—	—	—	—	5,472	5,472
. Statutory	—	—	—	—	363	363
. Medical	142	27	1	—	—	170
. Marketing	3,308	632	27	1,000	—	4,967
. Consultancy	7,748	1,481	63	2,000	—	11,292
. Driving School	—	—	9,370	—	—	9,370
Support cost allocated to activities						
. Staff	449,080	85,852	3,664	—	—	538,596
. Premises	10,422	1,993	85	5,000	—	17,500
. Office running costs	39,244	7,525	320	120	—	47,209
. Other support costs	9,184	1,756	75	—	—	11,015
Total funds	1,009,286	192,971	17,602	37,163	5,835	1,262,857

Costs are apportioned across charitable activities based on the proportion of income received for that activity during the year.

Comparative information for expenditure, by fund, is as follows:

	Unrestricted funds £	Restricted funds £	Designated funds £	Total funds 2023 £
Expenditure				
Charitable activities	1,243,843	5,464	13,550	1,262,857
Total expenditure	1,243,843	5,464	13,550	1,262,857

6. Staff costs and emoluments

	2024 £	2023 £
Wages and salaries	762,692	656,985
Social security costs	52,755	44,823
	815,447	701,808
Other staff costs	21,671	15,843
	837,118	717,651

No employee received emoluments of more than £60,000 in the year (2023: Nil).

Notes to the financial statements Year to 31 March 2024

6 Staff costs and emoluments (continued)

	2024 No.	2023 No.
Average number of employees (FTE)	30	28
	2024 No.	2023 No.
Average number of employees (headcount basis)	42	39

The aggregate remuneration of key management personnel (Director and Fleet Supervisor) totalled £108,295 (2023 - £99,886).

Member remuneration and related party transactions: none (2023: none). No members received any remuneration during the year (2023: none). Expenses amounting to £nil (2023: £nil) were reimbursed to, or paid on behalf of, members of the Management Committee.

7 Tangible assets

Group and charity	Vehicles £
Cost	
At 1 April 2023	565,480
Additions	228,360
At 31 March 2024	793,840
Depreciation	
At 1 April 2023	249,323
Annual charge	82,896
At 31 March 2024	332,219
Net book value	
At 31 March 2024	461,621
At 31 March 2023	316,157

8 Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	103,508	92,647	103,508	92,647
Other debtors				
Accrued Income	93,188	101,588	93,188	101,588
Prepayments	23,075	24,477	23,075	24,477
VAT recoverable	20,089	19,063	20,089	19,063
	239,860	237,775	239,860	237,775

Notes to the financial statements Year to 31 March 2024

9 Creditors and accrued expenses, amount falling due within one year

	Group		Charity	
	2024	2023	2024	2023
	£	£	£	£
Trade creditors	38,547	28,397	38,547	28,397
Accruals	4,500	5,000	4,500	5,000
Other creditors	(181)	50	(181)	50
Social Security and other taxes	30,338	22,175	30,338	22,175
	73,204	55,622	73,204	55,622

10 Restricted funds

	As at 1 April 2023 £	Income £	Expenditure £	As at 31 March 2024 £
Group and charity				
Walthamstow and Chingford Almshouses	5,769	—	5,769	—
Awards for All Community Fund	4,536	—	4,536	—
	10,305	—	10,305	—

	As at 1 April 2022 £	Income £	Expenditure £	As at 31 March 2023 £
Group and charity				
Walthamstow and Chingford Almshouses	5,769	—	—	5,769
Awards for All Community Fund	—	10,000	5,464	4,536
	5,769	10,000	5,464	10,305

Purposes of restricted income funds:

- ♦ Walthamstow and Chingford Almshouses was for driver training.
- ♦ Awards for All is for the Time Together Club.

11. Designated funds

	As at 1 April 2023 £	Transfers £	As at 31 March 2024 £
Group and charity			
Core costs	95,000	(25,000)	70,000
Redundancy fund	25,000	—	25,000
Working Capital	100,000	50,000	150,000
Future Community Services	50,000	—	50,000
Leases	50,000	(50,000)	—
Fleet Renewal	250,000	(130,000)	120,000
	570,000	(155,000)	415,000

Notes to the financial statements Year to 31 March 2024

11. Designated funds (continued)

<i>Group and charity</i>	<i>As at 1 April 2022 £</i>	<i>Transfers £</i>	<i>As at 31 March 2023 £</i>
<i>Core costs</i>	60,000	35,000	95,000
<i>Redundancy fund</i>	25,000	—	25,000
<i>Working Capital</i>	60,000	40,000	100,000
<i>Future Community Services</i>	50,000	—	50,000
<i>Leases 12 months</i>	—	50,000	50,000
<i>Fleet Renewal</i>	—	250,000	250,000
	195,000	375,000	570,000

Purposes of designated funds:

- ♦ Core costs are to cover 3 months' costs for permanent staff and office and running expenses etc.
- ♦ The redundancy fund is to cover the cost of reducing services or winding up and is based on statutory redundancy levels.
- ♦ Working capital is to provide cash, allowing for delays awaiting payments against our invoices.
- ♦ Future Community Services relates to community work to be delivered after 31st March 2024.
- ♦ Fleet Renewal is for purchasing vehicles.

12. Net assets between funds

	<i>Unrestricted funds £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	Total 2024 £
Fixed assets	461,621	—	—	461,621
Current assets	290,012	415,000	—	705,012
Current liabilities	(73,204)	—	—	(73,204)
	678,429	415,000	—	1,093,429

	<i>Unrestricted funds £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total 2023 £</i>
<i>Fixed assets</i>	316,157	—	—	316,157
<i>Current assets</i>	187,533	570,000	10,305	767,838
<i>Current liabilities</i>	(55,622)	—	—	(55,622)
	448,068	570,000	10,305	1,028,373

Notes to the financial statements Year to 31 March 2024

13. Net movement in funds

This is stated after charging:

	2024 £	2023 £
Depreciation	82,896	57,939
Auditor's remuneration	5,500	5,472
Operating lease charges (Plant and machinery)	105,018	101,313

14. Operating lease commitments

At 31 March 2024, the total minimum lease payments under non-cancellable operating leases were:

	2023 £	2023 £
Operating lease commitments:		
Within one year	79,272	52,632
Between one to five years	244,640	—
Total	323,912	52,632

15. Related parties

East CT Community Interest Company ('East CT') is a wholly owned subsidiary of WFCT, set up to undertake commercial trading. It has not yet traded. Helen Tredoux (WFCT Company Secretary) and Richard Mundy (WFCT Treasurer) are directors of East CT. WFCT has loaned £70,250 to East CT for start-up costs and working capital. The loan is repayable on demand. East CT has been set up to provide transport services in East London with an emphasis on accessible and affordable transport for the widest range of local individuals, groups and organisations. As such the granting of the loan is considered to be within the charitable objects of WFCT. Furthermore, the sole beneficiary of East CT CIC is WFCT.

Owing to the nature of the WFCT operations and the composition of the members of the Management Committee, being drawn from local organisations, it is inevitable that transactions will take place with organisations in which a member may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the charity's financial regulations and normal procurement procedures.

16. Subsidiary company

At the year end, Waltham Forest Community Transport Limited controls the following subsidiary entity, which is consolidated in these financial statements:

Name	Status	Registration number
East CT C.I.C.	Company limited by shares (England & Wales)	Company 08615580

The assets and liabilities of the subsidiary were:

	2024 £	2023 £
Current assets	70,530	80,649
Creditors: amounts falling due within one year	70,430	80,549
Net assets	100	100

Notes to the financial statements Year to 31 March 2024

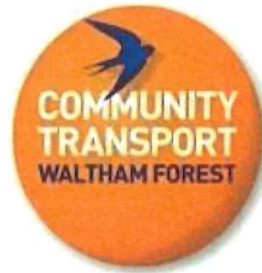
17. Comparative information

<i>Income and expenditure</i>	<i>Notes</i>	<i>Unrestricted general funds £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total funds 2023 £</i>
<i>Income from:</i>					
<i>Grants and donations</i>	3	23,650	—	10,000	33,650
<i>Investments</i>		2,673	—	—	2,673
<i>Charitable activities</i>	4	1,440,897	—	—	1,440,897
<i>Total income</i>		<u>1,467,220</u>	<u>—</u>	<u>10,000</u>	<u>1,477,220</u>
<i>Expenditure on:</i>					
<i>Charitable activities</i>		<u>1,243,843</u>	<u>13,550</u>	<u>5,464</u>	<u>1,262,857</u>
<i>Total expenditure</i>	5	<u>1,243,843</u>	<u>13,550</u>	<u>5,464</u>	<u>1,262,857</u>
<i>Net income</i>		223,377	(13,550)	4,536	214,363
<i>Transfers</i>	12	(388,550)	388,550	—	—
<i>Net movement in funds</i>	13	<u>(160,173)</u>	<u>375,000</u>	<u>4,536</u>	<u>214,363</u>
<i>Funds brought forward 1 April 2022</i>	10	<u>613,241</u>	<u>195,000</u>	<u>5,769</u>	<u>814,010</u>
<i>Funds carried forward at 31 March 2023</i>		<u>448,068</u>	<u>570,000</u>	<u>10,305</u>	<u>1,028,373</u>

WALTHAM FOREST COMMUNITY TRANSPORT LIMITED

England & Wales - Charity number 1048701

Accounts



**Waltham Forest
Community Transport
Limited**

**Annual Report and Financial
Statements**

31 March 2023

Company Registration Number 03073284
(England and Wales)

Charity Registration Number 1048701

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Reference and administrative information

Members of the Management Committee	Dr Sabir Bham (Acting Chair) Mr Paul Leslie Mr Richard Mundy (Treasurer) Mr David Williams
Company Secretary and Director	Helen Tredoux
Registered office	Low Hall Depot Argall Avenue London E10 7AS
Telephone	020 8521 0665
Email	info@ctwf.co.uk
Website	www.communitytransportwf.co.uk
Company registered number	03073284 (England and Wales)
Charity registered number	1048701 (England and Wales)
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Co-Operative Bank PO Box 101 1 Balloon Street Manchester M60 4EP

Report of the Management Committee Year to 31 March 2023

The Management Committee presents its report with the financial statements of Waltham Forest Community Transport for the year ended 31 March 2023.

This report, which constitutes a directors' report for company legislation purposes, has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006, and has been prepared in accordance with Part 8 of the Charities Act 2011.

The financial statements have been prepared in accordance with the principal accounting policies set out on pages 19-21 and comply with the requirements of the Charities Act 2011, the Companies Act 2006, the charitable company's Memorandum and Articles of Association, applicable laws, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and FRS 102.

Governance, structure and management

Waltham Forest Community Transport (WFCT) is a charitable company, limited by guarantee, Company No. 03073284 (England and Wales) and is registered with the Charity Commission, Charity No. 1048701. The charitable company was incorporated on June 22, 1995 and registered as a charity on August 16, 1995. The charitable company was established under a Memorandum of Association, which established its objects and powers and is governed under its Articles of Association. The Memorandum and Articles were updated at a General Meeting on 31st March 2022. In the event of the company being wound up, members are required to contribute an amount not exceeding £5.

The charity's senior employee has the title Director and Company Secretary but is not a member of the Management Committee and therefore not a company director or charity trustee.

Recruitment and appointment of members of the Management Committee ('MC')

The directors of the company are also charity trustees for the purposes of charity law and are the Members of the Management Committee under the company's articles.

The MC needs to reflect the diverse needs of our user groups and their members, our passengers. We actively seek to enhance the pool of potential committee members who are representative of all areas of the community. Where gaps are identified, we target specific areas for recruitment.

The MC reviews annually the existing skills of its members and seeks to gain outside support from advisors and volunteers on specific issues (e.g. marketing). Training is offered to all MC members (see below).

Governance, structure and management (continued)

Member induction and training

A member induction meeting is arranged for all new MC members immediately following the AGM. This is usually led by the Company Secretary and Director of the charity. The initial induction enables members to familiarise themselves with:

- ◆ the charitable company's governing documents
- ◆ the latest financial accounts
- ◆ the obligations of members
- ◆ procedures for meetings
- ◆ the charity's staffing framework

New members are encouraged to take up additional training opportunities throughout their term of office. Information regarding training opportunities is provided to members. An annual financial training session is provided to MC members.

The following members were in office at 31 March 2023 and served throughout the year except where shown:

Board member	Appointed / resigned
Dr Sabir Bham	
Mr Paul Leslie	
Mr Andrew Jazaerli	Resigned 22 nd August 2022
Mr Richard Mundy (Treasurer)	
Mr David Williams	

Key management personnel

Helen Tredoux	- Director and Company Secretary
Alison Fowlerlouis	- Fleet Supervisor

Remuneration for these personnel, and all staff, is set by comparison with similar voluntary organisations. Despite the economic climate, we have managed to provide all staff with pay increases at or above inflation. Community Transport Waltham Forest is one of the few transport organisations accredited as a London Living Wage employer. The Management Committee reviews salaries and hourly pay rates annually.

Risk Management

The Management Committee uses its annual business planning process to ensure that it is aware of the risks to which we are exposed. Where possible we have systems and procedures in place to mitigate the risks facing the charity. We maintain a Risk Register, which is reviewed by the Management Committee annually.

Governance, structure and management (continued)

Risk Management (continued)

Examples of Risk Management include:

Human Resources

There is a risk of losing key staff, work overload and reduced capability to respond to our member groups' needs. We have appropriate back-up plans. Procedures are in place to ensure compliance with standards for the employment and management of staff, as well as the health and safety of staff, clients and visitors. To help ensure our compliance we have contracted Croner Consultancy to advise and support on HR matters.

Premises

We operate from a busy transport site owned by the London Borough of Waltham Forest (LBWF). The need to avoid accidents by/with people or vehicles is paramount. WFCT has a staff member attending health and safety meetings affecting the charity's premises, storage and parking. The results of these meetings are reported to members.

Drivers and Training

Our business depends on providing safe journeys 100% of the time. Our drivers' competence and attitude are key elements. Our Fleet Supervisor undertakes annual risk assessments for the drivers we employ, and we receive professional support and advice through the national Community Transport Association (CTA). We have adopted the nationally recognised MiDAS system of driver training to ensure consistency in driver standards. This system is used by WFCT and for drivers from our member groups which use our vehicles on a self-drive basis. Staff have DBS checks where appropriate.

Vehicles

We employ an external examiner to check all vehicles regularly. All recommended maintenance and repairs are carried out. We acquire newer minibuses by (a) purchasing when funds are available and (b) leasing. There is limited progress towards the availability of more environmentally friendly minibuses but we monitor the market and intend moving to hybrid and/or electric vehicles as soon as that becomes practicable.

Quality Standards

WFCT is accredited by the Fleet Operator Recognition Scheme (FORS) which aims to raise the level of quality within fleet operations and to demonstrate which operators are achieving exemplary levels of best practice in safety, efficiency, and environmental protection. We are audited annually by FORS.

Organisational Structure

The Members of WFCT are the trustees of the charity. They are the directors of the company. They make up the management committee. They may invite non-voting advisors. The members are responsible for setting our strategic direction, ensuring compliance with our governance and management of finances.

Governance, structure and management (continued)

Organisational Structure (continued)

The Director is responsible to the Management Committee and is also Company Secretary. Operational responsibility is delegated to the Director. The work of the charity, including service provision, staff supervision and liaison with the national body, is undertaken by the Director, along with the Fleet Supervisor and key staff.

Members meet staff and receive verbal and appropriate written reports at regular meetings. All meetings are minuted.

Related parties

WFCT is a member of the Community Transport Association (CTA), and we are guided by its national policies. WFCT actively uses the advice and information services of the CTA. Our Director represents us at the London CTA meetings. This is valuable in identifying relevant policy and legal developments and potential funding sources.

We also work with many other local organisations and local authorities.

Our aims and objectives

Our charity's purposes are set out in the objects contained in the company's memorandum of association:

The objects of the Charity (the "Objects") are, for the public benefit:

- i. to relieve poverty youth age sickness or disability by, in particular but without limitation, the provision of transport for individuals in need of such relief or to charities or other organisations that benefit such persons; and
- ii. to promote social inclusion by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society.

For the purpose of this clause 'socially excluded' means being excluded from society, or part of society, as a result of one or more of the following factors: poverty, youth or old age, sickness or disability.

How our activities deliver public benefit

The main area of WFCT's charitable activity is the provision of minibus and associated transport services to registered member groups. These are eligible groups who wish to use WFCT's services on an occasional basis or regularly to meet their group travel needs.

Who used and benefited from our services

WFCT provides transport and training to local organisations in East London. The closure of neighbouring Community Transport Services has led to an increase in demand for our services. In 2022/23 we had 107 active member organisations spanning a wide range of voluntary, community and statutory organisations. The breakdown of membership at the end of March 2023 showed 18.7% Adult and Social Care organisations, 4.6% Arts and Culture, 14.9% Elderly and Disabled, 8.4% Faith, 3% Public Services, 15% Schools and Colleges, 9.3% Sports, 20.6% Youth, 3.7% Housing, 0.9% Environment and 0.9% Health.

Who used and benefited from our services (continued)

Community Hires

We offer a choice of minibuses from standard to accessible, enabling our member groups to select a vehicle best suited to the mobility needs of their members. During 2022/23, we achieved 8,206 community hires. The estimated figure for total passengers was 179,240 across all services, including shuttle services for events at the London Stadium.

Community Drivers

WFCT provides drivers to those organisations unable to provide their own.

Committed Services

Committed services, where member groups have ongoing committed bookings, include day services for voluntary sector organisations and Adult and Social Care services. 3,751 trips were undertaken, with 24,907 passenger journeys.

Door to Store Service

WFCT operates a grant funded Door to Store shopping service for elderly and disabled people in Waltham Forest. The service is funded by LBWF Adult and Social Care and forms an important part of enabling the elderly to retain their independence, by providing accessible transport to local supermarkets for shopping. The service runs 2.5 days a week offering 3 trips a day to various supermarkets, with specific days allocated to specific areas in Waltham Forest. Door to Store continued through much of the year and 2,248 trips took place with 2,427 passengers using the service for outward and return journeys.

MOAT Services (Dial a Ride)

We continued providing a number of Dial a Ride routes.

Excursions Club

WFCT operates a small excursions club programme offering seasonal outings to individuals at risk of suffering from isolation and loneliness. During the year we ran 15 trips with 390 passengers on outings to places of interest.

Waltham Forest Community Driving School

WFCT has been a local provider of MiDAS (minibus awareness training) for more than 10 years. The training register is managed nationally through CTA UK and is aimed at anyone driving a minibus. WFCT offers this service locally and has a register of more than 280 drivers. We have strengthened our training offer and the Community Driving School has increased the variety of training related to minibus travel and operations. Courses now include Standard and Accessible MiDAS, D1 Entitlement, Passenger Assistance Training and 5 Steps to Safety Training. In 2022/23 we trained 107 individuals. The training schemes are monitored to ensure that WFCT continues to provide training to meet the needs of our member groups.

Monitoring

We use customer satisfaction surveys to measure the quality of our service and use opportunities such as special consultations to ensure that we continue to review our services to best meet our member organisations' needs.

Newham Community Transport

WFCT was awarded a Power to Change grant in 2018 towards a minibus for work in Newham and support for an Outreach worker for 18 months to develop small grass roots services in Newham. The Outreach worker is now paid from our own funds and continues to develop services in Newham.

Principal Funding Sources

83% of income from charitable activities came from committed services for our member groups. 16% from community groups' occasional hires and 1% from our Community Driving School.

In 2018/19 Walthamstow & Chingford Almshouses kindly donated £11,360 for driver training. That training was suspended because of Covid but resumed this year. £5,769 is carried forward to future years.

We received £500 from the Newham Platinum Jubilee fund, which was spent on a lunch/party for our Newham residents.

We received £10,000 from the Awards for All Fund, which was used to deliver the Time Together Club in Newham every fortnight for lonely and isolated individuals. £4,536 is carried forward.

We wish to thank all those who gave grants and donations. Their support increases significantly the numbers of people benefiting from our services.

ULEZ Fleet replacement programme

Community Transport qualifies under the sunset period to 2025 for welfare vehicles. This year we replaced a further four vehicles with compliant vehicles. Most of our fleet now meets the Euro 6 standard. A designated fund of £250,000 is set up to replace the remaining vehicles in 2023/24. £228,000 of that will have been spent by October 2023.

Financial review

Financial Results

The statement of financial activities discloses a surplus in net incoming resources of £214,363 (2022: £151,701). Reserves at 31 March 2023 were: restricted funds - £10,305, unrestricted general funds - £448,068 and designated funds - £570,000.

Reserves Policy

WFCT maintains a cautious reserves policy, with the goal of being able to remain in business, providing community services to our member groups, even when experiencing a significant reduction in income.

Restricted funds arise from income granted to WFCT that can be used only for the purposes specified in the grant. Our Treasurer regularly monitors the costs allocated against grants and reviews progress against the budget for each grant.

Report of the Management Committee Year to 31 March 2023

Financial review (continued)

Reserves Policy (continued)

Designated Reserve funds are used to maintain adequate security for known plans and risks. At 31 March 2023 these totalled £570,000 for:

- ♦ Core Costs (4 months' core staff, running and other costs);
- ♦ Redundancy (to enable WFCT to reduce services or wind up because of unexpected losses of funding, to ourselves or our member groups);
- ♦ Working Capital (to manage cash),
- ♦ Future Community Services, to be delivered after year-end, and
- ♦ Fleet Renewal.

Excluding designated funds, general unrestricted reserves total £448,068 at 31 March 2023, of which £131,911 were free reserves.

Responsibilities of the members of the Management Committee

The Members of the Management Committee (who are also trustees of Waltham Forest Community Transport for the purposes of charity law and directors for the purposes of company law) are responsible for preparing the Report of the Management Committee and the financial statements, in accordance with applicable law and United Kingdom Accounting Practice (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the 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 members are required to:

- ♦ select suitable accounting policies and then apply them consistently;
- ♦ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable for charities preparing their accounts in accordance with FRS 102;
- ♦ make judgements and estimates that are reasonable and prudent;
- ♦ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

Report of the Management Committee Year to 31 March 2023

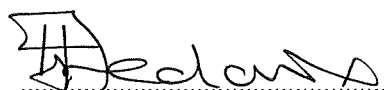
Responsibilities of the members of the Management Committee (continued)

The Management Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with Companies Act 2006. The members 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.

In so far as the Management Committee is aware:

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

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



Helen Tredoux

Company Secretary

Date: 16 October 2023
16 October 2023

Independent auditor's report to the members of Waltham Forest Community Transport Limited

Opinion

We have audited the financial statements of Waltham Forest Community Transport Limited (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the group statement of financial activities, the group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2023 and of the group's income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the charitable parent company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006), those that relate to employment and data protection (General Data Protection Regulation), bus safety legislation and the Transport Act 1985.
- ◆ We understood how the group and charitable parent company are complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of the minutes of trustees' meetings.

Auditor's responsibilities for the audit of the financial statements (continued)

- ◆ Identified laws and regulations were also communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and charitable parent company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ tested authorisation controls on expenditure items, to check that all expenditure was approved in line with the group and charitable parent company's financial procedures;
- ◆ agreed financial statement disclosures to underlying supporting documentation;
- ◆ read the minutes of meetings of those charged with governance; and
- ◆ enquired of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 auditor's report.

Independent auditor's report 31 March 2023

Use of our report

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



19 December 2023

Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Consolidated statement of financial activities (including the Income and Expenditure Account)
Year to 31 March 2023

	Notes	Un- restricted general funds £	Designated funds £	Restricted funds £	Total funds 2023 £	Total funds 2022 £
Income and expenditure						
Income from:						
Grants and donations	3	23,650	—	10,000	33,650	44,227
Investments		2,673	—	—	2,673	28
Charitable activities	4	1,440,897	—	—	1,440,897	1,236,799
Total income		1,467,220	—	10,000	1,477,220	1,281,054
Expenditure on:						
Charitable activities		1,243,843	13,550	5,464	1,262,857	1,129,353
Total expenditure	5	1,243,843	13,550	5,464	1,262,857	1,129,353
Net income/(expenditure)		223,377	(13,550)	4,536	214,363	151,701
Transfers	12	(388,550)	388,550	—	—	—
Net movement in funds	13	(160,173)	375,000	4,536	214,363	151,701
Funds brought forward 1 April 2022	10	613,241	195,000	5,769	814,010	662,309
Funds carried forward at 31 March 2023		448,068	570,000	10,305	1,028,373	814,010

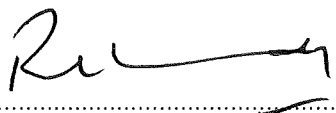
The statement of financial activities includes all gains and losses in the year, and therefore a separate statement of total recognised gains and losses has not been prepared.

All of the above amounts are related to continuing activities.

Consolidated balance sheet 31 March 2023

	Notes	2023 £	2023 £	2022	2022 £
Fixed assets					
Tangible assets	7		316,157		255,601
Current assets					
Debtors and pre-payments	8	237,775		243,857	
Cash at bank and in hand		530,063		370,125	
		<u>767,838</u>		<u>613,982</u>	
Current liabilities					
Creditors and accrued expenses	9	55,622		55,573	
Net current assets			712,216		558,409
Total net assets			<u>1,028,373</u>		<u>814,010</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			448,068		613,241
. Designated	11		570,000		195,000
Restricted funds	10		10,305		5,769
			<u>1,028,373</u>		<u>814,010</u>

These financial statements were approved by the members of the Management Committee and signed on its behalf by:

 Date: 16/10/23

Richard Mundy

16 October 2023

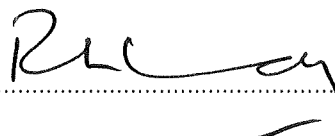
Company registration number: 03073284

The notes on pages 22 to 29 form part of these accounts.

Charity balance sheet 31 March 2023

	Notes	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Tangible assets	7		316,157		255,601
Current assets					
Debtors and pre-payments	8	237,775		243,857	
Loan to East CT CIC	15	80,250		55,250	
Cash at bank and in hand		449,414		314,356	
		<u>767,439</u>		<u>613,463</u>	
Current liabilities					
Creditors and accrued expenses	9	55,621		55,571	
Net current assets			711,818		557,891
Total net assets			<u>1,027,975</u>		<u>813,492</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			447,670		612,723
. Designated	11		570,000		195,000
Restricted funds	10		10,305		5,769
			<u>1,027,975</u>		<u>813,492</u>

These financial statements were approved by the members of the Management Committee and signed on its behalf by:

.....  Date: 16/10/23

Richard Mundy
16 October 2023

Company registration number: 03073284

The notes on pages 22 to 29 form part of these accounts.

Consolidated statement of cash flows Year to 31 March 2023

	Notes	2023 £	2022 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	278,433	93,976
Cash flows from investing activities:			
Proceeds from the disposal of tangible fixed assets		—	27,500
Purchase of tangible fixed assets		(118,495)	(77,180)
Net cash used in investing activities		(118,495)	(49,680)
Change in cash and cash equivalents in the year		159,938	44,296
Cash and cash equivalents at 1 April 2022	B	370,125	325,829
Cash and cash equivalents at 31 March 2023	B	530,063	370,125

Notes to the statement of cash flows for the year to 31 March 2023

A Reconciliation of net movement in funds to net cash provided by operating activities

	2023 £	2022 £
Net movement in funds (as per the statement of financial activities)	214,363	151,701
Adjustments for:		
Depreciation charge	57,939	39,598
Surplus on disposal of tangible fixed assets	—	1,250
Decrease in debtors	6,082	(115,653)
(Decrease) increase in creditors	50	17,080
Net cash provided by operating activities	278,433	93,976

B Analysis of cash and cash equivalents

	2023 £	2022 £
Cash at bank and in hand	530,063	370,125
Total cash and cash equivalents	530,063	370,125

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Principal accounting policies 31 March 2023

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2023.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) second edition issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of Waltham Forest Community Transport Limited and its subsidiaries, made up at the balance sheet date as Waltham Forest Community Transport Limited either owns the entire share capital of the subsidiary or assumes control of the entity.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the members of the management committee to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ♦ estimating the useful economic life of tangible fixed assets; and
- ♦ apportionment of expenditure across each activity.

As set out in these accounting policies under "going concern", the trustees have considered the impact of the Covid pandemic on the charity and have concluded that although there may be some further negative consequences, it is appropriate for the charity to continue to prepare its accounts on the going concern basis.

Assessment of going concern

The members of the management committee have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

Assessment of going concern (continued)

The members of the management committee of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the accounts are detailed above.

Fund accounting

Unrestricted general funds are available for use at the discretion of the members in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the members for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Income recognition

All income is included in the statement of financial activities when the charitable company is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- ♦ Voluntary income is received by way of grants, donations and gifts and is included in full when the charity becomes unconditionally entitled to the grant.
- ♦ Grant income, which is related to performance and specific deliverables, is accounted for as the charity earns the right to consideration by its performance.
- ♦ Donated services and facilities are included at the value to the charitable company where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- ♦ Investment income is included when received.
- ♦ Income from charitable activities is accounted for when earned.

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charitable company.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the period of the lease.

Tangible fixed assets

Capital expenditure on items costing £5,000 or over is depreciated at rates designed to write off the costs over the estimated useful lives of the assets, calculated on the straight-line method, less any residual value. First-year depreciation on assets costing more than £5,000 is calculated pro rata in the year in which they were purchased. Improvements to premises will be written off, on the straight-line method, over the life of the lease during which the expenditure is incurred.

Depreciation is provided at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- | | |
|--------------------|----------------|
| 1 Office equipment | 25% on cost |
| 2 Vehicles | 10-20% on cost |

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Parent charity information

The parent charity, Waltham Forest Community Transport Limited, had total income of £1,477,105 (2022 - £1,281,054) and net income of £214,368 for the year ended 31 March 2023 (2022 - £151,068). The parent company has taken advantage of the exemption from preparing a separate income statement and statement of cash flows.

No separate statement of financial activities has been presented for Waltham Forest Community Transport Limited alone, as permitted by s408 of the Companies Act 2006 and paragraph 24.36 of SORP 2015.

Notes to the financial statements Year to 31 March 2023

1 Company limited by guarantee

Waltham Forest Community Transport Limited is a company limited by guarantee, and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amounts as may be required, not exceeding £5, to the assets of the charitable company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member.

2 Taxation

Waltham Forest Community Transport is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

3 Grants and donations

	Unrestricted funds £	Restricted funds £	2023 £
Department for Transport, Bus Service Operators	21,550	—	21,550
Awards for All Community Fund	—	10,000	10,000
Newham Jubilee	500	—	500
Donations	1,600	—	1,600
2023 Total funds	23,650	10,000	33,650

	Unrestricted funds £	Restricted funds £	2022 £
Department for Transport, Bus Service Operators	17,203	—	17,203
HMRC (Job Retention)	12,144	—	12,144
DWP Business Grant	300	—	300
LB Newham (Activities Assistance)	—	14,430	14,430
Donations	150	—	150
2022 Total funds	29,797	14,430	44,227

Notes to the financial statements Year to 31 March 2023

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2023 £
Committed bookings fees and fares	1,198,814	—	1,198,814
Membership fees (net of VAT)	3,033	—	3,033
Community vehicle use	229,230	—	229,230
Training to third parties	9,820	—	9,820
2023 Total funds	1,440,897	—	1,440,897

	Unrestricted funds £	Restricted funds £	2022 £
Committed bookings fees and fares	1,081,827	—	1,081,827
Membership fees (net of VAT)	657	—	657
Community vehicle use	143,115	—	143,115
Training to third parties	11,200	—	11,200
2022 Total funds	1,236,799	—	1,236,799

5 Total resources expended

	Charitable activities					Total funds 2023 £
	Committed Bookings £	Casual Bookings £	Driving School £	Newham East CT £	Governance £	
Costs directly allocated to activities						
. Staff	125,080	23,912	1,020	29,043	—	179,055
. Vehicles	365,078	69,793	2,977	—	—	437,848
. Audit fee	—	—	—	—	5,472	5,472
. Statutory	—	—	—	—	363	363
. Medical	142	27	1	—	—	170
. Marketing	3,308	632	27	1,000	—	4,967
. Consultancy	7,748	1,481	63	2,000	—	11,292
. Driving School	—	—	9,370	—	—	9,370
Support cost allocated to activities						
. Staff	449,081	85,852	3,662	—	—	538,595
. Premises	10,423	1,993	85	5,000	—	17,500
. Office running costs	39,243	7,525	320	120	—	47,209
. Other support costs	9,184	1,756	75	—	—	11,015
Total funds	1,009,287	192,971	17,600	37,163	5,835	1,262,856

Notes to the financial statements Year to 31 March 2023

5 Total resources expended (continued)

	Charitable activities					Total funds 2022 £
	Committed Bookings £	Casual Bookings £	Driving School £	Newham East CT £	Governance £	
<i>Costs directly allocated to activities</i>						
. Staff	134,010	17,729	1,387	25,250	—	178,376
. Vehicles	348,598	46,118	3,609	—	—	398,325
. Audit fee	—	—	—	—	15,000	15,000
. Statutory	—	—	—	—	773	773
. Medical	372	49	4	—	—	425
. Marketing	2,253	298	23	1,000	—	3,574
. Consultancy	5,948	787	62	4,000	—	10,797
. Driving School	—	—	5,518	—	—	5,518
<i>Support cost allocated to activities</i>						
. Staff	391,449	51,787	4,052	—	—	447,288
. Premises	5,748	760	60	5,000	—	11,568
. Office running costs	32,104	4,247	332	—	—	36,683
. Other support costs	18,322	2,508	196	—	—	21,026
Total funds	938,804	124,283	15,243	35,250	15,773	1,129,353

Costs are apportioned across charitable activities based on the proportion of income received for that activity during the year.

Comparative information for expenditure, by fund, is as follows:

	Unrestricted funds £	Restricted funds £	Designated funds £	Total funds 2022 £
<i>Expenditure</i>				
Charitable activities	1,086,418	29,385	13,550	1,129,353
Total expenditure	1,086,418	29,385	13,550	1,129,353

6 Staff costs and emoluments

	2023 £	2022 £
Wages and salaries	656,985	574,502
Social security costs	44,823	41,131
	701,808	615,633
Other staff costs	15,843	10,031
	717,651	625,664

No employee received emoluments of more than £60,000 in the year (2022: Nil).

Notes to the financial statements 1 April 2022 to 31 March 2023

6 Staff costs and emoluments (continued)

	2023 No.	2022 No.
Average number of employees (FTE)	28	25
	2023 No.	2022 No.
Average number of employees (headcount basis)	39	36

The aggregate remuneration of key management personnel (Director and Fleet Supervisor) totalled £99,886 (2022 - £92,426).

Member remuneration and related party transactions: none (2022: none). No members received any remuneration during the year (2022: none). Expenses amounting to £nil (2022: £nil) were reimbursed to, or paid on behalf of, members of the Management Committee.

7 Tangible assets

Group and charity	Vehicles £
Cost	
At 1 April 2022	446,985
Additions	118,495
At 31 March 2023	565,480
Depreciation	
At 1 April 2022	191,384
Annual charge	57,939
At 31 March 2023	249,323
Net book value	
At 31 March 2023	316,157
At 31 March 2022	255,601

8 Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	92,647	148,394	92,647	148,394
Accrued Income	101,588	44,251	101,588	44,251
Prepayments	24,477	27,054	24,477	27,054
VAT recoverable	19,063	24,158	19,063	24,158
	237,775	243,857	237,775	243,857

Notes to the financial statements Year to 31 March 2023

9 Creditors and accrued expenses, amount falling due within one year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade creditors	28,397	19,327	28,397	19,327
Accruals	5,000	19,193	5,000	19,193
Other creditors	50	317	50	317
Social Security and other taxes	22,175	16,734	22,175	16,734
	55,622	55,571	55,622	55,571

10 Restricted funds

Group and charity	As at 1 April 2022 £	Income £	Expenditure £	As at 31 March 2023 £
Walthamstow and Chingford Almshouses	5,769	—	—	5,769
Awards for All Community Fund	—	10,000	5,464	4,536
	5,769	10,000	5,464	10,305

Group and charity	As at 1 April 2021 £	Income £	Expenditure £	As at 31 March 2022 £
Walthamstow and Chingford Almshouses	8,649	—	2,880	5,769
Peoples Postcode Lottery	8,155	—	8,155	—
Community Links	2,920	—	2,920	—
LB Newham (Activities Assistance)	—	14,430	14,430	—
Souter	1,000	—	1,000	—
	20,724	14,430	29,385	5,769

Purposes of restricted income funds:

- ♦ Walthamstow and Chingford Almshouses are for driver training.
- ♦ Awards for All is for the Time Together Club.
- ♦ Peoples Postcode Lottery and Community Links were for Newham Door to Store services.
- ♦ Souter Charity granted monies towards Excursions.

11 Designated funds

Group and charity	As at 1 April 2022 £	Transfers £	As at 31 March 2023 £
Core costs	60,000	35,000	95,000
Redundancy fund	25,000	—	25,000
Working Capital	60,000	40,000	100,000
Future Community Services	50,000	—	50,000
Leases 12 months	—	50,000	50,000
Fleet Renewal	—	250,000	250,000
	195,000	375,000	570,000

11 Designated funds (continued)

<i>Group and charity</i>	<i>As at 1 April 2021 £</i>	<i>Transfers £</i>	<i>As at 31 March 2022 £</i>
<i>Core costs</i>	60,000	—	60,000
<i>Redundancy fund</i>	25,000	—	25,000
<i>Working Capital</i>	60,000	—	60,000
<i>Future Community Services</i>	46,600	3,400	50,000
	<u>191,600</u>	<u>3,400</u>	<u>195,000</u>

Purposes of designated funds:

- ♦ Core costs are to cover 4 months' costs for permanent staff and office and running expenses etc.
- ♦ The redundancy fund is to cover the cost of reducing services or winding up and is based on statutory redundancy levels.
- ♦ Working capital is to provide cash, allowing for delays awaiting payments against our invoices.
- ♦ Future Community Services relates to community work to be delivered after 31st March 2023.
- ♦ Fleet Renewal is for purchasing vehicles.

12 Net assets between funds

	<i>Unrestricted funds £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total 2023 £</i>
<i>Fixed assets</i>	316,157	—	—	316,157
<i>Current assets</i>	187,533	570,000	10,305	767,838
<i>Current liabilities</i>	(55,622)	—	—	(55,622)
	<u>448,068</u>	<u>570,000</u>	<u>10,305</u>	<u>1,028,373</u>

	<i>Unrestricted funds £</i>	<i>Designated funds £</i>	<i>Restricted funds £</i>	<i>Total 2022 £</i>
<i>Fixed assets</i>	255,601	—	—	255,601
<i>Current assets</i>	413,213	195,000	5,769	613,982
<i>Current liabilities</i>	(55,573)	—	—	(55,573)
	<u>613,241</u>	<u>195,000</u>	<u>5,769</u>	<u>814,010</u>

13 Net movement in funds

This is stated after charging:

	2023 £	2022 £
Depreciation	57,939	39,958
Auditor's remuneration	5,472	15,000
Operating lease charges (Plant and machinery)	101,313	119,732
Surplus on disposal of vehicles	—	(1,250)

14 Operating lease commitments

At 31 March 2023, the total minimum lease payments under non-cancellable operating leases were:

	2023 £	2022 £
Operating lease commitments:		
Within one year	52,632	78,846
Between one to five years	—	40,110
Total	52,632	118,956

15 Related parties

East CT Community Interest Company ('East CT') is a wholly-owned subsidiary of WFCT, set up to undertake commercial trading. It has not yet traded. Helen Tredoux (WFCT Company Secretary) and Richard Mundy (WFCT Treasurer) are directors of East CT. WFCT has loaned £80,250 to East CT for start-up costs and working capital. The loan is repayable on demand. East CT has been set up to provide transport services in East London with an emphasis on accessible and affordable transport for the widest range of local individuals, groups and organisations. As such the granting of the loan is considered to be within the charitable objects of WFCT. Furthermore, the sole beneficiary of East CT CIC is WFCT.

Owing to the nature of the WFCT operations and the composition of the members of the Management Committee, being drawn from local organisations, it is inevitable that transactions will take place with organisations in which a member may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the charity's financial regulations and normal procurement procedures.

16 Subsidiary company

At the year end, Waltham Forest Community Transport Limited controls the following subsidiary entity, which is consolidated in these financial statements:

Name	Status	Registration number
East CT C.I.C.	Company limited by shares (England & Wales)	Company 08615580

Notes to the financial statements Year to 31 March 2023

16 Subsidiary company (continued)

The assets and liabilities of the subsidiary were:

	2023 £	2022 £
Current assets	80,649	55,769
Creditors: amounts falling due within one year	80,549	55,679
Net assets	100	100

17 Comparative information

Statement of Financial Activities for the year ended 31 March 2022

	Notes	Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2022 £
<i>Income and expenditure</i>					
<i>Income from:</i>					
Grants and donations	3	29,797	—	14,430	44,227
Investments		28	—	—	28
Charitable activities	4	1,236,799	—	—	1,236,799
Disposal of fixed assets		—	—	—	—
Total income		1,266,624	—	14,430	1,281,054
<i>Expenditure on:</i>					
Charitable activities		1,086,418	13,550	29,385	1,129,353
Total expenditure	5	1,086,418	13,550	29,385	1,129,353
Net income		180,206	(13,550)	(14,955)	151,701
Transfers	12	(16,950)	(16,950)	—	—
Net movement in funds	13	163,256	3,400	(14,955)	151,701
Funds brought forward 1 April 2021	10	449,985	191,600	20,724	662,309
Funds carried forward at 31 March 2022		613,241	195,000	5,769	814,010

WALTHAM FOREST COMMUNITY TRANSPORT LIMITED

England & Wales - Charity number 1048701

Accounts



**Waltham Forest
Community Transport
Limited**

**Annual Report and Financial
Statements**

31 March 2022

Company Registration Number 03073284
(England and Wales)

Charity Registration Number 1048701

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Reference and administrative information

Members of the Management Committee	Dr Sabir Bham (Acting Chair) Mr Andrew Jazaerli Mr Paul Leslie Mr Richard Mundy (Treasurer) Mr David Williams
Company Secretary and Director	Helen Tredoux
Registered office	Low Hall Depot Argall Avenue London E10 7AS
Telephone	020 8521 0665
Email	info@ctwf.co.uk
Website	www.communitytransportwf.co.uk
Company registered number	03073284 (England and Wales)
Charity registered number	1048701 (England and Wales)
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Co-Operative Bank PO Box 101 1 Balloon Street Manchester M60 4EP

Report of the Management Committee Year to 31 March 2022

The Management Committee presents its report with the financial statements of Waltham Forest Community Transport for the year ended 31 March 2022.

This report, which also constitutes a directors' report for company legislation purposes, has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006, and has been prepared in accordance with Part 8 of the Charities Act 2011.

The financial statements have been prepared in accordance with the principal accounting policies set out on pages 19-21 and comply with the requirements of the Charities Act 2011, the Companies Act 2006, the charitable company's Memorandum and Articles of Association, applicable laws, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and FRS 102.

Governance, structure and management

Waltham Forest Community Transport (WFCT) is a charitable company, limited by guarantee, Company No. 03073284 (England and Wales) and is registered with the Charity Commission, Charity No. 1048701. The charitable company was incorporated on June 22, 1995 and registered as a charity on August 16, 1995. The charitable company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £5.

The charity's senior employee has the title Director and Company Secretary but is not a member of the Management Committee and therefore not a company director or charity trustee.

Recruitment and appointment of members of the Management Committee

The directors of the company are also charity trustees for the purposes of charity law and are known as members of the Management Committee under the company's articles. The members of the Management Committee (MC) are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

The MC needs to reflect the diverse needs of our user groups and their members, our passengers. We actively seek to enhance the pool of potential committee members who are representative of all areas of the community. Where gaps are identified, we target specific areas for recruitment.

The MC reviews annually the existing skills of its members and seeks to gain outside support from advisors and volunteers on specific issues (e.g. marketing). Training is offered to all MC members (see below).

Governance, structure and management (continued)

Member induction and training

A member induction meeting is arranged for all new MC members immediately following the AGM. This is usually led by the Company Secretary and Director of the charity. The initial induction enables members to familiarise themselves with:

- ◆ the charitable company's governing documents
- ◆ the latest financial accounts
- ◆ the obligations of members
- ◆ procedures for meetings
- ◆ the charity's staffing framework

New members are encouraged to take up additional training opportunities throughout their term of office. Information regarding training opportunities is provided to members. An annual financial training session is provided to MC members.

The following members were in office at 31 March 2022 and served throughout the year except where shown:

Board member	Appointed / resigned
Dr Sabir Bham	
Mr Paul Leslie	
Mr Andrew Jazaerli	
Mr Richard Mundy (Treasurer)	
Mr David Williams	
Miss Lorna Wisdom	Deceased January 2022

Key management personnel

Helen Tredoux	- Director and Company Secretary
Alison Fowlerlouis	- Fleet Supervisor

Remuneration for these personnel, and all staff, is set by comparison with similar voluntary organisations. Despite the economic climate, we have managed to provide all staff with pay increases at or above inflation. Community Transport Waltham Forest is one of the few transport organisations accredited as a London Living Wage employer. The Management Committee reviews salaries and hourly pay rates annually.

Governance, structure and management (continued)

Risk Management

The Management Committee uses its annual business planning process to ensure that it is aware of the risks to which we are exposed. Where possible we have systems and procedures in place to mitigate the risks facing the charity. We maintain a Risk Register, which is reviewed by the Management Committee annually.

Examples of Risk Management include:

Human Resources

There is a risk of losing key staff, work overload and reduced capability to respond to our members' needs. We have appropriate back-up plans. Procedures are in place to ensure compliance with standards for the employment and management of staff, as well as the health and safety of staff, clients and visitors. To help ensure our compliance we have contracted Croner Consultancy to advise and support on HR matters.

Premises

We operate from a busy transport site owned by the London Borough of Waltham Forest (LBWF). The need to avoid accidents by/with people or vehicles is paramount. WFCT has a staff member attending health and safety meetings affecting the charity's premises, storage and parking. The results of these meetings are reported to members.

Drivers and Training

Our business depends on providing safe journeys 100% of the time. Our drivers' competence and attitude are key elements. Our Fleet Supervisor undertakes annual risk assessments for the drivers we employ, and we receive professional support and advice through the national Community Transport Association (CTA). We have adopted the nationally recognised MiDAS system of driver training to ensure consistency in driver standards. This system is used by WFCT and for drivers from our member groups which use our vehicles on a self-drive basis. Staff have DBS checks where appropriate.

Vehicles

We employ an external examiner to check all vehicles regularly. All recommended maintenance and repairs are carried out. We acquire newer minibuses by (a) purchasing when funds are available and (b) leasing. There is limited progress towards the availability of more environmentally friendly minibuses but we monitor the market and intend moving to hybrid and/or electric vehicles as soon as that becomes practicable.

Quality Standards

WFCT is accredited by the Fleet Operator Recognition Scheme (FORS) which aims to raise the level of quality within fleet operations and to demonstrate which operators are achieving exemplary levels of best practice in safety, efficiency, and environmental protection. We are audited annually by FORS.

Governance, structure and management (continued)

Organisational Structure

Members of WFCT are organisations and groups in Waltham Forest, Newham and Enfield, most of which are charities and voluntary bodies. WFCT has a management committee of elected representatives and non-voting advisors. The elected members of the Management Committee are the trustees of the charity and directors of the company and are responsible for setting our strategic direction, ensuring compliance with our governance and management of finances.

The Director is responsible to the Management Committee and is also Company Secretary. Operational responsibility is delegated to the Director. The work of the charity, including service provision, staff supervision and liaison with the national body, is undertaken by the Director, along with the Fleet Supervisor and key staff.

Members meet staff and receive verbal and appropriate written reports at regular meetings. All meetings are minuted.

Related parties

WFCT is a member of the Community Transport Association (CTA), and we are guided by its national policies. WFCT actively uses the advice and information services of the CTA. Our Director represents us at the London CTA meetings. This is valuable in identifying relevant policy and legal developments and potential funding sources.

We also work with many other local organisations and local authorities.

Our aims and objectives

Our charity's purposes are set out in the objects contained in the company's memorandum of association:

"To relieve poverty, youth, age, sickness or disability by the provision of transport to individuals in need of such relief or to charitable bodies established for the benefit of such individuals."

How our activities deliver public benefit

The main area of WFCT's charitable activity is the provision of minibus and associated transport services to registered member groups. These are eligible groups who wish to use WFCT's services on an occasional basis or regularly to meet their group travel needs.

Who used and benefited from our services

WFCT provides transport and training to local organisations. In 2021/22 we had 76 active member organisations spanning a wide range of voluntary, community and statutory organisations. The breakdown of membership at the end March 2022 showed 14.5% Adult and Social Care organisations, 7.9% Arts and Culture, 21.1% Elderly, 4% Faith, 12% Public Services, 6.6% Schools and Colleges, 4% Sports and 11.8% Youth Organisations.

Who used and benefited from our services (continued)

Community Hires

We offer a choice of minibuses from standard to accessible, enabling our members to select a vehicle best suited to the mobility needs of their members. Activity was constrained in the year, because of restrictions because of Covid lockdowns. During 2021/22, we achieved 6,580 community hires. The estimated figure for total passengers was 210,560 across all services, including shuttle services for events at the London Stadium.

Community Drivers

WFCT provides drivers to those organisations unable to provide their own.

Committed Services

Committed services, where Members have ongoing committed bookings, include day services for voluntary sector organisations and Adult and Social Care services. These too were heavily restricted in 2020/21, because of Covid Restrictions. 3,751 trips were undertaken, with 24,907 passenger journeys.

Door to Store Service

WFCT operates a grant funded Door to Store shopping service for elderly and disabled people in Waltham Forest. With appropriate precautions, we were able to continue this during the year, despite Covid. The service is funded by LBWF Adult and Social Care and forms an important part of enabling the elderly to retain their independence, by providing accessible transport to local supermarkets for shopping. The service runs 2.5 days a week offering 3 trips a day to various supermarkets, with specific days allocated to specific areas in Waltham Forest. Door to Store continued through much of the year and 1,653 trips took place with 1,889 passengers using the service for outward and return journeys.

MOAT Services (Dial a Ride)

We continued providing a number of Dial a Ride routes.

Excursions Club

WFCT operates a small excursions club programme offering seasonal outings to individuals at risk of suffering from isolation and loneliness. During 2021/22 and whilst Covid restrictions were in place for most of the year we ran 12 trips with 480 passengers on outings to places of interest.

Who used and benefited from our services (continued)

Waltham Forest Community Driving School

WFCT has been a local provider of MiDAS (minibus awareness training) for more than 10 years. The training register is managed nationally through CTA UK and is aimed at anyone driving a minibus. WFCT offers this service locally and has a register of more than 280 drivers. We have strengthened our training offer and the Community Driving School has increased the variety of training related to minibus travel and operations. Courses now include Standard and Accessible MiDAS, D1 Entitlement, Passenger Assistance Training and 5 Steps to Safety Training. The School was curtailed during lockdowns, reopening in September 2021. In 2021/22 we trained 149 individuals. The training schemes are monitored to ensure that WFCT continues to provide training to meet the needs of our members.

Monitoring

We use customer satisfaction surveys to measure the quality of our service and use opportunities such as special consultations to ensure that we continue to review our services to best meet our member organisations' needs.

Newham Community Transport

WFCT was awarded a Power to Change grant in 2018 towards a minibus for work in Newham and support for an Outreach worker for 18 months to develop small grass roots services in Newham. The Outreach worker started in 2019 and continues to develop services in Newham. Funding, including their Covid Emergency Income Support scheme, expired in March 2022.

Principal Funding Sources

Before COVID, in 2019/20, 76% of income from charitable activities came from committed services for our members. 23% from community groups' occasional hires and 1% from our Community Driving School. These proportions have changed as services have begun resuming after the pandemic. This year committed services represented 87% of income, with 12% from occasional hires and 1% from the school.

In 2018/19 Walthamstow & Chingford Almshouses kindly donated £11,360 for driver training. That training was suspended because of Covid but resumed this year. £5,769 is carried forward to future years.

Souter Trust granted £1,000 in 2020/21 to support our Excursions Club, which was spent in the year.

A £14,430 grant was received in the year from LB Newham, for Activities Assistance, which was provided in the year.

We wish to thank all those who gave grants and donations. Their support increases significantly the numbers of people benefiting from our services.

Report of the Management Committee Year to 31 March 2022

ULEZ Fleet replacement programme

Community Transport qualifies under the sunset period to 2023 for welfare vehicles. This year we replaced a further two vehicles with compliant vehicles. Most of our fleet now meets the Euro 6 standard. Three remaining vehicles need to be replaced by October 2023.

Covid-19

The year was still impacted by Covid-19. Under the HMRC Job Retention Scheme we received £12,144 towards the costs of furloughing staff at the start of the year.

Financial review

Financial Results

The statement of financial activities discloses a surplus in net incoming resources of £151,701 (2021: £162,001). Reserves at 31 March 2022 were: restricted funds - £5,769, unrestricted general funds - £613,241 and designated funds - £195,000.

Reserves Policy

WFCT maintains a cautious reserves policy, with the goal of being able to remain in business, providing community services to our members, even when experiencing a significant reduction in income.

Restricted funds arise from income granted to Community Transport that can be used only for the purposes specified in the grant. Our Treasurer regularly monitors the costs allocated against grants and reviews progress against the budget for each grant.

Designated Reserve funds are used to maintain adequate security for known risks. At 31 March 2022 these totalled £195,000 for: Core Costs (3 months' core staff, running and other costs); Redundancy (to enable WFCT to reduce services or wind up because of unexpected losses of funding, to ourselves or our member groups); Working Capital (to manage cash) and Future Community Services, to be delivered after year-end. Excluding designated funds, general unrestricted reserves total £613,241 at 31 March 2022.

Responsibilities of the members of the Management Committee

The members of the Management Committee (who are also trustees of Waltham Forest Community Transport for the purposes of charity law and directors for the purposes of company law) are responsible for preparing the Report of the Management Committee and the financial statements, in accordance with applicable law and United Kingdom Accounting Practice (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the 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 members are required to:

- ♦ select suitable accounting policies and then apply them consistently;

Report of the Management Committee Year to 31 March 2022

Responsibilities of the members of the Management Committee (continued)

- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable for charities preparing their accounts in accordance with FRS 102;
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Management Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with Companies Act 2006. The members 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.

In so far as the Management Committee is aware:

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

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

..... Date: 13.10.2022

Company Secretary

Independent auditor's report to the members of Waltham Forest Community Transport Limited

Opinion

We have audited the financial statements of Waltham Forest Community Transport Limited (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2022, which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the charitable parent company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006), those that relate to employment and data protection (General Data Protection Regulation), bus safety legislation and the Transport Act 1985.
- ◆ We understood how the group and charitable parent company are complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through our review of the minutes of trustees' meetings.

Auditor's responsibilities for the audit of the financial statements (continued)

- ◆ Identified laws and regulations were also communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and charitable parent company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ tested authorisation controls on expenditure items, to check that all expenditure was approved in line with the group and charitable parent company's financial procedures;
- ◆ agreed financial statement disclosures to underlying supporting documentation;
- ◆ read the minutes of meetings of those charged with governance; and
- ◆ enquired of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 auditor's report.

Independent auditor's report 31 March 2022

Use of our report

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

Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Consolidated statement of financial activities (including the Income and Expenditure Account) Year to 31 March 2022

	Notes	Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2022 £	Total funds 2021 £
Income and expenditure						
Income from:						
Grants and donations	3	29,797	—	14,430	44,227	309,529
Investments		28	—	—	28	388
Charitable activities	4	1,236,799	—	—	1,236,799	756,165
Disposal of fixed assets		—	—	—	—	11,177
Total income		1,266,624	—	14,430	1,281,054	1,077,259
Expenditure on:						
Charitable activities		1,086,418	13,550	29,385	1,129,353	915,258
Total expenditure	5	1,086,418	13,550	29,385	1,129,353	915,258
Net income		180,206	(13,550)	(14,955)	151,701	162,001
Transfers	12	(16,950)	16,950	—	—	—
Net movement in funds	13	163,256	3,400	(14,955)	151,701	162,001
Funds brought forward 1 April 2021	10	449,985	191,600	20,724	662,309	500,308
Funds carried forward at 31 March 2022		613,241	195,000	5,769	814,010	662,309

The statement of financial activities includes all gains and losses in the year, and therefore a separate statement of total recognised gains and losses has not been prepared.

All of the above amounts are related to continuing activities.

Consolidated balance sheet 31 March 2022

	Notes	2022 £	2022 £	2021	2021 £
Fixed assets					
Tangible assets	7		255,601		246,769
Current assets					
Debtors and pre-payments	8	243,857		128,204	
Cash at bank and in hand		370,125		325,829	
		613,982		454,033	
Current liabilities					
Creditors and accrued expenses	9	(55,573)		(38,493)	
Net current assets			558,409		415,540
Total net assets			814,010		662,309
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			613,241		449,985
. Designated	11		195,000		191,600
Restricted funds	10		5,769		20,724
			814,010		662,309

These financial statements were approved by the members of the Management Committee and signed on its behalf by:

..... Date: 13.10.2022

Company registration number: 03073284

The notes on pages 22 to 29 form part of these accounts.

Charity balance sheet 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	7		255,601		246,769
Current assets					
Debtors and pre-payments	8	243,857		128,204	
Loan to East CT CIC	15	55,250		55,250	
Cash at bank and in hand		314,357		269,941	
		613,464		453,395	
Current liabilities					
Creditors and accrued expenses	9	(55,573)		(37,739)	
Net current assets			557,891		415,656
Total net assets			813,492		662,425
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			612,723		450,101
. Designated	10		195,000		191,600
Restricted funds	11		5,769		20,724
			813,492		662,425

These financial statements were approved by the members of the Management Committee and signed on its behalf by:

..... Date: 13.10.2022

Company registration number: 03073284

The notes on pages 22 to 29 form part of these accounts.

Consolidated statement of cash flows year to 31 March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	93,976	170,984
Cash flows from investing activities:			
Proceeds from the disposal of tangible fixed assets		27,500	11,177
Purchase of tangible fixed assets		(77,180)	(124,265)
Net cash used in investing activities		(49,680)	(113,088)
Change in cash and cash equivalents in the year		44,296	57,896
Cash and cash equivalents at 1 April 2021	B	325,829	267,933
Cash and cash equivalents at 31 March 2022	B	370,125	325,829

Notes to the statement of cash flows for the year to 31 March 2022.

A Reconciliation of net movement in funds to net cash provided by operating activities

	2022 £	2021 £
Net movement in funds (as per the statement of financial activities)	151,701	162,001
Adjustments for:		
Depreciation charge	39,598	31,964
Loss (surplus) on disposal of tangible fixed assets	1,250	(11,177)
(Increase) decrease in debtors	(115,653)	58,702
Increase (decrease) in creditors	17,080	(70,506)
Net cash provided by operating activities	93,976	170,984

B Analysis of cash and cash equivalents

	2022 £	2021 £
Cash at bank and in hand	370,125	325,829
Total cash and cash equivalents	370,125	325,829

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Principal accounting policies 31 March 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2022.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) second edition issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of Waltham Forest Community Transport Limited and its subsidiaries, made up at the balance sheet date as Waltham Forest Community Transport Limited either owns the entire share capital of the subsidiary or assumes control of the entity.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the members of the management committee to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets; and
- ◆ apportionment of expenditure across each activity.

As set out in these accounting policies under “going concern”, the trustees have considered the impact of the Covid pandemic on the charity and have concluded that although there may be some further negative consequences, it is appropriate for the charity to continue to prepare its accounts on the going concern basis.

Assessment of going concern

The members of the management committee have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

Assessment of going concern (continued)

The members of the management committee of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the accounts are detailed above.

Fund accounting

Unrestricted general funds are available for use at the discretion of the members in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the members for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Income recognition

All income is included in the statement of financial activities when the charitable company is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- ◆ Voluntary income is received by way of grants, donations and gifts and is included in full when the charity becomes unconditionally entitled to the grant.
- ◆ Grant income, which is related to performance and specific deliverables, is accounted for as the charity earns the right to consideration by its performance.
- ◆ Donated services and facilities are included at the value to the charitable company where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- ◆ Investment income is included when received.
- ◆ Income from charitable activities is accounted for when earned.

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- ◆ Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- ◆ Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charitable company.

Principal accounting policies 31 March 2022

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the period of the lease.

Tangible fixed assets

Capital expenditure on items costing £500 or over is depreciated at rates designed to write off the costs over the estimated useful lives of the assets, calculated on the straight-line method, less any residual value. First-year depreciation on assets costing more than £5,000 is calculated pro rata in the year in which they were purchased. Improvements to premises will be written off, on the straight-line method, over the life of the lease during which the expenditure is incurred.

Depreciation is provided at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- ♦ Office equipment 25% on cost
- ♦ Vehicles 10-20% on cost

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Parent charity information

The parent charity, Waltham Forest Community Transport Limited, had total income of £1,281,054 (2021 - £1,076,993) and net income of £150,336 for the year ended 31 March 2022 (2021 - £161,850). The parent company has taken advantage of the exemption from preparing a separate income statement and statement of cash flows.

No separate statement of financial activities has been presented for Waltham Forest Community Transport Limited alone, as permitted by s408 of the Companies Act 2006 and paragraph 24.36 of SORP 2015.

Notes to the financial statements Year to 31 March 2022

1 Company limited by guarantee

Waltham Forest Community Transport Limited is a company limited by guarantee, and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amounts as may be required, not exceeding £5, to the assets of the charitable company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member.

2 Taxation

Waltham Forest Community Transport is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

3 Grants and donations

	Unrestricted funds £	Restricted funds £	2022 £
Department for Transport, Bus Service Operators	17,203	—	17,203
HMRC (Job Retention)	12,144	—	12,144
DWP Business Grant	300	—	300
LB Newham (Activities Assistance)	—	14,430	14,430
Donations	150	—	150
2022 Total funds	29,797	14,430	44,227

	Unrestricted funds £	Restricted funds £	2021 £
<i>Department for Transport, Bus Service Operators</i>	<i>13,203</i>	<i>—</i>	<i>13,203</i>
<i>Big Lottery (Social Enterprise Support Fund)</i>	<i>—</i>	<i>48,500</i>	<i>48,500</i>
<i>Souter</i>	<i>—</i>	<i>1,000</i>	<i>1,000</i>
<i>Power to Change (Business Development Support)</i>	<i>—</i>	<i>8,000</i>	<i>8,000</i>
<i>Power to Change (Emergency Income Support)</i>	<i>—</i>	<i>30,000</i>	<i>30,000</i>
<i>Power to Change (Recovery Fund)</i>	<i>—</i>	<i>75,000</i>	<i>75,000</i>
<i>HMRC (Job Retention)</i>	<i>133,766</i>	<i>—</i>	<i>133,766</i>
<i>Donations</i>	<i>60</i>	<i>—</i>	<i>60</i>
2021 Total funds	147,029	162,500	309,529

Grant providers have reservation of title to those assets acquired with their capital grants, in the event of the company ceasing to exist.

Notes to the financial statements Year to 31 March 2022

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2022 £
Committed bookings fees and fares	1,081,827	—	1,081,827
Membership fees (net of VAT)	657	—	657
Community vehicle use	143,115	—	143,115
Training to third parties	11,200	—	11,200
2022 Total funds	1,236,799	—	1,236,799

	Unrestricted funds £	Restricted funds £	2021 £
Committed bookings fees and fares	723,055	—	723,055
Membership fees (net of VAT)	100	—	100
Community vehicle use	29,605	—	29,605
Training to third parties	3,405	—	3,405
2021 Total funds	756,165	—	756,165

5 Total resources expended

	Charitable activities					Total funds 2022 £
	Committed Bookings £	Casual Bookings £	Driving School £	East CT £	Governance £	
Costs directly allocated to activities:						
. Staff	134,010	17,729	1,387	25,250	—	178,376
. Vehicles	348,598	46,118	3,609	—	—	398,325
. Audit fee	—	—	—	—	15,000	15,000
. Statutory	—	—	—	—	773	773
. Medical	372	49	4	—	—	425
. Marketing	2,253	298	23	1,000	—	3,574
. Consultancy	5,948	787	62	4,000	—	10,797
. Driving School	—	—	5,518	—	—	5,518
Support cost allocated to activities						
. Staff	391,449	51,787	4,052	—	—	447,288
. Premises	5,748	760	60	5,000	—	11,568
. Office running costs	32,104	4,247	332	—	—	36,683
. Other support costs	18,322	2,508	196	—	—	21,026
Total funds	938,804	124,283	15,243	35,250	15,773	1,129,353

Notes to the financial statements Year to 31 March 2022

5 Total resources expended (continued)

	Charitable activities					Total funds 2021 £
	Committed Bookings £	Casual Bookings £	Driving School £	East CT £	Gover-nance £	
<i>Costs directly allocated to activities</i>						
. Staff	192,124	8,257	1,007	—	—	201,388
. Vehicles	248,300	10,671	1,301	—	—	260,272
. Audit fee	—	—	—	—	5,350	5,350
. Statutory	—	—	—	—	168	168
. Medical	—	—	—	—	—	—
. Marketing	—	—	—	—	—	—
. Consultancy	11,329	487	59	12,000	—	23,875
. Driving School	—	—	3,481	—	—	3,481
<i>Support cost allocated to activities</i>						
. Staff	341,886	14,693	1,792	—	—	358,371
. Premises	11,925	513	63	—	—	12,501
. Office running costs	26,211	1,126	137	800	3,654	31,928
. Contracted out	—	—	—	—	—	—
. Other support costs	17,099	735	90	—	—	17,924
Total funds	848,874	36,482	7,930	12,800	9,172	915,258

Costs are apportioned across charitable activities based on the proportion of income received for that activity during the year.

Comparative information for expenditure, by fund, is as follows:

	Unrestricted funds £	Restricted funds £	Designated funds £	Total funds 2021 £
Expenditure				
Charitable activities	705,513	209,745	—	915,258
Total expenditure	705,513	209,745	—	915,258

6 Staff costs and emoluments

	2022 £	2021 £
Wages and salaries	574,502	509,480
Social security costs	41,131	34,201
	615,633	543,681
Other staff costs	10,031	16,077
	625,664	559,758

No employee received emoluments of more than £60,000 in the year (2021: Nil).

Notes to the financial statements Year to 31 March 2022

6 Staff costs and emoluments (continued)

	2022 No.	2021 No.
Average number of employees (FTE)	25	21
	2022 No.	2021 No.
Average number of employees (headcount basis)	36	35

The aggregate remuneration of key management personnel (Director and Fleet Supervisor) totalled £102,368 (2021 - £91,295).

Member remuneration and related party transactions: none (2021: none). No members received any remuneration during the year (2021: none). Expenses amounting to £nil (2021: £nil) were reimbursed to, or paid on behalf of, members of the Management Committee.

7 Tangible assets

Group and charity	Vehicles £
Cost	
At 1 April 2021	404,805
Additions	77,180
Disposals	(35,000)
At 31 March 2022	446,985
Depreciation	
At 1 April 2021	158,036
Disposals	(6,250)
Annual charge	39,598
At 31 March 2022	191,384
Net book value	
At 31 March 2022	255,601
At 31 March 2021	246,769

8 Debtors

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	148,394	27,068	148,394	27,068
Other debtors		25,500		25,500
Accrued Income	44,251	42,597	44,251	42,597
Prepayments	27,054	19,938	27,054	19,938
VAT recoverable	24,158	13,101	24,158	13,101
	243,857	128,204	243,857	128,204

9 Creditors and accrued expenses, amount falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	19,327	17,015	19,327	17,015
Accruals	19,195	5,000	19,195	4,905
Other creditors	317	659	317	—
Social Security and other taxes	16,734	10,307	16,734	10,307
Pensions	—	5,197	—	5,197
Payroll creditor	—	315	—	315
	55,573	38,493	55,573	37,739

10 Restricted funds

	As at 1 April 2021 £	Income £	Expenditure £	As at 31 March 2022 £
Group and charity				
Walthamstow and Chingford Almshouses	8,649	—	(2,880)	5,769
Peoples Postcode Lottery	8,155	—	(8,155)	—
Community Links	2,920	—	(2,920)	—
LB Newham (Activities Assistance)	—	14,430	(14,430)	—
Souter	1,000	—	(1,000)	—
	20,724	14,430	(29,385)	5,769

	As at 1 April 2020 £	Income £	Expenditure £	As at 31 March 2021 £
Group and charity				
Walthamstow and Chingford Almshouses	8,649	—	—	8,649
Peoples Postcode Lottery	10,400	—	(2,245)	8,155
Community Links	2,920	—	—	2,920
LB Waltham Forest	46,000	—	(46,000)	—
Power to Change (Business Development)	—	8,000	(8,000)	—
Power to Change (Emergency Income)	—	30,000	(30,000)	—
Power to Change (Recovery)	—	75,000	(75,000)	—
Souter	—	1,000	—	1,000
Big Lottery	—	48,500	(48,500)	—
	67,969	162,500	(209,745)	20,724

Purposes of restricted income funds:

- ◆ Walthamstow and Chingford Almshouses are for driver training.
- ◆ Peoples Postcode Lottery and Community Links are for Newham Door to Store services.
- ◆ Souter Charity granted monies towards Excursions.
- ◆ LB Newham Activities grant is for Sunday lunch club for older people.

Notes to the financial statements Year to 31 March 2022

11 Designated funds

Group and charity	As at 1 April 2021 £	Transfers £	As at 31 March 2022 £
Core costs	60,000	—	60,000
Redundancy fund	25,000	—	25,000
Working Capital	60,000	—	60,000
Future Community Services	46,600	3,400	50,000
	191,600	3,400	195,000

Group and charity	As at 1 April 2020 £	Transfers £	As at 31 March 2021 £
Core costs	60,000	—	60,000
Redundancy fund	25,000	—	25,000
Working Capital	60,000	—	60,000
Future Community Services	—	46,600	46,600
	145,000	46,600	191,600

Purposes of designated funds:

- ♦ Core costs are to cover 3 months' costs for permanent staff and office and running expenses etc.
- ♦ The redundancy fund is to cover the cost of reducing services or winding up and is based on statutory redundancy levels.
- ♦ Working capital is to provide cash, allowing for delays awaiting payments against our invoices.
- ♦ Future Community Services relates to community work to be delivered after 31st March 2022.

12 Net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2022 £
Fixed assets	255,601	—	—	255,601
Current assets	413,213	195,000	5,769	613,982
Current liabilities	(55,573)	—	—	(55,573)
	613,241	195,000	5,769	814,010

Notes to the financial statements Year to 31 March 2022

12 Net assets between funds (continued)

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2021 £
Fixed assets	246,769	—	—	246,769
Current assets	241,709	191,600	20,724	454,033
Current liabilities	(38,493)	—	—	(38,493)
	<u>449,985</u>	<u>191,600</u>	<u>20,724</u>	<u>662,309</u>

13 Net movement in funds

This is stated after charging:

	2022 £	2021 £
Depreciation	39,598	31,964
Auditor's remuneration	15,000	5,350
Operating lease charges (Plant and machinery)	119,732	99,431
(Loss) surplus on disposal of vehicles	(1,250)	11,177

14 Operating lease commitments

At 31 March 2022, the total minimum lease payments under non-cancellable operating leases were:

	2022 £	2021 £
Operating lease commitments:		
Within one year	78,846	94,635
Between one to five years	40,110	118,956
Total	118,956	213,591

15 Related parties

East CT Community Interest Company ('East CT') is a wholly-owned subsidiary of WFCT, set up to undertake commercial trading. It has not yet traded. Helen Tredoux (WFCT Company Secretary) and Richard Mundy (WFCT Treasurer) are directors of East CT. WFCT has loaned £55,250 to East CT for start-up costs and working capital. The loan is repayable on demand. East CT has been set up to provide transport services in East London with an emphasis on accessible and affordable transport for the widest range of local individuals, groups and organisations. As such the granting of the loan is considered to be within the charitable objects of WFCT. Furthermore, the sole beneficiary of East CT CIC is WFCT.

Owing to the nature of the WFCT operations and the composition of the members of the Management Committee, being drawn from local organisations, it is inevitable that transactions will take place with organisations in which a member may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the charity's financial regulations and normal procurement procedures.

Notes to the financial statements Year to 31 March 2022

16 Subsidiary company

At the year end, Waltham Forest Community Transport Limited controls the following subsidiary entity, which is consolidated in these financial statements:

Name	Status	Registration number
East CT C.I.C.	Company limited by shares (England & Wales)	Company 08615580

The assets and liabilities of the subsidiary were:

	2022 £	2021 £
Current assets	55,769	55,888
Creditors: amounts falling due within one year	(55,669)	(55,788)
Net assets	100	100

15 Comparative information

	Notes	Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2021 £
Income and expenditure					
Income from:					
Grants and donations	3	147,029	—	162,500	309,529
Investments		388	—	—	388
Charitable activities	4	756,165	—	—	756,165
Disposal of fixed assets		11,177	—	—	11,177
Total income		914,759	—	162,500	1,077,259
Expenditure on:					
Charitable activities		705,513	—	209,745	915,258
Total expenditure	5	705,513	—	209,745	915,258
Net income		209,246	—	(47,245)	162,001
Transfers	12	(46,600)	46,600	—	—
Net movement in funds	13	162,646	46,600	(47,245)	162,001
Funds brought forward 1 April 2020	10	287,339	145,000	67,969	500,308
Funds carried forward at 31 March 2021		449,985	191,600	20,724	662,309

WALTHAM FOREST COMMUNITY TRANSPORT LIMITED

England & Wales - Charity number 1048701

Accounts



**Waltham Forest
Community Transport
Limited**

**Annual Report and Financial
Statements**

31 March 2021

Company Registration Number 03073284
(England and Wales)

Charity Registration Number 1048701

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Reference and administrative information

Members of the Management Committee	Dr Sabir Bham (Acting Chair) Mr Andrew Jazaerli Mr Paul Leslie Mr Richard Mundy (Treasurer) Mr David Williams Miss Lorna Wisdom
Company Secretary and Director	Helen Tredoux
Registered office	Low Hall Depot Argall Avenue London E10 7AS
Telephone	020 8521 0665
Email	info@ctwf.co.uk
Website	www.communitytransportwf.co.uk
Company registered number	03073284 (England and Wales)
Charity registered number	1048701 (England and Wales)
Auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	Co-Operative Bank PO Box 101 1 Balloon Street Manchester M60 4EP

Report of the Management Committee Year to 31 March 2021

The Management Committee presents its report with the financial statements of Waltham Forest Community Transport for the year ended 31 March 2021.

This report, which constitutes a directors' report for company legislation purposes, has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006, and has been prepared in accordance with Part 8 of the Charities Act 2011.

The financial statements have been prepared in accordance with the principal accounting policies set out on pages 19-22 and comply with the requirements of the Charities Act 2011, the Companies Act 2006, the charitable company's Memorandum and Articles of Association, applicable laws, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and FRS 102.

Governance, structure and management

Waltham Forest Community Transport (WFCT) is a charitable company, limited by guarantee, Company No. 03073284 (England and Wales) and is registered with the Charity Commission, Charity No. 1048701. The charitable company was incorporated on June 22, 1995 and registered as a charity on August 16, 1995. The charitable company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up, members are required to contribute an amount not exceeding £5.

The charity's senior employee has the title Director and Company Secretary but is not a member of the Management Committee and therefore not a company director or charity trustee.

Recruitment and appointment of members of the Management Committee

The directors of the company are also charity trustees for the purposes of charity law and are known as members of the Management Committee under the company's articles. The members of the Management Committee (MC) are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

The MC needs to reflect the diverse needs of our user groups and their members, our passengers. We actively seek to enhance the pool of potential committee members who are representative of all areas of the community. Where gaps are identified, we target specific areas for recruitment.

The MC reviews annually the existing skills of its members and seeks to gain outside support from advisors and volunteers on specific issues (e.g. marketing). Training is offered to all MC members (see below).

Report of the Management Committee Year to 31 March 2021

Governance, structure and management (continued)

Member induction and training

A member induction meeting is arranged for all new MC members immediately following the AGM. This is usually led by the Company Secretary and Director of the charity. The initial induction enables members to familiarise themselves with:

- ◆ the charitable company's governing documents
- ◆ the latest financial accounts
- ◆ the obligations of members
- ◆ procedures for meetings
- ◆ the charity's staffing framework

New members are encouraged to take up additional training opportunities throughout their term of office. Information regarding training opportunities is provided to members. An annual financial training session is provided to MC members.

The following members were in office at 31 March 2021 and served throughout the year except where shown:

Board member	Appointed / resigned
Dr Sabir Bham	
Mr Paul Leslie	Appointed 12/06/2020
Mr Andrew Jazaerli	
Mr Richard Mundy (Treasurer)	
Mr David Williams	
Miss Lorna Wisdom	

Key management personnel

Helen Tredoux	- Director and Company Secretary
Alison Louis	- Fleet Supervisor

Remuneration for these personnel, and all staff, is set by comparison with similar voluntary organisations. Despite financial pressures and the general 'austerity' climate, we have managed to provide all staff with pay increases at or above inflation. Community Transport Waltham Forest is one of the few transport organisations accredited as a London Living Wage employer. The Management Committee reviews salaries and hourly pay rates annually.

Report of the Management Committee Year to 31 March 2021

Governance, structure and management (continued)

Risk Management

The Management Committee uses its annual business planning process to ensure that it is aware of the risks to which we are exposed. Where possible we have systems and procedures in place to mitigate the risks facing the charity. We maintain a Risk Register, which is reviewed by the Management Committee annually.

Examples of Risk Management include:

Human Resources

There is a risk of losing key staff, work overload and reduced capability to respond to our members' needs. We have appropriate back-up plans. Procedures are in place to ensure compliance with standards for the employment and management of staff, as well as the health and safety of staff, clients and visitors. To help ensure our compliance we have contracted Croner Consultancy to advise and support on HR matters.

Premises

We operate from a busy transport site owned by the London Borough of Waltham Forest (LBWF). The need to avoid accidents by/with people or vehicles is paramount. WFCT has a staff member attending health and safety meetings affecting the charity's premises, storage and parking. The results of these meetings are reported to members.

Drivers and Training

Our business depends on providing safe journeys 100% of the time. Our drivers' competence and attitude are key elements. Our Fleet Supervisor undertakes annual risk assessments for the drivers we employ, and we receive professional support and advice through the national Community Transport Association (CTA). We have adopted the nationally recognised MiDAS system of driver training to ensure consistency in driver standards. This system is used by WFCT and for drivers from our member groups which use our vehicles on a self-drive basis. Staff have DBS checks where appropriate.

Vehicles

We employ an external examiner to check all vehicles regularly. All recommended maintenance and repairs are carried out. We acquire newer minibuses by (a) purchasing when funds are available and (b) leasing. There is limited progress towards the availability of more environmentally friendly minibuses but we monitor the market and intend moving to hybrid and/or electric vehicles as soon as that becomes practicable.

Quality Standards

CTWF is accredited by the Fleet Operator Recognition Scheme (FORS) which aims to raise the level of quality within fleet operations and to demonstrate which operators are achieving exemplary levels of best practice in safety, efficiency, and environmental protection. We are audited annually by FORS.

Report of the Management Committee Year to 31 March 2021

Governance, structure and management (continued)

Organisational Structure

Members of WFCT are organisations and groups in Waltham Forest, Newham and Enfield, most of which are charities and voluntary bodies. WFCT has a management committee of elected representatives and non-voting advisors. The elected members of the Management Committee are the trustees of the charity and directors of the company and are responsible for setting our strategic direction, ensuring compliance with our governance and management of finances.

The Director is responsible to the Management Committee and is also Company Secretary. Operational responsibility is delegated to the Director. The work of the charity, including service provision, staff supervision and liaison with the national body, is undertaken by the Director, along with the Fleet Supervisor and key staff.

Members meet staff and receive verbal and appropriate written reports at regular meetings. All meetings are minuted.

Related parties

WFCT is a member of the Community Transport Association (CTA), and we are guided by its national policies. WFCT actively uses the advice and information services of the CTA. Our Director represents us at the London CTA meetings. This is valuable in identifying relevant policy and legal developments and potential funding sources.

We also work with many other local organisations and local authorities.

Our aims and objectives

Our charity's purposes are set out in the objects contained in the company's memorandum of association:

"To relieve poverty, youth, age, sickness or disability by the provision of transport to individuals in need of such relief or to charitable bodies established for the benefit of such individuals."

How our activities deliver public benefit

The main area of WFCT's charitable activity is the provision of minibus and associated transport services to registered member groups. These are eligible groups who wish to use WFCT's services on an occasional basis or regularly to meet their group travel needs.

Who used and benefited from our services

WFCT provides transport and training to local organisations. In 2020/21 we had 117 active member organisations spanning a wide range of voluntary, community and statutory organisations. The breakdown of membership at the end March of 2021 showed 15% Adult and Social Care organisations, 10% Arts and Culture, 12% Elderly, 1% Environment, 7% Faith, 19% Care Homes including Housing Associations, 12% Public Services, 13% Schools and Colleges, 4% Sports and 7% Youth Organisations.

Report of the Management Committee Year to 31 March 2021

Community Hires

We offer a choice of minibuses from standard to accessible, enabling our members to select a vehicle best suited to the mobility needs of their members.

Activity was constrained in the year, because of restrictions as a result of Covid lockdowns. During the previous year, 2019/20, we achieved 7,866 community hires. The estimated figure for total passengers was 212,300 across all services, including shuttle services for events at the London Stadium.

Community Drivers

WFCT provides drivers to those organisations unable to provide their own.

Committed Services

Committed services, where Members have ongoing committed bookings, include day services for voluntary sector organisations and Adult and Social Care services. These too were heavily restricted in 2020/21, because of Covid. In the previous year 2,335 trips were undertaken, with 17,466 passenger journeys.

Door to Store Service

WFCT operates a grant funded Door to Store shopping service for elderly and disabled people in Waltham Forest. With appropriate precautions, we were able to continue this during the year, despite Covid. The service is funded by LBWF Adult and Social Care and forms an important part of enabling the elderly to retain their independence, by providing accessible transport to local supermarkets for shopping. The service runs 2.5 days a week offering 3 trips a day to various supermarkets, with specific days allocated to specific areas in Waltham Forest. Door to Store continued through much of the year and 2,020 trips took place with 2,239 passengers using the service for outward and return journeys.

MOAT Services (Dial a Ride)

We continued providing a number of Dial a Ride routes.

Excursions Club

WFCT operates a small excursions club programme offering seasonal outings to individuals at risk of suffering from isolation and loneliness. The Club could not operate during Covid lockdowns. During 2019/20 we ran 11 trips with 528 passengers on outings to places of interest.

Waltham Forest Community Driving School

WFCT has been a local provider of MiDAS (minibus awareness training) for more than 10 years. The training register is managed nationally through CTA UK and is aimed at anyone driving a minibus. WFCT offers this service locally and has a register of more than 280 drivers. We have strengthened our training offer and the Community Driving School has increased the variety of training related to minibus travel and operations. Courses now include Standard and Accessible MiDAS, D1 Entitlement, Passenger Assistance Training and 5 Steps to Safety Training. The School was curtailed during lockdowns, but in 2019/20 we trained 129 individuals. The training schemes are monitored to ensure that WFCT continues to provide training to meet the needs of our members.

Report of the Management Committee Year to 31 March 2021

Monitoring

We use customer satisfaction surveys to measure the quality of our service and use opportunities such as special consultations to ensure that we continue to review our services to best meet our member organisations' needs.

Newham Community Transport

WFCT was awarded a Power to Change grant in 2018 towards a minibus for work in Newham and support for an Outreach worker for 18 months to develop small grass roots services in Newham. The Outreach worker started in 2019 and continues to develop services in Newham. Funding expired in June 2020 but, as part of their Covid Emergency Income Support scheme, another 9 months' support was provided by Power to Change during the year.

Principal Funding Sources

In 2019/20 76% of income from charitable activities came from committed services for our members. 23% from community groups' occasional hires and 1% from our Community Driving School. These proportions changed dramatically because of Covid. This year committed services represented 95.5% of income, with 4% from occasional hires and 0.5% from the school.

In 2018/19 Walthamstow & Chingford Almshouses kindly donated £11,360 for driver training. That training was suspended because of Covid and £8,649 is carried forward to future years.

Souter Trust granted £1,000 to support our Excursions Club.

An £8,000 grant was received in the year from Power to Change's Business Development Support, which is being used to update and modernize our structures and methods.

We wish to thank all those who gave grants and donations. Their support increases significantly the numbers of people benefiting from our services.

ULEZ Fleet replacement programme

Community Transport qualifies under the sunset period to 2023 for welfare vehicles. To meet that deadline in 2020/21 we replaced a further 4 vehicles with compliant vehicles. We currently operate a fleet of 22 vehicles of which 18 now meet the Euro 6 standard. The remaining vehicles need to be replaced by October 2023.

Covid-19

The year was impacted massively by the Covid-19 Emergency, with many of our services closing or being placed on hold. Under the HMRC Job Retention Scheme we received £133,766 towards the costs of furloughing 24 members of staff.

Grants were also received from Big Lottery's Social Enterprise Support Fund (£48,500), Power to Change's Recovery Fund (£75,000), Power to Change's Business Development Fund (£8,000) and Power to Change's Emergency Income Support Fund (£30,000).

Report of the Management Committee Year to 31 March 2021

The long-term impact of the pandemic is not yet known but we have made cautious assumptions in preparing our future plans.

Financial review

Financial Results

The statement of financial activities discloses a surplus in net incoming resources of £162,001 (2020: £126,901). Reserves at 31 March 2021 were: restricted funds - £20,724; unrestricted general funds - £449,985; and designated funds - £191,600.

Reserves Policy

WFCT maintains a cautious reserves policy, with the goal of being able to remain in business, providing community services to our members, even when experiencing a significant reduction in income - including the serious financial consequences of Covid-19.

Restricted funds arise from income granted to Community Transport that can be used only for the purposes specified in the grant. Our Treasurer regularly monitors the costs allocated against grants and reviews progress against the budget for each grant.

Designated Reserve funds are used to maintain adequate security for known risks. At 31 March 2021 these totalled £191,600 for: Core Costs (3 months' core staff, running and other costs); Redundancy (to enable WFCT to reduce services or wind up because of unexpected losses of funding, to ourselves or our member groups); Working Capital (to manage cash) and Future Community Services, to be delivered after Covid lockdowns. Excluding designated funds, general unrestricted reserves total £449,985 at 31 March 2021.

Responsibilities of the members of the Management Committee

The members of the Management Committee (who are also trustees of Waltham Forest Community Transport for the purposes of charity law and directors for the purposes of company law) are responsible for preparing the Report of the Management Committee and the financial statements, in accordance with applicable law and United Kingdom Accounting Practice (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each financial year which give a true and fair view of the 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 members are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable for charities preparing their accounts in accordance with FRS 102;
- ◆ make judgements and estimates that are reasonable and prudent;

Report of the Management Committee Year to 31 March 2021

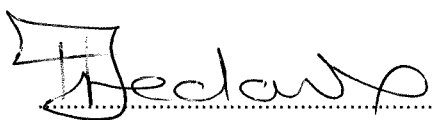
- ♦ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ♦ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company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

The Management Committee is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with Companies Act 2006. The members 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.

In so far as the Management Committee is aware:

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

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



Date: 28.9.2021

Company Secretary

Independent auditor's report 31 March 2021

Independent auditor's report to the members of Waltham Forest Community Transport Limited

Opinion

We have audited the financial statements of Waltham Forest Community Transport Limited (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 March 2021, which comprise the group statement of financial activities, the group and charitable parent company balance sheets, the group statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the other information. The other information comprises the information included in the annual report and financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report which is also the directors' report for the purposes of company law, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Independent auditor's report 31 March 2021

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- ◆ the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- ◆ we obtained an understanding of the legal and regulatory frameworks that are applicable to the group and the charitable parent company and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006), those that relate to employment and data protection (General Data Protection Regulation), bus safety legislation and the Transport Act 1985.
- ◆ We understood how the group and charitable parent company are complying with those legal and regulatory frameworks by making enquiries of management and those responsible for legal and compliance procedures. We corroborated our enquiries through

Independent auditor's report 31 March 2021

our review of the minutes of trustees' meetings.

- ◆ Identified laws and regulations were also communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and charitable parent company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- ◆ making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- ◆ considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- ◆ performed analytical procedures to identify any unusual or unexpected relationships;
- ◆ tested journal entries to identify unusual transactions;
- ◆ assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- ◆ tested authorisation controls on expenditure items, to check that all expenditure was approved in line with the group and charitable parent company's financial procedures;
- ◆ agreed financial statement disclosures to underlying supporting documentation;
- ◆ read the minutes of meetings of those charged with governance; and
- ◆ enquired of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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 auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken

Independent auditor's report 31 March 2021

so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, appearing to read 'Edward Finch', with a stylized flourish at the end.

Edward Finch (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

15 October 2021

Consolidated statement of financial activities (including the Income and Expenditure Account) Year to 31 March 2021

	Notes	Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2021 £	Total funds 2020 £
Income and expenditure						
Income from:						
Grants and donations	3	147,029	—	162,500	309,529	48,805
Investments		388	—	—	388	495
Charitable activities	4	756,165	—	—	756,165	1,251,402
Disposal of fixed assets		11,177	—	—	11,177	2,750
Total income		914,759	—	162,500	1,077,259	1,303,452
Expenditure on:						
Charitable activities		705,513	—	209,745	915,258	1,176,551
Total expenditure	5	705,513	—	209,745	915,258	1,176,551
Net income		209,246	—	(47,245)	162,001	126,901
Transfers	12	(46,600)	46,600	—	—	—
Net movement in funds	13	162,646	46,600	(47,245)	162,001	126,901
Funds brought forward 1 April 2020	10	287,339	145,000	67,969	500,308	373,407
Funds carried forward at 31 March 2021		449,985	191,600	20,724	662,309	500,308

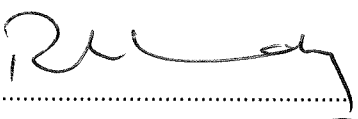
The statement of financial activities includes all gains and losses in the year, and therefore a separate statement of total recognised gains and losses has not been prepared.

All of the above amounts are related to continuing activities.

Consolidated balance sheet 31 March 2021

	Notes	2021 £	2021 £	2020	2020 £
Fixed assets					
Tangible assets	7		246,769		154,468
Current assets					
Debtors and pre-payments	8	128,204		186,906	
Cash at bank and in hand		<u>325,829</u>		<u>267,933</u>	
		454,033		454,839	
Current liabilities					
Creditors and accrued expenses	9	<u>(38,493)</u>		<u>(108,999)</u>	
Net current assets			415,540		345,840
Total net assets			<u>662,309</u>		<u>500,308</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			449,985		287,339
. Designated	11		191,600		145,000
Restricted funds	10		<u>20,724</u>		<u>67,969</u>
			662,309		500,308

These financial statements were approved by the members of the Management Committee and signed on its behalf by:


 Date: 28.9.2021

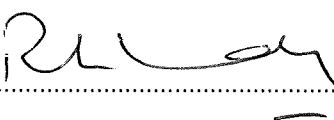
Company registration number: 03073284

The notes on pages 23 to 30 form part of these accounts.

Charity balance sheet 31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	7		246,769		154,468
Current assets					
Debtors and pre-payments	8	128,204		186,906	
Loan to East CT CIC	15	55,250		5,250	
Cash at bank and in hand		269,941		261,930	
		<u>453,395</u>		<u>454,086</u>	
Current liabilities					
Creditors and accrued expenses	9	(37,739)		(108,246)	
Net current assets			415,656		345,840
Total net assets			<u>662,425</u>		<u>500,308</u>
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			450,101		287,339
. Designated	10		191,600		145,000
Restricted funds	11		20,724		67,969
			<u>662,425</u>		<u>500,308</u>

These financial statements were approved by the members of the Management Committee and signed on its behalf by:


 Date: 28.9.2021

Company registration number: 03073284

The notes on pages 23 to 30 form part of these accounts.

Consolidated statement of cash flows year to 31 March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by operating activities	A	170,984	208,731
Cash flows from investing activities:			
Proceeds from the disposal of tangible fixed assets		11,177	2,750
Purchase of tangible fixed assets		(124,265)	(165,374)
Net cash used in investing activities		(113,088)	(162,624)
Change in cash and cash equivalents in the year		57,896	46,107
Cash and cash equivalents at 1 April 2020	B	267,933	221,826
Cash and cash equivalents at 31 March 2021	B	325,829	267,933

Notes to the statement of cash flows for the year to 31 March 2021.

A Reconciliation of net movement in funds to net cash provided by operating activities

	2021 £	2020 £
Net movement in funds (as per the statement of financial activities)	162,001	126,901
Adjustments for:		
Depreciation charge	31,964	26,606
Surplus on disposal of tangible fixed assets	(11,177)	(2,750)
Decrease in debtors	58,702	14,468
(Decrease) increase in creditors	(70,506)	43,506
Net cash provided by operating activities	170,984	208,731

B Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	325,829	267,933
Total cash and cash equivalents	325,829	267,933

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Principal accounting policies 31 March 2021

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These financial statements have been prepared for the year to 31 March 2021.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these financial statements.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) second edition issued in October 2019, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are presented in sterling and are rounded to the nearest pound.

Basis of consolidation

The consolidated statement of financial activities and group balance sheet consolidate the financial statements of Waltham Forest Community Transport Limited and its subsidiaries, made up at the balance sheet date as Waltham Forest Community Transport Limited either owns the entire share capital of the subsidiary or assumes control of the entity.

Critical accounting estimates and areas of judgement

Preparation of the financial statements requires the members of the management committee to make significant judgements and estimates.

The items in the financial statements where these judgements and estimates have been made include:

- ◆ estimating the useful economic life of tangible fixed assets; and
- ◆ apportionment of expenditure across each activity.

In addition to the above, the full impact following the recent emergence of the global COVID-19 pandemic is still unknown. It is therefore not currently possible to evaluate all the potential implications for the charity's activities, beneficiaries, funders and other counterparties, suppliers and the wider economy. Estimates used in the accounts are therefore subject to a greater degree of uncertainty and volatility.

As set out in these accounting policies under "going concern", the trustees have considered the impact of the pandemic on the charity and have concluded that although there may be some negative consequences, it is appropriate for the charity to continue to prepare its accounts on the going concern basis.

Principal accounting policies 31 March 2021

Assessment of going concern

The members of the management committee have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements.

COVID-19 has had a significant impact on the charity and 2020/21 income was lower than originally planned. A revised plan, based on lower predicted income, has been prepared. Appropriate actions are still being taken to ensure sustainability. Staff are being furloughed where appropriate and the Government's Job Retention Scheme is utilised and some vehicle lease holidays were negotiated. Expenditure is being tightly controlled. No further restructure of core staff is currently planned, after the two regrettable redundancies in 2020/21. Reserves and cash remain satisfactory.

The members of the management committee of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the accounts are detailed above.

Fund accounting

Unrestricted general funds are available for use at the discretion of the members in furtherance of the general objectives of the charity.

Designated funds are unrestricted funds earmarked by the members for particular purposes.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

Income recognition

All income is included in the statement of financial activities when the charitable company is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- ◆ Voluntary income is received by way of grants, donations and gifts and is included in full when the charity becomes unconditionally entitled to the grant.
- ◆ Grant income, which is related to performance and specific deliverables, is accounted for as the charity earns the right to consideration by its performance.
- ◆ Donated services and facilities are included at the value to the charitable company where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- ◆ Investment income is included when received.
- ◆ Income from charitable activities is accounted for when earned.

Principal accounting policies 31 March 2021

Expenditure

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

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

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charitable company.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged on a straight line basis over the period of the lease.

Tangible fixed assets

Capital expenditure on items costing £500 or over is depreciated at rates designed to write off the costs over the estimated useful lives of the assets, calculated on the straight-line method, less any residual value. First-year depreciation on assets costing more than £5,000 is calculated pro rata in the year in which they were purchased. Improvements to premises will be written off, on the straight-line method, over the life of the lease during which the expenditure is incurred.

Depreciation is provided at the following annual rates on a straight-line basis in order to write off each asset over its estimated useful life:

- ♦ Office equipment 25% on cost
- ♦ Vehicles 10-20% on cost

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Principal accounting policies 31 March 2021

Parent charity information

The parent charity, Waltham Forest Community Transport Limited, had total income of £1,076,993 (2020 – £1,303,358) and net income of £161,850 for the year ended 31 March 2021 (2020 – £126,901). The parent company has taken advantage of the exemption from preparing a separate income statement and statement of cash flows.

No separate statement of financial activities has been presented for Waltham Forest Community Transport Limited alone, as permitted by s408 of the Companies Act 2006 and paragraph 24.36 of SORP 2015.

Notes to the financial statements Year to 31 March 2021

1 Company limited by guarantee

Waltham Forest Community Transport Limited is a company limited by guarantee, and accordingly does not have a share capital.

Every member of the company undertakes to contribute such amounts as may be required, not exceeding £5, to the assets of the charitable company in the event of it being wound up while he or she is a member, or within one year after he or she ceases to be a member.

2 Taxation

Waltham Forest Community Transport is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

3 Grants and donations

	Unrestricted funds £	Restricted funds £	2021 £
Department for Transport, Bus Service Operators	13,203	—	13,203
Big Lottery (Social Enterprise Support Fund)	—	48,500	48,500
Souter	—	1,000	1,000
Power to Change (Business Development Support)	—	8,000	8,000
Power to Change (Emergency Income Support)	—	30,000	30,000
Power to Change (Recovery Fund)	—	75,000	75,000
HMRC (Job Retention)	133,766	—	133,766
Donations	60	—	60
2021 Total funds	147,029	162,500	309,529

	Unrestricted funds £	Restricted funds £	2020 £
Department for Transport, Bus Service Operators	19,462	—	19,462
Power to Change	—	15,000	15,000
Community Links	—	2,920	2,920
Peoples' Postcode Lottery	—	10,400	10,400
Donations	1,023	—	1,023
2020 Total funds	20,485	28,320	48,805

Grant providers have reservation of title to those assets acquired with their capital grants, in the event of the company ceasing to exist.

Notes to the financial statements Year to 31 March 2021

4 Income from charitable activities

	Unrestricted funds £	Restricted funds £	2021 £
Committed bookings fees and fares	723,055	—	723,055
Membership fees (net of VAT)	100	—	100
Community vehicle use	29,605	—	29,605
Training to third parties	3,405	—	3,405
2021 Total funds	756,165	—	756,165

	Unrestricted funds £	Restricted funds £	2020 £
Committed bookings fees and fares	908,647	46,000	954,647
Membership fees (net of VAT)	2,500	—	2,500
Community vehicle use	281,777	—	281,777
Training to third parties	12,478	—	12,478
2020 Total funds	1,205,402	46,000	1,251,402

5 Total resources expended

	Charitable activities					Total funds 2021 £
	Committed Bookings £	Casual Bookings £	Driving School £	East CT £	Governance £	
Costs directly allocated to activities						
. Staff	192,124	8,257	1,007	—	—	201,388
. Vehicles	248,300	10,671	1,301	—	—	260,272
. Audit fee	—	—	—	—	5,350	5,350
. Statutory	—	—	—	—	168	168
. Medical	—	—	—	—	—	—
. Marketing	—	—	—	—	—	—
. Consultancy	11,329	487	59	12,000	—	23,875
. Driving School	—	—	3,481	—	—	3,481
Support cost allocated to activities						
. Staff	341,886	14,693	1,792	—	—	358,371
. Premises	11,925	513	63	—	—	12,501
. Office running costs	26,211	1,126	137	800	3,654	31,928
. Contracted out	—	—	—	—	—	—
. Other support costs	17,099	735	90	—	—	17,924
Total funds	848,874	36,482	7,930	12,800	9,172	915,258

Notes to the financial statements Year to 31 March 2021

Total resources expended (continued)

	Charitable activities					Total funds 2020 £
	Committed Bookings £	Casual Bookings £	Driving School £	East CT £	Governance £	
Costs directly allocated to activities						
. Staff	171,078	50,607	2,239	—	—	223,924
. Vehicles	260,884	77,172	3,415	—	—	341,471
. Audit fee	—	—	—	—	1,880	1,880
. Statutory	—	—	—	—	279	279
. Medical	—	—	—	—	210	210
. Marketing	—	3,156	—	—	—	3,156
. Consultancy	3,744	1,107	49	12,000	—	16,900
. Driving School	—	—	3,134	—	—	3,134
Support cost allocated to activities						
. Staff	301,328	89,136	3,944	—	—	394,408
. Premises	9,550	2,825	125	—	—	12,500
. Office running costs	26,984	7,982	353	—	3,828	39,147
. Contracted out	120,501	—	—	—	—	120,501
. Other support costs	14,548	4,303	190	—	—	19,041
Total funds	908,617	236,288	13,449	12,000	6,197	1,176,551

Costs are apportioned across charitable activities based on the proportion of income received for that activity during the year.

Comparative information for expenditure, by fund, is as follows:

	Unrestricted funds £	Restricted funds £	Designated funds £	Total funds 2020 £
Expenditure				
Charitable activities	1,160,164	16,387	—	1,176,551
Total expenditure	1,160,164	16,387	—	1,176,551

6 Staff costs and emoluments

	2021 £	2020 £
Wages and salaries	509,480	557,498
Social security costs	34,201	39,055
	543,681	596,553
Other staff costs	16,077	21,779
	559,758	618,332

No employee received emoluments of more than £60,000 in the year (2020: Nil).

Notes to the financial statements Year to 31 March 2021

6 Staff costs and emoluments (continued)

	2021 No.	2020 No.
Average number of employees (FTE)	21	25
	2021 No.	2020 No.
Average number of employees (headcount basis)	35	37

The aggregate remuneration of key management personnel (Director and Fleet Supervisor) totalled £91,295 (2020 - £91,975).

Member remuneration and related party transactions: none (2020: none). No members received any remuneration during the year (2020: none). Expenses amounting to £nil (2020: £nil) were reimbursed to, or paid on behalf of, members of the Management Committee.

7 Tangible assets

Group and charity	Vehicles £
Cost	
At 1 April 2020	332,040
Additions	124,265
Disposals	(51,500)
At 31 March 2021	404,805
Depreciation	
At 1 April 2020	177,572
Disposals	(51,500)
Annual charge	31,964
At 31 March 2021	158,036
Net book value	
At 31 March 2021	246,769
At 31 March 2020	154,468

8 Debtors

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade debtors	27,068	103,460	27,068	103,460
Other debtors	25,500	8,500	25,500	8,500
Accrued Income	42,597	46,325	42,597	46,325
Prepayments	19,938	15,281	19,938	15,281
VAT recoverable	13,101	13,340	13,101	13,340
	128,204	186,906	128,204	186,906

Notes to the financial statements Year to 31 March 2021

9 Creditors and accrued expenses, amount falling due within one year

	Group		Charity	
	2021 £	2020 £	2021 £	2020 £
Trade creditors	17,015	33,521	17,015	33,521
Accruals	5,000	13,847	4,905	13,726
Income in advance	—	46,000	—	46,000
Other creditors	659	632	—	—
Social Security and other taxes	10,307	9,487	10,307	9,487
Pensions	5,197	5,197	5,197	5,197
Payroll creditor	315	315	315	315
	38,493	108,999	37,739	108,246

10 Restricted funds

Group and charity	As at 1 April 2020 £	Income £	Expenditure £	As at 31 March 2021 £
Walthamstow and Chingford Almshouses	8,649	—	—	8,649
Peoples Postcode Lottery	10,400	—	(2,245)	8,155
Community Links	2,920	—	—	2,920
LB Waltham Forest	46,000	—	(46,000)	—
Power to Change (Business Development)	—	8,000	(8,000)	—
Power to Change (Emergency Income)	—	30,000	(30,000)	—
Power to Change (Recovery)	—	75,000	(75,000)	—
Souter	—	1,000	—	1,000
Big Lottery	—	48,500	(48,500)	—
	67,969	162,500	(209,745)	20,724

Group and charity	As at 1 April 2019 £	Income £	Expenditure £	Transfers £	As at 31 March 2020 £
Walthamstow and Chingford Almshouses	10,036	—	(1,387)	—	8,649
Power to Change	69,114	15,000	(15,000)	(69,114)	—
Peoples Postcode Lottery	—	10,400	—	—	10,400
Community Links	—	2,920	—	—	2,920
LB Waltham Forest	—	46,000	—	—	46,000
	79,150	74,320	(16,387)	(69,114)	67,969

Purposes of restricted income funds:

- ◆ Walthamstow and Chingford Almshouses are for driver training.
- ◆ Peoples Postcode Lottery and Community Links are for Newham Door to Store services.
- ◆ LB Waltham Forest is for Waltham Forest Door to Store service.
- ◆ Big Lottery was a Social Enterprise Support Fund for Covid-19 support.
- ◆ Power to Change (Recovery) was for Covid-19 support.
- ◆ Power to Change (Business Development) was for organisation and structural appraisal and renewal.
- ◆ Power to Change (Emergency Income) was for development in Newham.
- ◆ Souter Charity granted monies towards Excursions.

Notes to the financial statements Year to 31 March 2021

11 Designated funds

Group and charity	As at 1 April 2020 £	Transfers £	As at 31 March 2021 £
Core costs	60,000	—	60,000
Redundancy fund	25,000	—	25,000
Working Capital	60,000	—	60,000
Future Community Services	—	46,600	46,600
	145,000	46,600	191,600

Group and charity	As at 1 April 2019 £	Transfers £	As at 31 March 2020 £
Core costs	60,000	—	60,000
Redundancy fund	25,000	—	25,000
Working Capital	60,000	—	60,000
	145,000	—	145,000

Purposes of designated funds:

- ♦ Core costs are to cover 3 months' costs for permanent staff and office and running expenses etc.
- ♦ The redundancy fund is to cover the cost of reducing services or winding up and is based on statutory redundancy levels.
- ♦ Working capital is to provide cash, allowing for delays awaiting payments against our invoices.
- ♦ Future Community Services relates to community work to be delivered after Covid lockdowns.

12 Net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2021 £
Fixed assets	246,769	—	—	246,769
Current assets	241,709	191,600	20,724	454,033
Current liabilities	(38,493)	—	—	(38,493)
	449,985	191,600	20,724	662,309

	Unrestricted funds £	Designated funds £	Restricted funds £	Total 2020 £
Fixed assets	154,468	—	—	154,468
Current assets	241,870	145,000	67,969	454,839
Current liabilities	(108,999)	—	—	(108,999)
	287,339	145,000	67,969	500,308

Notes to the financial statements Year to 31 March 2021

13 Net movement in funds

This is stated after charging:

	2021 £	2020 £
Depreciation	31,964	26,606
Auditor's remuneration	5,350	4,750
Operating lease charges (Plant and machinery)	99,431	104,847
Surplus on disposal of vehicles	11,177	2,750

14 Operating lease commitments

At 31 March 2021, the total minimum lease payments under non-cancellable operating leases were:

	2021 £	2020 £
Operating lease commitments:		
Within one year	94,635	98,016
Between one to five years	118,956	311,607
Total	213,591	409,623

15 Related parties

East CT Community Interest Company ('East CT') is a wholly-owned subsidiary of WFCT, set up to undertake commercial trading. It has not yet traded. Helen Tredoux (WFCT Company Secretary) and Richard Mundy (WFCT Treasurer) are directors of East CT. WFCT has loaned £55,250 to East CT for start-up costs and working capital. The loan is repayable on demand. East CT has been set up to provide transport services in East London with an emphasis on accessible and affordable transport for the widest range of local individuals, groups and organisations. As such the granting of the loan is considered to be within the charitable objects of WFCT. Furthermore, the sole beneficiary of East CT CIC is WFCT.

Owing to the nature of the WFCT operations and the composition of the members of the Management Committee, being drawn from local organisations, it is inevitable that transactions will take place with organisations in which a member may have an interest. All transactions involving such organisations are conducted at arm's length and in accordance with the charity's financial regulations and normal procurement procedures.

16 Subsidiary company

At the year end, Waltham Forest Community Transport Limited controls the following subsidiary entity, which is consolidated in these financial statements:

Name	Status	Registration number
East CT C.I.C.	Company limited by shares (England & Wales)	Company 08615580

Notes to the financial statements Year to 31 March 2021

15 Subsidiary company (continued)

The assets and liabilities of the subsidiary were:

	2021 £	2020 £
Current assets	55,888	6,003
Creditors: amounts falling due within one year	(55,788)	(5,903)
Net assets	100	100

16 Comparative information

	Unrestricted general funds £	Designated funds £	Restricted funds £	Total funds 2020 £
Income and expenditure				
Income from:				
Grants and donations	20,485	—	28,320	48,805
Investments	495	—	—	495
Charitable activities	1,205,402	—	46,000	1,251,402
Disposal of fixed assets	2,750	—	—	2,750
Total income	1,229,132	—	74,320	1,303,452
Expenditure on:				
Charitable activities	1,160,164	—	16,387	1,176,551
Total expenditure	1,160,164	—	16,387	1,176,551
Net income	68,968	—	57,933	126,901
Transfers	69,114	—	(69,114)	—
Net movement in funds	138,082	—	(11,181)	126,901
Funds brought forward 1 April 2019	149,257	145,000	79,150	373,407
Funds carried forward at 31 March 2020	287,339	145,000	67,969	500,308