



**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

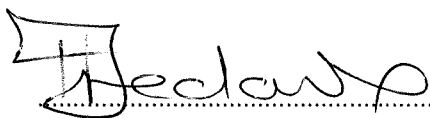
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company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

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

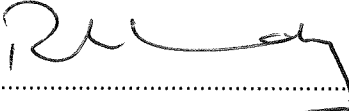
The statement of financial activities includes all gains and losses in the year, and therefore a separate statement of total recognised gains and losses has not been prepared.

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		325,829		267,933	
		454,033		454,839	
Current liabilities					
Creditors and accrued expenses	9	(38,493)		(108,999)	
Net current assets			415,540		345,840
Total net assets			662,309		500,308
The funds of the charity:					
Funds and reserves					
Unrestricted					
. General			449,985		287,339
. Designated	11		191,600		145,000
Restricted funds	10		20,724		67,969
			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

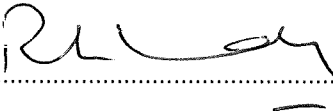
Company registration number: 03073284

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	<u>(37,739)</u>		<u>(108,246)</u>	
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		<u>20,724</u>		<u>67,969</u>
			<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	<u>170,984</u>	<u>208,731</u>
Cash flows from investing activities:			
Proceeds from the disposal of tangible fixed assets		11,177	2,750
Purchase of tangible fixed assets		<u>(124,265)</u>	<u>(165,374)</u>
Net cash used in investing activities		<u>(113,088)</u>	<u>(162,624)</u>
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	<u>325,829</u>	<u>267,933</u>

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	<u>170,984</u>	<u>208,731</u>

B Analysis of cash and cash equivalents

	2021 £	2020 £
Cash at bank and in hand	<u>325,829</u>	<u>267,933</u>
Total cash and cash equivalents	<u>325,829</u>	<u>267,933</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 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	2020
	No.	No.
Average number of employees (FTE)	21	25
	2021	2020
	No.	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