

**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.

Handwritten signature of Edward Finch in cursive script.

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

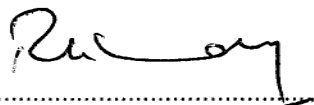
The statement of financial activities includes all gains and losses in the year, and therefore a separate statement of total recognised gains and losses has not been prepared.

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

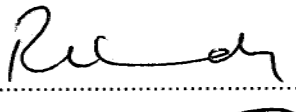
Company registration number: 03073284

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	<u>55,884</u>		<u>73,204</u>	
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	544,486	465,152
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 £	Governance £	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	<u>826,039</u>
Depreciation	
At 1 April 2024	332,219
Disposals	(78,881)
Annual charge	106,784
At 31 March 2025	<u>360,122</u>
Net book value	
At 31 March 2025	<u>465,917</u>
At 31 March 2024	<u>461,621</u>

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
	<u>240,362</u>	<u>239,860</u>	<u>240,362</u>	<u>239,860</u>

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

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

Group and charity	As at 1 April 2023 £	Income £	Expenditure £	As at 31 March 2024 £
	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.

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

Notes to the financial statements Year to 31 March 2025

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