



Annual Report 2018-2019



DRIVEN BY OUR COMMUNITY

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CERTIFIED SOCIAL ENTERPRISE – POSITIONING STATEMENT

Community Transport Waltham Forest is a certified social enterprise which has been awarded the Social Enterprise Mark (www.socialenterprisemark.org.uk).

This means that Community Transport Waltham Forest has proved it is genuine against independently-assessed criteria for social enterprise. The Mark provides assurance that our profits/surpluses are used to improve the quality of life of people in the areas where we operate. It acts as a guarantee that any profits are used to help people and the planet, rather than to pay dividends to shareholders.

Transport is provided either through specialist vehicles, to accommodate varying mobility needs, or by supporting our member organisations so they can serve their members or the public at large.

Our Waltham Forest Community Driving School provides a range of transport related training to improve driving standards and assist individuals in achieving nationally accredited training in the transport field.

We seek to achieve continuous improvement in our environmental impact.

Our Vision:

Efficient, effective, sustainable transport for our passengers and member groups. Working with members and partners to improve the quality of life and well-being of all communities in Waltham Forest, Newham and East London. Delivering transport services which improve access to health, education, social and economic opportunities for the whole community.

Our Values:

- **Accessibility** – services available to everyone
- **Service** – caring, professional, reliable, integrity
- **Fairness** – honesty and decency for our workers and users
- **Empowerment** – increased transport choices
- **Initiative** – adapting to changing needs
- **Development** – committed to monitor, reflect and learn
- **Altruism** – share our knowledge for the benefit of others
- **Participation** – staff and members contribute to our decision making

Community Investment and Social Impact

We strive to have a positive impact on the communities in which we operate. We provide infrastructure and support so individuals can participate as active citizens regardless of their disability or support need.

We support community services and initiatives. We encourage cooperation. We work with our members, with other voluntary groups (large and small), and with statutory and private organisations to improve accessibility and opportunity for everyone.

Employment Practices

Community Transport Waltham Forest aims to create a culture that respects and values each person's differences and that promotes dignity, equality and diversity. We encourage each person to develop to their full potential. We aim to champion, value and manage diversity and we recognise that talent and potential are distributed across the population.

Community Transport is an accredited London Living Wage employer, committed to ensure our staff receive fair wages in return for their work.

Supply Chain Management

Where possible our supplies are sourced from local businesses and social enterprises and we seek to purchase environmentally friendly products.

Environmental Impact

We are committed to adopting an environmentally sound transport strategy both in fleet renewal and in our operations. We help people to get around efficiently, to reduce car use and to rationalise passenger journeys.

We are committed to exploring and using greener fuels and techniques as they become available. Where possible we seek to reduce our CO2 emissions and to reuse and recycle materials, packaging and waste.

FORS Bronze Accreditation ID 007839

Community Transport Waltham Forest is a certified and audited annually through the Fleet Operators Recognition Scheme (FORS). The FORS Standard is revised every two years to ensure transport operators keep abreast of industry trends and legislative changes, and to ensure Fleet Operators operate to standards of best practice including new training packages, and policy development.



FOREWORD

BOB BELAM – CHAIR

I am pleased to report to our membership that during 2018/19 the organisation continued to focus on the 3-year business plan priorities agreed by the Management Committee. Our long-term vision of extending our services to create a sub-regional community transport service gained pace with the delivery of 7 new services to organisations in Enfield. In November 18 we were awarded Power to Change Grant funding to support our work in Newham, the grant included resources to purchase a new dedicated vehicle and fund an outreach worker post for 18 months. Staff are currently working on the launch of the Power to Change Project which will become operational during 2019.

The team are continuing to build relationships across the boroughs, and we have an established Accessible Transport Shuttle Service providing support to agencies using the London Stadium. As a lifelong West Ham fan it is with some pride that I see our vehicles hard at work providing support to individuals with mobility needs attending the matches.

Nationally Community Transport Services are still the subject of review by the Department of Transport, some criteria on the use of Section 19 permits has been published however the substantial test will be based on the outcome of the Judicial Review set to take place in Autumn 2019. In the interim our drivers are undertaking D1 PSV training in preparation for any changes to the Driving Licence category should it come about.

There has been a steady growth in our turnover over the last 8 years this year topping the 1 million mark, however, we are aware that due to the ULEZ and other factors, including an aging fleet, that our main focus now will be ensuring that our Vehicle Replacement programme is implemented over the next two years to ensure that our vehicles will be cleaner and greener resulting in the reduction of the carbon footprint of the organisation.



Bob Belam
Chairperson

DRIVEN BY OUR COMMUNITY



DIRECTORS REPORT

Being nominated and shortlisted for the Thames Valley Community Project of the year afforded us the opportunity to assess our growth and development of the last 10 years and included in this report is an overview of how the organisation has coped with funding challenges, legislative changes and the poor economic situation caused by austerity. I am very proud of the achievements of the organisation despite these challenges. Members will note from the treasurer's report that we have achieved a positive balance sheet and our turnover has reached over a million pounds for the first time ever. This result could not have been achieved without solid team work from the Management Committee and the staff team.

The Department of Transport review of Section 19 still continues and the outcome of the Judicial review will be known in October 2019, in the interim there are two categories of Section 19 permits which will support work of our member organisations and enable us to continue to deliver our services without interruption. Our professional training programme for our drivers continues with an anticipated 10 drivers being trained to D1 PSV standard by the end of the next financial year. Well done to the drivers that have already passed this year Wayne Henshaw and Paul Bell.

Loneliness and Isolation along with Social Prescribing has been the focus of National Government Agenda over the last year and it is pleasing to see that the value of Community Transport has been recognised in the Loneliness Strategy as a major contributor to connecting individuals with services and community life. My team is working hard to ensure that we are working with partners and our member organisations to address isolation in our community. We are determined that our service makes an impact by doing what we do best providing safe, accessible and affordable transport to those individuals who require support.

We have continued to seek new ways of working during this year, our work with Ambition Aspire Achieve in Newham on the Loneliness Club has resulted in a grant from Power to Change which will enable us to provide a dedicated bus for our Newham work with a greater potential to start working directly with organisations in Newham with a transport need.



Helen Tredoux

Director

REFERENCE AND ADMINISTRATIVE DETAILS

Directors (Trustees)

Bob Belam (Chair)
Richard Mundy (Treasurer)
Lorna Wisdom
David Williams
Sab Bham
Godfrey Atuahene Junior
Helen Tredoux (Company Secretary)

Registered Office

Low Hall Manor Business Park
42 Argall Avenue
Leyton
London E10 7AS

Company number 3073284
Charity number 1048701

Auditors

Buzzacott
130 Wood Street
London
EC2V 6DL

Bank

Co-operative Bank
151/155 Hoe Street
Walthamstow
London E17 3AN

Staff

Helen Tredoux	Director
Alison Louis	Fleet Supervisor
Michele Eastmond	Business Development Manager WF P/T
Nicola Clarke	Finance Officer P/T
Rodney Birkett	Day Services Co Ordinator

Drivers

Abdul Ikar, Arshad Ali, Barry Oakes, David Neblett, Dee Nielsen, Ian Raven, Fimbar Harper, Kim Roberts, David Brady, Lisa Drury, Margaret Augustyn, Felika Ntumba, Mike Morris, Mohammed Alam, Jacqui Noel, Jeffrey Clarke, Sharon Phillips, Suat Umac, Syed Ahmed, Matthew Day, Akadas Ali, Paul Bell, Wayne Henshaw, Richard Ngeh.

Passenger Assistants

Ruksar Miah, Yvonne Malcolm, Vicky Mack, Christine Ahiagbede, Nasra Sahardid, Janet Tebby

Waltham Forest Community Driving School Instructor

Sharon Sango
Accessible MiDAS, D1, Passenger Assistant, 5 Points to Safety

Fleet Details

Total Fleet:	23 vehicles	<div></div>
Standard:	6 vehicles	<div></div>
Accessible:	17 vehicles	<div></div>

SOCIAL VALUE IMPACT STATEMENT

Community Transport Waltham Forest is a registered charity under the terms of the Charities Act 2006.

The objects of Community Transport Waltham are 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.

Community Transport Waltham Forest makes a contribution to the following charitable purposes as set out in the Charities Act:

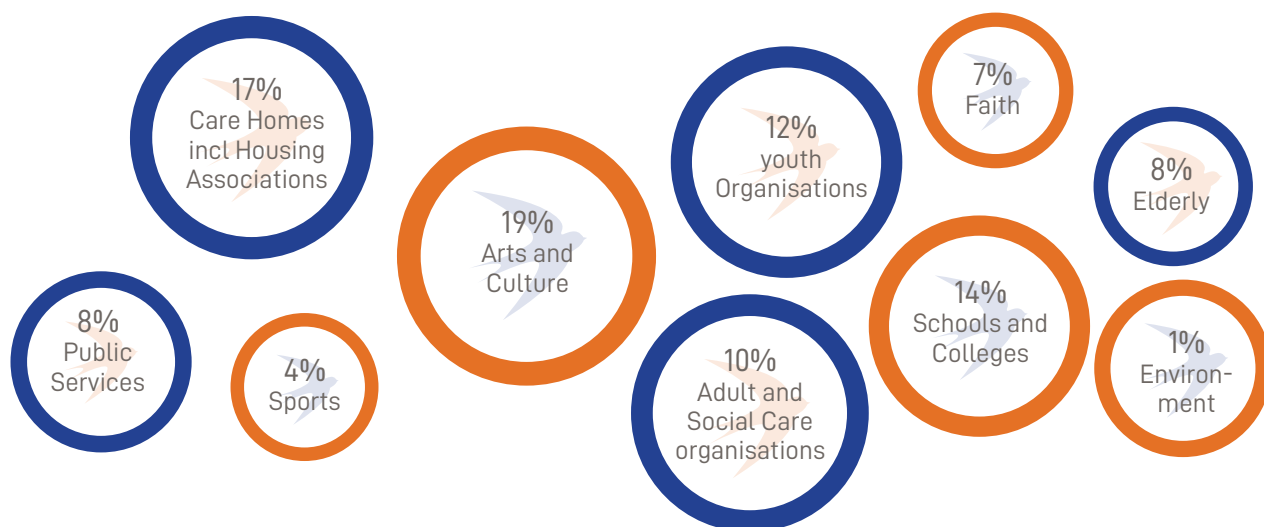
- The prevention or relief of poverty
- The relief of those in need, by reason of youth, age, ill health, disability, financial hardship or other disadvantage

The public benefit and social value from these charitable purposes is widespread and comes through the delivery of community transport services to the wider voluntary sector and those individuals accessing our services to undertake, their everyday essentials. From access to transport for shopping, health and social care services to participation in clubs and societies.

Our minibus group use service programme offers use of vehicles on an adhoc basis to clubs and societies, educational facilities.

Our membership

WFCT provides transport and training to local organisations in Waltham Forest, Newham and Enfield. In 2018/19 we had 115 active member organisations spanning a wide range of voluntary, community and statutory organisations. The breakdown of membership at end March 2019 showed:



Our Staff

We have a small compliment of back office staff 3 F/T and 2 P/T and a pool of more than 23 drivers and passenger assistants who deliver our services and are our front line with our service users. Our staff are recruited primarily from the local areas where we deliver services. To support our commitment to providing opportunities to employment we developed a strong partnership with Newham Work Programme in 2013 focussing on long term unemployed returning to work through our training programme and job experience opportunities. Some of these individuals are currently employed by us whilst others have moved onto work for major bus companies. Our staff are representative of the communities we serve, and unusually in the transport sector the senior management team are all women.

A peek at our business history

- 1995 – 1996:** Local community transport organisation serving Waltham Forest. Organisation lost grant funding from council in 2006.
- 2006 – 2007:** Management Committee decided to reject a merger proposal and move towards creating a sustainable organisation for the benefit of the local community.
- 2008 – 2009:** Organisational restructure and recruitment of full time director. Major review of structure, functions and services of the organisation. Launch of Waltham Forest Community Driving School
- 2010 – 2011:** Rebranding of the Organisation, launch of the Excursions Club for elderly and disabled. Secured PQASSO Quality Mark
- 2011 – 2012:** Extended service offer to Newham, secured 3 year funding to support development of services in Newham.
- 2012 – 2013:** After seven years in the planning 2012 dawned with all the excitement, challenge and spectacle that the London 2012 Olympics would offer. Being an active community organisation in one of the host boroughs meant real opportunities for us to support London 2012. Our services included creating and operating the shuttle bus service between Low Hall Depot and ASDA at Leyton Mills transporting volunteers, spectators and security staff using the camping facilities at Low Hall. In addition Community Transport Waltham Forest participated in a pan London Community Transport Partnership to provide accessible transport services across London at tube and railway stations to major venues including Wembley Stadium and the Olympic Park.

Pilotlight

Considerable time was spent during 2012/13 undertaking the yearlong Pilotlight programme. We worked closely with our Pilotlight Team drawn from four City Businesses including Tubelines, Ryder Levitt, Lendlease and News International to undertake a detailed review of Community Transport Waltham Forest, our services and the opportunities available to improve our sustainability, introduce new services and consolidate our community provision. This work resulted in our first 3 year strategic plan and established the basis on which we identify and develop our business priorities for the organisation.

2013 – 2014: We successfully completed year one of the EAST Community Transport Scheme undertaking both a transport needs survey and feasibility study during the year. In January 2014 we successfully secured our first East Contract working in partnership with Tower Hamlets Community Transport. We increased our staffing profile to include a part time business development Manager and 3 passenger assistant roles. We further developed our partnership with Newham Work Programme and A4E in Waltham Forest recruiting 4 individuals on long term unemployment back to work supporting our services. We also completed our Pilotlight programme and were awarded the Pilotlight Quality Mark for our work on our Strategic plan.

2014 – 2015: During 2014 we achieved London Living Wage provider status and Social Enterprise Mark. Increased services to support LB Waltham Forest by undertaking Out of Borough SEN transport services when their provider folded overnight successfully providing 8 routes with 3 day notice period over a weekend.

During early 2014 we were advised that the Council were proposing to cut our Door to Store shopping service for the Elderly, we launched a high profile campaign using 38 degrees, press campaign and a video featuring our Door to Store Service users, the campaign was successful, sadly many of the participants in the campaign have passed away however their legacy is that funding for the service has been retained.

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2015 – 2016: In May 2015 we reconnected with Pilotlight and hosted a graduate training team for 6 months from RBS to prepare a new business plan on personalized transport, it was refreshing to work with some young city minds on how we could develop new services, our team received a special commendation at the award ceremony for their work in September 2015. We also successfully completed our three year City Bridge funded project East Community Transport. In March 2016 we achieved the FORS (Fleet Operators Recognition Scheme) Bronze accreditation for our fleet management. We now undertake this external audit annually.

2016 – 2017: During 2016 we piloted new programmes including some direct Youth provision in partnership with Ambition Aspire Achieve in Newham and LBWF Early Help Services which resulted in 240 looked after children and young carers being able to enjoy a day's respite at Southend. In August 2016, we were delighted to be asked to work with West Ham Community Foundation on developing an accessible transport shuttle service for the West Ham home games at the London Stadium a service received very positively by fans with mobility issues. This service has now increased to providing shuttle services to all major events at the London Stadium.

2017 – 2018: In April 2017, we successfully secured a Dial A Ride contract for Waltham Forest, Newham, Tower Hamlets and the City, which provided significant service growth for the organisation. This helps us achieve economies of scale, resulting in an increase in fleet size and staff and a secure income stream for the next five to seven years. The start-up included securing 5 vehicles dedicated to the service as well as recruitment of additional staff.

Community Transport Waltham Forest was delighted to be a partner in The Limes Heritage Lottery Project Fun Factory which featured a wide variety of partners working with the fabulous young people at The Limes to explore the history of Toy Making in Walthamstow. It was a wonderful initiative which enabled older residents to participate in discussions and reminiscences of toy making some of the clients even worked at the toy factory. The group discussions and delicious meals prepared at The Zest Kitchen were enjoyed by all.

2018/19 SUMMARIES

Aim 1

East Community Transport Services

To develop new sub regional working by increasing the impact of community transport services in East London working with agencies and partners in Newham, Enfield, Tower Hamlets, Haringey, Redbridge, Havering, Barking and Dagenham connecting communities with the services they require, encouraging social engagement and improving the quality of life of communities in East London.

- **Levels of partnership engagement and collaboration across the East London boroughs**

During the year we increased our services in Haringey by 35% and were the preferred provider for Borough tours as well as providing transport services for dementia clients when required.

In September 2018 we strengthened our working relationship with LBWF Dementia Services providing club transport to the new Dementia Hub.

In September 2018 we started working with Enfield Council and initiated weekly transport services for 7 organisations in Enfield.

Our ongoing partnership with Tower Hamlets CT continued with the delivery of year two of the Dial a Ride Contract and Faraday School travel club. We also secured new work from Golden Kids to undertake an afternoon run to the After School playscheme.

- **Level of new sources of investment secured**

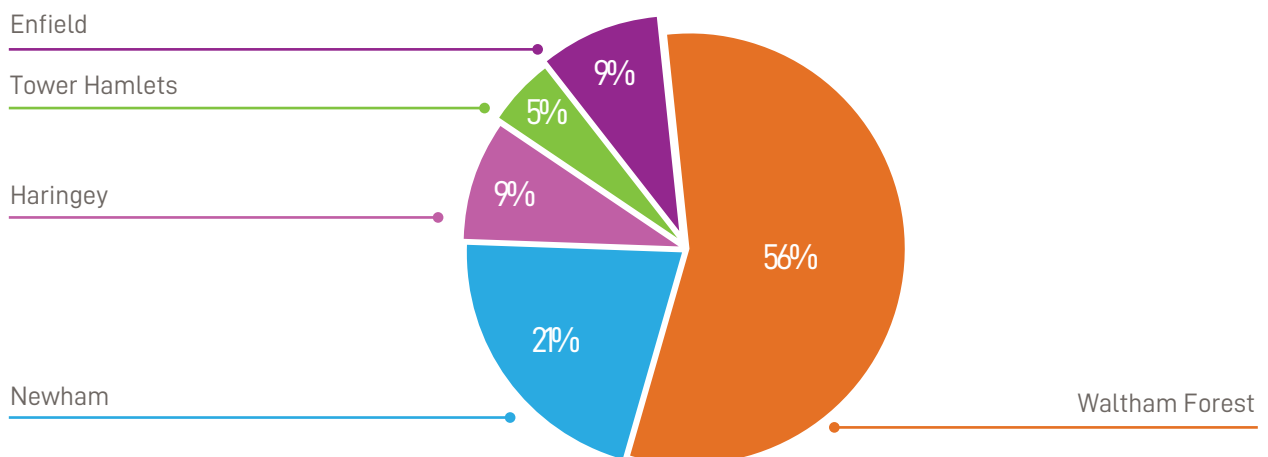
In November 2018 we successfully secured a grant of £90 000 from Power to Change the grant will enable us to purchase a new minibus and provide revenue to employ an Outreach worker in Newham for 18 months

- **Number of new services created**

During the year we continued to develop relationships with the London Stadium and regularly provide accessible shuttle services to enable individuals with mobility needs to access major events at the stadium including rugby, pop concerts and athletics.

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East London Membership Profile



Quality Standards Achieved

Testing the quality of our services forms a vital part of our development strategy, this year we retained our FORS bronze standard and Social Enterprise Mark.



Aim 2

Get Up and Go Services

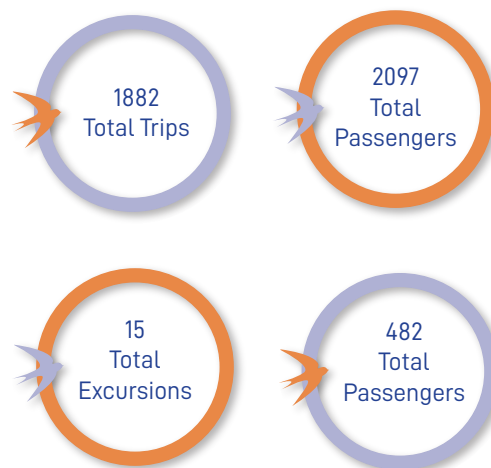
Provide a Get Up and Go Gateway service through appropriate transport provision and delivery of services to develop social connections and social support connecting individuals and organisations with specialist services, social engagement opportunities thereby contributing to improving health, wellbeing and economic outcomes of all our communities.

Door to Store

The service forms an important part of enabling the elderly to retain their independence longer by providing a transport service to local supermarkets for shopping and undertaking their everyday essentials.

Frequency: 3 days per week

Stores: Tesco E11, Morrison's and Sainsbury E4



Excursion Club Season Report 2018

The Get Up & Go Excursion clubs of Waltham Forest & Newham continued to show strong growth in 2018 with an increase in demand to have offerings throughout the year and not just over the current two seasons under which it operates.

Feedback highlighted three main points:

1. The programme has delivered tremendous success in its manifest of reducing loneliness & isolation and creating new friendships and experiences for those 60+ in Waltham Forest.
2. There is room for greater growth in Newham.
3. There is more work to be done to reach those seriously isolated across both boroughs.

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The trend of sold out trips in Waltham Forest continued in 2018 with additional buses being allocated to adequately serve demand across the borough without adverse effect to waiting times and also showed that service users are willing to pay a bit more for unique trip experiences such as the Epping Railway experience or Mickie Driver shows. The range of trips offered resulted in a notable change in booking patterns where some service users chose quality over quantity of trips; with greater demand for those that were outside of our usual offer even though they were more expensive (i.e. £10 Polhill Garden Centre vs £30 Lee Valley River Cruise). Following this we feel more confident to explore a wider range of trip options ensuring that we deliver a balance between budget friendly and unique service user experience.

For 2019 we will focus our efforts on accessing 'long term' funding opportunities and creating strong strategic partnerships to continue to deliver and develop the service in both boroughs in-line with the CTWF ethos and bespoke borough needs.

Our 'Get Up & Go' service offer is fulfilling an unmet or underserved need across both boroughs and we remain determined to ensure that service longevity is achieved.



83% of service users attended/ enjoyed 2 or more trips over the 2018 season.

83% agreed 'our vehicles cater to and accommodate the wide range of mobility needs of service users'



76% said "... helped me feel less lonely & built confidence"



47% said "... boosted my confidence and encouraged me to try new activities"

65% of our members said "...safe way to socialise with old friends"



99% of service users were satisfied or very satisfied with trips offered in 2018



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91% agreed 'the selection of trip options and cost offered good value for money'



95% agreed 'door to door collection offers peace of mind & sense of security'

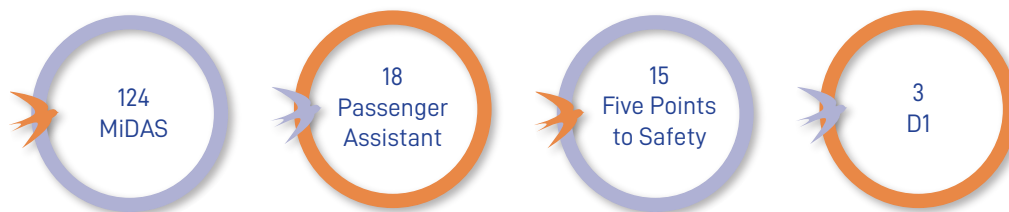


53% said "... helped me make new friends"



Aim 3

Grow Waltham Forest Community Driving School to be the "go to" training body of choice for minibus related training in East London and surrounds offering skills development, driving accreditation courses and pathways to employment opportunities.



Aim 4

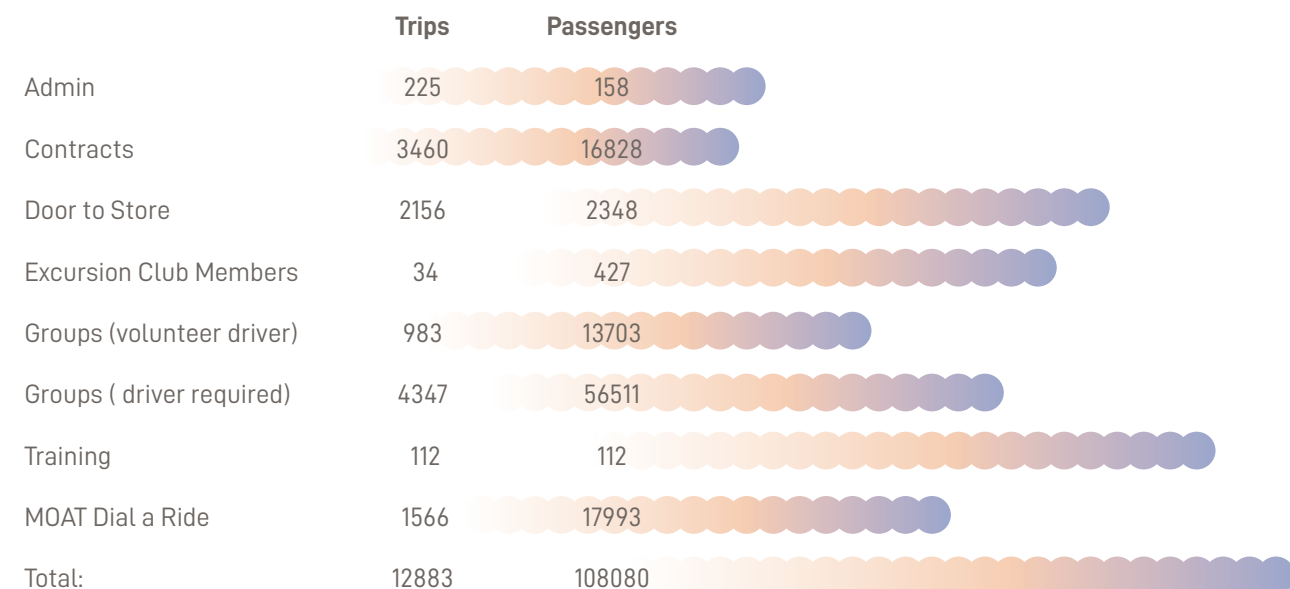
To be a recognised and valued Social Enterprise organisation in East London

To make better use of our assets in order to drive forward an enterprise culture to encourage new business growth and improve productivity.

To create greater awareness of the organisation and the services provided through creation and implementation of wide reaching communications strategy.

Exploit opportunities to extend our customer and supply base. We will work with partners to encourage new collaborations and develop new service delivery opportunities.

Community Group Use



TREASURER REPORT (31ST MARCH 2019)

Overall

Unaudited Accounts show a surplus of £125,906 in 2018/19. After deducting £69,114 for Restricted purpose items, the general surplus is £56,792 (last year: £17,288).

This continues the progress started last year, building funds to acquire newer, environment-friendly buses for our fleet. The greater economies of scale generated by our Dial-a-Ride routes have borne fruit, helping us to keep providing our members with high quality services at competitive prices.

Our staff remain key and we are still one of the few London Living Wage transport employers. We have kept pace with the growing cost of living and funding pension contributions.

Income

Total income was £1,201,458 (2017/18 – £920,496).

Community income grew 3% to £268,755 (£260,620).

Community Driving School income was £12,173 (£22,080).

Committed income, where we make longer-term transport commitments to members, plus Dial-a-Ride, grew to £816,258 (£611,539).

Grants were £101,393 (£23,341). This included £11,360 from Walthamstow & Chingford Alms-houses and £75,000 from Power to Change.

Expenditure

Total expenditure was £1,075,552 (£903,208), reflecting the higher level of activity during the year, which included a full 12 months for Dial-a-Ride. We leased some more new minibuses, further modernising the fleet.

Reserves and Cash

Our reserves at 31st March 2019 were £367,521 (£241,615). Of this, £69,114 are Restricted funds committed for Power to Change expenditure in 2019/20.

The Committee continued its cautious risk policy, with reserves designated for core costs, working capital and potential redundancy costs in case of funding cuts (to us or our members). At 31st March cash and loans repayable on demand totalled £220,979 (£125,205).

Richard Mundy

Treasurer

ANNUAL MEMBERSHIP 2018/19

Organisation.....Uses

(Leytonstone) Elim Pentecostal Church.....	1
Academy Achievers.....	1
Act Up! Newham Theatre Company CIC.....	16
Afro Caribbean Elders Ass.	15
Albany Nursing Home	22
Alliston House	8
Alzheimer's Society Waltham Forest	8
Ambition Aspire Achieve.....	233
Ashlake Lodge (Lakeside House)	6
Aston-Mansfield	15
Baps SHRI Swaminaran Mandir.....	23
Care Highams Park.....	7
Community Transport Excursions Club	236
Community Transport WF – TRAINING.....	120
Coppermill Recycled Teenagers	16
CPotential Trust	4
Crest Waltham Forest.....	108
CTWF Drivers social club	15
CWOATA LTD.....	38
Dames Road/Sidmouth Court Clubs.....	208
Dementia Support Team	128
Discover Children's Story Centre.....	8
Docklands Drop in.....	6
Downsell Primary School.....	107
East Excursions Club.....	8
East London School of Karate.....	1
East London Waltham Forest Vision	10
EKTA PROJECT	1
Elim Pentecostal Church, East Ham	3

Emmanuel Community Church International.....	3
Emmanuel Community school.....	64
Enfield Council Services.....	93
Equilibrium Productions limited.....	28
Faraday School.....	1833
Forest Churches Emergency Night Shelter	2
Friends of Ronald Openshaw.....	40
Gasworks Dock Partnership	8
Gateway Housing Association	9
George Mason Lodge.....	16
Goldenkids Afterschool Club.....	628
Hainault Road Baptist Church	3
Hammers Rainbow.....	4
Haringey Council.....	130
Haven House Childrens Hospice.....	66
Heathlands Care Home (Chingford).....	4
Hornbeam Academy - William Brookfield House Campus.....	9
INFINITEOASISCARE.....	442
Intensive Dementia Outreach Service	450
Joint Information group (Volunteers).....	4
L&Q Living Helena Road.....	32
Lammas School.....	12
LBWF Mapleton Road.....	6
LBWF Sports Development	8
LBWF Young Carers Project.....	221
Leabridge Conservation Volunteers.....	1
Leyton Sixth Form College.....	163
Leytonstone Domino Club (Nexus)	4
Leytonstone School	3



Leytonstone School	445	SKS Swaminarayan Temple-East London	4
Little Diamonds Day Nursery.....	4	Snaresbrook Arts Project	6
LiveAbility Waltham Forest	42	St Ives Lodge	12
London Borough Of Enfield	424	St Joseph's Catholic Junior School.....	32
London Borough Of Waltham Forest – BARNET RUN.....	932	Stay Safe East.....	8
London Borough Of Waltham Forest	104	Stratford School Academy	16
London Stadium	218	SUBCO TRUST.....	4
Magic Me	12	TFL Dial a Ride.....	1683
Masquerade 2000	2	The Lung Club	8
MS Society Waltham Forest Branch	7	The Markfield Project	173
Newham and Essex Beagles Athletics.....	6	Three Willows Care Home	8
Newham Community (Renewal Programme)	13	Tower Hamlets C.T.....	1
OB26 Priors Court School.....	16	Trinity Community Centre.....	4
On the Way.....	1	UK Athletics	72
Organic Lea	16	Urbis Academy T/A Mayville Primary School	68
Outlook Care.....	6	Visions & Aspirations Association.....	1
Outlook Care.....	8	Walker Primary School.....	1
Outlook Care Summit Road.....	40	Waltham Forest Housing.....	41
Outward Housing.....	13	Waltham Forest Housing Assoc Ltd.....	22
Parkinson UK Disease Society.....	14	Waltham Forest Pensioners Association.....	12
Parkview House Care Home	8	Waltham Forest Stroke Group (Stroke Assoc)	16
Plaistow Seventh Day Adventist Church	6	Waltham Forest Youth Offending Team	235
Potters House Christian fellowship	56	Waltham Forest Disability Resource Centre.....	4
Queen Ann Care	4	Walthamstow School for Girls.....	1
Rights and Equalities in Newham	1	Wesleyan Day Care Centre	7
Roger Ascham Primary School.....	49	West Ham Community Sports Trust.....	1763
Route NO: OB27	52	WF College	64
Salaam Peace.....	37	Whitefield School & Centre	18
Shernhall Methodist Church.....	7	Woodside Primary Academy.....	4
ShopMobility Waltham Forest.....	20	Worth Unlimited for Waltham Forest	4
		Youngbloods Basketball Club	6



Community Transport Waltham Forest

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ID:007839