

**Transform Scotland
(A Company Limited by Guarantee)**

Report and Financial Statements

For the Year Ended

31 March 2025

Company Number: SC181648

Charity Number: SC041516

Transform Scotland

**Report and Financial Statements
For the Year Ended 31 March 2025**

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Transform Scotland

Reference and Administrative Information

Company registration: SC181648
Registered in Scotland

Charity registration: SC041516
Scottish Charity

**Registered office and
principal office address:** 5 Rose Street
Edinburgh
EH2 2PR

Board of Directors

Current members:

G Lowder
D McCreath
K McGregor
A Millar
S Prentice
R Revesz
L Taylor (appointed 9/12/24)
J Warren

Also serving in the year:

A Follin (resigned 9/12/24)

Transform Scotland

Report of the Directors For the Year Ended 31 March 2025

The directors are pleased to present their report and the financial statements for the year ended 31 March 2025.

Structure, Governance and Management

Transform Scotland is a company limited by guarantee, with the liability of members limited to £1 each. The company (referred to as the "Charity") is governed by the terms of its Articles of Association and is a registered Scottish charity. The membership is made up of organisations from public, private and voluntary sectors, from each of which a representative is appointed.

The directors are elected by the membership at the AGM. At each AGM, directors who, as at the date of that AGM, have been in office for three years or more shall retire but may be eligible for re-election at that meeting.

The Board of Directors creates a strategic and policy framework for the Charity, focuses on strategic direction and vision and is ultimately responsible for ensuring that the organisation fulfils its statutory requirements.

The names of members of the Board of Directors during the year are shown on page 2 together with other reference and administrative information.

Objectives and Review of Activities

Transform Scotland is the national alliance for sustainable transport. We campaign for walking, cycling and public transport to be the easiest and most affordable options for everyone. Our diverse membership brings together public, private and third sector organisations from across Scotland. We are a registered charity, politically independent and strictly science-based.

The Charity's principal objectives are the promotion of sustainable development policies and practices for transport, and the education of the public on the impact of transport on the environment and society.

During the course of the year, we carried out a range of activities which advanced the case for sustainable transport, focusing mainly on Scottish Government and Scottish Parliament processes. We engaged in a wide range of sustainable transport policy (including traffic demand management and road traffic reduction policy; active travel, bus, tram, rail and ferry policy; climate change, transport poverty, fiscal policy, public finance, roads policy, speed management; and the Scottish Budget process). We have responded to numerous policy consultations, provided evidence to parliamentary inquiries, and met with a wide range of public, private and third sector stakeholders.

In April 2024, we published the 'Dirty Deals' report which published research on the City Region Deals, finding that over 70% of transport infrastructure investment was being allocated to high-carbon road projects despite national and local climate commitments.

We continued to provide the secretariat for the Scottish Parliament's Cross Party Group on Sustainable Transport; in April 2024, we commenced a year-long inquiry into 'Tackling transport inequalities'.

In May 2024, we published the 'Fight or Flight' report. This analysed the travel behaviour of Scotland's public sector, finding that rail had overtaken flying for trips between the Central Belt and London, with 52% of trips now being made by train, up from 26% in equivalent research carried out by Transform Scotland a decade ago.

Our 'In Reverse' report, published in September 2024, found that the Scottish Government had failed to meet seven out of ten key commitments made over the past five years to invest in, and prioritise, sustainable transport.

In November 2024, we published the 'Ideas for Investment' report; this set out a suite of innovative financial instruments and tax reforms which would raise revenue and stimulate investment in public transport.

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Report of the Directors For the Year Ended 31 March 2025

Results we published in January 2025 found that our 'A Wee Walk Works Wonders' walking behaviour change campaign had led to 9,000 adults in Moray and Aberdeenshire now walking more for short journeys, instead of driving.

In alliance with Anglo-Scottish rail operator LNER, we held the 'Think Rail First' parliamentary reception in February 2025, celebrating the vital role of rail in connecting Scotland and the rest of the UK.

In March 2025, we concluded our 'Life In The Bus Lane' project with an event in Glasgow featuring representatives from across the bus sector.

Our two social enterprises 'Transform Consulting' and 'Transform Creative', continued to raise unrestricted income for Transform Scotland, whilst helping clients to fulfil their environmental and social mission. Our work over the past twelve months included completing commissions from clients including: Ansons Consulting, Community Transport Association, Environmental Ports Index, European Transport Safety Council, Paths for All, and the Scottish Community Alliance.

We are a member/partner of: Association for Scottish Public Affairs, Clean Cities Campaign, Cycling Scotland, Edinburgh Chamber of Commerce, Edinburgh Social Enterprise Network, European Federation for Transport and Environment (T&E), Paths for All, The Poverty Alliance, Public Health and Sustainable Transport Group, Scotland's Towns Partnership, Scottish Communities Climate Action Network, Scottish Council for Voluntary Organisations, Scottish Transport Studies Group, Social Enterprise Scotland, and the Sustainable Scotland Network.

Our work has been accomplished in large part through the voluntary efforts of our Board of Directors plus a range of volunteers who have been instrumental in carrying out our research, campaigns and communications work.

Financial Review

Income and expenditure are detailed in the Statement of Financial Activities on page 6.

The income for the year was £252,469, lower than the previous year due to a drop in grant and fee income, and expenditure was £278,212. The resulting deficit of £25,743 at the end of the year is due to spending unrestricted funds to meet overheads and other costs.

Transform Scotland has agreed to a policy of holding reserves of around £64,000 to cover costs in the event of having to close due to the organisation being no longer financially sustainable. The Board reviews its reserves policy each year with a view to ensuring that the level of reserves held is appropriate. This figure had been achieved by the end of the year and the general fund stood at £127,912 (see note 8).

Small Companies Provisions

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies' regime.

Approved by the Board of Directors on 1 Sep 2025 and signed on its behalf:



J Warren
Director

**Independent Examiner's Report
To the Directors of Transform Scotland**

I report on the accounts of the charity for the year ended 31 March 2025.

Respective responsibilities of directors (the 'trustees') and examiner

The charity's Trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

The Trustees consider that the audit requirement of Regulation 10(1) (a) to (c) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the Trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement

In the course of my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
 - to prepare accounts which accord with the accounting records and comply with Regulation 8 of the 2006 Accounts Regulations have not been met, or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Suzanne Graham FCCA
Hollis Accounting Ltd
Chartered Accountants
3 Melville Street
Edinburgh
EH3 7HW

Date 19/9/25

Transform Scotland

Statement of Financial Activities (including Income & Expenditure Account)

For the Year Ended 31 March 2025

Income	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds	Funds	Funds	Funds	Funds
		2025	2025	2025	2024	2024	2024
<i>Donations and legacies:</i>							
Grants	1	-	198,281	198,281	-	226,000	226,000
Donations		200	-	200	200	-	200
Membership fees		28,025	-	28,025	18,433	-	18,433
Supporters		1,832	-	1,832	1,862	-	1,862
<i>Charitable activities:</i>							
Consultancy and design work income		12,551	-	12,551	37,809	-	37,809
<i>Other trading activities:</i>							
Other design work income		8,359	-	8,359	19,545	-	19,545
<i>Investments:</i>							
Bank interest		3,221	-	3,221	3,280	-	3,280
Total		54,188	198,281	252,469	81,129	226,000	307,129
Expenditure							
<i>Raising funds</i>							
Charitable activities		13,754	-	13,754	15,627	-	15,627
Total	2	66,578	197,880	264,458	82,719	371,565	454,284
Net income / (expenditure) for year		(26,144)	401	(25,743)	(17,217)	(145,565)	(162,782)
Transfers		-	-	-	67,161	(67,161)	-
Net movement in funds		(26,144)	401	(25,743)	49,944	(212,726)	(162,782)
Funds brought forward		154,056	57,208	211,264	104,112	269,934	374,046
Funds carried forward	8	127,912	57,609	185,521	154,056	57,208	211,264

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Balance Sheet at 31 March 2025

	Note	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds	Funds	Funds	Funds	Funds
		2025	2025	2025	2024	2024	2024
Fixed Assets							
Tangible assets	4	-	-	-	437	-	437
Current Assets							
Debtors	5	12,913	83,412	96,325	13,678	71,675	85,353
Cash at bank and in hand		122,974	(18,255)	104,719	151,648	69,500	221,148
		135,887	65,157	201,044	165,326	141,175	306,501
Creditors:							
<i>Amounts due within one year</i>	6	(7,975)	(7,548)	(15,523)	(11,707)	(83,967)	(95,674)
Net Current Assets		127,912	57,609	185,521	153,619	57,208	210,827
Net Assets		127,912	57,609	185,521	154,056	57,208	211,264
Funds							
Unrestricted funds				127,912			154,056
Restricted funds				57,609			57,208
Total Funds	8			185,521			211,264

For the year ending 31st March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- the members have not required the company to obtain an audit of its accounts for the period in question in accordance with section 476,
- the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts
- these accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements on pages 6 to 13 were approved by the Board of Directors on 1 Sep 2025 and are signed on its behalf by:



J Warren
Director

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Notes to the Accounts

Accounting policies

Basis of accounting

The financial statements have been prepared under the historic cost convention and in accordance with '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 UK and Republic of Ireland (FRS 102)' - (referred to as 'the Charities SORP'), the 'Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015. The charity constitutes a public benefit entity as defined by FRS 102.

The charity has applied the alternative structure for smaller charities allowed by paragraph 4.22 of the Charities SORP and has not reported on an activity basis. Similarly, as a smaller charity, a cash flow statement has not been prepared.

Incoming resources

Grants and donations are recognised in full in the Statement of Financial Activities in the period in which they are receivable, provided any conditions for use of the grant or donation have been fulfilled. Where a grant or donation is received for a specific purpose, it is included within restricted income and any unexpended portion carried forward as a restricted fund. Contractual income and performance related grants are only included once the charity has provided the related goods or services or met the performance related conditions.

Expenditure

All expenditure is accounted for on an accruals basis.

Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is calculated by the straight line method to write off the cost of fixed assets over their estimated useful lives at the following rate:

Office equipment & furniture: 25% per annum

Debtors

Debtors are recognised at the settlement amount due.

Creditors and provisions

Creditors and provisions are recognised, at settlement amount, where the charity has a present obligation resulting from a past event, which is likely to result in the transfer of funds to a third party, and the amount due can be measured or estimated reliably.

Fund Accounting

Unrestricted funds arise from donations without a specified purpose and other income generated and are available to be used for any of the objects of the charity at the discretion of the trustees.

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support

Pensions

The charity operates a defined contribution pension scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

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Notes to the Accounts (continued)

1. Income	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	2025	Funds	Funds	2024
Grants:	£	£	£	£	£	£
Paths for All	-	166,825	166,825	-	208,650	208,650
Foundation for Integrated Transport	-	22,956	22,956	-	-	-
Travel Smart Campaign	-	8,500	8,500	-	-	-
European Federation for Transport & Environment campaign	-	-	-	-	9,350	9,350
Railway Industry Association and Alexander Dennis	-	-	-	-	8,000	8,000
Total grants receivable	-	198,281	198,281	-	226,000	226,000
2. Expenditure	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Funds	Funds	2025	Funds	Funds	2024
	£	£	£	£	£	£
<i>Raising funds:</i>						
Fundraising consultancy	5,395	-	5,395	1,380	-	1,380
Cost of generating other design work income	8,359	-	8,359	14,247	-	14,247
	13,754	-	13,754	15,627	-	15,627
<i>Charitable activities:</i>						
Staff costs (note 3)	33,189	104,834	138,023	47,697	110,943	158,640
Other human resource costs	2,923	-	2,923	608	1,633	2,241
Communications	384	5,861	6,245	1,247	3,348	4,595
Project design, publicity and events	-	48,949	48,949	-	198,597	198,597
Design work	3,985	-	3,985	15,506	-	15,506
Campaigns	1,978	-	1,978	6,353	1,334	7,687
Office expenses	11,226	1,404	12,630	2,304	8,173	10,477
Admin support costs	3,177	350	3,527	778	2,088	2,866
Accountancy	1,680	-	1,680	488	1,312	1,800
Consultancy	4,994	36,482	41,476	2,732	38,702	41,434
Legal and professional	-	-	-	1,654	4,441	6,095
Insurance	1,336	-	1,336	343	920	1,263
Bank charges	81	-	81	28	74	102
Depreciation	437	-	437	1,184	-	1,184
Sundry expenses	1,188	-	1,188	1,797	-	1,797
	66,578	197,880	264,458	82,719	371,565	454,284
Total	80,332	197,880	278,212	98,346	371,565	469,911

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Notes to the Accounts (continued)

3. Staff costs	Total 2025	Total 2024
	£	£
Wages & salaries	125,003	142,650
Social security costs	6,518	8,409
Pensions costs (DC)	3,034	3,858
Pensions costs (other)	3,468	3,723
Total staff costs	138,023	158,640

The charity operates a Defined Contribution (DC) pension scheme.

The average number of employees in the year was 5 (2024: 5) and there were no employees with emoluments above £60,000. The total amount paid to key management personnel was £46,898 (2024: £45,164)

Volunteers assisted staff with research, campaigns and communications work.

4. Tangible Fixed Assets

Office equipment	£
Cost:	
At 1 April 2024	13,470
Additions	-
Disposals	-
At 31 March 2025	13,470

Depreciation:

At 1 April 2024	13,033
On disposals	-
Charge for period	437
At 31 March 2025	13,470

Net Book Value:

At 31 March 2025	-
At 31 March 2024	437

5. Debtors

2025	2024
£	£
Trade debtors	12,810
Prepayments and accrued income	83,515
	71,773
96,325	85,353

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Notes to the Accounts (continued)

6. Creditors

	2025	2024
	£	£
<i>Amounts falling due within one year:</i>		
Trade creditors	7,792	22,670
Tax & social security	2,978	7,870
Accruals & deferred income	4,753	65,134
	<u>15,523</u>	<u>95,674</u>

Deferred income

	2025	2024
	£	£
<i>Movement in deferred income account:</i>		
Balance at 1 April 2024	750	-
Added in current year	-	750
Released to income from previous year	(750)	-
Balance at 31 March 2025	<u>-</u>	<u>750</u>

Deferred income comprises membership received relating to the following accounting year.

7. Independent Examiner

	2025	2024
	£	£
Remuneration of independent examiner	480	400
Accountancy and other services	1,200	3,866

8. Movement on Funds

	At				At
		01/04/24	Income	Expenditure	
<i>Restricted funds:</i>					
Pro-bus advocacy project (a)	43,336	66,918	(92,776)	-	17,478
Walking Project 2024 (b)	-	99,907	(72,052)	-	27,855
Walking Project 2023 (c)	5,813	-	(5,813)	-	-
Transport inequalities project (d)	6,709	-	(6,709)	-	-
Aviation project (e)	-	8,500	(8,500)	-	-
Parking project (f)	-	22,956	(10,680)	-	12,276
Fight or Flight project (g)	1,350	-	(1,350)	-	-
	<u>57,208</u>	<u>198,281</u>	<u>(197,880)</u>	<u>-</u>	<u>57,609</u>
<i>Unrestricted funds:</i>					
Fixed assets fund (h)	437	-	(437)	-	-
General fund	153,619	54,188	(79,895)	-	127,912
Total unrestricted funds	<u>154,056</u>	<u>54,188</u>	<u>(80,332)</u>	<u>-</u>	<u>127,912</u>
Total funds	<u>211,264</u>	<u>252,469</u>	<u>(278,212)</u>	<u>-</u>	<u>185,521</u>

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Notes to the Accounts (continued)

8. Movement on Funds (continued)

2024 Comparative

	At				At
	01/04/23	Income	Expenditure	Transfers	31/03/24
	£	£	£	£	£
Restricted funds:					
LoveMyBus project	181,225	-	(114,064)	(67,161)	-
Pro-bus advocacy project	60,000	-	(16,664)	-	43,336
Transport inequalities project	26,709	-	(20,000)	-	6,709
Zebra crossings project	2,000	-	(2,000)	-	-
Cross party group	-	8,000	(8,000)	-	-
Tram project	-	12,750	(12,750)	-	-
Walking Project	-	195,900	(190,087)	-	5,813
Fight or Flight project	-	9,350	(8,000)	-	1,350
	269,934	226,000	(371,565)	(67,161)	57,208
Unrestricted funds:					
Fixed assets fund	1,621	-	(1,184)	-	437
General fund	102,491	81,129	(97,162)	67,161	153,619
Total unrestricted funds	104,112	81,129	(98,346)	67,161	154,056
Total funds	374,046	307,129	(469,911)	-	211,264

Notes to the funds (2025)

- (a) Funding from Stagecoach and Paths For All for a pro-bus advocacy project.
- (b) The 'A Wee Walk Works Wonders Whatever the Weather' campaign was a travel behaviour change campaign carried out in Aberdeenshire and Moray in October 2024, primarily targeting parents of schoolchildren. Funded by Paths For All.
- (c) Funding from the Paths for All, Active Nation Fund for a project to lead the preparation and delivery of a national walking campaign.
- (d) Funding from the Foundation for Integrated Transport for the transport inequalities project.
- (e) This project used business engagement, events and other communications activity to raise the voice of Scottish business in support of policies to reduce emissions from business travel and promote long-distance rail as the alternative to flying for UK trips.
- (f) Our parking project focusses on how progressive parking policy can be used at a strategic level to influence travel behaviour, cut traffic, enhance the safety and attractiveness of urban environments and make more space for sustainable transport.
- (g) Funding from the European Federation for Transport and Environment for the 'Fight or Flight' project; this analysed whether the Scottish public sector is taking action to reduce climate emissions by flying less.
- (h) The fixed assets fund represents the net book value of tangible fixed assets. The cost of assets purchased is transferred into the fund and annual depreciation is charged to the fund.

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Notes to the Accounts (continued)

9. Related party transactions

No travel or other expenses were reimbursed to the directors during the year (2024: £14). An amount of £4,276 was paid to Jolin Warren, a director, for consultancy services (2024: £4,555). This is provided for in the Articles of Association.