



# ANNUAL GENERAL MEETING

**Wednesday 25th March 2026 at 2:00pm**

*Held via Zoom | Registration Required*

## **Member Pack**

Financial Year Ended 30 September 2025

*Helping our members to  
Save, borrow, plan for tomorrow...*

*Confidential — For Members Only*

## How to Join the AGM on Zoom

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This year's AGM is held online via Zoom. Registration is required — once you register, we will send your personalised joining link by email before the meeting. You do not need a Zoom account to join.

### Meeting Details

Detail	Information
Date	Wednesday 25 March 2026
Time	2:00pm GMT
Platform	Zoom (free to use -no account needed)
Joining Link	Sent by email to all registered members before the meeting
Registration	Required- contact us to register (details below)

### How to Register

Please register as soon as possible so we have time to send you your joining link before the meeting. To register:

- Email: [info@rwcuc.co.uk](mailto:info@rwcuc.co.uk)
- Phone: 0141 889 7442

Once registered, your Zoom joining link will be sent to you by email. Please check your inbox and your junk folder, before the meeting.

### Joining on the Day: Step by Step

1. Click the Zoom link in your registration email at least 5 minutes before 2:00pm.
2. If prompted, download the free Zoom app, it only takes a minute.
3. You will enter a waiting room. A member of the team will admit you shortly.
4. Please use your full name when joining so we can confirm your membership.
5. Keep your microphone **on mute** when you first join. You will be asked to unmute when you wish to speak.

### Tips for a Smooth Experience

- A laptop or desktop computer gives the best Zoom experience, though a smartphone or tablet works well too.
- Find a quiet spot with a stable Wi-Fi connection if you can.
- Test your audio and video in advance at [zoom.us/test](https://zoom.us/test).

## Standing Orders for Meetings of Members

The following Standing Orders govern the conduct of the Annual General Meeting and all General Meetings of Right Way Credit Union. All members attending the meeting are asked to observe these orders. They form part of the registered rules of the credit union and are in force throughout the meeting.

1. A Member shall address all comments through the Chair.
2. A Member shall only address the Meeting when called upon by the Chair to do so. Members should raise their hand (or use the 'Raise Hand' function in Zoom) to indicate that they wish to speak.
3. Speeches are to be clear and relevant to the subject before the Meeting.
4. The person proposing a motion shall be allowed a maximum of five minutes to speak on the motion.
5. The person seconding the motion shall be allowed a maximum of three minutes to speak in support.
6. A Member may not speak twice on the same subject except where:
  - a. They are the Mover of a motion and exercise their right of reply.
  - b. They wish to object or to explain, with the permission of the Chair.
7. The Mover of a 'Procedural Motion' (Adjournment, Lay on the Table, Motion to Postpone) shall have no right of reply.
8. Debate shall cease when the Chair decides sufficient debate has taken place.
9. No speeches or amendments are to be made after the 'Motion' has been put and carried or negated.
10. A Member speaking on a 'Point of Order' must state the point clearly and concisely. A Point of Order must have relevance to the Standing Orders.
  - a. A Member shall not 'Call another Member to order' but may draw the attention of the Chair to a 'Breach of Order'.
  - b. In no event can a Member call the Chair to Order.
11. A 'Question' shall not be put to the vote if a Member desires to speak on it or move an amendment. However, a 'Procedural Motion: The Previous Question', 'Proceed to the Next Business', or the Closure: 'That the Question be now Put' may be moved at any time.
12. Only one amendment should be before the meeting at one and the same time.
13. When a motion is withdrawn, any amendment to it fails.
14. The Chair shall have the right to a 'Casting Vote'.
15. If there is equality of voting on an amendment and the Chair does not exercise a Casting Vote, the amendment is lost.
16. Provision is made for protection of the Chair from vilification.
17. No Member shall impute improper motives against another Member.

**Conduct at General Meetings:** Any person in breach of these Standing Orders, who interrupts the person speaking, who uses rude or abusive language, or who disrupts the conduct of the meeting, shall be warned that any repeat of such misconduct will result in their expulsion from the meeting.

**Elections:** If the Chair is a candidate standing for election, she/he shall hand over the chairing of the meeting to another officer or member of staff for that item.

## Agenda & Guide to Agenda Items

Each agenda item is listed below with a brief description to help you follow the meeting and take part with confidence.

<b>1</b>	<b>Welcome and Apologies for Absence</b>	<i>Margaret Welsh, Chairperson</i>
	<i>The Chairperson will open the meeting and welcome all members joining online. Apologies from those unable to attend will be noted.</i>	
<b>2</b>	<b>Confirmation of Quorum</b>	<i>Karen Wallace, CEO</i>
	<i>We will confirm that a quorum is present for the meeting to proceed formally. A quorum requires 10% of the membership or 15 members, whichever is the lesser number.</i>	
<b>3</b>	<b>Minutes of the Previous AGM (Year Ended 30 September 2024)</b>	<i>Karen Wallace, CEO</i>
	<i>The minutes of the AGM held on 4 March 2025 for the financial year ended 30 September 2024 will be presented for approval as a true and accurate record. A copy of the previous minutes is included in this pack (Appendix 1).</i>	
<b>4</b>	<b>Chairperson's Welcome Address</b>	<i>Margaret Welsh, Chairperson</i>
	<i>Margaret Welsh will reflect on the year, celebrate the community at the heart of RWCU, and look ahead to the priorities for the year to come.</i>	
<b>5</b>	<b>Chief Executive Officer's Report</b>	<i>Karen Wallace, CEO</i>
	<i>Karen Wallace, CEO, will present her report on operational performance, strategic progress, and key developments during the financial year ended 30 September 2025. Members are warmly encouraged to ask questions.</i>	
<b>6</b>	<b>Treasurer's Report / Financial Report</b>	<i>Conor McCart, Treasurer</i>
	<i>Conor McCart, Treasurer, will present a summary of the credit union's financial position including income, expenditure, capital adequacy, liquidity, and reserves. The full audited accounts are included in this pack (Appendix 2).</i>	
<b>7</b>	<b>Auditor's Report and Adoption of Audited Financial Statements</b>	<i>Sharles Audit Limited</i>
	<i>Sharles Audit Limited will present the audited accounts for the year ended 30 September 2025. An unqualified audit opinion has been issued. Members may ask questions directly of the auditors before the accounts are put to a vote for formal adoption.</i>	
<b>8</b>	<b>Supervisory &amp; Internal Audit Committee Report</b>	<i>Marie McNally, Supervisory Chair</i>
	<i>The Supervisory and Internal Audit Committee provides independent oversight of the credit union's governance and operations, reporting directly to members. Marie McNally will present key findings and recommendations from the year's internal audit programme, including the Consumer Duty review conducted in February 2025.</i>	
<b>9</b>	<b>Re-appointment of Auditors</b>	<i>Chairperson</i>
	<i>The Board proposes the re-appointment of Sharles Audit Limited as statutory auditors for the forthcoming year. Members will vote on this resolution.</i>	
<b>10</b>	<b>Dividend</b>	<i>Conor McCart, Treasurer</i>
	<i>The Treasurer will confirm the Board's recommendation on whether a dividend will be paid for the year ended 30 September 2025. Members will be asked to approve this recommendation.</i>	
<b>11</b>	<b>Election of Directors (if applicable)</b>	<i>Margaret Welsh, Chairperson</i>
	<i>Where vacancies exist or directors are due for re-election, nominations will be presented and an election held. Every member has an equal vote, this is what makes RWCU a truly member-owned organisation. Candidates must satisfy the FCA's fitness and probity requirements before taking up their role.</i>	
<b>12</b>	<b>Proposed Rule Changes / Resolutions (if any)</b>	<i>Karen Wallace, CEO</i>
	<i>Motions will be announced on the day.</i>	
<b>13</b>	<b>Any Other Business</b>	<i>Karen Wallace, CEO</i>
	<i>Members may raise any other relevant matters. If you would like to raise something, please email <a href="mailto:info@rwcu.co.uk">info@rwcu.co.uk</a> in advance so we can manage the meeting smoothly.</i>	
<b>14</b>	<b>Close of Meeting</b>	<i>Karen Wallace, CEO</i>
	<i>The Chairperson will formally close the Annual General Meeting and thank all members for attending.</i>	

## Welcome from Your Chairperson

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March 2026

### Chairperson's Welcome – AGM 2025

Dear Members,

It is my pleasure to invite you to the Annual General Meeting of Right Way Credit Union for the financial year ended 30 September 2025.

The past year has been one of consolidation and steady progress for our credit union. After the major expansion in 2024, when we completed the Transfers of Engagements from Tail o' the Bank and Port Glasgow Credit Unions, much of this year has been about bringing those organisations together, strengthening our systems, and ensuring we continue to serve members across the West of Scotland effectively.

Merging credit unions is never simple, but thanks to the commitment of our staff, volunteers and members, we have successfully taken that next step in our journey as a larger and stronger community financial cooperative.

I am pleased to report that Right Way Credit Union returned a small surplus this year, following last year's deficit. Our reserves now stand at over £1.39 million, giving us a stronger financial base as we move forward.

At the same time, we are very aware of the financial pressures many of our members are facing. Rising costs and economic uncertainty continue to affect households across our communities. Our purpose has always been to provide fair, responsible financial services when people need them most, and that commitment remains central to everything we do.

One achievement I am particularly proud of is that we have kept our local branches open, at a time when many high street banks are closing theirs. Access to face-to-face financial services still matters to many people, and we believe it is important that our communities continue to have somewhere local they can trust.

Over the past year we have also strengthened our work with local partners to promote payroll savings and financial wellbeing. I am delighted to welcome Oak Tree Housing Association and Bridgewater Housing Association as new payroll partners in 2025.

Our work also continues through a number of financial inclusion partnerships across the West of Scotland, where we work alongside community organisations and local stakeholders to tackle financial exclusion and support the people who need help the most.

However, it would not be right to talk about the year without recognising some of the challenges we have faced. Many members have been affected by changes to the Family Protection Plan insurance. I want to be clear that these changes were not a decision taken by the credit union, but we understand the impact they have had. We continue to advocate strongly on behalf of our members and to support those affected as best we can.

Sadly, the past year also brought the loss of three remarkable people from our credit union family, Betty Anderson, Rose Dowling and Margaret Goulray. These women were local legends who helped build the credit unions that form the foundations of the organisation we have today. Their dedication and belief in the principle of *people helping people* helped shape the movement in our communities. Without their work, Right Way Credit Union would not be where it is today. We remember them with gratitude and respect.

Looking ahead, we are committed to continuing to develop products and services that better reflect the needs of our members. We cannot promise to do everything for everyone, but we can promise to listen, consult, and do our very best within the regulatory framework we operate under. In 2026 we intend to engage more with members so that your voices help guide the future direction of the credit union.

The past six years have been financially challenging for community finance organisations like ours. The pandemic, rising costs, regulatory pressures and wider economic uncertainty have all tested the sector, and recent global developments suggest the challenges are not over.

But I can assure you of one thing: we will continue doing everything we can to ensure every pound entrusted to this credit union works as hard as it possibly can for our members and our communities.

Finally, I want to thank the people who make this credit union possible. Our volunteer directors, who give their time and expertise to govern the organisation. Our dedicated staff, who work tirelessly, often on tight budgets, to deliver services to members. And most importantly, **you, our members**, for your trust and continued support.

Right Way Credit Union exists because of its members and for its members. Together, we will continue building a stronger and fairer financial future for our communities.

Thank you.

**Margaret Welsh**  
Chairperson  
Right Way Credit Union

## Minutes of Previous AGM

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### Approval of Minutes of the Previous Annual General Meeting

The minutes of the previous Annual General Meeting, held on 4<sup>th</sup> March 2025 have been circulated to members in advance of this meeting and are presented for approval.

Members are invited to review the minutes and confirm that they represent a true and accurate record of the proceedings of the meeting.

#### **Motion:**

“That the minutes of the Annual General Meeting held on 4<sup>th</sup> March 2025 be approved as a correct record.”

## Chief Executive Officer's Report

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*Karen Wallace, Chief Executive Officer | Financial Year Ended 30 September 2025*

### Introduction

This report covers the financial year ended 30 September 2025, a year in which Right Way Credit Union focused on consolidation, stability, and serving our members well. After the significant transformation of 2024, when we completed two major Transfers of Engagements and more than doubled our asset base, this year was about embedding those changes and building a stronger, more resilient organisation.

I am pleased to report that we ended the year with a small surplus! A positive sign after last year's deficit, and that our reserves have grown to over £1.39 million. While there remain areas that require continued attention and investment, the foundations of Right Way Credit Union are strong.

### Our Community and Our Members

Right Way Credit Union serves some of the most financially vulnerable communities in Scotland. Our members live and work across the West of Scotland, many in areas of Renfrewshire and Inverclyde that face real and persistent economic hardship. For thousands of people, RWCU is not simply a financial service provider; it is a lifeline. Every loan we approve, every savings account we hold, and every member we support is a direct expression of our purpose.

We ended the year with **8,323 adult members** and 1854 junior members, and we remain focused on being visible, trusted, and active in the communities we serve. We know that when members actively use their credit union, saving regularly, borrowing affordably when needed, and staying connected, they get far more value from membership, and we strengthen the long-term resilience of RWCU. In the year ahead, we will prioritise re-engagement, improve how we communicate the benefits

of membership, and make it simpler and more convenient for members to use our services, so we can increase participation and continue delivering for all our members and our communities.

## Financial Performance

**Overall Performance** We returned to a surplus of **£22,371** for the year ended **30 September 2025** (2024: £67,116 deficit), reflecting disciplined cost control and strong treasury income that helped underpin stability while core lending demand softened.

**Loans and Responsible Lending** Our loan book underperformed against our ambition this year, and we recognise this is part of a wider challenge: many households are simply borrowing less, and we are also seeing gambling-related harm rising, which can affect affordability and our ability to lend safely. We are committed to striking the right balance between supporting members who need access to affordable credit and acting as a responsible lender, making decisions in members' best interests and protecting the long-term strength of the credit union.

**Savings, Resilience and What Members Want Next** Members' savings remain central to RWCU, and we continue to manage the day-to-day cost of running the credit union carefully so we can protect services and invest where it matters. With reserves of £1.392m, a capital ratio of 9.1% and liquidity of 23.7%, the Board is satisfied we remain financially sound and within regulatory requirements. Looking ahead, we are diversifying our loan offering to better match members' borrowing needs, and we are open to hearing directly from members about the products and support you would most like to see from RWCU.

## Our Products and Services

This year we have continued to develop and refine our product range to better meet member needs. Our marketing plan for 2025/26 includes targeted campaigns for our Secure Loan (special rate), Family Loan, Car Loan, Summer Loan, and Green Loan, each designed to reach the right members at the right time of year. We have also been growing our Money Works payroll savings scheme, which helps members build financial resilience directly through their workplace.

Our digital capability remains an area of ongoing development. Member feedback from our December 2024 survey highlighted the importance of a better mobile app experience, and this continues to be explored within our budget constraints. We are committed to making RWCU as easy and accessible as possible for every member, regardless of how they choose to interact with us.

## Consumer Duty and Member Outcomes

As a regulated credit union, we take our obligations under the FCA's Consumer Duty extremely seriously. Consumer Duty requires us to put members' interests at the heart of everything we do, not just in our products and services, but in how we communicate, how we support vulnerable members, and how we make decisions. This is entirely consistent with who we are and what we believe in.

In February 2025, our internal audit programme included a review of our Consumer Duty arrangements. The review identified several areas of good practice, including our Vulnerable Member Support Worksheet, and highlighted areas where we need to strengthen our approach. We have been actively working to address all of the recommendations from this review, and I am pleased to confirm that significant progress has been made. The Supervisory and Internal Audit Committee report provides further detail.

### **The Family Protection Plan — A Significant Challenge**

One of the most significant challenges of the past year has been the withdrawal of cover by CMutual under the Family Protection Plan (FPP). This has directly affected 106 RWCU certificate holders, covering 215 lives with a total sum assured of £924,000. Around 45% of those affected are aged 70 or over, members in some of our most deprived communities, many of whom have no viable alternative cover available to them.

I want members to know that we have taken this situation extremely seriously. I attended the HM Treasury roundtable on this issue, we have engaged directly with CMutual, and we have been working with the wider credit union sector to seek a co-ordinated solution. Our position is clear: remediation must come from CMutual, without cost being transferred to individual credit unions or their members. The Board has considered options for making a formal complaint, and I remain committed to pursuing this firmly and on behalf of our affected members. This matter continues to be closely monitored.

### **Our Team**

None of what we do would be possible without our staff. The average number of employees during the year was seven, down from eight in 2024 due to unforeseen circumstances. Our team works with enormous dedication and genuine care for our members, often in challenging circumstances. I want to record my sincere thanks to every member of the Right Way Credit Union team for their commitment throughout the year.

I also want to thank our Board of Directors for their governance, guidance, and support, and our volunteer committee members who give their time freely in service of our organisation and its communities.

### **Looking Ahead to 2025/26**

The year ahead presents both challenges and real opportunities. Our priorities for 2025/26 are:

- Growing the loan book responsibly, providing more affordable credit to more members across our communities.
- Strengthening our presence and engagement across the west of Scotland but with a focus on Renfrewshire & Inverclyde, deepening partnerships with community organisations, employers, and local networks.

- Embedding Consumer Duty across all our activities and completing outstanding actions from our internal audit review.
- Developing our Family Support Packages, bringing together budgeting support, fair lending products, and partnerships with child poverty organisations.
- Continuing to improve our digital services and the member experience.

We will also be continuing to review our branch network to ensure we are deploying our resources where they can make the greatest difference. The future of our Dunoon space as a community asset remains under active consideration.

The credit union movement exists to prove that finance can be done differently, fairly, ethically, and in service of community. Right Way Credit Union is that proof, every single day. I look forward to the year ahead.

**Karen Wallace – CEO**

## Treasurers Report to Members

Financial Year Ended 30 September 2025

### Statement from the Treasurer

As Treasurer, I am pleased to present a clear summary of the credit union's financial performance for the year ended 30 September 2025. The figures below are taken from the audited financial statements, prepared by Charles Audit Limited and approved and signed by the Board. The full accounts are included in this AGM pack under agenda item 8.

### Key Performance Indicators

Indicator	2025	2024
Loan Interest Receivable	<b>£438,736</b>	£487,736
Surplus / (Deficit) for the Year	<b>£22,371 surplus</b>	£(67,116) deficit
Capital Asset Ratio	<b>9.1%</b>	9.4%
Liquidity	<b>23.7%</b>	42.8%
Total Reserves	<b>£1,391,691</b>	£1,369,320
Net Loan Book (after provisions)	<b>£3,822,563</b>	£4,185,448
Members' Share Balances	<b>£11,430,901</b>	£12,268,971
Cash at Bank	<b>£9,276,733</b>	£9,811,036
Interest on Deposits (Treasury Income)	<b>£439,928</b>	£312,395

The credit union returned to surplus in 2025, recording a profit of £22,371. Treasury investment income was the key driver, reflecting strong returns on the credit union's cash holdings.

The Board is not proposing a dividend for the year ended 30 September 2025, with the priority being continued reserve building and financial resilience.

The full audited accounts, including the Revenue Account, Balance Sheet, Cash Flow Statement, Statement of Changes in Reserves, and Notes to the Financial Statements, are presented by Charles Audit Limited under agenda item 8.

## Auditor's Report and Adoption of Audited Financial Statements

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*Financial Year Ended 30 September 2025*

The Auditor's Report and full financial statement of accounts are attached to the back of this report.

A representative from Charles Auditor and Accountants will present the accounts to the members at AGM and be available to answer any questions.

## Supervisory & Internal Audit Committee Report

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*Financial Year Ended 30 September 2025*

### Role of the Committee

The Supervisory and Internal Audit Committee provides independent oversight of the credit union's governance, internal controls, and regulatory compliance. The Committee reports directly to the membership, not to management, and its purpose is to give members confidence that Right Way Credit Union is being run with integrity and in line with its obligations.

### Supervisory Report

The Supervisory & Internal Audit Committee has reviewed the credit union's governance throughout the year, including Board minutes and papers, key regulatory reporting, and management information. We also verified required attestations using the trade body portal and are satisfied that the credit union has met its regulatory reporting obligations and is operating in line with its duties.

### Consumer Duty Review

An independent Consumer Duty internal audit review was undertaken by Alexander Sloan, February 2025. The review recognised good practice in the way vulnerable member support is recorded and the consumer-focused management of the withdrawal of the Family Protection Plan product. The audit identified improvement actions, including strengthening the Consumer Duty policy framework, improving Board reporting and evidencing compliance checks, formalising product reviews, completing the annual Consumer Duty report, and strengthening training records. The Supervisory & Internal Audit Committee confirms that all recommendations from the Consumer Duty audit have now been implemented, and we are satisfied that RWCU's Consumer Duty arrangements are operating effectively and supporting good member outcomes.

Members are welcome to raise any questions with the Committee during the AGM.

**Marie McInally**  
*Supervisory Chair*

## Resolution: Re-appointment of Auditors

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The Board recommends the re-appointment of Sharles Audit Limited as the credit union's statutory auditors for the forthcoming financial year.

### Proposed resolution:

"That Sharles Audit Limited be re-appointed as statutory auditors of Right Way Credit Union for the forthcoming year."

Members will be asked to vote on this resolution at the AGM.

## Dividend

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Following consideration of the credit union's audited financial statements for the year ended 30 September 2025, and on the advice of the Treasurer, the Auditors, and the Board, **no dividend is proposed** for the year.

This decision reflects a prudent approach to ensure RWCU continues to build reserves and strengthen financial resilience, protecting members' savings and maintaining the capacity to support sustainable, responsible lending in the year ahead.

Members in attendance to approve.

## Nominations and Voting Guidance

Right Way Credit Union is governed by a volunteer Board of Directors elected by and from our membership. This is what makes us truly member-owned and member-led. Every member in good standing has one equal vote, regardless of how much they save or borrow with us.

### Current Board of Directors

The following table sets out the current membership of the Board of Directors, when each director was elected, and details of any elections or re-elections taking place at this AGM.

Name	Role	Year Elected	Term Ends	AGM 2026 Status
<b>Margaret Welsh</b>	Chairperson	2025	2028	Continuing in post
<b>Kimberley Cameron</b>	Vice-Chair	2023	2026	Seeking Re-election
<b>Karen Duffie</b>	Secretary	2024	2027	Continuing in post
<b>Conor McCart</b>	Treasurer	2023	2026	Seeking Re-election
Niall Alexander	Director	2023	2026	Seeking Re-election
<b>Sandra Wilson</b>	Director	2025	2028	Continuing in post
John Pollcok	Director	2024	2027	Continuing in post
<b>Emma Reid</b>	Director	2025	2028	Continuing in post
<b>Marie McInally</b>	Supervisory Officer	2025	2028	Continuing in post

### How Voting Works

- When a vote is called, the Chairperson will explain the motion clearly.
- Members vote using the Zoom 'Raise Hand' function or by indicating in the chat.
- The Returning Officer will count votes and announce the result.
- In the event of a tied vote, the Chairperson has a casting vote.

Email: [info@rwcuc.co.uk](mailto:info@rwcuc.co.uk) | In person in branch

## Appendices

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The following appendices form part of this AGM Members' Pack. Appendices 1 to 4 are attached in full. Appendix 5 (Proposed Rule Changes / Resolutions) is set out below.

### Appendix 1 – Minutes of the Previous AGM (4 March 2025)

The full minutes of the Annual General Meeting held on Tuesday 4 March 2025 for the financial year ended 30 September 2024 are attached. The minutes record attendance, all resolutions passed, election outcomes, and formal decisions taken at that meeting. They are presented at Agenda Item 3 for member approval as a true and accurate record.

#### Agenda Item 3

Members are asked to confirm that the minutes of the AGM held on 4 March 2025 represent a true and accurate record. Motion: "That the minutes of the Annual General Meeting held on 4th March 2025 be approved as a correct record."

### Appendix 2 – Financial Statement of Accounts 2025

The full audited financial statements of Right Way Credit Union Limited for the year ended 30 September 2025 are attached. These have been prepared in accordance with Financial Reporting Standard 102 (FRS 102), the Co-operative and Community Benefit Societies Act 2014, and the Credit Union Act 1979. They comprise the Revenue Account, Balance Sheet, Statement of Changes in Reserves, Cash Flow Statement, and Notes to the Financial Statements. The accounts were signed by the Board on 23 February 2026 and an unqualified audit opinion was issued by Sharles Audit Limited. They are presented at Agenda Items 6 and 7.

#### Agenda Items 6 & 7

Treasurer's Report and Auditor's Report. Members will be asked to vote on the formal adoption of the audited financial statements. Motion: "That the audited financial statements of Right Way Credit Union for the year ended 30 September 2025 be adopted."

### Appendix 3 – Nomination Form for Election of Officers (AGM)

The prescribed Nomination Form for the Election of Officers is attached. Any qualifying member wishing to stand for election to either the Board of Directors or the Supervisory Committee must submit a completed, duly proposed and seconded nomination form to Right Way Credit Union no later than five working days before the AGM. All nominees are subject to fitness and probity checks in accordance with FCA/PRA requirements before taking up their role. Forms should be returned to 41 High Street, Paisley, PA1 2AH or by email to [info@rwcu.co.uk](mailto:info@rwcu.co.uk).

#### Agenda Item 11

Election of Directors (if applicable). Members standing for election or re-election are listed in the Nominations and Voting Guidance section of this pack.

### Appendix 4 – Motions from Members Form

The prescribed form for submitting motions to the Annual General Meeting is attached. Members wishing to submit a motion must do so in writing on the prescribed form, duly proposed and seconded by qualifying members, no later than five days before the meeting. Motions received after this deadline will not be accepted. Amendments to any submitted

motion must be submitted to the Secretary no later than two weeks before the AGM. No motion or amendment may be submitted at the AGM itself.

**Agenda Item 12**

Proposed Rule Changes / Resolutions (if any). One motion has been received and is set out in Appendix 5 below.

## **Appendix 5 – Proposed Rule Changes / Resolutions**

The following motion has been received from a member in accordance with the credit union's rules and submitted on the prescribed form within the required five-day deadline. The motion will be presented to members for debate and a vote at Agenda Item 12.

There are NO proposed rule changes.

## Notice to Members

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### Fidelity Bond Insurance

Right Way Credit Union is required under regulatory requirements to maintain adequate fidelity bond insurance. Members are advised that Right Way Credit Union has adequate fidelity bond insurance in place for the financial year 2025 and the financial year 2026. This insurance provides protection against losses arising from dishonest or fraudulent acts by officers, directors, or employees of the credit union.

### Financial Services Compensation Scheme (FSCS) – Member Savings Protection

Member savings held with Right Way Credit Union are protected under the Financial Services Compensation Scheme (FSCS). Eligible deposits are protected up to £120,000 in the event that the credit union is unable to meet its financial obligations. The FSCS is the UK's statutory deposit protection scheme, administered independently and funded by the financial services industry. Members do not need to take any action to benefit from this protection – it applies automatically to eligible deposits. Further information is available at [www.fscs.org.uk](http://www.fscs.org.uk).

### Disclosure of Additional Activities

In accordance with our regulatory obligations under the Credit Unions sourcebook (CREDS) and the FCA's disclosure requirements, Right Way Credit Union wishes to notify members of the following additional activities undertaken during the relevant period:

#### Lending to Corporate Members – Restart Loans

Right Way Credit Union has engaged in lending to corporate members as part of the Renfrewshire Council backed Restart Loans scheme. This activity falls within the credit union's permitted additional activities under CREDS 2.2 and has been carried out in accordance with applicable regulatory requirements. Members should note that corporate lending represents a distinct activity from personal member lending and is subject to separate risk management and oversight arrangements.

#### Investment Accounts Over 12 Months

Right Way Credit Union does not hold investment accounts with a term in excess of 12 months. Under CREDS 2.2, credit unions are permitted to hold longer-term deposits as part of their treasury management activities, subject to regulatory liquidity and capital requirements. This activity has been approved by the Board and is disclosed to members in accordance with FCA requirements. The Board is satisfied that these investments remain consistent with RWCU's liquidity policy and overall risk appetite.

#### Important Notice

Right Way Credit Union Limited is authorised by the Prudential Regulation Authority (PRA) and regulated by the Financial Conduct Authority (FCA) and the PRA. Registered in Scotland. FRN 446350. Registered Office: 41 High Street, Paisley, PA1 2AH. Member savings are protected by the Financial Services Compensation Scheme (FSCS) up to £120,000 per eligible member. The FSCS does not cover all types of deposits – please visit [www.fscs.org.uk](http://www.fscs.org.uk) for full details.

# MINUTES OF THE ANNUAL GENERAL MEETING

## RIGHT WAY CREDIT UNION LIMITED

Registered Number: 446350  
 FCA/PRA Regulated Financial Institution  
 Financial Year Ended 30 September 2024

<b>Date</b>	Tuesday 4 <sup>th</sup> March 2025
<b>Time</b>	6.30pm GMT
<b>Venue</b>	Online Via Zoom
<b>Chair</b>	Margaret Welsh, Chairperson
<b>Minute Taker</b>	Meeting was recorded and minutes drafted by CEO Karen Wallace

## 1. Present and Attendance

### 1.1 Board of Directors and Staff Present

Name	Role
Margaret Welsh	Chairperson / Director
Kimberly Cameron	Director
Susan Wilson	Director
Marie McInally	Director
Conor McCart	Treasurer / Director
Karen Wallace	Chief Executive Officer
Louise Surtees	Chief Operating Officer
Paula Dinnett	Chief Marketing Officer
Gary Copeland	Auditor (Charles Audit Limited)

### 1.2 Members Present

Name	Note
Ihe Buekor	
Catherine Erte-Ewusie	
Alison Dowling	
Ross Wilson	
Demi Wilson	
John Welsh	
Ross Dinnett	
Calum MacDonald	
Pauline Trevarthen	
Alan Gray	

June Marshall	
Natasha Rodgers	
Mary Clark	

Total attendance: 22 persons (including Board, staff, auditor and members).

## 2. Welcome and Apologies for Absence

The Chairperson, Margaret Welsh, formally opened the Annual General Meeting and welcomed all those in attendance. She noted that the meeting had been properly convened in accordance with the Credit Union's rules and the requirements of the Co-operative and Community Benefit Societies Act 2014 and the Credit Union Act 1979.

The Chairperson invited any apologies for absence to be recorded.

Apologies were noted from the following registered attendees who did not attend:

- Maureen Branchfield
- Rachel McNish
- Jenifer Wilson
- Kirsteen Wilson
- Kate McDonald
- Dolapo Samuel
- Robert Warnock
- Margaret Marshall
- John Pollock — Board Director (apology noted separately)

## 3. Confirmation of Quorum

The Chairperson confirmed that a quorum was present in accordance with the Credit Union's rules. The meeting was declared competent to proceed.

## 4. Chairperson's Welcome Address

Margaret Welsh delivered her address to members. Key points from the Chairperson's speech are summarised below.

### 4.1 Reflecting on 2024: A Year of Transformation

The Chairperson described 2024 as a transformational year for Right Way Credit Union. She acknowledged the successful completion of two Transfers of Engagements, from Tail o' the Bank Credit Union and Port Glasgow Credit Union, and praised the dedication and leadership of the CEO and staff in achieving this outcome. She emphasised that this expansion was not growth for its own sake, but a deliberate strategy to preserve and strengthen the credit union presence for the communities of Inverclyde and beyond.

The Chairperson noted that the mergers elevated RWCU to a Version 1 large credit union status, bringing with it a regulatory capital-to-asset requirement increase from 5% to 10%. She reported that this challenge had been addressed through the securing of a £750,000 subordinated loan from Social Investment Scotland over five years, providing the organisation with a stable foundation from which to grow.

### 4.2 Our Communities and Purpose

The Chairperson acknowledged that RWCU operates in some of the most deprived communities in Scotland, where members face real cost-of-living pressures and financial insecurity. She reaffirmed the credit union's purpose as a financial lifeline, prioritising inclusion over profit, people over policies, and fairness over fine print.

### 4.3 Vision and Mission

The Chairperson restated the credit union's vision, to make financial security accessible to everyone in the West of Scotland, and its mission to provide affordable, ethical financial products that help members build resilience. She highlighted four ways RWCU makes a tangible difference: building savings, providing fair lending, delivering financial education, and living by the principle of 'People Helping People.'

### 4.4 Call to Action

The Chairperson encouraged members to actively participate in the credit union's growth: by encouraging others to join, using RWCU's services, and providing feedback to help shape the organisation's future. She closed by thanking members for their trust and support.

## 5. Chief Executive Officer's Report

Karen Wallace, CEO, presented her report for the financial year ended 30 September 2024. Key matters reported are summarised below.

### 5.1 Transfers of Engagements

The CEO confirmed that the Transfers of Engagements from both Tail o' the Bank Credit Union and Port Glasgow Credit Union had been successfully completed during the year. All staff had been retained. RWCU is now a £10 million asset credit union, serving over 10,000 adult members and approximately 1,500 junior members across the West of Scotland.

### 5.2 Financial Stability and Subordinated Loan

The CEO reported that a £750,000 subordinated loan from Social Investment Scotland had been secured over five years. This investment has bolstered the balance sheet and provides time to stabilise operations following the mergers, while adapting to the more complex regulatory environment that comes with the credit union's increased size.

### 5.3 Branch Network

RWCU now operates branches in Greenock and Port Glasgow. The CEO noted a decline in footfall at the Dunoon branch and advised that options for repurposing the space as a community asset are being explored. Members from the Dunoon area were invited to share suggestions.

### 5.4 Economic and Social Context

The CEO presented data on the economic environment facing members, noting that working-age poverty has risen from 18% in 1995 to 21% in 2023, with particular impacts on children from working households and single-parent families. She confirmed that RWCU will respond by developing Family Support Packages in 2025/26, incorporating budgeting support, family-specific loan products, partnerships with child poverty organisations, and targeted engagement with ethnic minority communities.

### 5.5 Strategic Goals for 2025/26

The CEO outlined the priorities set at the Board's strategy day, including:

- Strengthening relationships within Inverclyde, with CMO Paula Dinnett leading community engagement.
- Digital innovation, improvements to the mobile app are being actively pursued within current budget constraints, following member feedback from the December 2024 Member Survey.
- Development of a Member Charter setting out the standards members can expect from RWCU, in line with Consumer Duty obligations.

### 5.6 Financial Challenges and Lending Strategy

The CEO acknowledged the following financial challenges during the year:

- Loan defaults remain the most significant financial risk. Members in difficulty were urged to make contact with the credit union.
- Some members have moved savings to alternative providers offering higher rates. The CEO asked members to consider the community value of saving with RWCU.

- The loan book remained stable rather than growing, which was a planned decision given the focus on mergers. Growing the loan book is a key priority for 2025.

## 5.7 Regulatory Compliance and Consumer Duty

The CEO noted that as a larger credit union, RWCUC now operates in a more complex regulatory environment. The FCA's Consumer Duty requirements mean RWCUC must take a more risk-focused approach to products and services. Changes arising from this will always be made in members' best interests.

## 6. Minutes of the Previous Annual General Meeting (AGM 2024)

The minutes of the Annual General Meeting held for the financial year ended 30 September 2023 were presented to the meeting. The Chairperson confirmed that the minutes had been circulated to members in advance of the meeting in accordance with the credit union's rules.

The minutes were read and approved. No questions were raised by members regarding the previous minutes, and there were no matters arising.

It was proposed by Margaret Welsh and seconded by Karen Duffie that the minutes of the AGM 2024 be adopted as a true and accurate record.

**RESOLVED:** The minutes of the Annual General Meeting 2024 were adopted as a true and accurate record of that meeting. Proposed: Margaret Welsh. Seconded: Karen Duffie. Carried unanimously.

## 7. Treasurer's Report

Conor McCart, Treasurer, presented the financial report for the year ended 30 September 2024. Key points are summarised below.

### 6.1 Financial Overview

The Treasurer reported that the credit union closed the financial year with a deficit of £61,000, substantially lower than the budgeted deficit of £149,000. He attributed this improvement to careful financial management and the strategic efficiencies arising from the Transfers of Engagements, albeit with one-off costs incurred for data migration, IT improvements and the alignment of staff salaries to RWCUC pay scales during the year.

The Treasurer noted the introduction of the monthly membership fee, approved at last year's AGM, as a difficult but necessary step to maintain financial sustainability. He confirmed that the intention is to remove this charge in the future as the organisation's financial position improves.

### 6.2 Capital Adequacy and Liquidity

Capital adequacy stands at approximately 9–10%, and liquidity levels are healthy at 15%. The Treasurer confirmed that RWCUC remains financially robust and well-positioned to meet its regulatory obligations.

### 6.3 Key Performance Indicators

KPI	2024	2023
Loan Interest Receivable	£487,736	£338,056
Deficit After Taxation	£(67,116)	£(89,220)
Capital Asset Ratio	9.4%	3.2%
Liquidity	42.8%	22.7%
Total Reserves	£1,369,320	£144,707
Total Assets	£14,570,435	£4,535,903
Members' Share Balances	£12,268,971	£4,209,040
Net Loan Book (after provisions)	£4,087,672	£3,122,852

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## 6.4 Bad Debt and Risk Management

The Treasurer reported that bad debt remains the most significant financial challenge, with over £300,000 written off in 2024. The credit union is actively exploring ways to mitigate this risk while continuing to support members who need access to fair and affordable credit. Strengthening loan policies and diversifying lending products are identified as key priorities.

## 6.5 Strategic Investment and Technology

The Treasurer advised that RWCU is exploring additional funding sources to support further development. A budget has been allocated for technology research and development and marketing initiatives to improve services, attract new members, and ensure the credit union remains competitive.

## 6.6 Dividend

The Treasurer confirmed that, given the financial performance for the year, no dividend will be distributed for the year ended 30 September 2024. The Board remains committed to providing enhanced member value as the financial position improves.

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## 8. Presentation and Adoption of Audited Financial Statements

The audited financial statements for the year ended 30 September 2024, prepared in accordance with Financial Reporting Standard 102 (FRS 102) and the requirements of the Co-operative and Community Benefit Societies Act 2014 and the Credit Union Act 1979, were presented to the meeting.

Gary Copeland, representing Charles Audit Limited (Statutory Auditor, 29 Brandon Street, Hamilton, ML3 6DA), confirmed that an unqualified audit opinion had been issued. The auditors confirmed that the financial statements give a true and fair view of the credit union's affairs as at 30 September 2024; have been properly prepared in accordance with UK Generally Accepted Accounting Practice; and comply with the requirements of the Credit Union Act 1979 and the Co-operative and Community Benefit Society Act 2014. The auditors further confirmed there were no matters to report by exception.

The Chairperson invited questions from members on the financial statements and to the auditors. There were no questions from members to the auditors regarding the accounts.

It was proposed by Conor McCart and seconded by Margaret Welsh that the audited financial statements for the year ended 30 September 2024 be adopted.

RESOLVED: The audited financial statements for the year ended 30 September 2024 were adopted by the members. Proposed: Conor McCart. Seconded: Margaret Welsh. Carried unanimously.

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## 9. Re-appointment of Auditors

The Chairperson advised that, in accordance with the statutory requirements applicable to credit unions, the Board was proposing the re-appointment of Charles Audit Limited as the credit union's external auditors for the forthcoming financial year.

It was proposed by Margaret Welsh and seconded by Louise Surtees that Charles Audit Limited be re-appointed as statutory auditors and accountants for the forthcoming financial year.

RESOLVED: Charles Audit Limited were re-appointed as statutory auditors and accountants for the forthcoming financial year. Proposed: Margaret Welsh. Seconded: Louise Surtees. Carried unanimously.

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## 10. Dividend

The Chairperson confirmed that, in line with the Treasurer's recommendation, the Board is not proposing a dividend for the year ended 30 September 2024 given the deficit recorded and the need to continue building the credit union's financial resilience.

RESOLVED: No dividend to be distributed for the year ended 30 September 2024.

## 11. Election of Directors to the Board

The Chairperson advised that nominations had been received for election to the Board of Directors in accordance with the credit union's rules. Nominations were submitted on the prescribed nomination forms prior to the meeting. Four valid nominations were received, all duly proposed and seconded by qualifying members.

The following nominations were put to the meeting:

Nominee	Proposed By	Seconded By	Outcome
John Pollock (Member No: 2015290)	Karen Wallace	Louise Surtees	<b>Elected</b>
Sandra Wilson (Member No: 201249)	Paula Dinnett	Alan Gray	<b>Elected</b>
Margaret Welsh (Member No: 51226)	Karen Wallace	Paula Dinnett	<b>Re-elected</b>
Marie McInally (Member No: 11438)	Louise Surtees	Margaret Welsh	<b>Re-elected</b>

*RESOLVED: All four nominees were duly elected/re-elected to the Board of Directors.*

## 12. Any Other Business

The Chairperson invited any other business from those present. There were no question either emailed in or asked during the meeting.

## 13. Date of Next Annual General Meeting

The Chairperson advised that the date of the next Annual General Meeting would be communicated to members in due course, in accordance with the credit union's rules and statutory requirements.

## 14. Close of Meeting

There being no further business, the Chairperson thanked members, the Board, staff, and the auditors for their attendance and contributions. The meeting was formally closed at 7pm.

## 15. Confirmation and Signature

These minutes are a true and accurate record of the proceedings of the Annual General Meeting of Right Way Credit Union Limited held on the date stated above.

**Signed (Chairperson):**  
Margaret Welsh, Chairperson

**Date:** 04<sup>th</sup> March 2025

**Signed (Secretary):**  
Ms K Duffie, Secretary

**Date:** 04<sup>th</sup> March 2025

Directors' Report and  
Financial Statements for the Year Ended 30 September 2025  
for  
RIGHT WAY CREDIT UNION LIMITED

RIGHT WAY CREDIT UNION LIMITED

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for the Year Ended 30 September 2025

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RIGHT WAY CREDIT UNION LIMITED

Credit Union Information  
for the Year Ended 30 September 2025

<b>DIRECTORS:</b>	Ms M Welsh Ms K Duffie K Cameron C McCart N Alexander M McNally S Wilson J Pollock
<b>SECRETARY:</b>	Ms K Duffie
<b>REGISTERED OFFICE:</b>	41 High Street Paisley PA1 2AH
<b>REGISTERED NUMBER:</b>	446350
<b>AUDITORS:</b>	Sharles Audit Limited Statutory Auditor 29 Brandon Street Hamilton ML3 6DA

## RIGHT WAY CREDIT UNION LIMITED

### Directors' Report for the Year Ended 30 September 2025

The directors present their report with the financial statements of the credit union for the year ended 30 September 2025.

#### **PRINCIPAL ACTIVITY**

The principal activity of the credit union in the year under review was that of providing community loans and savings.

#### **REVIEW OF BUSINESS**

The directors are disappointed with the results for the year under review. Some financial KPI's are set out in the table below to show the performance of the Credit Union over the trading year.

	Year to 30 September 2025	Year to 30 September 2024
Loan interest receivable	£438,736	£487,736
Deficit after taxation	£22,371	£(67,116)
Capital asset ratio	9.1%	9.4%
Liquidity	23.7%	42.8%

Reserves amount to £1,391,691 (2024 - £1,369,320). The directors are confident that the Credit Union has sufficient reserves to finance the anticipated levels of activity in the future.

#### **DIVIDENDS**

No dividends will be distributed for the year ended 30 September 2025.

#### **DIRECTORS**

The directors shown below have held office during the whole of the period from 1 October 2024 to the date of this report.

Ms M Welsh  
Ms K Duffie  
K Cameron  
C McCart  
N Alexander  
M McInally  
S Wilson  
J Pollock

#### **COMPLIANCE STATEMENT**

The Credit Union is required to maintain and test a single customer view (SCV) file for submission to the FSCS in the event that the Credit Union is wound up. The directors are aware of their responsibilities in respect of single customer view.

The directors also confirm the following as required by Section 10.1 of the PRA Credit Union Rulebook:

- the Credit Union carried out lending activity within the PRA Credit union rulebook and we can confirm that we meet the requirements for carrying out this activity.
- the Credit Union had sufficient fidelity bond insurance throughout the year.

RIGHT WAY CREDIT UNION LIMITED

Directors' Report  
for the Year Ended 30 September 2025

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors and committee of management are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Credit Union at the end of the financial year, and of the income and expenditure of the Credit Union for that year.

In preparing these financial statements they are required to

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; state whether accounting standards have been followed, and give details of any departures; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Credit Union will continue in business.

They are also responsible for:

- ensuring that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014 and the Credit Union Act 1979; keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the credit union; and
- comply with the rules set out within the Prudential Regulation Authority Credit Union Rulebook; safeguarding the Credit Union's assets; and maintaining a satisfactory system of control over the accounting records and transactions;
- taking reasonable steps for the prevention and detection of fraud and other irregularities.

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information of which the credit union's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the credit union's auditors are aware of that information.

**AUDITORS**

The auditors, Sharles Audit Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**

*K. Duffie*

.....98E20008-A782-0689-1768-80DE688BFES.....

Ms K Duffie - Secretary

**13/02/2026**

Date: .....98E20008-A782-0689-1768-80DE688BFES.....

Report of the Independent Auditors to the Members of  
Right Way Credit Union Limited

**Opinion**

We have audited the financial statements of Right Way Credit Union Limited (the 'Credit Union') for the year ended 30 September 2025 which comprise the Revenue Account, Balance Sheet, Cash Flow Statement, Statement of Changes in Reserves and 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 Credit Union's affairs as at 30 September 2025 and of its surplus or deficit 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 Credit Union Act 1979 and the Co-operative and Community Benefit Society Act 2014.

**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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Credit Union 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 Boards' 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 Credit Union'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 Board with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information in the Directors' Report, other than the financial statements and our Report of the Auditors thereon. The Board is responsible for the other information.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Credit Union and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Society Act 2014 requires us to report to you if, in our opinion:

- a satisfactory system of controls over transactions has not been maintained; or
- the credit union has not kept proper accounting records; or
- the rules set out within the Prudential Regulation Authority Credit Union Rulebook have not been complied with; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditors to the Members of  
Right Way Credit Union Limited

**Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on pages two and three, the Board is 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 Board determines 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 Board is responsible for assessing the Credit Union'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 Board either intend to liquidate the Credit Union or to cease operations, or have no realistic alternative but to do so.

**Auditors 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 a Report of the Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The aims of our audit are to identify and assess the risks of material misstatement of the financial statements as a result of fraud or error, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement as a result of fraud or error and to respond appropriately to those risks. As a result of the inherent limitations of an audit, there is an unavoidable risk that material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with ISAs (UK).

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures include the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the Credit Union and the sector in which it operates.
- We determined that the following laws and regulations were most significant: the Co-operative and Community Benefit Society Act 2014, the Prudential Regulation Authority Credit Union Rulebook, UK corporate tax laws, Health & Safety at Work Act, GDPR and Anti Money Laundering legislation.
- Assessment of the appropriateness of the collective competence and capabilities of the engagement team included consideration of the engagement team's:
  - knowledge of the industry in which the client operates
  - understanding of and practical enactments of a similar nature, and complexity through appropriate training and participation
  - understanding of the legal and regulatory requirements specific to the entity
  - communication in respect of potential non-compliance with laws and regulations
- We obtained an understanding of how the Credit Union complies with those legal and regulatory frameworks by making inquiries of management. We undertook a review of legal fees for any evidence of non-compliance.
- We assessed the susceptibility of the Credit Union's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
  - identifying and documenting the controls management has in place to prevent and detect fraud and error;
  - understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
  - challenging assumptions and judgements made by management in its significant accounting estimates;
  - identifying and testing journal entries, in particular any journal entries posted for large or unusual amounts;
  - assessing the extent of compliance with relevant laws and regulations; and
  - sample testing of transactions and balances.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Auditors.

Report of the Independent Auditors to the Members of  
Right Way Credit Union Limited

**Use of our report**

This report is made solely to the Credit Union's members, as a body, in accordance with Co-operative and Community Benefit Society Act 2014. Our audit work has been undertaken so that we might state to the Credit Union's members those matters we are required to state to them in a Report of the Auditors and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Credit Union and the Credit Union's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Sharles Audit Ltd*

98E20000-A782-0669-1731-08DE688E8FE5

Sharles Audit Limited  
Statutory Auditor  
29 Brandon Street  
Hamilton  
ML3 6DA

Date: . **23/02/2026**

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RIGHT WAY CREDIT UNION LIMITED

Revenue Account  
for the Year Ended 30 September 2025

	Notes	<b>2025</b> £	2024 £
<b>LOAN INTEREST RECEIVABLE</b>		<b>438,736</b>	487,736
Administrative expenses		<u>777,406</u>	<u>858,923</u>
		<b>(338,670)</b>	(371,187)
Other operating income		<u>19,487</u>	<u>55,163</u>
<b>OPERATING DEFICIT</b>	5	<b>(319,183)</b>	(316,024)
Interest receivable and similar income		<u>439,928</u>	<u>312,395</u>
		<b>120,745</b>	(3,629)
Interest payable and similar expenses	6	<u>16,233</u>	<u>3,822</u>
<b>SURPLUS/(DEFICIT) BEFORE TAXATION</b>		<b>104,512</b>	(7,451)
Tax on surplus/(deficit)	7	<u>82,141</u>	<u>59,665</u>
<b>SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR</b>		<b>22,371</b>	(67,116)
<b>OTHER COMPREHENSIVE INCOME</b>			
Tail O The Bank Transfer of Reserves		-	422,029
Port Glasgow Reserves Transfer		<u>-</u>	<u>119,700</u>
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX</b>		<u>-</u>	<u>541,729</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u><b>22,371</b></u>	<u><b>474,613</b></u>

The notes form part of these financial statements

RIGHT WAY CREDIT UNION LIMITED (REGISTERED NUMBER: 446350)

Balance Sheet  
30 September 2025

	Notes	2025	2024
		£	£
<b>FIXED ASSETS</b>			
Tangible assets	8	<b>563,700</b>	574,092
<b>CURRENT ASSETS</b>			
Members' loans and other assets	9	<b>3,822,563</b>	4,185,448
Cash at bank	10	<u><b>9,276,733</b></u>	<u>9,811,036</u>
		<b>13,099,296</b>	13,996,484
<b>CREDITORS</b>			
Members' shares and other liabilities	11	<u><b>12,265,160</b></u>	<u>13,194,233</u>
<b>NET CURRENT ASSETS</b>		<u><b>834,136</b></u>	<u>802,251</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<b>1,397,836</b>	1,376,343
<b>ACCRUALS AND DEFERRED INCOME</b> 13		<u><b>6,145</b></u>	<u>7,023</u>
<b>NET ASSETS</b>		<u><u><b>1,391,691</b></u></u>	<u><u>1,369,320</u></u>
<b>RESERVES</b>			
Sub-Ordinated loan	14	<b>750,000</b>	750,000
Micro fund reserve	14	<b>138,301</b>	138,301
Retained earnings	14	<u><b>503,390</b></u>	<u>481,019</u>
		<u><u><b>1,391,691</b></u></u>	<u><u>1,369,320</u></u>

The financial statements were approved by the Board of Directors and authorised for issue on 23/02/2026 and were signed on its behalf by:

*Margaret Ann Welsh*  
 .....  
 M Welsh - Director

*C. McCart*  
 .....  
 C McCart - Director

*J Pollock*  
 .....  
 J Pollock - Director

The notes form part of these financial statements

RIGHT WAY CREDIT UNION LIMITED

Statement of Changes in Reserves  
for the Year Ended 30 September 2025

	<b>Retained earnings £</b>	<b>Sub-Ordinated loan £</b>	<b>Micro fund reserve £</b>	<b>Total reserves £</b>
<b>Balance at 1 October 2023</b>	6,406	-	138,301	144,707
<b>Changes in reserves</b>				
Deficit for the year	(67,116)	-	-	(67,116)
Other comprehensive income	<u>541,729</u>	<u>-</u>	<u>-</u>	<u>541,729</u>
Total comprehensive income	474,613	-	-	474,613
Subordinated loan	<u>-</u>	<u>750,000</u>	<u>-</u>	<u>750,000</u>
<b>Balance at 30 September 2024</b>	<u>481,019</u>	<u>750,000</u>	<u>138,301</u>	<u>1,369,320</u>
<b>Changes in reserves</b>				
Surplus for the year	<u>22,371</u>	<u>-</u>	<u>-</u>	<u>22,371</u>
Total comprehensive income	<u>22,371</u>	<u>-</u>	<u>-</u>	<u>22,371</u>
<b>Balance at 30 September 2025</b>	<u>503,390</u>	<u>750,000</u>	<u>138,301</u>	<u>1,391,691</u>

The notes form part of these financial statements

RIGHT WAY CREDIT UNION LIMITED

Cash Flow Statement  
for the Year Ended 30 September 2025

	Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	(47,228)	(5,525,230)
Interest paid		(16,233)	(3,822)
Tax paid		<u>(58,902)</u>	<u>(3,322)</u>
Net cash from operating activities		<u>(122,363)</u>	<u>(5,532,374)</u>
 <b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(13,798)	29,323
Reserves from transfer of engagement		-	541,728
Interest received		<u>439,928</u>	<u>312,395</u>
Net cash from investing activities		<u>426,130</u>	<u>883,446</u>
 <b>Cash flows from financing activities</b>			
Subordinated loan		-	750,000
Amount introduced by members		5,219,344	13,573,568
Amount withdrawn by members		(6,057,414)	(5,513,637)
Bank balances from transfers of engagement		<u>-</u>	<u>4,602,380</u>
Net cash from financing activities		<u>(838,070)</u>	<u>13,412,311</u>
 <b>(Decrease)/increase in cash and cash equivalents</b>			
<b>Cash and cash equivalents at beginning of year</b>	2	<b>9,811,036</b>	8,763,383
		<u>9,811,036</u>	<u>1,047,653</u>
<b>Cash and cash equivalents at end of year</b>	2	<b><u>9,276,733</u></b>	<b><u>9,811,036</u></b>

The notes form part of these financial statements

RIGHT WAY CREDIT UNION LIMITED

Notes to the Cash Flow Statement  
for the Year Ended 30 September 2025

1. **RECONCILIATION OF SURPLUS/(DEFICIT) BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS**

	2025	2024
	£	£
Surplus/(deficit) before taxation	104,512	(7,451)
Depreciation charges	24,190	59,101
Impaired loan provision	(234,116)	(99,739)
Finance costs	16,233	3,822
Finance income	<u>(439,928)</u>	<u>(312,395)</u>
	<b>(529,109)</b>	<b>(356,662)</b>
Decrease/(increase) in loans and other assets	597,001	(5,862,355)
(Decrease)/increase in shares and other liabilities	<u>(115,120)</u>	<u>693,787</u>
<b>Cash generated from operations</b>	<u><b>(47,228)</b></u>	<u><b>(5,525,230)</b></u>

2. **CASH AND CASH EQUIVALENTS**

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

**Year ended 30 September 2025**

	30.9.25	1.10.24
	£	£
Cash and cash equivalents	<u>9,276,733</u>	<u>9,811,036</u>

**Year ended 30 September 2024**

	30.9.24	1.10.23
	£	£
Cash and cash equivalents	<u>9,811,036</u>	<u>1,047,653</u>

3. **ANALYSIS OF CHANGES IN NET FUNDS**

	At 1.10.24	Cash flow	At 30.9.25
	£	£	£
<b>Net cash</b>			
Cash at bank	<u>9,811,036</u>	<u>(534,303)</u>	<u>9,276,733</u>
	<u>9,811,036</u>	<u>(534,303)</u>	<u>9,276,733</u>
<b>Total</b>	<u><b>9,811,036</b></u>	<u><b>(534,303)</b></u>	<u><b>9,276,733</b></u>

The notes form part of these financial statements

## RIGHT WAY CREDIT UNION LIMITED

### Notes to the Financial Statements for the Year Ended 30 September 2025

#### 1. **STATUTORY INFORMATION**

The Credit Union is registered under the Co-operative and Community Benefit Societies Act 2014 and operates as a Credit Union within the meaning of the Credit Union Act 1979. The Credit Union has registered with the Financial Conduct Authority and Prudential Regulation Authority under the provisions of the Financial Services and Markets Act 2000.

The presentational currency of the financial statements is the Pound Sterling (£).

In accordance with the regulatory environment for credit unions, deposits from members can be made by subscription for redeemable shares, deferred shares and interest-bearing shares. At present the Credit Union has only redeemable shares.

#### 2. **STATEMENT OF COMPLIANCE**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Any departures from the standard are detailed in the accounting policies.

#### 3. **ACCOUNTING POLICIES**

##### **Basis of preparing the financial statements**

The financial statements have been prepared, in accordance with the Co-operative and Community Benefit Societies Act 2014, Credit Unions Act 1979 and prepared on the historical cost basis.

##### **Going concern**

The financial statements are prepared on the going concern basis. The directors of the Credit Union believe this is appropriate despite a mismatch in the maturity analysis of subscribed capital and loans to members.

In the opinion of the directors this is due to a significant amount of subscribed capital not being redeemable at short notice unless loans with the same member have been repaid.

##### **Income**

Loan interest receivable and similar income: Interest on both loans to members and loans to banks (i.e. cash and cash equivalents held on deposit with other financial institutions) is recognised using the effective interest rate method, and is calculated and accrued on a daily basis.

Where the loan interest rate for members loans has been reduced to zero, the credit union does not account for any loan interest on these loans, as the credit union will not seek to recover this loan interest. This policy does not meet with the requirements of FRS102. However, as a result of this policy, there is no net effect on the surplus or deficit for the year nor net assets of the credit union as an equal and opposite impairment provision would be required should this loan interest be included.

Other operating income: fees, charges and other operating income either arise in connection with a specific transaction, or accrue evenly over the year. Income relating to individual transactions is recognised when the transaction is completed.

RIGHT WAY CREDIT UNION LIMITED

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2025

3. **ACCOUNTING POLICIES - continued**

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Freehold property	- 2% on cost
Improvements to property	- 10% on cost
Office Equipment	- 15% on cost
Computer equipment	- 25% on cost

Tangible fixed assets are stated at cost, less accumulated depreciation and any accumulated impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset.

Land value within freehold property is not depreciated.

At each balance sheet date, the directors of the credit union review the carrying amounts of its tangible fixed assets to determine whether there is any indication that any item has suffered an impairment loss. If any such indication exists, the recoverable amount of an asset is estimated in order to determine the extent of the impairment loss. Where it is not possible to estimate the recoverable amount of the asset, the credit union estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Expenditure of £500 or more on individual tangible fixed assets is capitalised at cost. Expenditure on assets below this threshold is charged directly to the revenue account in the period it is incurred.

**Grants**

The accounting treatment of grants received are determined by the grant conditions and the reasons why the grant was applied for to determine whether they are treated as capital or revenue in nature.

Grants of a capital nature are reflected as deferred income in the balance sheet and released to the Revenue account over the estimated useful life of the assets to which they relate. Grants which are considered to be revenue are credited to the Revenue account in the period to which they relate.

**Taxation**

The tax charge for the year reflects current tax payable. Current tax is the expected corporation tax payable for the year, using tax rates in force for the year. The Credit Union is not liable to corporation tax payable on its activities of making loans to members, and investing surplus funds, as these are not classified as a trade. However, corporation tax is payable on investment income.

As a result of the limited activities of the Credit Union, from which any surplus would be chargeable to corporation tax, it is unlikely that deferred tax will arise.

**Pension costs and other post-retirement benefits**

The credit union operates a defined contribution pension scheme. Contributions payable to the credit union's pension scheme are charged to profit or loss in the period to which they relate.

RIGHT WAY CREDIT UNION LIMITED

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2025

3. **ACCOUNTING POLICIES - continued**

**Impairment losses and provision**

Impairment losses on loans to members are provided in accordance with the guidelines issued by the Prudential Regulation Authority. Any impairment losses are recognised in the revenue account, as the difference between the carrying value of the loan and the net present value of the expected cash flows.

The credit union assesses, at each balance sheet date, if there is objective evidence that any of its loans to members are impaired. The loans are assessed collectively in groups that share similar credit risk characteristics, because no loans are individually significant. In addition, if during the course of the year there is objective evidence that any individual loan is impaired, a specific loss will be recognised.

**Impaired loans written off and recovered**

In accordance with FRS102, the policy of the Credit Union and the requirements of the standard for impaired losses written off differ. The credit union writes off impaired loans when all methods of recovery have been exhausted. Therefore, the impaired losses written off in the financial statements do not meet the requirements of FRS102. As a result of the above there is no net effect on the surplus or net assets of the Credit Union.

**Financial Assets - Members' loans**

Loans to members are financial assets with fixed or determinable payments and are not quoted in an active market. Loans are recognised when cash is advanced to members and measured at amortised cost using the effective interest method.

Loans are derecognised when the right to receive cash flow from the asset have expired, usually when all the amounts outstanding have been repaid by the member. The credit union does not transfer loans to third parties.

**Cash and cash equivalents**

Cash and cash equivalents comprise of cash in hand along with bank and building society deposits. The credit union has access to these funds and they are readily convertible to cash.

**Financial liabilities - Subscribed capital**

Members shareholdings in the credit union are redeemable and therefore are classified as financial liabilities and described as subscribed capital. They are initially recognised as the amount of cash deposited and subsequently measured at amortised cost.

**Employee benefits**

Defined contribution plans: The amounts charged as expenditure for the defined contribution plan are the contributions payable by the credit union for the relevant period under review.

Other employee benefits: Other short and long term employee benefits, including holiday pay, are recognised as an expense over the period they are earned.

**Reserves**

Retained earnings are the accumulated surpluses to date that have not been declared as dividends returnable to members.

**Use of estimates and judgements**

The preparation of financial statements requires the use of certain accounting estimates. It also requires the Directors to exercise judgement in applying the credit union's existing accounting policies. The area requiring the highest degree of judgement or complexity and the area where significant assumptions required is impairment losses on loans to members. The directors regularly conduct impairment reviews by analysing arrears reports, credit control data and the reports from debt collecting companies.

**Dividend**

The dividend is formally proposed by the directors after the year end and is confirmed at the following AGM. As a result, it does not represent a liability at the balance sheet date.

**Juvenile deposits**

The amount received by the Credit Union for juvenile depositors are held in trust for those depositors.

RIGHT WAY CREDIT UNION LIMITED

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2025

4. **SENIOR MANAGEMENT**

The average number of employees during the year was 7 (2024 - 8).

Salaries of £51,000 were paid to senior management during the year (2024 - £43,540).

Expenses totalling £Nil were paid to the directors (2024 - £175).

5. **OPERATING DEFICIT**

The operating deficit is stated after charging:

	<b>2025</b>	2024
	£	£
Depreciation - owned assets	<b>24,190</b>	59,100
Auditors' remuneration	<b><u>9,360</u></b>	<u>9,000</u>

6. **INTEREST PAYABLE AND SIMILAR EXPENSES**

	<b>2025</b>	2024
	£	£
Subordinated loan interest	<b><u>16,233</u></b>	<u>3,822</u>

7. **TAXATION**

**Analysis of the tax charge**

The tax payable for the year was as follows:

	<b>2025</b>	2024
	£	£
Current tax:		
UK corporation tax	<b>82,141</b>	57,749
Under provision in prior year	<u>-</u>	<u>1,916</u>
 Tax payable	 <b><u>82,141</u></b>	 <u>59,665</u>

UK corporation tax has been charged at 25% (2024 - 24.90%).

RIGHT WAY CREDIT UNION LIMITED

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2025

8. **TANGIBLE FIXED ASSETS**

	<b>Freehold property £</b>	<b>Improvements to property £</b>	<b>Office Equipment £</b>	<b>Computer equipment £</b>	<b>Totals £</b>
<b>COST</b>					
At 1 October 2024	494,282	381,430	22,956	255,505	1,154,173
Additions	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,798</u>	<u>13,798</u>
At 30 September 2025	<u>494,282</u>	<u>381,430</u>	<u>22,956</u>	<u>269,303</u>	<u>1,167,971</u>
<b>DEPRECIATION</b>					
At 1 October 2024	69,683	246,450	22,521	241,427	580,081
Charge for year	<u>7,088</u>	<u>11,482</u>	<u>70</u>	<u>5,550</u>	<u>24,190</u>
At 30 September 2025	<u>76,771</u>	<u>257,932</u>	<u>22,591</u>	<u>246,977</u>	<u>604,271</u>
<b>NET BOOK VALUE</b>					
At 30 September 2025	<u>417,511</u>	<u>123,498</u>	<u>365</u>	<u>22,326</u>	<u>563,700</u>
At 30 September 2024	<u>424,599</u>	<u>134,980</u>	<u>435</u>	<u>14,078</u>	<u>574,092</u>

Included in cost of land and buildings is freehold land of £74,806 (2024 - £74,806) which is not depreciated.

9. **MEMBERS LOANS AND OTHER ASSETS**

	<b>2025 £</b>	<b>2024 £</b>
Unsecured members loans	3,988,344	4,629,843
Specific impairment provision	(308,055)	(542,171)
Prepayments	<u>142,274</u>	<u>97,776</u>
	<u>3,822,563</u>	<u>4,185,448</u>

RIGHT WAY CREDIT UNION LIMITED

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2025

9. **MEMBERS LOANS AND OTHER ASSETS - continued**

**Loans to members**

	2025	2024
	£	£
As at 30 September 2024	<b>4,629,843</b>	3,432,993
Advanced during the year	<b>3,184,380</b>	1,220,069
Loans introduced from transfer of engagements	-	2,014,976
Interest on members loans	<b>438,736</b>	487,736
Repaid during the year	<b>(3,836,115)</b>	(2,224,429)
Impaired loans	<b>(428,500)</b>	(296,029)
Impaired loans from Transfer of Engagement	-	(5,473)
-	-	-
As at 30 September 2025	<u><b>3,988,344</b></u>	<u>4,629,843</u>

**Impaired losses on members' loans - Changes in the year**

	General	Specific	Total
	£	£	£
As at 30 September 2024	-	542,171	542,171
(Decrease)/Increase in impairment losses	-	(234,116)	(234,116)
As at 30 September 2025	<u>-</u>	<u><b>308,055</b></u>	<u><b>308,055</b></u>

**Credit risk disclosures**

The credit union does not offer mortgages and as a result all loans to members are unsecured, except that there are restrictions on the extent to which borrowers may withdraw their savings whilst loans are outstanding. Subject to the credit union's own maximum loan policy, the credit union's maximum loan limit is approximately £15,000. This complies with the Credit Union's internal policy and those of the Prudential Regulation Authority.

10. **CASH AT BANK**

	2025	2024
	£	£
Cash and bank balances	<u><b>9,276,733</b></u>	<u>9,811,036</u>

11. **MEMBERS SHARES AND OTHER LIABILITIES**

	2025	2024
	£	£
Corporation tax	<b>82,655</b>	59,416
Juvenile deposits	<b>730,873</b>	842,759
Members share balances	<b>11,430,901</b>	12,268,971
Accrued expenses	<u><b>20,731</b></u>	<u>23,087</u>
	<u><b>12,265,160</b></u>	<u>13,194,233</u>

RIGHT WAY CREDIT UNION LIMITED

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2025

12. **FINANCIAL INSTRUMENTS**

**Financial risk management**

The credit union manages its subscribed capital and loans to members so that it earns income from the margin between interest receivable and interest payable. The main financial risks arising from the credit union's activities are credit risk, liquidity risk and interest rate risk. The board reviews and agrees policies for managing each of these risks, which are summarised below.

**Credit risk**

Credit risk is the risk that a borrower will default on their contractual obligations relating to repayments to the credit union, resulting in financial loss to the credit union. In order to manage this risk the board approves the credit union lending policy, and all changes to it. All loan applications are assessed with reference to the lending policy in force at the time. Subsequently loans are regularly reviewed for any factors that may indicate that the likelihood of repayment has changed.

**Liquidity risk**

The credit union's policy is to maintain sufficient funds in liquid form at all times to ensure that it can meet its liabilities as they fall due. The objective of the credit union's liquidity policy is to smooth the mismatches between maturing assets and liabilities and to provide a degree of protection against any unexpected developments that may arise. Note 2 provides further details about the impact of the maturity mismatch on the going concern status of the credit union. Excluding short term other payables, as noted in the balance sheet, the credit union's financial liabilities, the subscribed capital, are repayable on demand.

**Market risk**

Market risk is generally comprised of interest rate risk, currency risk and other price risk. The credit union conducts all its transactions in sterling and does not deal in derivatives or commodity markets. Therefore, the credit union is not exposed to any form of currency risk or other price risk.

**Interest rate risk**

The credit union's main interest rate risk arises from the differences between the interest rate exposures on the receivables and payables that form an integral part of the credit union's operations. The credit union considers rates of interest receivable when deciding on the dividend rate payable on subscribed capital. The credit union does not use interest rate options to hedge its own positions. The interest rate risk is regularly monitored by the board with interest rates on members loans and interest receivable on bank deposits being regularly reviewed to ensure risk exposure is minimised.

**Interest rate risk disclosures**

The following table shows the average interest rates applicable to relevant financial assets and financial liabilities.

	2025		2024	
	Amount £	Average In %	Amount £	Average Int %
<b>Financial Assets</b>				
Loans to members	<u>3,988,344</u>	<u>11.31</u>	<u>4,629,843</u>	<u>9.93</u>
<b>Financial liabilities</b>				
<b>Subscribed capital</b>				
Shares	<u>11,430,901</u>		<u>12,268,971</u>	

**Fair value of financial instruments**

The credit union does not hold any financial instruments at fair value.

13. **ACCRUALS AND DEFERRED INCOME**

	2025	2024
	£	£
Deferred grants	<u>6,145</u>	<u>7,023</u>

RIGHT WAY CREDIT UNION LIMITED

Notes to the Financial Statements - continued  
for the Year Ended 30 September 2025

14. **RESERVES**

	<b>Retained earnings £</b>	<b>Sub-Ordinated loan £</b>	<b>Micro fund reserve £</b>	<b>Totals £</b>
At 1 October 2024	<b>481,019</b>	<b>750,000</b>	<b>138,301</b>	<b>1,369,320</b>
Surplus for the year	<u><b>22,371</b></u>	<u>          </u>	<u>          </u>	<u><b>22,371</b></u>
At 30 September 2025	<u><b>503,390</b></u>	<u><b>750,000</b></u>	<u><b>138,301</b></u>	<u><b>1,391,691</b></u>

15. **CONTINGENT LIABILITIES**

The credit union participates in the Financial Services Compensation Scheme (FSCS) and therefore has a contingent liability, which cannot be quantified, in respect of contributions to the FSCS, as required by the Financial Services and Markets Act 2000. The Financial Conduct Authority (FCA) had provided details of how the calculation of next year's contribution towards the FSCS will be calculated and provision where necessary has been included for this liability. However, this is subject to future changes in interest rates and levels of deposits held by deposit takers. Therefore, there is inherent uncertainty regarding the totality of the levy that the credit union will have to pay.

16. **RELATED PARTY DISCLOSURES**

During the year, 6 members (2024 - 3) of the Board, key management and their close family members had loans with the credit union. These loans were approved on the same basis as loans to other members of the credit union.

**RIGHT WAY CREDIT UNION LIMITED**

**Detailed Revenue Account**  
**for the Year Ended 30 September 2025**

	<b>2025</b>		<b>2024</b>	
	£	£	£	£
<b>Loan interest receivable</b>		<b>438,736</b>		487,736
<b>Other income</b>				
Sundry receipts	7,006		27,504	
Grants	878		14,038	
Impaired loans recovered	11,603		13,621	
Interest on bank account	325,967		233,368	
Entrance and service fees	1,777		424	
Service fees	<u>112,184</u>		<u>78,603</u>	
		<b><u>459,415</u></b>		<u>367,558</u>
		<b>898,151</b>		855,294
<b>Expenditure</b>				
Rent and rates	9,517		10,238	
Death Benefit & insurance	135,261		156,782	
Light and heat	12,150		14,557	
Management expenses	676		175	
Wages	248,523		234,433	
Social security	14,639		13,045	
Pensions	3,585		1,795	
Telephone	4,679		5,274	
Printing, postage & stationery	7,256		13,075	
Dues, fees & travel	6,948		26,163	
Computer maintenance	62,434		37,994	
Conference and training	4,307		1,916	
Repairs and renewals	12,295		17,713	
Sundry expenses	19,909		14,397	
Cash (overage)/shortage	187		60	
Differences written off	(33,278)		4,427	
Professional fees	21,919		20,720	
Auditors' remuneration	9,360		9,000	
Impaired loans written off	433,319		301,502	
Impaired loan provision	(234,116)		(99,739)	
Impaired losses recovery expenses	<u>7,240</u>		<u>7,734</u>	
		<b><u>746,810</u></b>		<u>791,261</u>
		<b>151,341</b>		64,033
<b>Finance costs</b>				
Bank charges	6,406		8,561	
Subordinated loan interest	<u>16,233</u>		<u>3,822</u>	
		<b><u>22,639</u></b>		<u>12,383</u>
Carried forward		<b>128,702</b>		51,650

This page does not form part of the statutory financial statements

RIGHT WAY CREDIT UNION LIMITED

Detailed Revenue Account  
for the Year Ended 30 September 2025

	2025		2024	
	£	£	£	£
Brought forward		<b>128,702</b>		51,650
<b>Depreciation</b>				
Freehold property	<b>7,088</b>		7,910	
Improvements to property	<b>11,482</b>		38,145	
Office equipment	<b>70</b>		808	
Computer equipment	<b>5,550</b>		<u>12,238</u>	
		<b><u>24,190</u></b>		<u>59,101</u>
<b>NET SURPLUS/(DEFICIT)</b>		<b><u>104,512</u></b>		<u>(7,451)</u>

This page does not form part of the statutory financial statements



## Nomination Form – Election of Officers (AGM)

Right Way Credit Union Ltd • 41 High Street, Paisley, PA1 2AH

This form is to nominate a member of Right Way Credit Union Ltd for election to either the Board of Directors or the Supervisory Committee.

Please tick the position being nominated for:  Board of Directors  Supervisory Committee

<b>1. Nominee (Member being nominated)</b>	
Name:	
Member Number:	
Signature:	
Date:	

<b>2. Proposer (Member proposing the nomination)</b>	
Name:	
Member Number:	
Signature:	
Date:	

<b>3. Seconder (Member seconding the nomination)</b>	
Name:	
Member Number:	
Signature:	
Date:	

**Eligibility:** All nominees must be qualifying members of Right Way Credit Union Ltd. Individuals elected as officers must meet the fitness and propriety standards expected of credit union officers.

Nominees may be subject to due diligence and suitability checks prior to appointment.

**Submission:** Return completed forms to Right Way Credit Union Ltd, 41 High Street, Paisley, PA1 2AH or email [info@rwcu.co.uk](mailto:info@rwcu.co.uk). Deadline: 5 working days before the AGM.



# Your Voice Matters

## Share Your Ideas at Our Annual General Meeting

Right Way Credit Union | Reg. No. 446350 | FCA & PRA Regulated

At Right Way Credit Union, you are not just a customer — you are a member and an owner. The AGM is your opportunity to shape how your credit union is run, what we focus on, and how we grow together. We actively want to hear your ideas, big or small.

### What can I suggest?

- A new product or service you'd like us to offer
- Better ways we could communicate with members
- Ideas to support our local community
- Changes to how RWCU operates
- Anything that matters to you as a member

*Just share your idea in your own words — it doesn't need to be perfect.*

### How it works

1. Fill in the form on page 2
2. Get a fellow member to support your idea
3. Email to us at least one week before the AGM
4. We publish all suggestions to members in advance
5. Speak to your idea at the AGM — members discuss and vote

*If your suggestion gets majority support, the Board must respond to it.*

### What happens after I submit?

We will confirm receipt and let you know your suggestion has been accepted. It will be reviewed, then shared with all members at least one week before the AGM. At the meeting, you introduce your idea, members discuss it, and everyone votes. The outcome is recorded in the official minutes. Your voice genuinely shapes the direction of Right Way Credit Union.

### Need help or want to talk through your idea first?

We are always happy to help — contact us at [info@rwcu.co.uk](mailto:info@rwcu.co.uk) before you submit.



# Member Suggestion Form

Annual General Meeting | Right Way Credit Union

Return to: [info@rwcuc.co.uk](mailto:info@rwcuc.co.uk) | Deadline: **at least one week before the AGM** | Your suggestion must be supported by one other RWCUC member.

## ABOUT YOU — THE PERSON SHARING THE IDEA

Your Full Name	
Membership Number	
Contact Email or Phone	

## YOUR SUPPORTER (SECONDER)

Their Full Name	
Their Membership Number	

## YOUR SUGGESTION

Give your suggestion a title	
Tell us your idea — in your own words	
What difference could this make for members? (optional)	

### Member Declaration

By submitting this form, both the proposer and seconder confirm they are current members of Right Way Credit Union and support this suggestion being considered at the AGM.

Proposer signature: _____	Seconder signature: _____
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