

Annual Report

2020/21



Chair's Forward

As the world slowly turns into a new kind of normal and after one of the most extraordinary years we will ever see, Westway CT emerges as a stronger and even more adaptable organisation; able to recognise need and mobilise to meet it more quickly than ever. The past year made everybody think in very different and creative ways, and Westway CT was no exception; continually rising to the many challenges that were constantly presented.

During the worst of the pandemic, it seemed the world had shut down. Not Westway CT however, as we continued to deliver transport in some form or another throughout. Dial-a-Ride still operated, we supplied 34,835 food deliveries to vulnerable residents, and we provided an extra shopping bus that helped us achieve a total of 5,628 trips for the year, and we supported the NHS by way of medical equipment deliveries and transport for vaccine appointments.

As government guidelines instructed the population to stay at home, essential staff across the UK still attended the workplace, as did the Westway CT drivers and office team on a rota basis. Moving quickly to a combination of remote working and workplace attendance we were able to keep our depot and office open, whilst observing best safety practices for staff and users. This was made possible only by our CEO and her management team having had the foresight to have the necessary systems in place before the lockdown. Predicting such an eventuality, ensured those working remotely were able to continue efficiently in their role and crucially keep in touch with their colleagues.

For the year, meetings and classroom-based training sessions were held online with great success. Committee attendance was at capacity. As restrictions have lifted we have hosted meetings and delivered training using a mix of technology and more traditional, direct methods.

Always striving towards, and staying true to our values, combatting isolation, we felt it vital to keep in touch with our users by making regular well-being phone calls to our most isolated and vulnerable individual members. For many, this was a very lonely time, and for some it was the only contact they had during lockdowns. We made sure to put them in contact with other agencies for further support if they wished.

Aside from playing a key role in the RBKC Council and Voluntary Sector collaboration on emergency response deliveries for shielding residents, we have been pleased to support foodbanks in Kensington & Chelsea, Westminster, Hammersmith & Fulham and Camden on an ongoing basis.

Our risk register, financial and management systems, and overall creativity were thoroughly tested, and we reviewed these on a frequent basis while swiftly becoming 'experts' on new policy, rules and guidelines that often seemed to contradict each other. We took advantage of the furlough scheme, introduced additional coronavirus cleaning regimes for the office and vehicles and putting some of our fleet onto 'laid up' insurance cover, effectively taking minibuses off road at critical points with a staggered return to passenger services as demand rose.

Though the world in September 2021 is not fully out of the other end of this tunnel, Westway CT is in a good position to continue serving the community as required, regardless of any difficult future developments that may arise from the pandemic.

I have been continually impressed, thinking to myself "Wow, what a team!" Everybody doing their bit, overcoming their own worries, struggles and feelings of isolation, to remain directed and driven to keep us going despite all the hurdles and uncertainties. As such, I would like to express my heartfelt thanks to all our paid staff, volunteers, management committee members and users for keeping faith in what we do, as well as the part they played in keeping Westway CT on the road.

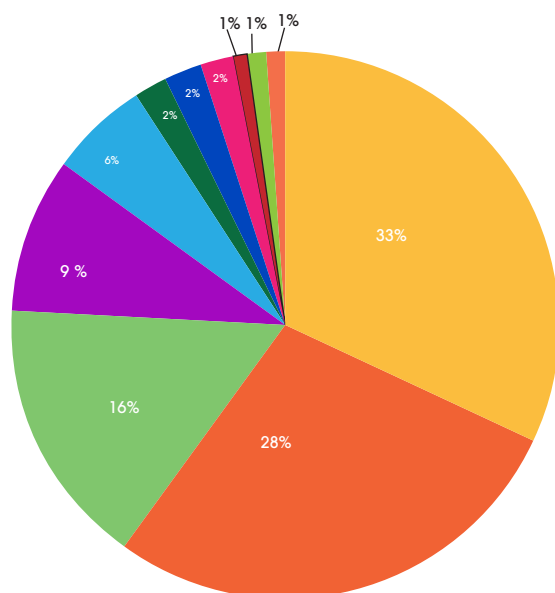


Colin Simmons
Westway CT Chair

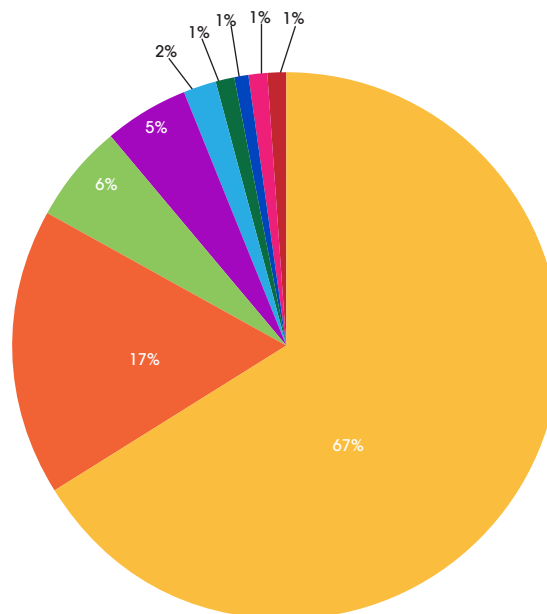
Accounts

Westway CT Consolidated Income & Expenditure Accounts for the Year Ended 31st March 2021

Income



Expenditure



- | | |
|--|--|
| User Fees & Membership | Campden Charities |
| TFL (MOAT) Commissioned Services | London Borough of Hammersmith & Fulham |
| 2-Borough Commissioned Transport Services | Other Grant : BSOG & Lottery |
| Govt, Coronavirus Job Retention Scheme Grant | Bank Interest and sundry income |
| Royal Borough of Kensington and Chelsea | Training Services |
| Other Services | |

- | | |
|--|---|
| Staff salaries & wages (including NI & pensions) | Professional and consultancy fees |
| Vehicle running costs | Office and computer system costs |
| Premises and insurance costs | Other staff-related costs |
| Depreciation of vehicles and equipment | Marketing, promotions & driver training costs |
| Bank charges, sundry & volunteer expenses | |

The audited consolidated financial statements of Westway Community Transport Limited (WCT) for the year ended 31st March 2021 include the activities of Westway CT Trading Limited as well as WCT. WCT's principal activity is the provision of community transport services to voluntary organisations, particularly those operating within the Royal Borough of Kensington & Chelsea (RBKCC).

WCT provides a range of low-cost, user-friendly and flexible community transport services to a variety of users, both groups and individuals, in order to meet their transport needs sensitively and professionally and to widen social

opportunities. WCT provides its services through four strands: Minibus Services, Services for Individuals, Dial-a-Ride Services and Training Services.

WCT formed a wholly owned subsidiary in the name of Westway CT Trading Limited (WCTT) in line with the recommendations of the Charity Commission so as to undertake commercial trading activities that do not fall within WCT's primary charitable purpose, but which are performed on behalf of WCT.

Overall the Society operated at a deficit of £45,125. However, once the unrealised gain on investments is taken into account,

it made a surplus of £14,325, as shown in the group accounts, which include all trading activities.

A full set of audited consolidated financial statements can be obtained on request by emailing: info@westwayct.org.uk

Income

Expenditure

£

Grant Aid & Council SLAs

Royal Borough of Kensington and Chelsea	116,525
Campden Charities	32,400
London Borough of Hammersmith and Fulham	30,000
Bus Service Operators Grant (BSOG)	10,500
Community Fund Lottery	8,012
Other grants	7,047
	204,484
User Fees, Membership & Service Charges	606,302
TFL (MOAT) Commissioned Services	518,694
2-Borough Commissioned Transport Services	298,938
Training services	14,008
Other services	36,966
Sundry income	12,849
Govt. Coronavirus Job Retention Scheme Grant	174,198

1,661,955

1,866,439

£

All Operations

Staff salaries & wages (including NI & pensions)	1,282,647
Other staff-related costs	16,772
Premises and insurance costs	114,153
Office and computer system costs	21,354
Professional and consultancy fees	21,695
Vehicle running costs	324,003
Driver training costs	4,704
Volunteers' expenses	445
Marketing and promotions	8,558
Bank charges and sundry	29,852
Depreciation of vehicles and equipment	91,453

Expenditure Total

1,915,636

Interest Receivable and similar charges 4,072

Taxation -

Income Total

1,870,511

The purpose of these pages is to provide a summary of the Westway CT's income, expenditure and year end position. This summary is derived from the audited accounts and is not a full representation. This report may not be sufficient to give a full understanding of the Westway CT's finances. A copy of the full annual accounts and auditors report can be obtained from the Westway CT's offices at 240 Acklam Road, W10 5YG or by emailing info@westwayct.org.uk

Chief Executive Officer's Report

As I reflect on the last 18 months, the theme that comes to mind is "resilience". Ironically, when we reviewed our business continuity plan in late 2019 with the intention of scenario testing it in 2020, never did we imagine that we would have to do so for real and in a number of ways in the context of a global pandemic. Happily, tough though it was, we proved to ourselves and others that we were able to remain agile, viable and relevant throughout.

Not surprisingly, in F/Y 2020-21 our passenger usage and subsequent income took a huge dive but it is encouraging that overall we managed to limit our operational losses to £45,000. This of course was in no small part to the recognition of our emergency response role to the crisis and its ongoing ramifications.

Thanks to agreements with the Royal Borough of Kensington & Chelsea, Westminster City Council, London Borough of Hammersmith & Fulham, and Transport for London we were able to redirect sufficient monies from existing passenger transport contracts to food delivery and support services as needed. These were supplemented by grants from Kensington & Chelsea Hearts and Minds, National Lottery Community Fund and Camden Giving. It was a rewarding experience to work with those council officers, commissioners and funders who were willing to take a flexible and open-minded approach, as voluntary sector and local authority rallied round to mitigate hardship within the community.

The previous year's Deed of Covenant profits from our trading subsidiary company stood us in good stead, allowing us to use the Westway CT Innovation Fund to respond immediately to emerging needs and allow a little time to work out the finer details and put more sustainable funding arrangements in place. In the midst of a crisis, when quick

thinking and immediate action were called for, it was good to have the ability to do that.

Having substantial reserves can be a double-edged sword. On paper we may appear wealthy and perhaps less worthy of grant funding than others, but as I constantly emphasise the nature of community transport is that it requires adequate resourcing to maintain affordability and replenish its fleet. For instance, at £450,000, our vehicle replacement fund can currently buy 7 standard fuelled or 2 electric accessible minibuses. We will need to replace at least 7 vehicles in 2023 and are currently considering our options. We have witnessed the risks to survival by those with 'insufficient' operational reserves, so it was reassuring to know that we did have this buffer behind us. Fortunately we did not need to deplete these, and our modest investments survived the turbulence of the financial markets.

Of course, the Government Coronavirus Job Retention Scheme was an enormous help to the organisation and our frontline staff for whom at times we could find no paid work. This assistance was bolstered by the Alpha Plus Group, North-West London CCG and the Nubian Life Day Centre who were willing to pay a retainer fee or vehicle-standing cost contributions during lockdowns.

Aside from pivoting much of our core community transport offer to the transportation of goods, as opposed to people, we still provided appropriately socially distanced travel for all those individuals and group members who needed it. Predictably, demand was low but has picked up since the easing of restrictions this summer.

As we teamed up with other anchor organisations and community initiatives, constant communication was key, so that our joint response to the situation at any

one time could evolve in synch. It was a privilege to collaborate with the Under 65 Food Distribution Centre, K&C Age UK, Age UK, K&C Volunteer Centre, KCSC, Al Manaar, the Venture Centre, Mutual Aid, North Kensington Community Kitchen, Urban Community Project as well as the North Paddington, Euston and Hammersmith Foodbanks.

Of course, what underpins everything that we have achieved are our office, maintenance and training staff, the paid and volunteer drivers who have epitomised resilience in so many ways and about whom I hear much praise from a variety of sources.

As we move forwards, I am confident that what we have survived will make us stronger. We have proven that we can adapt well in the face of adversity. We are financially stable, our premises secure and our fleet is ULEZ compliant. We are working on a zero emissions strategy. We shall continue to monitor risk and plan to maintain sufficient resources to absorb further shocks or unexpected change. We have been able to look after and hold onto our greatest asset-our workforce. We have a healthy mix of long standing and new trustees.

Existing relationships with our stakeholders have been strengthened and new ones forged. This being the case, I believe that Westway CT remains well-positioned, as part of a united front, in the face of any future uncertainties and challenges.



Kathleen Lyons
Chief Executive Officer