



# Annual Report 2022/23

Connecting People &  
Places



### Chair's Foreword

As Chair of Westway CT I am proud to report that, after a long and difficult journey, we are back on track. There have been many potholes on this journey, not least the increase in the competition in the transport labour market. In particular, the recruitment of drivers. We do have a high retention rate of staff at all levels, but with this market change and the emerging increase in competition to recruit drivers from commercial operators, getting new drivers through the door has proven to be extremely difficult.

We acknowledge that, recently, meeting the demands placed on us has been exceptionally challenging and look to our members to work with us to make sure we learn from this year and prepare for next. However, we are always up to a challenge, and are embracing new ways to combat this problem by driving forward into the digital age, modernising our advertising and social media presence for recruitment, raising our reach and relevance to new audiences, whilst being mindful of tried and tested methods.

I am extremely pleased to report that in this year, we have secured another five years of partnership with our TfL colleagues delivering Dial-a-Ride locally, but this time furthering our area of operation from Kensington & Chelsea, Westminster, Hammersmith & Fulham and Camden into Islington on an additional daily route. There is also the possibility that this service will be extended for a further two years.

On the theme of partnerships, we have strengthened our relationships with StudentSafe and the Alpha Plus Group after a successful first year on the new home to school model, which expanded our fleet by operating with five new 30-seat 'midi' buses.

I am sure that these relationships will continue to grow, bringing more new opportunities as we recognise the benefits to all.

We have another year with our valued NHS colleagues, taking vulnerable patients to vital medical appointments. I wish to note that submitting extremely large bids, whilst adapting to and delivering new models of work with new partners, can be challenging and time consuming. However, we are in this great position down to the good work from all the staff at Westway CT. This is everybody from the management team, the office team, all drivers and volunteers no matter how many or few hours they input. They are all part of this magnificent team.

This year, we underwent our annual audit for the first time with our new auditors, Azets. I am delighted that the audit was completed in a timely and efficient manner, with Azets returning a good report expressing confidence in Westway CT's financial controls and position. I thank the finance team and all those involved for ensuring our continued excellence in this area.

However, it saddens me to say farewell to our outstanding Treasurer who is stepping down after 4 years in this crucial role. He has left an excellent legacy in place, leaving Westway CT in good stead regarding our approach to financial security. All of us at Westway CT wish him the very best in the future and will continue on the road laid out by him.

Once more, I would like to thank Kathleen and her management team for their leadership and drive, and all my colleagues on the Management Committee for their hard work and steer.

Finally, we are looking forward to the next year with excitement; to forge new partnerships, to continue working with you all, and wishing you the best as we know times are challenging for all of us. But I know we can all get through by continuing to work together.

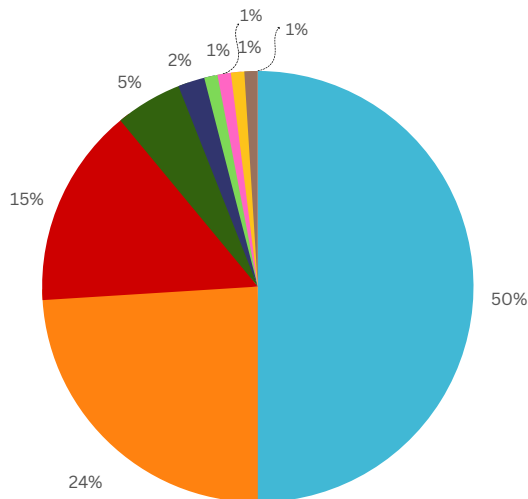


**Colin Simmons**  
Westway CT Chair



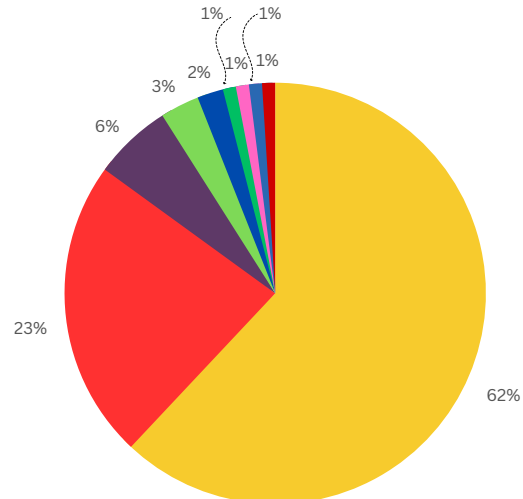
# Accounts

## Westway CT Consolidated Income & Expenditure Accounts for the Year Ended 31st March 2023



**Income: £2,337,277**

- User Fees & Membership
- TFL (MOAT) Commissioned Services
- 2-Borough Commissioned Transport Services
- Royal Borough of Kensington & Chelsea
- Sundry income
- Other Services
- London Borough of Hammersmith & Fulham
- Training Services & bank interest
- BSOG & Other Grants



**Expenditure: £2,065,749**

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

The audited consolidated financial statements of Westway Community Transport Limited (WCT) for the year ended 31st March 2023 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 (RBKC).

WCT provides a range of low-cost, user-friendly and flexible community transport services to a variety of users, both groups and individuals.

This is 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 made a surplus of £271,528, 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](mailto:info@westwayct.org.uk)**

# Income

# Expenditure



## Grant Aid & Council SLAs

Royal Borough of Kensington & Chelsea	104,873
Campden Charities	6,000
London Borough of Hammersmith and Fulham	31,140
Bus Service Operators Grant (BSOG)	13,976
Other grants	2,034
	<b>158,023</b>

## Other Income

User fees, membership & service charges	1,171,736
TFL (MOAT) commissioned services	561,771
2-Borough commissioned transport services	341,129
Training services	16,540
Other services	32,135
Sundry income	45,025
	<b>2,168,336</b>

**Income Total** **2,326,359**

Interest receivable and similar charges 10,918



## All Operations

Staff salaries & wages (including NI & pensions)	1,287,217
Other staff-related costs	23,349
Premises & insurance costs	119,586
Office & computer system costs	21,742
Professional & consultancy fees	22,709
Vehicle running costs	479,320
Driver training costs	4,104
Volunteer expenses	402
Marketing & promotions	6,398
Bank charges & sundries	29,038
Depreciation of vehicles & equipment	71,884

**Expenditure Total** **2,065,749**

Taxation –

The purpose of these pages is to provide a summary of 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 Westway CT's finances. A copy of the full annual accounts and auditors report is available from Westway CT's offices at 240 Acklam Road, W10 5YG or by emailing [info@westwayct.org.uk](mailto:info@westwayct.org.uk)

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## Chief Executive Officer's Report

In the last two annual reports I reflected on our resilience and sustainability. This year I would like to focus on the culture that underpins these traits and holds us together. As we review our overarching strategy for the next 12 months and beyond, we revisit our mission and values to ensure that our priorities and direction remain aligned to our core purpose whilst balancing the need to adapt to a fast-changing world.

Westway CT was set up 30 years ago by the community for the community, as a shared transport resource to support local residents and community organisations, in addressing social disadvantage and the furtherance of community cohesion and development. Amazingly, we still have the involvement of a founding trustee and many original member groups.

We are based on the belief that connecting people and places through the provision of safe, affordable, accessible, and inclusive transport contributes to stronger, healthier, greener, safer and fairer communities. Part of a nation-wide movement, community transport is recognised as a powerful tool for breaking down barriers, encouraging participation, contributing to low income and poverty mitigation, reducing loneliness and isolation, increasing well-being, and promoting independence and self-empowerment.

Based on a social enterprise model, Westway CT supports these aims through its commitment to the wider community by providing fair and meaningful employment and volunteering opportunities; spending locally wherever possible; and forming successful partnerships across different sectors.

As a vehicle for change, we are aligned with the values of the Royal Borough of Kensington & Chelsea, Westminster City Council, the London Borough of Hammersmith & Fulham, and Transport for London. We are grateful to all the councillors, officers and commissioners who recognise the contribution that we bring to the realisation of these values. The financial support that we receive not only enables us to deliver cost-effective, high standard, affordable services to our users, it also provides a stable base from which we can plan, adapt and leverage for the medium and long-term.

We believe that the return on investment provides good value for our supporters, for instance, for every £1 of local authority grant aid received, we generated a further £14, and our statutory commissioned services benefitted from shared overhead efficiencies.

Additionally, the London Community Transport Social Value measurement tool conservatively estimates that, through our Group and Individual Transport services, we achieved a saving to the public purse of £438,368.

We further subsidise our charitable objectives, through our subsidiary company, Westway CT Trading, which allows us to deliver commercial transport contracts to local authorities, the NHS, and independent schools. Its purpose is to support WCT by reinvesting all of its annual profits via a deed of covenant in Westway CT, contributing to member support initiatives, such as free driver training and transport, as well as enabling the strategic build-up of our vehicle reserves in readiness for a 2030 zero emissions fleet and depot charging infrastructure.

This aspect of our social enterprise model has proven to be a more dependable alternative compared to the declining community transport fundraising options available.

During 2022-23 we delivered across the two entities over 139,000 passenger journeys which represents an 20% rise on the previous reporting period. We have however this year, as noted by our Chair, had some difficulties in meeting the increased demand at peak times.

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## Chief Executive Officer's Report

I would like to stress that this has been mitigated by the dedication and flexibility of our volunteers and staff, who have put in extra hours and been re-deployed to minimise as much as possible the impact on those we serve.

Great credit is due to those co-ordinators and managers, who have done a great deal of driving on top of their daily responsibilities within the operations team.

Ultimately, the people behind what we do and how we do it, are Westway CT's greatest asset. Whether they be delivering 'on road', 'back-office' or at trustee level, we have a great team who bring a diverse range of skills, experience and representation, united in a shared sense of purpose and care for others. Experience shows that, once on board, people tend to stay, so I believe that it's mostly about getting them through the door.

The culture of the organisation is what binds us together and what attracts new talent. It is what keeps us relevant and responsive. It is quite possibly our USP, and as such we are putting this at the heart of strengthening our foundations, staying nimble and relevant as we move forwards.



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**Ultimately, the people behind what we do and how we do it are Westway CT's greatest asset....united in a shared sense of purpose and care for others.**

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**Kathleen Lyons**  
Chief Executive Officer

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On top of being good value for money, travelling with Westway CT makes the journey more relaxed for the families & staff, as there are no worries in keeping everyone together or getting off at the right stop. As it's less noisy, it stimulates conversations and a jovial atmosphere, which also helps with creating a successful day and experience for everyone.

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Families Forward, Community Group

“

Westway is a lifeline.  
My independence depends on them.  
Without it, I wouldn't get out,  
I'd have to depend on someone else doing things for me.

”

Joyce, Shopper Bus user



“

Westway CT is very much appreciated for its flexibility, its affordability, and the fact that it offers a paid driver service.  
Flexibility is top of the list for us as it is a must when working with young people as requirements can often change at short notice.

”

Youth Action Alliance

“

I attended 5 days of training and I totally enjoyed the experience.  
I would definitely train there again. Great company and friendly staff, parking available. Most importantly the training materials and the trainer on the course were top notch.

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Marc, driver training attendee



In Partnership with



Accredited by



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@WestwayCT @WestwayCT /Westway-CT

Westway Community Transport Limited is an exempt Charity and Registered Society no.27317R