Westway Trust

Trustees' Annual Report & Accounts

For the year ended 31 March 2026

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WELCOME

Incorporating the Directors' Strategic Report and Administrative Report for Companies Act purposes.

The Trustees of Westway Trust present their Annual Report for the year ended 31 March 2026 under the Charities Act 2011 and the Companies Act 2006, including the Directors' Report and the Strategic Report under the 2006 Act, together with the audited financial statements for the year.

The Annual Report is available to view on our website at www.westway.org/annualreport

Our charitable objects are to promote for the benefit of those living or working in the Royal Borough of Kensington and Chelsea and adjoining London Boroughs, by such exclusively charitable means as the Trustees think fit.

We are now delivering our 2025-28 Horizon Plan, the strategic plan for the organisation which sets out the following strategic principles:

Our Vision

Happier, healthier and more prosperous communities.

Our Mission

To dedicate the Trust's resources to the social, economic and environmental well-being of communities.

Strategic Outcomes

- Encourage connectivity and understanding between communities and reduce barriers to mutual engagement.
- Increase community and citizen participation.
- Ensure greater access to the land, environmental improvements and increase space for community use.
- Encourage access to the range of life chances and therefore opportunities to fulfil potential.
- Ensure a well-led workforce within an organisation that is structured for good performance and supports continuous improvement and staff well-being.

These outcomes provide the framework for reporting, so that all our efforts, efforts and workplace performance can be traced from personal and team objectives to our outcomes, mission and vision. This will assist communications and show how we are meeting our overall vision.

Our area of benefit is widely defined as the Royal Borough of Kensington and Chelsea and adjoining London Boroughs. However, the intention when the Trust was established was to make a local impact in North Kensington. In 2018, we made it explicit publicly that we concentrate our efforts on North Kensington - the local authority wards of Dalgarno, St Helen's, Golborne, Colville and Notting Dale. Full details of our area of benefit can be found on our website at: Our Area of Benefit - Westway Trust.

We have referred to the Charity Commission's general guidance on public benefit, including the guidance on 'Public benefit: running a charity' (PB2), and are confident that our objects and activities fulfil these requirements.

The strategic plan of the Trust has 14 work packages that outline the activities that we will undertake each year. These relate to the safe keeping and maintenance of the estate and offering direct and indirect support to communities in the area of benefit though a range of grants, programmes and subsidies.

Grant Making

A total of **£251,370** was distributed in grants to **126** community groups and individuals. A full list of grants is available later in this document, grants include:

- Emergency Response Fund;
- Celebration and Events Grants;
- Grenfell 8th Anniversary Support Programme;
- Transformation Grants;
- Fundraising Support Programme;
- Community Fundraising Course

In addition to the above grants, the following grants were provided as in-kind to 123 groups and individuals as part of Westway Trust's contract with Sports Centre operator Everyone Active. These have a commercial value of **£111,617**.

- Sports Bursaries;
- Football Pitch grants programme.

The Emergency Response Fund provided rapid support to individuals and families facing urgent or essential needs. The fund awarded **£30,751.22** across **51** successful applications. A total of 71 applications were received of which 39% were self-referrals and 61% were from partner organisations such as NOVA, Community Development 4 ALL, Shelter, Turning Point, and our Cost-of-Living Crisis Clinic, further highlighting the importance of our engagement with organisations to deliver support to individuals in urgent need. The highest number of applications came from the Golborne (35%), Notting Dale (20%), and Colville (15%) wards, reflecting the fund's impact in areas of greatest deprivation.

The Celebration and Events Grants programme supported **45** community groups with a total of **£89,148** to deliver inclusive public projects. These ranged from cultural festivals and heritage days to youth showcases and seasonal celebrations. The fund prioritised events that promoted local talent, community cohesion and public engagement. Many of these events were held on our estate, helping to bring diverse communities together.

To support community-led remembrance of the Grenfell Tower tragedy, **£15,233** was distributed to **16** local groups via the Grenfell 8th Anniversary Support Programme. These grants enabled

meaningful, dignified commemorations that honoured those affected and fostered community healing. Events included memorials, creative workshops, and gatherings that brought residents together in solidarity. The programme continues to play a key role in supporting collective memory and resilience in North Kensington.

With a focus on systemic change and social justice, the Transformation Grants programme awarded **£103,500** to two organisations:

- The Woman's Trust received **£50,000** for their project to address the systemic failure to recognise and respond to the long-term mental health impact of domestic abuse on women, particularly Moroccan and Arab women in North Kensington who also face cultural stigma and language barriers. Woman's Trust will work with survivors through focus groups to develop a specialist mental health toolkit for professionals, train up to 50 frontline staff, advocate directly with statutory agencies, and publish a final evidence-based report to drive long term systemic change in how survivors' mental health needs are understood and supported;
- Muslim Cultural Heritage Centre received **£53,500** for their project which focuses on empowering young people in North Kensington who face systemic barriers linked to inequality, discrimination, Islamophobia and economic exclusion. The organisation aims to tackle underrepresentation and limited access to opportunities by building youth leadership, confidence, and civic participation. They will achieve this through co-designed youth workshops, leadership and social justice training, mentoring and supporting young people to lead their own advocacy campaigns, alongside public events that influence local policy and community decision-making.

Our Fundraising Support Programme provided **6** community organisations with tailored support from professional fundraising consultants, helping them develop strategies and submit applications for external funding. With a total investment of **£8,142**, the programme addressed a wide range of needs, from core operational costs and staffing to marketing, training, and sustainability. Through this support, organisations submitted applications to a range of funders, including The National Lottery Community Fund, Arts Council England, Cripplegate Foundation and Cash for Kids.

We delivered one cohort of the Community Fundraising Course accredited by OCN at Level 2. The free 8-week fundraising course was delivered to 16 community organisations and individuals. Valued at **£ 6,379**, the course offered a practical alternative to consultancy support, empowering smaller or emerging groups to independently pursue funding opportunities.

In partnership with Everyone Active, **101** individuals received Sports Bursaries valued at **£35,189**, enabling access to tennis, gym memberships, football training, and climbing courses. These bursaries removed financial barriers to participation and promoted physical and mental wellbeing, particularly among young people and low-income families.

Also in collaboration with Everyone Active, we delivered the Football Pitch programme which allocates free or subsidised pitch space to **22** North Kensington-based community groups, with a total commercial value of **£76,428**. The grants supported grassroots football initiatives that promote youth development, community engagement and healthy lifestyles.

Learning

Our learning team is made up of three key areas, each offering valuable services to our community and serving as an important channel for engagement.

Our **Adult Learning Programme** continued to make a meaningful impact. We engaged over **226** learners, the majority of whom identified as women, with a significant proportion from Global Majority backgrounds. Across the programme, learners spoke 20 different first languages, with Arabic, Somali, Spanish and Persian among the most common. This breadth of linguistic diversity reflects our commitment to inclusivity and our ability to provide services to communities that are often underrepresented in adult education.

Learners joined from across West London, with the greatest participation from the boroughs of Kensington and Chelsea, Westminster, Brent and Ealing. Many are trying to overcome barriers to employment or economic inactivity and a substantial number were receiving benefits, underlining the programme's role in supporting people facing economic and social barriers. Despite this, a number of learners were employed, engaged in volunteering or retired, reflecting another of the programme's important contributions to personal development and community integration. These outcomes reinforce our mission to empower individuals through education, champion lifelong learning and build stronger, more resilient communities.

This year, we proudly supported a thriving network of **24 Supplementary Schools** across North Kensington, welcoming a new partner, *Al Amal Arabic School,* into our growing community. Collectively, the network engaged **1,310** students and delivered **27,640** hours of learning. These schools continue to play a vital role in supporting children's academic development, cultural identity and personal growth. In addition to direct learning, we provided **1,364** hours of training for school coordinators and volunteers.

Another key highlight was our Supplementary Schools Awards Evening, which brought together over **460** attendees to celebrate the achievements of students and volunteers. **17** schools participated in the event, where **136** awards were presented for academic excellence, leadership, and community service. Notably, 2 schools have achieved the Quality Mark Awards, and one school has achieved the *Solid Foundation Recognition* Awards from the Young People Foundation Trust, a benchmark equivalent to Ofsted standards. These milestones reflect the dedication of our schools and volunteers, as well as the programme's continued impact in empowering young people and strengthening community education.

This year, our **Nursery** delivered 1,236 hours of childcare. Beyond childcare, the nursery supported families holistically, assisting five parents with housing applications and supporting letters, and

referring four children to speech and language services, ensuring early intervention and access to essential developmental support.

Our **Pop-up Crèche** enhanced our accessibility for adult learners with 515 hours of crèche provision.

Community Development

We continued to provide vital support, advocacy and guidance to some of the most vulnerable individuals and groups in North Kensington. We focused our efforts on communities with the greatest need, including families affected by the Grenfell Tower fire and the Irish Traveller community.

Through targeted interventions and sustained engagement, we delivered meaningful impact:

- **£5,000** invested in school uniforms to ease financial pressure on low-income families and ensure children were equipped for learning;
- Over **1,800** hours of dedicated Community Development support delivered, including 17.5 hours per week working directly with the Traveller community at Stable Way.;
- **£11,225** was awarded to fund gym memberships, football sessions, coaching, and climbing activities—enhancing physical and mental wellbeing beyond our core Sports Bursary programme;
- **9** individuals referred to Grenfell Health and Wellbeing for specialist therapeutic support.
- **20** referrals were made to Shelter, connecting individuals with expert housing advice and advocacy;
- Afterschool provision for the Traveller community for children under the age of eight;
- Worked closely to support children and families in local schools Kensington Aldridge Academy and Oxford Garden's Primary school;
- Worked closely with teams within RBKC including Family services, housing and mental health.

This year's achievements reflect our commitment to standing alongside our communities, responding to trauma, reducing inequality, and building resilience through trusted, person-centred support.

Community Engagement

We provide a number of routes for participation and collaboration and encouraging community voices. This work supports two key strategic outcomes:

- Encouraging connectivity and understanding between communities to reduce barriers to mutual engagement; and
- Increasing community and citizen participation.

The purpose of our Community Forums, Public Policy Roundtables and engagement spaces is to support meaningful two-way dialogue between the Trust and local communities, while also enabling greater synergies between groups. This also helps build trust across the network, supports greater inclusion and influence, improves information-sharing, and contributes to better decision-making for community benefit.

During the year, Westway Trust delivered **9** community forum sessions with **117** participants, **3** Public Policy Roundtables with **98** participants and a Community Networking Day attended by **93** community members and organisation representatives. This year we achieved our goal of **9** forums with the introduction of our Venue Managers Forum.

Across our forum network, **198** people are now connected to one or more active forums. The following forums and networks are currently active:

- Archive Forum;
- Artist Forum;
- Environment Forum;
- Social Entrepreneurship Forum;
- Social Impact Forum;
- Venue Managers Forum;
- Learning/Learners forum;
- A network of various groups that serve the Moroccan community;
- Refugee and Migrant Forum (Kensington & Chelsea).

This forum activity also linked to the Trust's wider cultural and heritage work. In its first year, the Westway Archive Project created opportunities for local communities to explore, preserve and share community memory, while the third year of the International Artist Bursary supported a local artist to travel to Morocco and share the creative reflections from that exchange through the Artist Forum.

Public Policy Roundtables are an important route to connect issues that affect residents' local experience with wider policy and sector discussions. They also encourage critical thinking and

wider horizons. It is a chance for local voice to influence the thinking of those who are in a position to accelerate change.

Topics included:

- *AI in the Third* Sector explored opportunities, risks and practical uses of AI for voluntary and community sector organisations in partnership with Brunel University;
- Anneliese Dodds MP, former minister for Women and Equalities, reflected on her journey in politics and the Government's equality priorities and made the link to impacts in North Kensington;
- *The Value of Diverse Education* with Professor Jason Arday, explored diversity in education and the relationship between formal and supplementary education systems, highlighting the importance of our Supplementary Schools.

Member Engagement

Work continued to improve the Member Organisation experience. We entered the year with a refreshed active membership list and a clearer basis for communication, participation and governance. We would like to thank the current **72** Member Organisations, including **10** new members, for their support and engagement.

Member involvement in governance strengthened during the year, with more than 50% of Member Organisations voting at the AGM and wider participation in governance and accountability, including the Constitution Working Group.

Overall, Community Engagement activity reflected our role as a trusted connector, convener and facilitator across North Kensington. The year's work created regular spaces for community voice, relationship-building, policy discussion, member engagement, consultation and cross-sector collaboration.

Events and Community Activities on the Westway Estate

We facilitated an exciting calendar of outdoor events, issuing **14** licences to community groups, enabling them to hold events on our Estate. In addition, we hosted **8** Vegan Markets under the Canopy on Thorpe Close.

Notable partner events included Jamaica Happening which celebrated the anniversary of Jamaican Independence, Age UK's Community Carnival which brought together local people of all ages to boost community spirit and help tackle social isolation and UNDR's Day Party, a one-day festival celebrating local DJ'S and musicians.

One of our highlights of the year was bringing Bay 57 back into usage. We partnered with **7** Community organisations to host the Bay 57 Showcase. Each organisation was awarded a **£2000** grant to produce a free event for community members. Events during the showcase included:

- *The Feel Good Festival* organised by Equal People Mencap;
- Outdoor cinema with *Revision Film Festival,* who scheduled a season of films focusing on local and global social justice issues and give audiences the opportunity to hear global majority community voices;
- A *Roller-Skating Disco* for under-16s delivered by MO1 Youths, which saw the space transformed into a skating rink with roller skates and safety equipment provided, plus trained professionals on hand to help beginners.

Following the success of the Showcase, Bay 57 is now available as a community event space, reinforcing our role as a facilitator of inclusive and culturally rich programming.

In addition to supporting partner events and activities, we delivered Trust-led events that marked important milestones, celebrated local talent and key cultural moments. Highlights included the Bay 56 Pledge event held in September (see page 17 for more details) and the Winter Tree Light Gathering in early December which featured performances from the Portobello Live Choir and a Gift and Warmth Giveaway, delivered by The Space and GarmHub, which offered warm clothes, wellbeing items and small gifts. In early March, we held the Artist Forum Exhibition to showcase the work of our 2025 Artist Bursary recipient, Zakia Chowdhury, following her bursary trip to Morocco.

Our Community Feast initiative continued in May 2025 with an open event under Portobello Canopy. A selection of Westway Staff completing a Food Safety Level 2 qualification in order to safely prepare and serve the food to community members. Designed to strengthen social bonds and deepen community engagement, Community Feasts have proven to be a powerful platform for building a sense of belonging and dialogue. They have enabled us to listen more closely to local voices and build trust.

The Westway Innovation Unit is designed to stretch the Trust's ability to respond to unusual needs in North Kensington and at the same time encourage learning about entrepreneurship amongst Trust staff. This year we invested **£4,100** in providing small items of equipment to support local business growth.

Partnerships

We believe building connectivity is essential to creating prosperity in North Kensington. These relationships enable us to bring resource, skills and networks into the Trust and importantly into the community. We secured over **£300,000** in partnership funding including in-kind and pro-bono support. In addition to this financial support, our partners have volunteered over **1,500 hours** across projects, giving their time and expertise to support communities.

We continued our partnership with North Kensington Hearts and Minds CIC, the independent community-based operator of the Bay 20 Community Space. We provided a subsidy of **£71,437** to the operators, in addition to maintenance and upkeep of the property.

The Money Club programme was delivered in collaboration with Barclays and **9** new partner organisations and continued to offer financial education and skills development for local residents. Our new partners are Grover & Co. Chartered Accountants, The Money Charity, Leeney Cardin Finance Ltd, Go Self Employed, Evolve Catalyst, Green Doctors, Meres Consult Ltd and City London / SBERC. Through practical learning and access to specialist advice, the programme helped residents build confidence in managing their finances, make informed financial decisions and strengthen their long-term financial resilience and wellbeing. A total of **15** workshops were delivered at The Hive, engaging **99** participants across a wide range of topics including budgeting, fraud awareness, credit and borrowing, retirement planning, digital banking and business start-up support.

Our award-winning Cost-of-Living Crisis Clinic continued in partnership with Hogan Lovells LLP Law Firm, providing vital support to individuals and families navigating financial hardship. The Clinic supported over **196** clients across North Kensington and South Islington, with a consistent focus on those experiencing disability, long-term health conditions and housing insecurity. The Clinic's impact was both personal and financial. Across the year, the team helped clients secure an estimated **£628,269.27** in annualised financial gains through successful benefit claims, appeals, and grant applications. Notable casework included successful Personal Independence Payment (PIP) appeals and interventions that prevented benefit suspensions, demonstrating the Clinic's role in safeguarding income and dignity. Clients consistently reported improved outcomes.

Demographically, the Clinic served a highly diverse client base, with over half identifying as from minority or mixed-ethnicity backgrounds. Just over half the clients were women, a quarter were aged 66 and over and 39% reported that the cost-of-living crisis had affected their income. Following the Clinic's support, clients also reported improved satisfaction and a growing sense of control over their lives, reflecting the Clinic's holistic approach to wellbeing. The year's achievements underscore the Clinic's essential role in delivering accessible, high-impact support.

Estate Improvements

Improving access to and making the most of our 23 acres of land is a key strategic outcome in our current Horizon Plan, with a focus on environmental improvements and increasing space for community use.

As part of our continuing Community Street Project, the Acklam Road Toilets were reopened in April 2025 following refurbishment to provide much needed facilities for market traders, visitors and all of the communities that use the Estate. We opened the Westway Info Hut in Acklam Square, providing a dedicated workspace for our cleaning operatives while also serving as a welcoming point of contact for the wider community. Positioned within easy access and visibility of Portobello Road Market, it offers visitors easy access to information on the services we provide and events in the Portobello and North Kensington area.

Following extensive remodelling works to improve accessibility and safety in Portobello Green, our application for Green Flag status via Keep Britain Tidy, was awarded in June 2025. It is our intention to prepare for and apply for Green Flag status for other green spaces over the next two years. We also invested in rewilding the Conker Tree Play Area to create a more attractive green space. This is a meanwhile solution, whilst consultations on Westway Sports Centre continue.

Community Consultations

Community consultation is an important mechanism for the Trust to increase citizen participation in the journey of the land and forms an important part of our work to improve the Estate.

The East side of Stable Way, an unadopted road, was cleared and cleaned with the support and co-operation of the residents of Stable Way Close from late 2024 into 2025. In April 2025 we began consulting with the local community on potential plans for its future. The first round of consultation on general usage of the land was conducted with residents, the second was with tenants of Stable Way and adjacent parties such as the Sports Centre and the third round was an open survey which sought wider input from residents, local organisations, businesses, and others with a connection to the area.

In February 2026 we began consulting on the future of Westway Sports and Fitness Centre as part of planned staged refurbishment, seeking feedback from communities, local organisations, users and non-users on what worked well, what could be improved and which activities or opportunities may be missing. Consultation methods included a public survey and a number of in-person feedback sessions at the Sport Centre to engage members and passersby. The outcome of this consultation will be publicly available on our website.

Open consultations also continued in February 2026 on the Centre for Urban Sustainability following the first round of meetings with individuals and groups in 2022/3, 2023/4 and an open survey in

2024/25. We used a range of engagement methods to reach different stakeholder groups in ways that suited them. These included information sessions, presentations, workshops, co-design sessions, and, where appropriate, more tailored approaches to decision-making for specific groups. This mix allowed us to engage both widely and in depth, reflecting the fact that different stakeholders take part in different ways. Like all of our work, the goal is for our beneficiaries to be involved, engaging with elements of it on the basis of interest and need.

Ensuring that 'community voice' is heard through bespoke consultation is an essential part of our development. It also enables us to explain the role of the Trust in the stewardship of land held 'in trust' for the community benefit. Consultations on all three projects will continue into the next financial year, with updates available on our website.

Environment

As part of our growing commitment to environmental projects we successfully partnered with RBKC in applying for the 5-year Climate Action Fund programme, delivered by the National Lottery Fund. In the first year of the programme, we trained **8** community members on Climate Action who have since gone on to successfully train others and deliver sessions on sustainability with different communities. We have also run a number of workshops on sustainability and look forward to continuing to build on this work in the coming months and years.

We delivered on the Future Neighbourhoods Fund programme, within which the Trust is a key partner. This has included planting and biodiversity initiatives on the estate and the setting up of a Green Task Force to help develop and maintain our green spaces.

We also successfully secured two Community Buildings Energy Efficiency Grants to help two spaces on our estate, Bay20 and Maxilla Social Club, increase their energy and water efficiency, as well as reducing utility bills.

Westway Trust Website

We completed a significant redesign of our website to deliver an accessible and future-ready digital experience. Following consultation with community members and key stakeholders, we identified the key priorities needed to shape the new site, ensuring it reflected the breadth of our work and better served our diverse audiences. The redesign also incorporated our refreshed brand identity, giving the site a cohesive and contemporary feel. The impact has been significant, our mailing list has nearly doubled to over **5,000** subscribers, and the number of website users has grown by **15%**, demonstrating the success of the new site in helping more people connect with our work and enabling is to share our social impact more widely.

Progress on the Tutu Foundation Report Recommendations

This summary covers progress on the key recommendations in the Tutu Foundation Report and additional progress that the Trust has outlined as being part of our overall improvement plan to eliminate Institutional Racism and racism. Activity broadly falls into four areas: Land, Human Resources, Governance and Equality, Diversity and Inclusion. We also report on further items that we have identified as being required in the medium and long term. Below are some of the achievements that took place between April 2025 and March 2026. A full report is available on our website at westway.org/progress-reports.

Land under the Westway

This year we cleared the East Side of Stable Way which has made a difference to safety and enabled us to reduce the call on Trust resources of supporting a range of tenants who were not paying their rent. We also made a new space available for communities in our Gardners Yard, an outdoor classroom which allows young people and volunteers to work with our Gardening Team

Pledge on the land under Bay 56

Westway Trust has formally pledged the land at Bay 56, located beneath the Westway flyover in North Kensington, for a pepper-corn ground rent, to remain under the leadership of the African Caribbean community for the next 76 years. This commitment aligns with the full duration of the Trust's lease, including any future extensions, and marks a significant milestone in the Trust's journey toward equity, accountability, and healing.

The pledge was announced at a powerful community event on 3 September 2025, directly under the flyover at Bay 56. Around **150** individuals and organisations representing the African Caribbean and culturally diverse communities of North Kensington gathered to bear witness and speak to the significance of this moment. A recurring theme throughout the event was the importance of legacy; ensuring that future generations have access to space but also recognition, dignity and leadership.

As part of this pledge, Westway Trust has committed to engaging with the African Caribbean communities approximately every five years to determine the formal sub-lease holder, ensuring that leadership remains representative, inclusive, and community-driven. This initiative forms a cornerstone of Westway Trust's Reparations Framework.

We supported the legal transfer of Bay 56 by paying towards the legal fees of One Voice Community Collective and making an innovation grant for an African Caribbean Market to be launched in Bay 57 to support income generation for the functioning of Bay 56.

See also page 21 in the Third Progress Report on the Tutu Foundation Report Recommendations for more information on reparations.

Governance and Monitoring

In the spring of 2026, our two new Co-Chairs took up post, it is the first time the trust has two women of colour sharing the role. Minal Patel and Ruth Daniel are supported in their leadership roles by another post, a Vice Chair, which is occupied by Andrew Abdulezer. We also welcomed Cllr Abdullahi Nur onto the Board as a RBKC nominee, many of our residents will also know him as the lead of Baraka, a very successful Supplementary School, also in the borough.

Equality and Diversity

In this year we established an Independent Anti-Racism Scrutiny Panel (IARSP) to monitor our progress against our Anti-Racist Policy and Action Plan. The plan is designed to ensure that we continue to make progress to eliminate all forms of racism at the Trust. The panel was openly recruited and includes members that are representative of our communities all of whom bring expertise and lived experience to racism and anti-racism. This panel will report directly to the Board twice a year and a report will also be published on our website. The Anti-Racism Policy is published on our website and first report of the IARSP is due in October 2026.

Once again, our 'Cost of Living Crisis Clinic', did great work, bringing much needed resource of over **£160,000** in annualised benefits to individuals of African and Caribbean Heritage.

We were delighted to welcome the former Minister for Woman and Equalities, Annelise Dodds to speak at one of our Public Policy Round Tables. She shared experiences of her career as a woman in politics and reflections on the Government's Equalities priorities. In the near future companies will be required to share information on their race pay gap as well as their gender pay gap.

Our medium-term items are due as follows:

- We have included in our Estate Charter the commitment to make public on our website and in our Annual Report, the sale of any land.
- This year the *Tutu Foundation Progress Report* includes our Reparations Framework which was developed with the support of the Community Advisory Group.

Prof. Gus John has sadly not yet been able to deliver the Review of the Review due to illness, but we commit to keeping everyone informed on its progress.

This report is for the year concluding March 2026.

Looking forward to next year we will continue pursuing the Vision and Mission of the Trust, for, 'Happier, healthier and more prosperous communities,' and we will dedicate resources to the 'social, economic, personal and environmental wellbeing of communities.'

We will do this through continuing to pursue our five outcomes:

- Encouraging connectivity and understanding between communities and reducing barriers to engagement;
- Ensuring greater access to the land, making environmental improvements and increasing space for communities to use;
- Increasing community participation in the work of the Trust;
- Encouraging access to life chances and the opportunity to fulfil potential; and
- Ensuring a well led workforce, structured for good performance and that embraces continuous improvement.

We are working with fewer and deeper programmes for practical and systemic change. Some of this work centres around key programmes or projects and in the year ahead we hope to make steady progress around archiving, land justice and encouraging enterprise.

We will push forward with our important work on Anti-Racism, including through our Anti-Racism Action Plan and the Independent Anti-Racism Scrutiny Panel, our Investors In People Plan, and investment in our IT and organisational systems.

We aim to continue the upward trend and deliver greater financial support to our communities through the various grant programmes and other subsidies and support. This includes the work of our Property Team and Grounds and Gardens Team who look after the estate in all weathers. They carry out improvements and accessibility and security as well as on-going maintenance and liaison with our many commercial and charity tenants.

We believe that the impacts we deliver are growing and we need to find better ways of capturing them, so we have developed an approach to Social Impact which will be implemented as best as we can in advance of the introduction of new software.

PLANS FOR THE FUTURE

In the year ahead we will welcome new trustees and we look forward to the fresh input and new ideas they will bring. How we work with stakeholders is vital to building interest and trust so we work as a Community Centred organisation that is keen to learn and improve. We continue purposefully, we will model our values and welcome all feedback.

Recognised Income

The recognised income for 2026 amounted to £6.95m, compared to £7.09m in 2025, reflecting a decrease of £140k. This decrease in income is partly attributed to a decline in grants received, totalling nearly £445k, and a £314k decrease in investment from investments. The largest proportion of our income is from property rental £4.77m (2025: £4.92m). We received £665k in grants and other earned income (2025: £1.11m). Miscellaneous income was £581k (2025: 60k). This was mainly due to a refund of VAT of £482k.

Expenditure

Total expenditure for the year ended 2026 was £6.7 million, compared to £6.9 million in 2025, reflecting a broadly consistent level of spending year on year. Key areas of expenditure included:

- **Staffing costs** of £3 million (2025: £2.3 million), reflecting continued investment in our people. FTE staff numbers increased to 44 in 2026 from 39 in 2025.
- **Grants awarded** totalling £653k (2025: £500k), supporting a range of community-led initiatives.
- **Improvements, Repairs and Maintenance:** £263k as we continue enhancing the appearance, functionality, and accessibility of our estate.
- **Grounds and gardens maintenance** of £109k, helping to maintain green spaces that promote wellbeing and community use.

The Westway Trust is a charity that was first set up in 1971. Since 2008, the activities of the Trust have been undertaken through a charitable company, limited by guarantee.

We have a Board of up to 12 trustees:

- Up to three are elected by our Member Organisations.
- Up to three are nominated by the Royal Borough of Kensington and Chelsea; and
- Up to six are openly recruited against skills-needs and other criteria.

The Chair of the Trust is selected annually by all trustees from those amongst the six openly recruited trustees who put themselves forward for the role.

No single person or organisation has the right to appoint Board members or exercise more than 25% of the voting rights in meetings of the Trust. The Royal Borough of Kensington and Chelsea has a right within the Trust's constitution to appoint up to three trustees to the Board, which comprises up to 25% of the voting rights on the Board if the maximum number of trustees have been appointed, or a higher proportion if not all the Board positions are filled.

Trustees can serve up to two, three-year terms of office, although the Board may authorise a third term of office where it is felt that a serving trustee offers skills that are of particular relevance to the Trust.

Trustees are not paid, although reasonable costs incurred on Trust business are reimbursed. The issue of how we best support trustees from diverse backgrounds is very important to us. We will continue to work on a case-by-case basis to explore how we can enable the full range of talent in our community to become involved in the Governance of the organisation.

New trustees are introduced to the Trust with a formal induction programme. We also provide ongoing training and development opportunities, based on periodic skill assessments.

The names of all those who are currently trustees or who served as a trustee during the year to 31 March 2026 is set out in the section on "Reference and administrative information" at the end of this report. Further information on our current trustees is available on our website at Our Trustees - Westway Trust.

The table below provides information on the attendance record for each trustee at our formal Board meetings during the year to 31 March 2026.

TRUSTEE	Board meeting attendance rate for the year to 31 March 2026 (out of 7 possible)
Abdullahi Nur – joined Board 17 November 2025	3 (out of 3 possible)
Ali Sharif – resigned from Board 28 November 2025	3 (out of 4 possible)
Andrew Abdulezer	5
Des Campbell	3
Huey Walker – resigned from Board 28 February 2026	4 (out of 6 possible)
Jonathan Kelly	4
Marie-Therese Rossi	6
Marwan Elnaghi – resigned from Board 26 July 2025	2 (out of 2 possible)
Niamh Graham – resigned from Board 30 April 2025	0 (out of 1 possible)
Minal Patel	6
Ruth Daniel	6
Toby Laurent Belson – resigned from Board 28 February 2026	6 (out of 6 possible)

The Trustees delegate the day-to-day running of the Trust to the Chief Executive. The work of trustees is guided by four sub-committees to the Board, each one chaired by a Trustee. The current set of sub-committees is as follows:

- **Charitable Purposes Committee**: guides the strategic direction of the Trust's charitable activities and examines the social impact delivered by the Trust.
- **Property and Place Committee**: guides the strategic use and development of the Westway estate and provides assurance of good practice in estate management and land strategy.
- **Finance, Audit and Risk Committee**: oversees the identification and regulation of risk, finance probity and supervision of the appointment of auditors. Oversees the Trust's governance framework for ensuring the overall direction, effectiveness, supervision and accountability of the Trust.
- **People Committee**: oversees the Trust's People Strategy, Policies and Processes, ensuring they support the Trust's ambition to become a community focused organisation and an 'employer of choice'. Also oversees trustee recruitment, induction, training and development.

From time to time the Trustees may agree other 'working groups.'

Westway Trust's remuneration policy is as follows:

Westway Trust is committed to ensuring that we pay our staff fairly and in a way which ensures we attract and retain the right skills in order to have the greatest impact in delivering our charitable objectives. Delivery of our charitable vision and purpose is primarily dependent on the performance and efforts of our staff, which is the largest single element of charitable expenditure. We aim to recruit, subject to experience, towards the lower point within a salary band, providing scope to be rewarded for excellence and growth within the role. We also aim to move all staff over time to around the median of the salary range for comparable roles. We do not employ interns without pay. The Trust is an accredited member of the Living Wage Foundation. We pay at least the London Living Wage for all our staff other than apprentices and interns. Westway Trust evaluates each post against other posts in the Trust and market comparators to arrive at salary rates based on a consistent and transparent process, designed to offer a fair pay framework for all salary assessments and decisions. External benchmarking on individual posts is undertaken where appropriate. All staff confirmed in post are subject to regular performance conversations with their manager, at least twice-yearly but quarterly or more frequently is strongly encouraged.

Our **Member Organisations** are legal members of our limited company. The Member Organisations are active local charities and other organisations who play a vital role in the governance and work of Westway Trust. A full list of current Members, together with further information about their role, is available on our website at Member Organisations - Westway Trust.

The Trust is committed to upholding its organisational culture in line with the seven overarching principles of the Charity Governance Code 2017: Organisational Purpose; Leadership; Integrity; Decision Making and Controls; Board effectiveness; Diversity; and Openness and Accountability.

The Trustees continue to review the risks facing the Trust, the controls in place and the effectiveness of mitigating actions. The Trust has a risk register which records risks and how they are mitigated, including (but not limited to) our income, assets, management, staff, partners and beneficiaries, reputation, financial controls and governance. The Trustees delegate risk management to the Chief Executive. The risk register is reviewed regularly by the Finance, Audit & Risk Committee and at least twice-yearly by the Board.

The Trust has a comprehensive insurance policy, reviewed annually. The Trustees have considered the nature and extent of any risks and uncertainties that may arise. Any material concerns have been included in the following table, which set out the specific areas that give rise to the potential major strategic risks for the next financial year.

Risk	Current mitigating actions
Lack of progress in persuading the Council to look at itself in terms of institutional racism with the Council and/ or pace on our general activity. Failure to sustain anti- racism reforms, leading to erosion of community trust, reputational damage, and non-compliance with reparatory justice commitments.	The Trust continues to raise the matter with RBKC who has notified us of a Peer Review in this matter. The Trust continues its anti-racism project completing its Anti-Racism Policy and Action Plan, and recruiting an Independent Anti-Racism Scrutiny Panel which is looking at all aspects of the Trust's work, sample functional flow and evidence based progress against the Action Plan. This includes anti- racism training for Westway Trust staff and, working with stakeholders to ensure they share the Trust's anti- racism values.
Economic downturn reducing rental income and grants	We are working with tenants to develop their resilience. We are looking to continually refurbish or develop the estate to create more rental opportunities. We are ensuring there are robust debt collection procedures. We continue to develop relationships with funding partners and develop new opportunities for grant funding. We are looking at new opportunities for larger grant income.

	We are undertaking responsive and strategic budget planning so that we can ensure the Westway Trust is responsive to changes in income.
Failure to find balance between maximising commercial income and providing more affordable spaces for community use and also maximising income.	Progress our Asset Management Plan and a clear policy. Implement effective oversight. Trial of new processes on Lettings. Develop proposals for new premises.
Lack of resilience and capacity at executive level leads to burn out.	Ensure that the staff structure creates capacity in the executive team. Management training so that managers can take on appropriate responsibility. Ensure that teams are prioritising their Continuous Improvement. Continuing executive monitoring of strategic priorities and capacity. Develop awareness and opportunities for staff well-being and push forward with empowering staff through our Investors in People Planning.

Going concern

The Trustees have assessed the financial position of the Trust and are satisfied that it remains in a secure financial position for at least the next 12 months from the date of signing these financial statements. This assessment has involved a thorough review of our current financial position, future forecasts, and key risks, taking into account the level of reserves and cash balances, the broader economic environment, and the effectiveness of our financial controls and risk management processes.

While the current economic climate presents challenges, including persistent inflation and the risk of an economic slowdown, we have robust processes in place to monitor fluctuations and implement timely mitigating actions.

At the year end the Trust held a positive accumulated reserves balance of £61.81m, of which £4.4m is unrestricted, £12.3m is designated, £10.4m is restricted and a Revaluation reserve of £34.68m. Cash deposit balances amounted to £5.12m. As a result of this and an ongoing review of operational and staffing costs, the Trustees believe that we are well placed to manage operational, financial and cost of living risks successfully. The Trust has adequate resources to continue in operation for at least the next 12 months. It is therefore appropriate to adopt the going concern basis of accounting in preparing the annual accounts.

Valuation of Property Portfolio

The Trust is required to measure its investment properties at Fair Value. This year a report has been prepared by Cushman & Wakefield valuation, which indicates that there has been a fall in the fair value of the investment portfolio by £0.236m.

As we are concentrating on medium-term development and new lettings business we are well placed to balance medium term objectives with stakeholder responsibilities and relationships with our community. We are not in the corporate market where there has been a ‘flight to quality’ and we score highly with local demand, flexibility, and the dynamic development of the land surrounding the estate, which helps buoyancy. Whilst we are challenged on quality, design and technology in some of our units, this is counteracted by the demand for smaller industrial units, small-batch making units, and our connectivity and proximity to amenities.

In summary, we have positive indicators that allow us to plan for the future and a context that indicates us to hold the fair value of our portfolio at £53m.

Investment policy

Historically, Trustees have set aside 15% of Trust land, excluding the sports estate, for commercial development to provide shops, offices, light industrial units and other suitable buildings that fit within the Trust's property strategy. At the year end, approximately 13% of the estate was developed for commercial purposes. As the Trust is looking to invest in improvements to its estate, the Trustees currently do not consider any other form of long-term investment to be relevant and we place surplus cash on deposit, so that it is then available to draw down in the short-term as the need arises. As well as ongoing improvement works, we are now looking to create a policy for longer term investment of the Trust's reserves in order to spread risk and ensure the Trust's financial sustainability.

This policy will be reviewed in future years.

Reserves policy

The Trustees allocate available funds from our income to cover anticipated costs and to support planned refurbishments, estate development, and environmental improvements. Additionally, when rental income is strong, the Trustees set aside a small amount annually to provide financial flexibility during economic downturns. In the current financial year, no funds were set aside for this purpose.

To safeguard our charitable projects against the potential loss of short-term funding, the Trustees have established a target minimum level of free reserves. This target is set at three months' expenditure on the Trust's infrastructure and property and estate management functions. Consequently, our general reserves target is £1.3m.

As of 31 March 2026 the Trust's free, undesignated reserves amounted to £4.4million. These reserves are being held to ensure sufficient capacity for refurbishments to the estate.

Note 19 to the financial statements provides greater detail on the purposes of the designated funds and the reasons for holding those funds. This policy is reviewed every year.

Treasury policy

The Trust deposits its cash funds in a pooled deposit fund or with UK-based financial institutions authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority. We only deposit funds in institutions with acceptable credit ratings. We make a variety of instant access, short-term and medium-term deposits to allow funds to be accessed according to the needs of the Trust's forecast cash flow. In order to protect the ordinary activities

of the Trust from unforeseen events while the Trust plans and undertakes estate improvement, we will seek to hold treasury reserves of £0.50m or more at all times.

Funds held as custodian trustee on behalf of others

The Trust asks most of its commercial tenants to pay a refundable deposit. It is our policy not to use the deposits to fund charitable or other activity. At the year-end, tenant deposits amounted to £431k.

Auditors

Our auditors, Moore Kingston Smith LLP, have indicated their willingness to continue in office and it is proposed that they be re-appointed as auditors for the ensuing year.

The Trustees (who are also directors of Westway Trust for the purpose of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Trustees to prepare financial statements for each financial year that give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statement; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities Act 2011 and regulations made thereunder. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom

governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Signed on behalf of the Trustees



Minal Patel
Co-Chair

20/11/2026

Opinion

We have audited the financial statements of Westway Trust ('the company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2026 and of its incoming resources and application of resources, including its income and expenditure, 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 Companies Act 2006.

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 Auditor's Responsibilities for the audit of financial statements section of our report. We are independent of the charitable company 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 trustees' 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 charitable company'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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit. Or

- The trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the charitable company for the purposes of company law) are 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 trustees determine is 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 trustees are responsible for assessing the charitable company'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's 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 an auditor's report 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to

instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council];
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance;
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance;
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations;
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees;
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable

company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern;

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Shivani Kothari
Shivani Kothari (Nov 20, 2026 14:44:31 GMT)

Date: 20/11/2026

Shivani Kothari (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor
9 Appold Street
London
EC2A 2A

STATEMENT OF FINANCIAL ACTIVITIES FOR YEAR ENDED 31 MARCH 2026

	Note	General funds	Designated funds	Restricted funds	Total 2026	*Total 2025*
		£'000	£'000	£'000	£'000	£'000
Income						
Income from charitable activities						
Grants, earned and other income	2	16	-	649	665	1,110
		16	**-**	**649**	**665**	**1,110**
Income from investments						
Land and property rentals	5	4,772	-	-	4,772	4,925
Car Park income		206	-	-	206	159
Interest receivable		192	-	-	192	276
Miscellaneous income		65	-	-	65	189
		5,235	**-**	**-**	**5,235**	**5,549**
Other income						
Property service charges		70	-	398	468	372
Miscellaneous income		581	-	-	581	60
		651	**-**	**398**	**1,049**	**432**
Total income		**5,902**	**-**	**1,047**	**6,949**	**7,091**
Expenditure						
Expenditure on charitable activities	3	3,088	-	969	4,057	4,646
Investment management costs						
Property management	7	2,156	-	497	2,653	2,204
Total expenditure		**5,244**	**-**	**1,466**	**6,710**	**6,850**
Net Gain/(loss) on investments	12	-	(236)	-	(236)	(842)
Net income/(expenditure) before transfers		**658**	**(236)**	**(419)**	**3**	**(601)**
Transfers between funds	10	-	-	-	-	-
Net movement in funds		**658**	**(236)**	**(419)**	**3**	**(601)**
Reconciliation of funds						
Balances brought forward at 1 April 2025		3,715	47,222	10,872	61,809	62,409
Balances carried forward at 31 March 2026	19	**4,373**	**46,986**	**10,453**	**61,812**	**61,808**

All gains and losses recognised in the year are included on the Statement of Financial Activities.

The accompanying notes form part of these financial statements.

BALANCE SHEET AS AT 31 MARCH 2026

	Note	2026		2025	
		£'000	£'000	£'000	£'000
Non-current assets					
Charitable buildings	11		717		716
Investment property	12		52,826		52,939
Other tangible fixed assets	13		269		241
Intangible assets	14		7		7
Accrued income	15		92		152
			53,911		**54,055**
Current assets					
Debtors	16	3,764		3,844	
Short term deposits		3,701		3,685	
Cash at bank and in hand		1,423		1,792	
		8,888		9,321	
Liabilities:					
amounts falling due within one year	17	(635)		(1,231)	
Net current assets			8,253		8,090
Total assets less current liabilities			62,164		62,145
Liabilities:					
amounts falling due after more than one year	18		(352)		(337)
Net assets			**61,812**		**61,808**
Funds	19				
Unrestricted funds					
Accumulated fund			4,372		3,715
Revaluation reserve			34,684		34,919
Other designated funds			12,302		12,302
			51,358		**50,936**
Restricted funds			**10,454**		**10,872**
			61,812		**61,808**

Approved by the Trustees on .....20/11/2026..... and signed on their behalf

Minal Patel (Nov 20, 2026 13:17:03 GMT)

Minal Patel, Co-Chair

CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026		2025	
		£'000	£'000	£'000	£'000
Net cash inflow from operating activities	24		(302)		*(1,916)*
Interest and servicing of loans					
Bank interest received		192		*276*	
Other interest received		-		-	
Net interest			**192**		***276***
Capital expenditure					
Payments to improve investment buildings	12	(123)		*(295)*	
Payments to acquire other charity fixed assets	13	(120)		-	
Total Capital expenditure			(243)		*(295)*
(Decrease)/Increase in cash and bank deposits	**25**		**(353)**		***(1,935)***
Represented by:					
(Increase)/decrease in short-term deposits			16		7
(Decrease)/Increase in cash			(369)		*((1,942)*
	25		**(353)**		***(1,935)***

1.a. ACCOUNTING POLICIES

1.1 Form and content of accounts

The accounts are prepared in accordance with the requirements of the Trust's constitution, the Companies Act 2006, the Charities Act 2011, Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP) revised by the Charity Commission in 2015 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". The order of certain items in the Statement of Financial Activities (SOFA) and their headings have been adapted, as required by SORP, in order to present a true and fair view of the nature and scale of the activities of the Trust. The financial statements are stated in Pounds Sterling, which is the transactional currency of the Trust.

1.2 Cost convention

The accounts have been prepared under the historical cost convention, as modified by the revaluation of investment property and the measurement of financial assets and liabilities at fair value.

1.3 Going concern

The going concern of the Trust rests on its ability to receive its rental income and meet its expenditure obligations for the next 12 months from the signing of the financial statements. The trust has engaged proactively with its tenants ensuring that they meet their obligations and where they have experienced difficulties we have given concessions to support the viability of our tenants which facilitates the going concern of the Trust. Due to the cost of living increase and inflationary pressures, the Trust is continuously reviewing its performance against the set budget to ensure it is financially viable and able to meet its commitments. It has also been agreed in the new budget to make contingency provision to support costs and wages. The Trust has a healthy unrestricted reserves and designated reserves are available to support the trusts activities.

Although there are risks with this strategy, management has determined that the actions that it has taken are sufficient to mitigate the uncertainty and has therefore prepared the financial statements on a going concern basis as it has a reasonable expectation that the Trust will continue in operational existence for the foreseeable future.

1.4 Critical estimates and judgements

The Trust's significant accounting policies are stated in this note. Not all of these significant accounting policies require the Trustees to make difficult, subjective or complex judgements or estimates. The assets and liabilities of the Trust that are subject to a significant degree of estimation or judgement are: the fair value of the Trust's investment properties; the cumulative amortisation and depreciation of assets; the timing of capitalisation of costs of new developments, dependent on probable planning permission; the assets and liabilities of the defined-benefit pension scheme; and the recoverability of trade debt. The Trustees consider the valuation of investment properties to be critical because of the level of complexity, judgement or estimation involved and its impact on the financial statements. These judgements involve assumptions or estimates in respect of future events. Actual results may differ from these estimates. The valuation of the Trust's property portfolio is inherently subjective due to, among other factors, the individual nature of each property, its location and the expected future rental income. As a result, the valuation the Trustees place on the property portfolio is subject to a degree of uncertainty and is made on the basis of assumptions which may not prove to be accurate, particularly in periods of volatility or low transaction flow in the commercial property market. Other estimates that affect the Statement of Financial Activities comprise the allocation of support costs as detailed in policy 1.10.

1.5 Income

Income other than grant income is recognised at the fair value of the consideration received or receivable for goods and services provided. Fair value takes into account settlement discounts allowed on sales.

1.6 Grants received

Where grants are received for specific purposes they are credited to the restricted funds of the Trust. Grants that are awarded for a specific period are recognised in the SOFA in that period. Capital grants are recognised in the SOFA to the extent that the Trust has met the conditions for draw-down of those grants. Otherwise, grants are shown as income in the period in which they are received.

1.7 Grants payable

Grants payable as cash are accounted for in the period in which they are approved. Certain properties are set aside for letting to local charitable groups at one-third of market rent. The full commercial rent is shown as investment income and the corresponding two-thirds reduction is shown as grants payable. This is a departure from the standard treatment of rent under FRS102; the Trustees consider this provides a more useful presentation of the deployment of the Trust's resources than a simple statement of the discounted rent. Grants awarded to Member Organisations of the Trust, including grants by way of discounted rent, are identified within Note 5 to the accounts.

1.8 Rents

1.8.1 Rents Receivable

Rental income receivable from tenants under operating leases is recognised on a straight-line, accruals basis over the term of each lease. Where chargeable, Value Added Tax is excluded from all amounts. Income arising as a result of rent reviews is recognised when agreement of the new lease terms is reasonably certain.

Premiums receivable from tenants to surrender their lease obligations are recognised in the SOFA. The cost of any lease incentives, such as rent-free periods and stepped rentals, are spread over the minimum, non-cancellable term of each lease. Rents recognised in the SOFA in advance of becoming payable by the tenant are not available for disbursement on charitable activities and are transferred to a designated accrued income fund and are released as they become payable.

1.8.2 Accrued income

Under FRS102, the Trust must accrue for the average annual rents receivable under property leases irrespective of whether that level of rent is currently due from the tenant, as set out in accounting policy 1.8.1. Accrued income arises when there are significant incentives to enter into a lease, such as a rent-free period at the beginning of a lease or a stepped rental. The accrued rent is not available for disbursement on charitable activities until receivable and is held as a debtor on the balance sheet. The balance represents the excess of income recognised in the Statement of Financial Activities in advance of it being payable by the tenant. The balance is reduced by instalments as the income becomes due from the tenant.

1.9 Property service charges

Income and expenditure arising from the service charge accounts of tenanted buildings are included within these accounts at their gross values. The Trust is accountable to its tenants for the expenditure incurred on maintaining these properties and, under the terms of the leases, the accounting records and vouchers are available for their inspection on demand.

1.10 Basis of allocation of support costs

Staff and other support costs are allocated to the various activities of the Trust based upon the direct staff costs involved in delivering direct charitable activities and on the estimated time devoted to the governance of the Trust.

1.11.1 Defined contributions pension scheme

Employer contributions to the Trust's defined contribution Group Personal Pension Scheme are charged to the SOFA on an accruals basis.

1.12 Value Added Tax

The Trust is partially exempt for VAT purposes. Where input VAT is not recoverable, it is included in the accounts as part of the expenditure on which it was incurred.

1.13 Volunteers

The Trust provides volunteering opportunities in a number of its activities. These are currently concentrated in the Grounds and Gardens and the Learning teams. The work performed by the volunteers is well appreciated and is explained in the Trustees' Report. No financial appraisal of the value of volunteering is included within these accounts.

1.14 Land and buildings

1.14.1 Land: the Trust has a 130-year lease with a total historical cost of £280,000. The land is included in the property valued as an investment asset.

1.14.2 Investment property: the Trust has developed some of its land with commercial building so as to provide a source of income. These buildings and land are carried at open market value as set out in Note 12. Movements on unrealised revaluation surpluses are shown separately on the face of the Statement of Financial Activities and the cumulative unrealised surplus is shown as a designated fund in the balance sheet. Investment property valuation is reduced by the cumulative value of accrued income.

1.14.3 Charitable buildings: buildings occupied by the Trust for its own charitable purposes ("charitable buildings") are shown at cost less depreciation. This has the effect of setting the cost of these buildings against the income of the Trust over the expected useful lives of the buildings. Buildings are maintained in a constant state of sound repair; the amount at which the buildings are carried in the balance sheet is reviewed annually and reduced to the extent that it is considered that there has been an impairment of value.

1.15 Intangible assets

Intangible assets comprise :

1.15.1 Software: the acquisition and configuration costs of software, less amortisation. Software that is no longer in use is written off; and

1.15.2 Social investments: the lower of cost or fair value of investment in social enterprises, where fair value is assessed by the Trustees at the balance sheet date.

1.16 Capitalisation

1.16.1 Property developments: The costs of developments are written-off in the year in which they are incurred until the point that probable planning consent is obtained and the project has a realistic likelihood of being built. Where projects are curtailed, all previously capitalised costs are written-off.

1.16.2 Threshold: Goods acquired are capitalised where they represent an asset of continuing value to the Trust and the cost exceeds £1,000 per item or group of items.

1.17 Depreciation and amortisation

Rates of depreciation and amortisation are designed to write-off assets over their useful economic lives.

1.17.1 Charitable buildings:
(a) Buildings are depreciated at a rate of 2% per annum on cost.
(b) Major refurbishments: depreciation is charged annually at the rate of 10% on cost.
(c) Partitioning to increase short-term office space: depreciation is charged annually at the rate of 20% on cost.

1.17.2 Landscaping and environmental improvements: expenditure is written-off in the year in which it is incurred.

1.17.3 Office furniture and fixtures: depreciation is charged at the rate of 20% p.a. on cost.

1.17.4 Computers and software: depreciation is charged at the rate of 33.3% p.a. on cost.

1.17.5 Intangible assets (software): amortisation is charged at the rate of 33.3% p.a. on cost.

1.18 Bad debts

Provisions are made against monies due to the Trust where the debt is overdue and recovery is in doubt. Debts are written-off according to procedures agreed by the Trustees.

1.19 Other financial instruments

Basic financial instruments are recognised as the amount payable or receivable when the instrument is first recognised together with any subsequent transaction costs, but modified in respect of trade debtors for an assessment of potential bad debt, as set out in policy 1.18.

1.20 Restricted funds

1.20.1 Capital grants: Grants that are received for capital projects are credited to a restricted fund. Subsequent charges for depreciation of those capital assets are charged directly to the fund in the statement of financial activities. The balance of such grants are released to general funds when they are considered to be no longer repayable.

1.20.2 Service charges: Provisions are made in the service charge accounts for tenanted buildings towards the expected costs of building repairs that may be required in the future in accordance with the terms of the relevant leases. Interest on the unexpended balances is credited to those balances. These funds may only be spent on the specific tenanted buildings to which they relate.

1.20.3 Other project grants: Grants that are received for specified purposes are credited to a restricted fund. Expenditure that is attributable to such grants is charged directly to the fund in the statement of financial activities.

1.21 Designated funds

1.21.1 Buildings funds: The balances on the funds represent investment and charity land and buildings. The capital costs of buildings that are met from the Trust's own resources are represented by designated buildings funds. Depreciation is charged directly against the fund in the statement of financial activities.

1.21.2 Revaluation reserve: Unrealised surpluses or deficits arising upon valuation of the Trust's investment property are credited or debited directly to a designated fund to indicate that any surplus is also represented by buildings rather than cash.

1.21.3 Refurbishment fund: Transfers are made into these funds to meet the anticipated costs of renovating depreciating assets at the end of their anticipated lives, such as the playing surfaces of sports facilities and the current commercial rental portfolio. In addition, funds are transferred for capital developments to provide reserves to meet, or contribute, so far as reserves permit, towards the cost of capital expenditure that is not funded by loans or grants.

1.21.4 Development fund: Transfers are made into these funds to provide reserves to meet, or contribute, so far as reserves permit, towards the cost of capital expenditure that is not funded by loans or grants.

1.21.5 Maintenance funds: It is the Trust's policy to set aside an amount of its surplus in years when rental income is strong in order to allow for some flexibility during periods of economic downturn.

1.21.6 Pension reserve: The reserve represents the recognised surplus or deficit, if any, on the Trust's defined benefits pension scheme. Contributions are paid into the scheme in accordance with the recommendations of the scheme actuary and may be made over a number of years to spread the cost of funding the deficit over the future service lives of active scheme members.

1.b. INCOME FROM CHARITABLE ACTIVITIES BY AREA

	2026				2025			
	Earned Income £'000	Grants and Restricted Income £'000	Grenfell Response £'000	Total £'000	Earned Income £'000	Grants and Restricted Income £'000	Grenfell Response £'000	Total £'000
Social Wellbeing	111	135	-	246	13	179	-	192
Environmental Wellbeing	-	4	-	4	-	105	-	105
Economic Wellbeing	60	338	-	398	32	780	-	813
	171	**477**	**-**	**648**	**45**	**1,064**	**-**	**1,110**

2. INCOME FROM CHARITABLE ACTIVITIES BY FUNDER

		2026				2025			
		Earned Income	Grants and Restricted Income	Grenfell Response	Total	Earned ncome	Grants and Restricted Income	Grenfell Response	Total
Source	**Programme**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Royal Borough of Kensington & Chelsea	Adult Learning	-	120	-	120	1	246	-	247
	Clean Air Campaign	-	-	-	-	-	27	-	27
	Climate Action Fund	-	10	-	10	-	-	-	-
	Creche	60	-	-	60	18	166	-	184
	Device Donation Programme	-	2	-	2	-	-	-	-
	Early Years	-	-	-	-	-	22	-	22
	Enterprise Outreach	-	5	-	5	-	-	-	-
	Future Neighbourhood	-	24	-	24	-	105	-	105
	Make and Mend	-	4	-	4	-	-	-	-
	Parenting	-	28	-	28	-	21	-	21
	Supplementary School	-	83	-	83	-	83	-	83
	Travellers Site	-	41	-	41	-	20	-	20
	Visit Portobello	-	20	-	20	-	20	-	20
	Sub-total RBKC	**60**	**337**	**-**	**397**	**19**	**710**	**-**	**729**

Esmee Fairburn	Community Education Programme	-	-	-	-	-	60	-	60
GLA	Community Street	-	-	-	-	-	187	-	187
Hogan Lovells	Cost of Living Clinic	-	66	-	66	-	15	-	15
Bank of New York Mellon	Cost of Living Clinic	-	6	-	6	-	-	-	-
Lords Building Merchant	Community Card Project	-	-	-	-	-	5	-	5
Football Foundation	Pitch Maintenance	-	-	-	-	-	9	-	9
MOPAC	Safer Neighbourhood	-	20	-	20	-	-	-	-
The Big Word	Supplementary School	-	8	-	8	-	-	-	-
Bates Wells	Various	111	-	-	111	-	-	-	-
Others	Postcode Gardener	-	4	-	4	-	21	-	21
Others	Money Club	-	26		26	-	-	-	-
Others	Maxilla Gardens	-	10	-	10	-	57	-	57
Others	Various	-	-	-	-	27	-	-	27
Total		**171**	**478**	**-**	**649**	**46**	**1,064**	-	**1,110**

3. EXPENDITURE ON CHARITABLE ACTIVITIES

	General funds	Allocated support costs	Total including support costs	Designated funds	Restricted funds	Total 2026	Total 2025
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure on continuing activities							
Charitable Activities	1,851	1,237	3,088	-	969	4,057	4,646
Investment Activities property management	1,502	654	2,156	-	497	2,653	2,204
	3,353	**1,891**	**5,244**	-	**1,466**	**6,710**	**6,850**
Expenditure on charitable activities							
Engagement	121	160	281	-	106	387	292
Arts & Culture / Community Grants	785	158	943	-	87	1,030	873
Grenfell Response	9	-	9	-	-	9	5
Social Wellbeing	**915**	**318**	**1,233**	**-**	**193**	**1,426**	**1,170**
Environmental Wellbeing	**310**	**215**	**525**	**-**	**35**	**560**	**895**
Stewardship (including Property Development)	382	43	425	-	9	434	1,066
Education & Skills	244	662	906	-	732	1,638	1,515
Economic Wellbeing	**626**	**705**	**1,331**	**-**	**740**	**2,071**	**2,581**
	1,851	**1,238**	**3,089**	**-**	**968**	**4,057**	**4,646**
Made up of:							
Grants awarded	653	-	653	-	-	653	494
Materials and project costs	183	230	413	-	132	545	663
Staff Costs	660	595	1,255	-	683	1,938	1,601
Other staff costs	18	15	33	-	1	34	123
Improvements, repairs and maintenance	46	37	83	-	14	97	794
Environment projects	4	-	4	-	2	6	270
Ground and Garden Maintenance	42	-	42	-	28	70	69

Insurance and other establishment costs	14	32	46	-	34	80	169
IT costs	-	183	183	-	5	188	193
Communications and marketing	2	-	2	-	16	18	23
Governance	-	45	45	-	-	45	73
Professional fees	8	1	9	-	-	9	10
Other overheads	3	32	35	-	54	89	181
Bank charges	-	7	7	-	-	7	2
Depreciation	-	60	60	-	-	60	67
(Recoverable)/ Irrecoverable VAT	217	-	217	-	-	217	(86)
Total expenditure on charitable activities	**1,851**	**1,238**	**3,089**	**-**	**969**	**4,057**	**4,646**

4. GRANTS AWARDED YEAR ENDED 31 MARCH 2026

	Supplementary Schools	Small grants to local charities and community groups	Bay 20	Grenfell Response	Rent subsidies to charity tenants	Total 2025 - 26
Grants to Individuals & Community Groups:	£	£	£	£	£	£
Abundance Arts	-	995	-	-	-	995
Age Concern UK Kensington & Chelsea	-	2,500	-	-	-	2,500
Al hidaya Arabic School(S M N Boukhalfa)	3,802	5,620	-	-	-	9,422
All For One Community C.I.C		2,450				2,450
An Nisa Community Empowerment CIC	5,258	2,480	-	-	-	7,738
Anti-Tribalism Movement	-	28,500	-	-	-	28,500
ARK Remedy CIC		2,500				2,500
Azza Supplementary School	4,426	1,000	-	-	-	5,426
Baraka Community Association	4,716	2,500	-	-	-	7,216
Barclays Bank PLC		504				504
Bashir Hassan Consulting Ltd	-	4,600	-	-	-	4,600
Claire Standring	-	6,814	-	-	-	6,814
Community Cook Off	-	2,500	-	-	-	2,500
Dadihiye Somali Organisation	2,995	2,500	-	-	-	5,495
Dalgarno Neighbourhood Trust Ltd	-	2,500	-	-	-	2,500
Dalgarno Supplementary School	4,134	-	-	-	-	4,134
Debs Bourner	-	1,314				1,314
Eastern Sudan Community Assoc	-	2,000				2,000
Eritrean Community West London	-	1,000				1,000
Etritrean Parent (JAMAL OMAR)	4,863	2,919	-	-	-	7,782
Fiery Hearts CIC	-	2,500	-	-	-	2,500
French African Welfare Assoc	-	2,168	-	-	-	2,168
Golborne Forum	-	280	-	-	-	280
Hillside Performing Arts	-	2,500	-	-	-	2,500
JK Arts CIC	-	2,500	-	-	-	2,500
Kamitan Arts CIC	-	1,000	-	-	-	1,000
Kensington & Chelsea Social Council	-	15,866	-	-	-	15,866
Kensington Speech And Lang CIC	-	4,800	-	-	-	4,800
Kids On The Green	-	2,000	-	-	-	2,000

Lancaster West Childrens Comm Network	-	1,000	-	-	-	1,000
Lancaster West Residents Assoc	-	1,000	-	-	-	1,000
London Funders	-	680	-	-	-	680
MCWG Grant	-	(1200)	-	-	-	(1200)
Making Communities Work & Grow	3,987	3,500	-	-	-	7,487
MCHC	-	53,500	-	-	-	53,500
MO1YOUTHS	-	5,510	-	-	-	5,510
NAIL Green	-	280	-	-	-	280
NOVA New Opportunities	-	550	-	-	-	550
OCN London Region	-	259	-	-	-	259
Patrick Jones	-	1,200	-	-	-	1,200
Period 13 adjustment	-	4,840	-	-	-	4,840
Persian Care Centre	-	1,000	-	-	-	1,000
Philip Nichols	-	228	-	-	-	228
Pimento	3,036	1,790	-	-	-	4,826
Portobello Dance & Performing Arts Schoo	-	2,500	-	-	-	2,500
Portobello Film Festival	-	2,000	-	-	-	2,000
Portobello Pantomine (MN Philip)	-	2,500	-	-	-	2,500
Red Hills Lab Ltd	-	280	-	-	-	280
Sanctuaire For Sisterhood CIC	-	2,500	-	-	-	2,500
Shahed Ahmed	-	794	37,000	-	-	37,794
Somali Women's Association	3,808	2,500	-	-	-	6,308
Sports & Leisure Management Ltd	-	-	-	4,137-	-	4,137
Strengthening LKenington Youth F	-	6,500	-		-	6,500
Teit Ethopia Supplementary School	3,592	1,000	-	-	-	4,592
The Forgiveness Project	-	2,430	-	-	-	2,430
The Gheez Rite Community Assoc	4,080	900	-	-	-	4,980
The Grove Think Tank	-	1,000	-	-	-	1,000
The Pepper Pot Centre	-	2,500	-	-	-	2,500
The Space	-	988	-	-	-	988
The Traveller Movement	-	37,725	-	-	-	37,725
This Won't End Me CIC	-	2,500	-	-	-	2,500
Trellick Tower Res Assoc.	-	2,461	-	-	-	2,461
Venture Community Ass.	-	3,500	-	-	-	3,500
Viking Direct	-	197	-	-	-	197
West London Moroccan Widadia	3,307	-	-	-	-	3,307
Westway Yoga Kol (WYKD CIC)	-	3,040	-	-	-	3,040
Womans Trust	-	50,000	-	-	-	50,000
Wrkn Together Ltd	-	2,400	-	-	-	2,400
1 Thorpe Close	-	-	-	-	56,807	56,807
2 Thorpe Close	-	-	-	-	46,700	46,700
6 Thorpe Close	-	-	-	-	7,185	7,185

7 Thorpe Close	-	-	-	-	62,380	62,380
Maxilla Walk	-	-	-	-	47,525	47,525
Grants to Community Groups	52,004	313,161	37,000	4,137.52	220,597	626,899
Support to individuals	-	26,553	-	-	-	26,553
Total 2025	52,004	339,714	37,000	4,137.52	220,597	653,453
	-	-	-			

2025 Comparative	**£**
Small Grants to local Charities and Community groups	313,161
Supplementary Schools	52,004
Bay 20	37,000
Support to individuals	26,533
Grenfell Response	4,138
Rent subsidies to charity tenants	220,597
	653,453

5. Income from Property

Income from Property	**General funds** £'000	**Designated funds** £'000	**Restricted funds** £'000	**Total 2026** £'000	**Total 2025** £'000
Rental Income	3,614	-	-	3,614	2,852
Other Property Income	1,158	-	-	1,158	2,073
	4,772	**-**	**-**	**4,772**	**4,925**

6. GOVERNANCE COSTS

	Total 2026 £'000	***Total 2025*** £'000
Statutory audit	44	44
	44	44

7. EXPENDITURE ON INVESTMENT ACTIVITIES – PROPERTY MANAGEMENT

	General funds	Allocated support costs	Total including support costs	Designated funds	Restricted funds	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Materials and project costs	50	121	**171**	-	-	171
Staff Costs	681	314	**995**	-	38	1,033
Other staff costs	-	8	**8**	-	-	8
Improvements, repairs and maintenance	146	20	**166**	-	-	166
Car Park expenditure	81	-	**81**	-	-	81
Ground and Garden Maintenance	39	-	**39**	-	-	39
Insurance and other establishment costs	411	17	**428**	-	459	887
IT costs	-	96	**96**	-	-	96
Governance	-	24	**24**	-	-	24
Professional fees	86	1	**87**	-	-	87
Other overheads	8	17	**25**	-	-	25
Bank charges	-	4	**4**	-	-	4
Depreciation	-	32	**32**	-	-	32
	1,502	**654**	**2,156**	**-**	**497**	**2,653**
2025	978	572	1,550	-	654	2,204

Comparative figures for 2025 are analysed in Note 30.

8. ALLOCATION OF SUPPORT COSTS

	Charitable activities	Property management	Total 2026	*Total 2025*
	£'000	£'000	£'000	*£'000*
Materials and project costs	230	121	351	*555*
Staff Costs	595	314	909	*602*
Other staff costs	15	8	23	*27*
Improvements, repairs and maintenance	37	20	57	*(2)*
Insurance and other establishment costs	32	17	49	*170*
IT costs	183	96	279	*265*
Communications and marketing	-	-	-	*24*
Governance	45	24	69	*102*
Professional fees	1	1	2	*(4)*
Other overheads	32	17	49	*154*
Bank charges	7	4	11	*3*
Depreciation	60	32	92	*94*
	1,237	**654**	**1,891**	**1,990**

9. STAFF COSTS

	Total 2026 £'000	Total 2025 £'000
Salaries and wages	2,521	1,998
Social security costs	321	200
Pension costs		
Current service costs		
Defined cost	90	72
Termination payments	-	-
Agency fees	122	30
	3,054	**2,300**

Average number of employees		
Monthly paid	78	68
Full-time equivalent	44	39

The full-time equivalent number of employees analysed by function was:

Economy and Skills	6	7
Arts, Heritage & Community	3	3
Environmental	5	5
Stewardship	14	11
Communications and Engagement	5	5
Strategy, governance and resources	11	8
	44	**39**

Number of employees whose emoluments during the year fell between:

£60,000 and £69,999	5	4
£70,000 and £79,999	-	-
£80,000 and £89,999	2	-
£90,000 and £99,999	1	1
£100,000 and £109,000	-	-

Westway Trust's remuneration policy is outlined in detail on Page 21 of the Annual Report under the Report of the Board of Trustees 2025. This policy reflects our commitment to fair pay, transparency, and alignment with the London Living Wage, ensuring we attract and retain the right skills to deliver our charitable objectives. For further details, please refer to the full statement on Page 21.

Key management Personnel and Trustees	Total 2026 £'000	Total 2025 £'000
Total staff remuneration and benefits paid to key management personnel	499	383

The Key management personnel are the Chief Executives and 3 heads of department and the two senior Finance managers.

Trustee Remuneration
During the year, no remuneration payments were made to the Trustees of the Trust.
Trustees Expenses

Name of Trustees	2026 £'000	2025 £'000
Toby Laurent Belson	9	3
	9	**3**

Related Party Disclosures
There were no related party transactions during the year under review.

10. TRANSFERS BETWEEN FUNDS

There were no transfers between funds during the year.

11. CHARITY BUILDINGS

	Buildings occupied for the charity's own purposes £'000
Cost	
At 1 April 2025	3,611
Accumulated cost at 31 March 2026	**3,611**
Depreciation	
At 1 April 2025	2,895
Charge for the year	0
Accumulated depreciation at 31 March 2026	**2,895**
Net book value	
At 31 March 2026	**716**
At 31 March 2025	**716**

Buildings occupied by the Trust to deliver its charitable activities are stated at cost after accumulated depreciation amounting to £2,895. The cost of rebuilding was professionally calculated for insurance purposes

as at 1 April 2008. Allowing for building cost indexation, the buildings are insured for a reinstatement value of £6,813,000 including Bay 20 community centre.

12. INVESTMENT PROPERTY

	Land and Buildings £'000
Valuation	
At 1 April 2025	52,939
Additions	123
Revaluation Gain/(Loss)	(236)
Net book value	
At 31 March 2026	**52,826**
At 31 March 2025	**52,939**

Land

The Trust holds the land under the elevated A40(M) trunk road under leases commencing 1 May 1972 for 130 years from the Royal Borough of Kensington and Chelsea, who in turn lease the land from the freeholders - Transport for London.

Basis of valuation of investment property

The charity holds a portfolio of investment properties, which are maintained to generate income to support its charitable activities. In accordance with **FRS 102 and Charities SORP**, investment properties are measured at **fair value** at each reporting date.

The investment properties have been revalued as at 31 March 2026 to reflect their market value. The revaluation was conducted by Cushman &Wakefield LLP**]**, a qualified **RICS-registered surveyor** and the valuation complies with the requirements of the RICS Valuation – Professional Standards (the Red Book).

The fair value adjustment has been recognised in the **Statement of Financial Activities (SOFA)** under "Gains/(Losses) on Investments.

Restrictions & Commitments

The charity holds its investment properties under a **long-term leasehold arrangement**, with a remaining lease term of **75 years**. The charity does not have outright ownership of the land but has the right to generate income from the properties for the duration of the lease.

There are **no material restrictions** on the use of the investment properties within the terms of the lease, and there are **no contractual obligations** for significant capital expenditure.

	2026	2025
Fair value at 31 March 2026		
	£'000	**£'000**
Properties valued by the trustees based on an indicative valuation carried out by Cushman & Wakefield LLP	53,730	54,021
Less: unamortised lease incentive (Note 15)	(904)	(1,082)
Book value at 31 March 2026	**52,826**	**52,939**

13. TANGIBLE FIXED ASSETS

	Equipment on the estate	Fixtures and fittings	Computer equipment	Motor vehicles	Total
	£'000	**£'000**	**£'000**	**£'000**	**£'000**
Cost					
As at 1 April 2025	57	552	141	28	778
Additions		77	7	36	120
Disposals	-	-	-	-	-
Accumulated cost at 31 March 2026	**57**	**629**	**148**	**64**	**898**
Depreciation					
As at 1 April 2025	57	320	141	19	537
Charge for the year	-	78	1	13	92
Disposals		-			-
Accumulated depreciation at 31 March 2026	**57**	**398**	**142**	**32**	**629**
Net book value					
At 31 March 2026	**-**	**231**	**6**	**32**	**269**
At 31 March 2025	**-**	**232**	**0**	**9**	**241**

14. INTANGIBLE FIXED ASSETS

	Software
	£'000
Cost	
As at 1 April 2025	151
Additions	
Disposals	
Accumulated cost at 31 March 2026	**151**
Amortisation	

As at 1 April 2025	143
Charge for the year	1
Accumulated amortisation at 31 March 2026	**144**
Net book value	
At 31 March 2026	**7**
At 31 March 2025	**7**

15. ACCRUED INCOME

	2026	2025
	£'000	£'000
Accrued income in respect of lease incentives	1,387	1,082
Less: amounts included in trade debtors	(1,295)	(930)
	92	152

Lease incentives arise from rent-free periods at the beginning of long-term leases and stepped rentals. Lease incentives are allocated between amounts to be allocated to rental income within one year of the balance sheet date and amounts that will be charged against rental income in subsequent years.

16. DEBTORS

	2026	2025
	£'000	£'000
Trade debtors	2,161	3,272
Bad debt provision	(686)	(806)
Accrued income in respect of lease incentives	1,295	930
Prepayments and accrued income	955	446
Other debtors	39	2
	3,764	3,844

Bad debt provision	Opening provision at 1 April 2025	Additional provisions	Debts written off	Provisions no longer required	Closing provision at 31 March 2026
	£'000	£'000	£'000	£'000	£'000
Rental debt	806	-	-	(120)	686

Bad debt provisions are based upon the debtor balances on individual accounts.

17. LIABILITIES: AMOUNTS DUE WITHIN ONE YEAR

	2026	2025
	£'000	£'000
Trade creditors	182	668
Accruals	205	135
Deferred income	-	2
Tenants' deposits	79	85
Taxes and social security costs	149	318
Other creditors	20	23
	635	**1,231**

18. LIABILITIES: AMOUNTS DUE AFTER ONE YEAR

	2026	2025
	£'000	£'000
Tenants' deposits	352	337
	352	**337**

19. ANALYSIS OF FUNDS

	At 1 April 2025	Incoming resources	Resources expended	Transfers, revaluations and unrealised gains	At 31 March 2026
	£'000	£'000	£'000	£'000	£'000
Restricted funds					
Investment property	9,353	-	-	-	9,353
Charitable buildings	836	-	-	-	836
Service charges	125	398	(497)	-	26
Project grants	558	649	(969)	-	238
	10,872	**1,047**	**(1,466)**	**-**	**10,453**
Unrestricted funds					
Investment property	9,496	-	-	-	9,496
Charitable buildings	13	-	-	-	13
Refurbishment fund	759	-	-	-	759
Development fund	1,880	-	-	-	1,880
Maintenance funds	189	-	-	-	189
Grenfell support	(34)	-	-	-	(34)
	12,302	**-**	**-**	**-**	**12,302**
Revaluation reserve	34,920	-	(236)	-	34,684
General funds	3,715	5,902	(5,244)	-	4,373
	50,937	**5,902**	**(5,480)**	**-**	**51,359**
	61,809	**6,949**	**(6,946)**	**-**	**61,812**

Restricted funds

Investment property: This fund represents grants given to the Trust to construct buildings that are let and generate income for the Trust. Commonly these grants have been awarded from local and central government and European initiatives for regeneration. Funds continue to be treated as restricted for such time as the Trustees consider there to be an explicit or constructive obligation to keep the underlying asset in use for specified, grant-funded purposes.

Charitable buildings: This fund represents grants given to the Trust to construct buildings that it occupies for the direct delivery of charitable activities. These grants may have been awarded from a variety of initiatives for regeneration or charitable purposes. Funds continue to be treated as restricted for such time as the Trustees consider there to be an explicit or constructive obligation to keep the underlying asset in use for specified, grant-funded purposes, and are reduced to the extent that those assets have been depreciated or reduced due to impairment of value.

Service charges: These funds, commonly referred to as sinking funds, represent monies collected from tenants through the service charges for the maintenance of the investment properties. There are several ring-fenced funds, each for a specified property. The Trust is accountable to its tenants for the income collected, expenditure incurred and refurbishment funds held for each property.

Project grants: These funds represent grants received by the Trust for specified projects and which can only be spent on those projects. Income is recognised when the Trust is entitled to receive the grant and where there is no reasonable expectation that the grant could become repayable. Any unspent funds held at the end

of the year are held separately to be spent on the specified project in future years. At 31 March 2026, the funds on hand comprise:

20. ANALYSIS OF PROJECT FUNDS

	2026	2025
	£'000	£'000
Project grants		
Sports development	70	70
Grenfell Response	47	47
Education	77	365
Animating Thorpe Close	44	75
	238	**557**

Designated funds

Investment property: This fund represents the money that the Trust has invested from its earnings into buildings that are let commercially to generate further income for the Trust in the future. The original cash asset has already been spent on the buildings.

Charitable buildings: This fund represents the money that the Trust has invested from its earnings into buildings that it occupies for the direct delivery of charitable activities. The fund is reduced to the extent that those assets have been depreciated or reduced due to impairment of value. The original cash asset has already been spent on the buildings.

Refurbishment Fund: This fund represents money set aside to meet the anticipated costs of renovating depreciating assets at the end of their anticipated lives, such as the playing surfaces of sports facilities. It also includes monies set aside for identified enhancements to the Trust's sports and fitness facilities. The refurbishment fund will be expended according to a 15-year life cycle plan.

Project funds: This money is set aside in order to ensure targeted charitable projects can be supported where future funding is in doubt. The funds also include amounts set aside to provide flexibility during periods of economic downturn and disruptions that may be encountered on the Estate due to major maintenance works. The long-term nature of property cycles and highway maintenance means that these funds may be built up and expensed over a 15-year-period.

Development fund: This fund represents money set aside to meet the anticipated costs of progressing identified capital development opportunities to planning stage, at which point grant or loan funding would become available or development partnerships are established. Development funds are anticipated to be spent over the next five years as the Trust's property development agenda is progressed.

Revaluation reserve: This is the surplus arising upon valuation of the Trust's investment property and is represented by buildings rather than cash.

Accrued income fund: Under FRS102 the Trust must accrue for the average annual rents receivable under contracts irrespective of whether the rent is currently due from the tenant. Accruals arise when there is a significant rent-free period at the beginning of a lease or where there is a stepped rental. Accrued income is not available for disbursement on charitable activities until received and the balance on this fund represents the excess of income recognised in the Statement of Financial Activities in advance of it being payable by the tenant.

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Accumulated fund	Designated funds	Unrestricted funds Subtotal	Restricted funds	Total funds 2026
	£'000	£'000	£'000	£'000	£'000
Net current assets	8,917	-	8,917	-	8,917
Liabilities due after more than one year	(635)	-	(635)	-	(635)
	8,282	**0**	**8,282**	**0**	**8,282**
Investment property	182	44,080	44,262	8,564	52,826
Charitable Buildings	13	-	13	704	717
Tangible fixed assets	269	-	269	-	269
Intangible assets	7	-	7	-	7
Accrued income	-	(289)	(289)	-	(289)
	471	**43,791**	**44,262**	**9,268**	**53,530**
	8,753	**43,791**	**52,544**	**9,268**	**61,812**

See Note 34 for an analysis of net assets between funds as at 31 March 2025.

22. OPERATING LEASES

The Trust as lessor

Future aggregate minimum rentals receivable under non-cancellable operating leases based on contracted rental income at the year-end:

	2026	2025
	£'000	£'000
Not later than one year	*4,140*	*4,140*
Later than one year but not later than five years	*8,021*	*9,021*
Later than five years but not later than ten years	*3,959*	*3,959*
Later than ten years	*1,098*	*1,098*
	17,218	**18,218**

23. RETIREMENT BENEFITS

The Trust previously operated A Money Purchase Group personal pension scheme operated on behalf of the Trust by Legal and General Pensions Limited.

Money purchase scheme

The Trust operates a group personal pension scheme that is compliant with Auto Enrolment legislation. During the year, the personal pension scheme required a minimum level of contribution by the employee of 4%, with no maximum level of contribution outside the legislative thresholds. The Trust contributed between 4% and 8% of salary dependent upon the date of joining and the employee's own contribution level for those members who opt to pay higher contributions.

The employer's pension contributions paid in the year were:	2026 £'000	2025 £'000
Money purchase scheme	90	72
	90	**72**

The total pension contributions due from the Trust to the pension trustees at the end of the year are included within current liabilities (note 17) and represent the last month's contributions and amounted to:

	2026 £'000	2025 £'000
Money purchase scheme	7	7
	7	**7**

24. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2026 £'000	2025 £'000
Net movement in funds	3	(601)
Interest receivable	(192)	(276)
Depreciation and amortisation	92	94
(Gain)/Loss on Valuation	236	842
(Decrease)/increase in non-current accrued income	57	572
(Increase)decrease in debtors	80	(2270)
(Decrease)increase in creditors due within one year	(594)	(206)
(Decrease)/increase in creditors due after one year	15	(71)
Net cash inflow from operating activities	**(303)**	**(1,916)**

25. ANALYSIS IN CHANGES IN CASH AND BANK DEPOSITS

	At 1 April 2025 £'000	Cash flows £'000	Other changes £'000	At 31 March 2026 £'000
Cash at bank and in hand	1,792	(352)	(16)	1,424
Short-term deposits	3,685	-	16	3,701
Total	5,477	(352)	-	5,125

26. CONTINGENT ASSET

The Charity submitted a claim to HM Revenue & Customs (HMRC) for a refund of £485,242.24. The original claim was submitted in December 2022 and resubmitted in December 2024 following further discussions with HMRC. The claim relates to VAT previously accounted for on rent that was invoiced but subsequently waived due to the impact of the COVID-19 pandemic.

Following the reporting date, HMRC concluded its review and paid the refund, subject to applicable deductions. The Charity recognised and accrued the net refund of **£482,911.13** in these financial statements. The accrued receivable was subsequently settled in full upon receipt of the payment from HMRC.

27. CONFLICT OF INTEREST

There were no conflict of interest during the year under review.

28. COMPARATIVE FIGURES: STATEMENT OF FINANCIAL ACTIVITIES 2025

Statement of Financial Activities (including Income and Expenditure Account) for the year ended 31 March 2025

Income						
Income from charitable activities						
Grants, earned and other income	2	46	-	1,064	1,110	*1,757*
		46	**-**	**1,064**	**1,110**	***1,757***
Income from investments						
Land and property rentals	5	4,925	-	-	4,925	*5,366*
Covid -19 Concessions		-	-	-	-	-
Car Park income		159	-	-	159	*144*
Interest receivable		276	-	-	276	*344*
Miscellaneous income		189	-	-	189	97
		5,549	**-**	**-**	**5,549**	**5,951**
Other income						
Property service charges		-	-	372	372	*451*
Miscellaneous income		60	-	-	60	*(2)*
		60	**-**	**372**	**432**	**449**
Total income		**5,655**	**-**	**1,436**	**7,091**	**8,157**
Expenditure						
Expenditure on charitable activities	3	3,747	-	899	4,646	*4,087*
Investment management costs						
Property management	7	1,550	-	654	2,204	*2,233*
Total expenditure		**5,297**	**-**	**1,553**	**6,850**	***6,320***

Net Gain/(loss) on investments	12	-	(842)	-	(842)	871
Net income/(expenditure) before transfers		**358**	**(842)**	**(117)**	**(601)**	**2,708**
Transfers between funds	10	-	-	-	-	-
Net movement in funds		**358**	**(842)**	**(117)**	**(601)**	**2,708**
Reconciliation of funds						
Balances brought forward at 1 April 2023		3,357	48,063	10,989	62,409	59,701
Balances carried forward at 31 March 2025	19	**3,715**	**47,221**	**10,872**	**61,808**	**62,409**

29. COMPARATIVE FIGURES: EXPENDITURE ON CHARITABLE ACTIVITIES 2024/25

	General funds	Allocated support costs	Total including support costs	Designated funds	Restricted funds	Total 2025	Total 2024
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Expenditure on continuing activities							
Charitable Activities	2,325	1,422	3,747	-	899	4,646	4,087
Investment Activities property management	978	572	1,550	-	654	2,204	2,234
	3,303	**1,994**	**4,799**	**-**	**1,553**	**6,850**	**6,321**
Expenditure on charitable activities							
Engagement	149	123	272	-	20	292	157
Arts & Culture / Community Grants	568	218	786	-	87	873	1,037
Grenfell Response	5	-	5	-	-	5	191
Social Wellbeing	**722**	**341**	**1,063**	**-**	**107**	**1,170**	**1,385**
Environmental Wellbeing	**576**	**241**	**817**	-	**78**	**895**	**596**
Stewardship (including Property Development)	691	183	874	-	192	1,066	426
Education & Skills	336	657	993	-	522	1,515	1,680
Economic Wellbeing	**1,027**	**840**	**1,867**	**-**	**714**	**2,581**	**2,106**
	2,325	**1,422**	**3,747**	**-**	**899**	**4,646**	**4,087**

Made up of:							
Grants awarded	479	-	479	-	15	494	391
Materials and project costs	105	396	501	-	162	663	625
Staff Costs	736	429	1,165	-	426	1,601	1,411
Other staff costs	90	19	109	-	14	123	36
Improvements, repairs and maintenance	671	-	671	-	123	794	273
Environment projects	212	-	212	-	58	270	56
Ground and Garden Maintenance	52	-	52	-	17	69	93
Insurance and other establishment costs	26	121	147	-	22	169	192
IT costs	-	190	190	-	3	193	146
Communications and marketing	1	17	18	-	5	23	33
-Governance	-	73	73	-	-	73	32
Professional fees	13	(3)	10	-	-	10	31
Other overheads	26	111	137	-	44	181	37
Bank charges	-	2	2	-	-	2	3
Depreciation	-	67	67	-	-	67	461
Irrecoverable VAT	(86)	-	(86)	-	-	(86)	267
Total expenditure on charitable activities	**2,325**	**1,422**	**3,747**	**-**	**899**	**4,646**	**4,087**

30. COMPARATIVE FIGURES: EXPENDITURE ON PROPERTY MANAGEMENT 2024/25

	General funds	Allocated support costs	Total including support costs	Designated funds	Restricted funds	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Materials and project costs	107	159	**266**	-	-	266
Staff Costs	461	173	**634**	-	48	682
Other staff costs	3	8	**11**	-	-	11
Improvements, repairs and maintenance	118	-	**118**	-	-	118
Car Park expenditure	8	-	**8**	-	-	8
Environment projects	-	-	**-**	-	-	-
Ground and Garden Maintenance	76	-	**76**	-	-	76
Insurance and other establishment costs	54	49	**103**	-	605	708
IT costs	-	76	**76**	-	-	76

Communications and marketing	-	7	**7**	-	-	7
Governance	-	29	**29**	-	-	29
Professional fees	142	(1)	**141**	-	-	141
Other overheads	9	44	**53**	-	-	53
Bank charges	-	1	**1**	-	-	1
Depreciation	-	27	**27**	-	-	27
	978	572	1,550	-	653	2,203

31. COMPARATIVE FIGURES: MOVEMENT IN PROVISIONS 2024/25

	Opening provision April 2023	*Additional provisions*	*Debts written off*	*Provisions no longer required*	*Closing provision March 2024*
	£'000	**£'000**	**£'000**	**£'000**	**£'000**
Rental debt	888	332	(334)	(80)	806
Total	**888**	**332**	**(334)**	**(80)**	**806**

32. COMPARATIVE FIGURES: ANALYSIS OF FUNDS 2024/25

	At 1 April 2024	**Incoming resources**	**Resources expended**	**Transfers, revaluations and unrealised gains**	**At 31 March 2025**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**
Restricted funds					
Investment property	9,353	_	-	-	9,353
Charitable buildings	836	-	-	-	836
Service charges	409	372	(654)	-	127
Project grants	391	1,064	(899)	-	556
	10,989	**1,436**	**(1,553)**	**-**	**10,872**
			-		
Unrestricted funds					
Investment property	9,496	-	-	-	9,496
Charitable buildings	13	-	-	-	13
Refurbishment fund	759	-	-	-	759
Development fund	1,879	-	-	-	1,879
Maintenance funds	189	-	-	-	189
Grenfell support	(34)	-	-	-	(34)
	12,302	**-**	**-**	**-**	**12,302**
Revaluation reserve	35,761	_	(842)	-	34,919
General funds	3,357	5,655	(5,297)	-	3,715
	51,420	**5,655**	**(6,139)**	**-**	**50,936**
	62,409	**7,091**	**(7,692)**	**-**	**61,808**

33. COMPARATIVE FIGURES: ANALYSIS OF NET ASSETS BETWEEN FUNDS 2024/25

	Accumulated fund	Designated funds	Unrestricted funds Subtotal	Restricted funds	Total funds 2025
	£'000	£'000	£'000	£'000	£'000
Net current assets	3,609	2,876	6,485	1,604	8,089
Liabilities due after more than one year	(337)	-	(337)	-	(337)
	3,272	**2,876**	**6,148**	**1,604**	**7,752**
Investment property	182	44,193	44,375	8,564	55,939
Charitable Buildings	13	-	13	704	717
Tangible fixed assets	241	-	241	-	241
Intangible assets	7	-	7	-	7
Accrued income	-	152	152	-	152
	443	**44,345**	**44,788**	**9,268**	**54,056**
	3,715	**47,221**	**50,936**	**10,872**	**61,808**

Trustees in post during 2025-26

Chair
Toby Laurent Belson (appointed 27 January 2020, appointed Chair 10 February 2020, resigned 28 February 2026)

Trustees nominated by RBKC:
Cllr Marwan Elnaghi (appointed 26 July 2019, resigned 26 July 2025)
Cllr Abdullahi Nur (appointed 17 November 2025)
Cllr Marie-Therese Rossi (appointed 6 August 2020, resigned 10 September 2026)

Openly recruited Trustees:
Andrew Abdulezer (appointed 25 March 2024)
Desmond Campbell (appointed 3 April 2024)
Ruth Daniel (appointed 25 March 2024, appointed Co Chair 28 February 2026)
Jonathan Kelly (appointed 8 June 2021)
Minal Patel (appointed 15 July 2021, appointed Co Chair 28 February 2026)

Elected Trustees:
Niamh Graham (appointed 25 April 2022, resigned 30 April 2025)
Ali Sharif (appointed 28 June 2024, resigned 28 November 2025)
Huey Walker (appointed 5 February 2020, resigned 28 February 2026)

Trustees at the time of signing the accounts are: Andrew Abdulezer, Desmond Campbell, Ruth Daniel, Henock Hailemariam (appointed 26 June 2026), Jonathan Kelly, Abdullahi Nur, Minal Patel [and new RBKC nominated trustee to be appointed in September 2026, name not yet known]

Chief Executive
Venu Dhupa

Company Secretary
Role currently vacant

Administrative information

Charity number	1123127
Company number	06475436
Registered office	1 Thorpe Close, London W10 XL
Independent auditors	Moore Kingston Smith LLP 9 Appold Street, London EC2A 2AP
Bankers	Barclays Bank plc 1 Churchill Place, London E14 5HP
Principal solicitors	Bates Wells LLP 10 Queen Street Place, London EC4R 1BE

Official social media

Website	www.westway.org
Facebook	**@WestwayTrust**
Twitter	**@WestwayTrust**
Instagram	**@Westway_Trust**

Annual Report and Accounts Final

Final Audit Report 2026-11-20

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