



“Together  
with the  
local  
community”

# Westway Trust Strategy 2018-2021



**WEST  
WAY  
TRUST**

The background features a large, faint purple question mark on the left side. Below it, there is a purple plus sign and a purple rounded square. On the right side, there are two horizontal purple rounded rectangles stacked vertically.

# Purpose, vision and strategic objectives

# Purpose



Together with the local community we enable this vibrant part of London to thrive



# A sustainable vision

People are given opportunities to participate and their voices are heard. People to feel proud of the area – its heritage, culture and creativity. Where everyone has the opportunity to be active and healthy, get the skills and qualifications to get on in life and are engaged in a strong community eco-system and have a sense of belonging

An improved public realm, where green space is cherished, protected and enhanced. Public consciousness of environmental issues heightened and behavior modified. Environmental sustainability at the heart of every development along the 23 acres and high standards sought at every opportunity

A flourishing local economy, where many more local people, including tenants, traders and earners, directly benefit. Local start-ups supported to get on their feet and develop sustainable enterprises; innovation and entrepreneurship is encouraged; and all tenants are playing a part in building a robust local economy. An economically sustainable organisation that raises income to reinvest in, improve and grow the value of the land



# Strategic objectives

**Spaces**



**With community participation we will transform our spaces into great places**

**Resources**



**Utilise our services and funding to enable people to be heard and to thrive**

**Position and expertise**



**Stand up with the community (on issues that impact everyone and where we have the competence)**

# Transforming our spaces into great places

- Together with the community develop dedicated cultural and community spaces to sustain vibrancy and bring people together
- Provide opportunities for the community to participate in determining how spaces are designed, built and managed
- Enable a programme of activity to animate spaces and encourage community interaction and celebration of heritage
- Utilise unused spaces with innovative meanwhile uses

- Increase the usage of, and engagement with, the gardens and green space
- Establish benchmarks to ensure all new developments and improvements to the public realm meet environmental standards and address poor air quality

- Guard against security, fire and health and safety threats to the estate
- Increase efficiency levels and desirability of the buildings through a facilities and maintenance plan
- Bring forward developments that provide improved amenities and conditions for trade; and create new opportunities to trade, particularly for local start ups

## Cross cutting objectives

- Develop a land use strategy for the whole estate that supports the new sustainability vision and establishes a safer, more welcoming and greener connection and journey between the two ends of the estate
- Establish a delivery model and policies for being a 'good landlord'
- Establish a new lettings strategy that increases tenant contribution to local wellbeing and ensures we prioritise opportunities for local people

# Utilising our services and funding to enable people to be heard and thrive

- Review the needs and wants of the area to determine how best we deliver grant making and charitable spend against new strategic aims
- Establish a framework to evaluate impact and assess social value of our work; grant making and the charity and subsidised tenancies
- Review methods of grant making to increase opportunities for participatory grant making
  - Review our service delivery to understand where we might increase our impact in areas where we have competency and encourage those involved to take ownership and have a stake
  - Understand the ways in which we can best promote inclusivity and opportunity to those with least advantage in the community

- Review grant making strategy to include environmental investment and together with local people to encourage grant applications for projects that address local environmental challenges
- Use the spaces on the estate to test and trial projects that combat pollution

- Support the crèche and nursery to be independent enterprises and share learnings
- Incubate and nurture local social entrepreneurs with funding and support, and then enable them to operate independently

# Standing up with the community

- Advocate for Grenfell survivors and the wider community to get the support they need to rebuild lives
- Enable local voices to be heard and advocate for the protection and enhancement of local heritage and culture
- Advocate for the protection and enhancement of the community trust model and for a strong and effective local voluntary sector

- Advocate for policies and interventions that tackle poor air quality and ensure local people are enabled to participate in the debate.

- Build on Portobello's reputation as a cultural and creative beacon for London

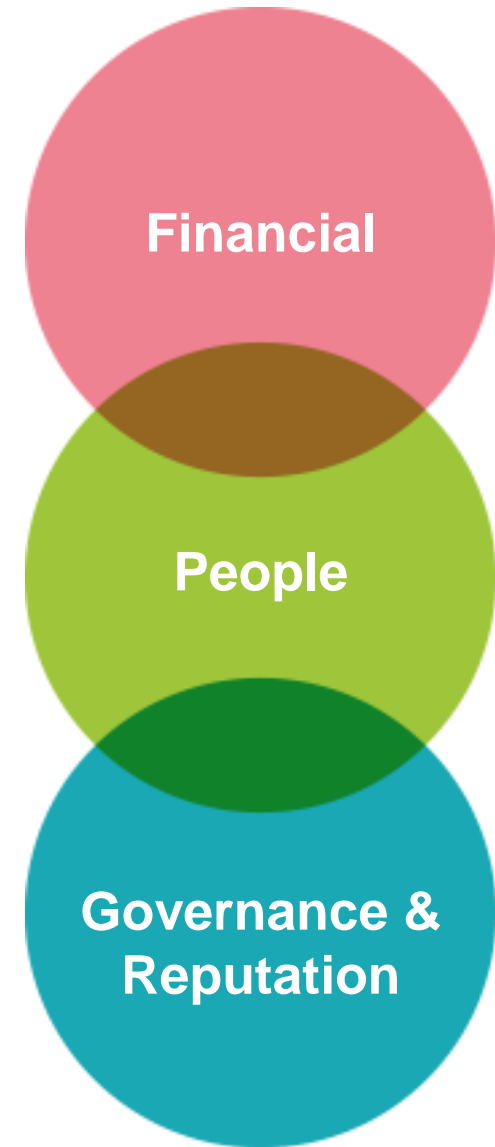


# Operational Objectives

Deliver long-term financial returns (to reinvest in the estate and charitable objectives)

Be a great local employer

Be an effective, listening and trustworthy organisation that acts with integrity



# Deliver long-term financial returns (to re-invest in the estate and charitable objectives)

- Maintain appropriate occupancy levels to be able to generate sufficient income to make improvements to the estate and sustain the organisation
- Devise a long-term funding strategy for the develop of the estate, which includes working with local people to define an acceptable return on investment on developments
  - Extend the Trust's head lease to 150 years and remove RBKC as an intermediary
  - Develop strategic partnerships with investors (private and public sector) to enable development projects on the estate and reduce risk

# Be a great local employer

- **Establish strong collaborative working relationships** between local people and colleagues; develop a greater understanding for the local needs and concerns; and respond appropriately
- **Develop a plan** for embedding and demonstrating the 'TRUST' behaviours internally
- **Be considered an employer of choice** and build pride in the workforce
- **Implement a high performance mind-set** and management culture
- **Be an exemplar London Living Wage employer**
- **Ensure employees value and promote inclusion** and have an understanding of the culture and heritage of the area, making it a feature of everyone's role
  - **Build capacity of co-design** and develop engagement skills across the organisation further
  - **Provide opportunities for local occupational mobility** within the organisation
  - **Develop a recruitment and retainment strategy** that targets 50% of the workforce / regular volunteers from the borough and increase local representation at senior staff level

# Be an effective, listening and trustworthy organisation that acts with integrity

- Embed the Charitable Purposes Committee within the Governance model and ensure its effectiveness
- Review the ToR for all committees to align to new strategy
- Develop a compelling communications strategy that explains and engages with member organisations and the community about the new ways of working
- Conduct independent review into claims of institutional racism
  - Review the composition of the Board to align it our vision
  - Produce and implement a Board development plan that embeds new the vision, values and behaviours
  - Review charitable objectives and area of benefit to ensure benefit is fundamentally for the North Kensington community
  - Design and implement impact measures to track progress against the strategic objectives
  - Establish a strong peer-to peer relationship with, but greater independence from, RBKC

# Approach and values

# Approach

*to build trust and respect with everyone we work with, doing things in partnership and collaboration*

