

Minutes of the 11th Annual General Meeting of Westway Trust (a company limited by guarantee) held at Maxilla Social Club, 2 Maxilla Walk, London W10 6NQ on Tuesday 4 December 2018 at 11am.

Present:

Trustees

Alan Brown (Chair) Karen Bendell, Jeannette Davidson, Cllr Monica Press, Howard Richards, Angela Spence, Cllr Sof McVeigh, Thomasin Renshaw

In attendance (Executive team): Mark Lockhart (Company Secretary & Joint CEO), Alex Russell (Joint CEO).

Representatives of Member Organisations

1. *Baraka Community Association*
2. *Community Accountancy Self Help*
3. *Corner Nine Arts Project*
4. *Dalgarno Neighbourhood Trust*
5. *Dalgarno Supplementary School*
6. *Ethiopian Women's Empowerment Group*
7. *Gloucester Court Reminiscence Group*
8. *Kensington & Chelsea Social Council*
9. *Kensington & Chelsea Mental Health Association*
10. *Lancaster West Children's Community Network*
11. *The Association of Egyptian Nubian Community in the UK*
12. *The Golborne Forum*
13. *The Kensington & Chelsea Foundation*
14. *Volunteer Centre Kensington & Chelsea*
15. *St Helen's Church*
16. *St Helen's Residents Association*
17. *Swinbrook Residents Association*
18. *West London Bowling Club*
19. *Westway Community Transport*
20. *Youth Action Alliance*

Minute taker

Ruth Scott

1. Chair's welcome and introduction

The Chair welcomed representatives of Member Organisations, Trustees, local Ward Councillors, staff and members of the community to Westway Trust's 2018 AGM. He thanked Maxilla Social Club for their permission to use the space.

The Chair stated that the main focus of the meeting is to engage with Members as much as possible, allow Members to raise topics of interest and concern, and

provide the opportunity to participate in a discussion about Westway's new strategy.

He outlined that questions from Members on Westway's work or other relevant topics will be taken after the formal business has been concluded. There would then be time for questions from the public, especially local residents living in the five wards at the heart of our local area - Golborne, Colville, Notting Dale, St Helens and Dalgarno.

The Chair explained that the Trust was live-streaming the meeting on Facebook, with the camera focused on the front of the room. Attendees were asked not to film the proceedings, to respect the wishes of those attendees not wanting to be recorded on camera.

Prior to starting the formal business, the Chair invited all to observe a period of silent reflection to remember those who died in the Grenfell fire and everyone who has been affected by the tragic events. He suggested attendees may also wish to use the silence to remember other community members we've lost in the past year, including Tim Burke.

Following the silence, the Chair reported that, during 2018, the Task and Finish Group held a constructive meeting at which it was agreed to draw a line under the issues around the 2015 AGM minutes. Members of this group will be a core part of a forum for consulting on reviewing the Trust's constitution over the next 12 months.

The Chair shared some personal reflections on the past year:

1. The importance of empathy

In the past year the Trust has honestly tried to face up to criticism of past behaviours, recognising that the leadership, at times, has been forceful, lacked empathy and has marginalised people in the process.

The partnership approach to the CEO role signals a more collaborative style. The new strategy underlines this new approach. A Community Advisory Group has been established to steward a review into allegations of Institutional Racism, being undertaken with the Tutu Foundation.

Niles Hailstones, co-chair of the Community Advisory Group, added his comments, reporting that he feels hopeful that the Trust is in the process of change. Niles said this is the beginning of the process, that his involvement is genuine, and that this kind of community leadership and representation should provide a model for future decision-making at the Trust. He strongly encouraged members of the community to engage with and support the review process.

Dr Nadia Habashi of the Tutu Foundation described how she and her colleagues have pulled together a robust, transparent and thorough review process. She expressed that she was pleasantly surprised at the level of commitment and transparency from the Trust; in her experience organisations do not participate

fully with the process unless there is a legal imperative to do so. She urged members of the community to engage with the process.

The Chair thanked Niles and Nadia for their contributions, and moved onto his second key learning in the year.

2. We get better results when we are open and share problems.

The Chair highlighted the following:

- The next Trustee to join the Board will be local with community connections. This is now a standard approach to board recruitment.
- The Trust has withdrawn the Portobello planning application, which was felt to be big, over engineered in parts and insufficiently responsive to community wants. Before any further decisions are made on whether or not to bring forward a social and affordable housing project on the car park site, the Trust will involve the residents of Norfolk Mews.
- Arcade tenants' views are being canvassed about lighting, street frontage, signage and amenities; their input will shape the refurbishment.
- The Trust has paused plans for an arts and cultural space at Acklam Village. The newly appointed Head of Arts and Culture will engage with those involved to date, and form a community steering group to steward the project.

3. Participation in the process is as important as getting a result.

- The Chair provided several examples of where the Trust has expanded the opportunities for local people to be part of the governance: 9 out of 15 Board and Committee members are from the local area; grant-making is devolved to locally based people; a participatory grant-making process is being introduced from next year; there is a steering group of local residents determining who will be the operator at Bay 20.
- The Chair highlighted some examples of where the Trust faces challenges, including efforts to develop the Stables project. While progress is being made, the Trust has struggled to rebuild the trust with Sarah Tuvey needed to move the project on at the pace that all want. Once Sarah has her charity established, the Trust can support the fundraising effort, albeit recognising that the fundraising target is ambitious.
- Some people are unclear where the Trust's income is spent, and raise questions about whether the money could be better spent. The Charitable Purposes Committee (made up of local people) will review the Trust's spending and advise us on how we might direct it in the future.
- He urged everyone to engage and get involved, to help the Trust be the organisation people wish it to be.
- He looks forward to continuing conversations with the Member Organisations in 2019 about opportunities to work more closely together.

2. Apologies for absence

Apologies were reported from:

Trustees

- Tanya Thompson
- Chris Ward

Member Organisations

- Latymer Community Church
- Open Age

3. For Members to approve the minutes of the 2017 Annual General Meeting held on 20 December 2017

Members were asked to approve the minutes of the previous meeting, previously circulated, and the following issues and queries were raised:

- Tom Fitch (of Swinbrook Residents' Association, Member Organisation) challenged the way his question about supplementary schools had been minuted. What he was trying to convey is that he would like Westway to research the performance of white working class boys and Caribbean boys, due to the relatively weak academic attainment of these groups in local schools, and that he would like to see some action on this during the coming year. He went on to talk about the demise of social housing which he described as a key issue. He stated that extended families, living in close proximity, support one another and care for their elderly family members, and anticipates that Notting Hill Housing Trust's recent actions will lead to an increased burden on social services. He asked the Trust to consider what is happening with social housing locally.
- Toby Laurent Belson, speaking as a member of the local community, challenged the minute recording that he and Eve Wedderburn had spoken out about institutional racism. He stated that at least four other attendees had spoken and provided examples in the meeting. He also said that seven points of written evidence had been provided to Alan Brown and Angela McConville in 2015 which Alan Brown had refused to acknowledge. Toby said the refusal to accept his experiences had caused him trauma and distress. He asked why it had taken three years to move forward. Alan Brown replied that he did not recall the specifics of the emails from 2015 but accepted that he had misunderstood the issues in the past and had not appreciated the issue of institutional bias. He said he is thoroughly engaged on the issue now.
- Toby Laurent Belson said that Henry Peterson's suggestion to remove the phrase 'none had been forthcoming' from the 2016 minutes (with respect to evidence of institutional racism) had been recorded inaccurately. As well as deleting the phrase 'none had been forthcoming' it should have also said 'and the debate be clearly recorded'. Toby described this omission as an example of institutional racism. Alan Brown responded that the Trust and community must let the Tutu Foundation complete their investigation and that the Trust will check and, if necessary, amend the minutes.
- Toby Laurent Belson referred to the discussion, recorded in the 2017 minutes, about whether 'community trustees' are on a par with other Board members. He said their lack of presence on significant

committees should have been recorded. He noted that Fiona Ramsay had said that said her and Sheraine Williams' voices were equal to others, but that since then both Fiona and Sheraine have resigned.

- Toby said that in the record of the discussion about Miriam Nelken and Christian Tilleray's departure from the Trust - where it states that 'Monica Press said she was familiar with the email and that the quotes were attributable to one person who has left the Trust and do not represent the views of the Executive team or the Board' - it should say in his view that the majority of the Board were extremely disturbed by Angela McConville saying Christian Tilleray had *gone native*'.
- Toby and others referred to a discussion in the 2017 minutes about why Angela McConville was permitted to leave with a full bonus when she had failed on most of her performance indicators. Alan Brown replied that her last bonus was paid months before she left, and that from this distance he could not recall the detail, but believed that she had met her objectives.
- Niles Hailstones requested that public meetings continue consistently and said these meetings need to be minuted. This was agreed. **Action: resume public meetings and have them minuted.**
- Eve Wedderburn referred to the discussion of accusations of institutional racism from the 2017 minutes, saying that she referred to a video produced by the Trust that was embarrassingly racist. She said she had described why it was racist. She recalled that she had used the phrase 'testimony is evidence' and that she said if you don't accept it, that is racist. She said these details should have been recorded in the minutes. She also referred to two emails, setting this out, that she had sent to the Trust, and offered to resend the emails.

The 2017 Minutes were approved, subject to the comments above.

4. Ordinary Resolution

Members were asked to approve the Annual Report & Accounts, previously circulated, and at this point the following issues and queries were raised:

- Tom Fitch asked why cash was down by £1.4million. Mark Lockhart clarified that this was largely due to improvement works at the sports facilities amounting to £1.37M.
- Niles Hailstones described the accounts as unintelligible. Specifically, he asked how much has been spent on Destination Westway. Mark Lockhart replied that the expenditure on the Portobello scheme has been over several financial years so is not recorded in one set of accounts. The cost is due to the huge number of iterations of the scheme following forceful public feedback. In total, just over £500k has been spent on design, advice and legal help.
- Sarah Tuvey reported that the redevelopment of the stables is taking much longer than anticipated and that this is the third AGM where she is still in negotiations with the Trust about bringing equestrianism back to the Westway. Alan Brown said he shared Sarah's frustration and would like to be able to move more quickly on this project. Sarah said she had hoped to put a simple stable in place, but it has become a large scale,

expensive project requiring external funding. Alan replied that the proposal for a large redevelopment had come from the Equestrian CIC. Sarah said that when the CIC was in place no one listened to her. A conversation ensued about the challenges of strengthening the stables walls due to the proximity to Network Rail. Jacob Rety said he believed the Trust is putting obstacles in the way of re-establishing the Stables. He said Sarah Tuvey is still here because of community support, and the Stables have not been re-established due to Westway Trust's actions. He said local community members could rebuild the stables with a hammer and nails.

- The Chairman was asked to give assurance that he was not looking to employ Sarah, he confirmed this. Mark Lockhart said the Trust is committed to getting the Stables up and running.
- In response to a question from Eve Wedderburn, Mark Lockhart confirmed that the second part of the feasibility survey had been sent in January 2018. Mark clarified that confidential sections had to be removed as they included details of other operators who had not consented to share sensitive details of their finances and operations.
- Sheraine Williams, former Trustee, stated that her efforts as a Trustee to be vocal and make a difference had fallen on deaf ears. She cited CEO succession, the Portobello scheme, Stables, the DIY SOS project, Maxilla, and Christian and Miriam's departure from the Trust as examples of where she raised concerns but these were ignored. She described the sports facilities as attracting too many affluent customers saying the Trust should engage more with lower income people. She feels the Trust should make more effort to involve local people in decision-making. She also added that it was great working with the Trustees. Alex Russell replied that Sheraine should not underestimate her influence as a Trustee, saying her input had a big impact. With regard to Bay 20, Alex said she would have preferred to slow down the project if that had been possible, but it was a good opportunity and now there are two spaces available for the community, which are being well used. In response to questions about community usage of Bay 20, Marie Monaghan (Associate Director, Engagement and Environment, stated that there is one supplementary school making use of the community centre three times per week. This is a group that was displaced from the Grenfell Tower. A range of other groups and individuals are also accessing the space. The steering group is launching a tender process to appoint an operator. In the meantime, Westway is operating the space until a community operator has been appointed.
- Jacob Rety said that the community could not put forward another Trustee after Sheraine's experience. He said the situation is making him stressed. He said he had approached Alex to try and delay the Bay 20 project stating that Alex had replied 'so you and your friends can take over'. Jacob said he was taken aback for a professional person to label him like that.
- Niles said he had shared BBC documentary evidence explaining why Bay 20 was so problematic and should not have been developed.

The following resolution was proposed by Howard Richards, Trustee, and seconded by Henry Peterson of St Helen's Residents' Association

To receive the Trustees' Annual Report & Accounts and Auditors' Report for the year ended 31 March 2018.

The resolution was carried and the voting was as follows:

For	6
Against	2
Abstentions	12

5. Ordinary Resolution

The following resolution was proposed by Mary Fotheringham, Mind, and seconded by Thomasin Renshaw, Trustee.

To re-appoint Kingston Smith LLP, Devonshire House, 60 Goswell Road, London, EC1M 7AD, as the Trusts' auditors and authorise the Trustees to fix their remuneration.

The resolution was carried and the voting was as follows:

For	14
Against	2
Abstentions	4

6. Any other business formally notified

The Chair reported that no other business had been formally notified and concluded the formal business.

7. Question and answer session

Queries and issues raised by representatives of Member Organisations and other attendees divide into the following themes; the key points raised and discussed are summarised in the bullet points below:

a) Bay 20

- The Chair said the Trust had been faced with a difficult and binary decision. He said he is delighted to see the Boxing Club rehoused, and feels the community space is a real asset.
- Niles challenged Alan's assessment and said the Trust has created another marginalised space which the community will fight over. He said the Trust does whatever it wants to do and then tries to legitimise it afterwards.
- AR explained that the reason the space had not been developed earlier was down to resources. She added that there had been great demand from the

local voluntary organisations. Pepe Francis from the Ebony Steel Band had been supportive, on the proviso that more is done for the African Caribbean community and the Carnival community.

b) Air pollution

- Tom Fitch raised the issue of air pollution. He stated that 3,500 local people have died from air pollution since the Trust was formed. He said the Trust should be concerned about its staff, and consider long-term future claims. He implored the Trust to start put this issue at the top of its agenda and to invest in air purification in its offices. In a tangential point he urged the Trust to investigate asbestos risk and ensure they are adequately insured against claims. Alan Brown said he agreed with Tom's comments, he referred to a programme that the Trust would like to work on with the Wellcome Trust entitled *Our Planet, Our Health*. Alex Russell added that the Executives' ambition is that the environmental budget will double.

c) Non-disclosure agreements

- Questions were raised about the suspension of non-disclosure agreements. Mark Lockhart responded that such agreements are fairly common practice in organisations, and have been used at the Trust in the past when staff leave in difficult circumstances. A brief discussion ensued. Mark Lockhart said the Trust aspires to become a more open and transparent organisation and, therefore, this practice is no longer appropriate as standard. Alan Brown said that they could not be ruled out entirely as there may arise certain circumstances where they are deemed necessary.

d) Member Organisations and local needs

- Tom Charles of Baraka Community Association said supplementary schools have great needs, make a very positive contribution and need more space. Alan Brown and Alex Russell said they are happy to meet to discuss this.
- Tom Fitch said that recently published Borough data showed that one child in North Kensington has rickets and eight were found to be borderline. This relates to overconsumption of fizzy drinks. He suggested a leaflet drop could raise awareness and help prevent these problems and that the Trust should monitor these biannual state of the North of the Borough reports to build a clear picture of this and other local issues. Alan Brown and Alex Russell replied that some of this work – monitoring local needs and identifying how to respond – is underway already and Members will be kept informed.
- Cllr Monica Press, Trustee, said that a number of vocal groups are not Members nor do they wish to be. She also flagged that some Members do not feel they are getting the information they need. She said the Trust should think about how to make Membership beneficial and said that it would be good to have more voices inside the organisation; in her view this should be one of the Trust's top objectives in 2019. Next year the Charitable Purposes Committee will be looking at questions of allocation of space and funds, and piloting a more open and collaborative style of grant-making.
- Toby Laurent Belson said that during his experience of applying to be a Member he was treated unprofessionally and felt Mark Lockhart did

everything he could to prevent his group from becoming a Member. He cited other groups who he believes have been blocked from becoming Members including the Grenfell Action group.

- Angela Spence of KCSC spoke, as a Member not as a Trustee. She said Westway Trust is large in the local context and that the Trust should use its size and income to leverage more support into the area, and to look at how to address deep seated local issues. The local voluntary sector is looking for leadership, which is a role she believes the Trust could and should play. Alan Brown replied that this was a timely and interesting point.
- Several Members including Ian Collinson of the West London Bowling Club, Julie Walton of the Youth Action Alliance and Kevin Ramsey of RBKC (previously Youth Action Alliance) requested free or subsidised access for local young people, groups and schools. Alan said he was supportive of these suggestions around access to the sports facilities and that, if necessary, Trust resources could help with this. Alex Russell said she would speak to Alison Norman at the Sports Centre to progress this.

ACTION:

- i. **Management to meet Tom Charles of Baraka Community Association to discuss needs of supplementary schools.**
 - ii. **Management to progress access for the West London. Bowling Club to indoor bowling opportunities and to look at broadening subsidised access to the sports facilities for all Member Organisations, and potentially young people, schools and other local groups.**
 - iii. **Management to bring together local voluntary sector organisations to develop a strategy to address local issues and lever in resources.**
- e) Cultural change and governance of Westway Trust
- Maggie Tyler of the Gloucester Court Reminiscence Group asked the Chair to try and stick more closely to the agenda at AGMs. She mooted the idea of using an external chair at AGMs.
 - Henry Peterson of St Helen's Residents' Association said that despite being a critic of the Trust, he applied for and took on a Committee role because he believes organisations can change in their approach, their strategy and their culture. With respect to slow progress and abortive fees spent on the Portobello scheme, he said people need to recognise this is a consequence of persuading the Trust to listen and change course. Regarding the 2017 AGM minutes, he said it is fine for people to say that they themselves were not recorded properly but his personal view is that it was a fair attempt to record a very difficult set of discussions. He said the Stables is not an easy situation to resolve, as people want very different things.
 - In response to comments and criticism on Board diversity, the Chair acknowledged that the Board is not as diverse or reflective of the local community as he would like, or as it should be. He said that this was a priority and reflected in the recent Board recruitment exercise in which only local applicants were shortlisted. An announcement on a new Trustee will be made in early 2019. Toby Laurent Belson said that the question of Board diversity was first raised in 2015 and that Alan had agreed to

rebalance the Board as a matter of priority. Toby described the Board's efforts to improve its diversity as a failure and queried why it took five years to get a review into institutional racism. He said he felt Alan Brown was not the right person to make this happen and accused him of racism. Alan said if Toby believed that then he was truly sorry.

- Toby said he did not regard Alex Russell and Mark Lockhart as new leadership for the Trust, describing them as having previously stood with Angela McConville.
- Toby said the AGM start time of 11am is inconvenient for some members of the local community.
- Toby said radical structural change is needed to the Board, the Executive, the Membership and the existential purpose of the Trust. He said the opportunity to create change via the six openly recruited Trustees had been squandered by taking up those places with business/finance people. He said this 'deep, deep scar' needs to be addressed. Alan said the Tutu Foundation-led Review intended to do precisely that.

Meeting ends.