



Open recruitment of new Trustees to the Board of Westway Trust

A unique opportunity has arisen to get involved in a community-focused charity with an ambitious and exciting vision for change, set in the heart of North Kensington in West London. We are currently looking to appoint two **new Trustees to our Board** to help deliver our vision for the future and to support and champion our transformation to becoming a trusted organisation throughout our community.

This recruitment exercise seeks to ensure our Board has the capacity to oversee and guide the delivery of a number of critical and exciting pieces of work. We are particularly looking to recruit Trustees who will bring specialist skills and experience in either environmental justice or social or racial justice.

We are very keen to receive applications from people living in the North Kensington area and surrounding areas who are enthusiastic about making a positive contribution to the future direction and development of their neighbourhood and bringing about organisational change.

One of our successful openly recruited candidates will be nominated by RBKC to fill the council-nominated vacancy. The other will fill an openly recruited vacancy. The detail of this arrangement can be discussed further at interview stage.

Background

Westway Trust is a charity that was established to steward the 23-acres of space under the Westway A40 (M) flyover and works together with the local community to enable North Kensington to thrive. We dedicate ourselves to the social, environmental and economic wellbeing of this vibrant community. To deliver our ambitions we work with around 70 member organisations ranging from local community groups and residents' associations to schools and sports clubs, as well as other local groups and people.

The estate is home to more than three acres of public green space, 120 tenants including more than 20 charities and non-profit organisations, two sports and fitness facilities, 48 light industrial units, 34 offices, 32 shops, community stables and a skate park. We manage the land to generate a surplus which we reinvest back into the estate and into local communities.

By working with local people our ambition is for North Kensington to continue to be a place where everyone has the opportunity to be physically active; participate in arts and culture; get the economic opportunities they

deserve; and live in a green and healthy environment.

In 2018 we commissioned two major projects to inform and shape our future direction and priorities:

- urban design specialists were appointed to work with the local community to co-produce a strategy to develop the use of space and public realm on the Westway estate.
- social research and economic development specialists were appointed to conduct broad-ranging research in the local area and to provide us with the fullest picture of the priorities for the North Kensington communities.

In light of fundamental changes to our leadership and in response to the ongoing Coronavirus crisis, our board agreed a new strategy in 2020 that commits Westway Trust to putting the community at the centre of our work and allows us to move ahead with our priorities.

Our strategic direction is now focused on:

1. Being community-centred in all we do
2. Income sustainability and diversification
3. Community voice and influencing for systemic change
4. Environment & Space
5. Internal Transformation
6. Coping with Crisis and Change

Further information about our work, strategy and priorities can be found on our website at www.westway.org

Recent developments

In 2015 a community campaign was launched to respond to the historical and contemporary disenfranchisement of sections of the North Kensington community and what was viewed as a toxic relationship between our organisation and the community we are constituted to serve. The pressure applied by our local community has led to a number of new approaches and changes in the way we work and this year resulted in an almost entirely new board of Trustees taking over the leadership of Westway Trust.

The Board of Westway Trust is now unlike any that has been before. It is made up of local people, the majority of whom are beneficiaries to the charity, some of whom have actively campaigned for the organisation to go through a period of real change. They now lead that transformation.

The Board is focused on the Trust becoming a genuine community-centred organisation, listening to and

representing all the many voices that make up the local community. For many years the Trust has grappled with issues of accountability to the local population. The Grenfell fire tragedy in 2017 brought these issues of accountability into sharp focus.

Over the past year, however, the Board has embarked on a journey of improvement to become a board that delivers for local people, with the community at the heart of the Trust and placing the Trust at the heart of the community. A new Board Chair, whose focus is unequivocally on the needs and interests of the local community, has been in place since the beginning of 2020.

This journey will continue under the leadership of the new Chair and with the support of all Trustees. Following the recruitment of new trustees, the board will appoint a new Vice Chair from among our number.

Community Street

Last year Westway Trust were successful in our application for £1.3m of GLA funding to provide improvements to the 23 acre estate. We have committed to matching that funding to bring about a total of £2.6m of investment into our public realm with the 'Community Street' program. A significant proportion of the funding will be focused on environmental impact - both greening and air quality. There is also a focus on local procurement and co-design wherever possible.

The successful person will be offered the opportunity to join the newly formed Environment Committee and be invited to join the Project Steering Group and Project Delivery Group for the GLA-funded work.

Review into institutional racism at Westway Trust

Westway Trust appointed Tutu Foundation UK to conduct a comprehensive and fully independent review into institutional racism at the Trust and the practices of the Trust, both past and present. The Review Report was published on 11 December 2020. Accepting the Report's findings and taking forward the Report's recommendations, will require clear and visible leadership which the Board is determined to provide. For more information on this Review, please see <https://www.westwayreview.com/>

Our new trustee can expect to work closely with the Community Advisory Group to the Review. The group is made up of Westway Trust members and community members and will guide the Trust's response to the Review's findings and recommendations.

Trustee role requirements

Trustees have overall responsibility for the charity and for making sure it is running well and is doing what it was set up to do. This includes ensuring the charity:

- spends its money sensibly on the activities it was raised for;
- does not break the rules in our Articles - the charity's governing document;
- continues to meet our commitments to the communities we serve in accordance with our charitable objectives;
- follows the law, including preparing reports and accounts to send to the Charity Commission and Companies House.

Skills and experience

We are looking for individuals with genuine commitment to our charitable purpose and our vision and who:

- can demonstrate a genuine empathy with, and an understanding of, the needs and opportunities of the local community;
- are committed to building consensus with fellow Board members;
- have experience in charity accounts and reporting requirements;
- will be compelling advocates for North Kensington and great ambassadors for Westway Trust within the local community;
- will actively foster excellent collaboration with local community groups and support the Trust's team to do the same;
- are adept at constructively challenging and supporting the Executive and the wider organisation as we develop and implement our strategy;
- will be champions for equality and inclusion and will ideally help broaden the diversity of the Board;
- bring experience in leading non-profit or similar organisations successfully through a period of transformation; and
- have previous experience as a trustee, school governor or non-executive and understanding of the accountabilities of a trustee with regard to Charities Law and Companies Act (additional training will be provided if required)

In addition to the above general requirements, the successful individual will ideally provide specialist skills and experience in either

Environment and design

Which could include experience in:

- Environmental change programmes;
- commissioning, developing and managing environmental or design projects;
- delivery of educational, awareness or fundraising campaigns;
- partnership working across a range of organisations;
- public or private sector procurement and delivery;
- development of environmental strategies;
- reducing impact and improving performance;
- authoring case studies;
- property management and lettings;
- planning, designing, maintaining and refurbishing premises;
- international programs of work or study

or

Social and Racial Justice

Which could include experience in:

- Academic or scholarly areas of social and/or racial justice;
- delivery of educational, awareness or fundraising campaigns;
- delivery of formal training or educational programs;
- corporate or public sector change programs;
- being a Black, Indigenous, Minoritised Ethnic or Person of Colour;
- planning, designing, maintaining, refurbishing or managing spaces for Minoritised Ethnic groups;
- supporting people of all ages in Minoritised Ethnic communities;
- international programs of development, work or study;
- development or maintenance of networks of advocacy or support
- areas of law or criminal justice as they relate to Minoritised Ethnic communities

Lived Experience

Westway Trust values the lived experiences of its varied communities. We acknowledge that skill, expertise and valuable and transferable knowledge are not only achieved through traditional academic education or routes of professional or full time contracted employment. This is particularly applicable to areas of strategic work, such as governance. So we are keen to hear from anyone a full picture of their life experiences and interests or anything that may add to the work and strengths of the Trust.

Time Commitment and Resources

These roles are unpaid but all reasonable expenses will be reimbursed. Westway Trust is committed to the

development of its Trustees and an annual budget for Trustee training, development and support is in place.

The new board of Trustees has committed to ensuring that trustees - especially those on low and precarious income and/or those with child or other care commitments - are fully supported by the organisation. Westway Trust is committed to ensuring that anyone, no matter your individual circumstances, can consider taking on a role that requires considerable time and energy commitment. Westway Trust is committed to removing barriers to participation. This means we challenge our organisation to remove the barriers that may prevent people being involved, for instance due to a protected characteristic (defined as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation). If you have any concerns or believe that there may be barriers to your potential participation as a trustee at Westway Trust, please consider sharing these concerns with us confidentially.

It is an exciting time to get involved as there is still much to do, which will be possible because of the willingness of Trustees to engage in honest discussion about what is needed if the Trust is to achieve fully its core purpose of meeting the needs of the community effectively. This requires considerable commitment from all Trustees.

The term of appointment is three years in the first instance, with six years being the normal maximum term. You can typically expect to spend up to one day per month on Trust business, much of which will be in the early evening. The Board meets six to eight times per year, but there will also be a requirement to consider aspects of the Trust's business as they arise outside of these meetings – this will usually be by email or telephone. The Board's work is supported by a number of sub-committees and Trustees are expected to participate fully in at least one of these.

During this uniquely challenging time of change for the Trust, there is the expectation that trustees will need to commit more time to the role. Board and committee meetings have been more regular. Additional working groups and panels have been formed to provide vital responses and enable progress in a timely manner. The commitment is currently up to one day per week for all trustees, as we seek to secure substantial and sustainable change for our community. The intention is to taper this down as we achieve our objectives as an organisation but we do acknowledge that this level of commitment may not fit with the expected norms for this role. We welcome further discussion on ways we may reduce any barriers to participation.

Further information

For an informal discussion about this opportunity, please contact our Vice Chair Angela Spence (angela.spence@westway.org)

Our Chair of Trustees, Toby Laurent Belson, will be hosting two Zoom meetings for anyone interested in discussing these roles and the ongoing transformation of the Trust. Toby will provide a brief presentation on the Westway Trust Board structure and summarise some of the changes taking place, before opening up for

questions and discussion. If you are considering applying for the role, we hope this will be a good opportunity to find out more about our organisation and the journey we are on.

The meeting dates and times are:

Meeting 1:

Tuesday 26 January 2021 at 2.00 pm – please click on this link to register for this meeting:

<https://www.eventbrite.co.uk/e/135964935783>

Meeting 2:

Monday 1 February 2021 at 7.00 pm – please click on this link to register for this meeting:

<https://www.eventbrite.co.uk/e/135966560643>

How to apply

To apply for this position, please visit www.westway.org/trusteerecruitment where you will be asked to submit a comprehensive CV and a supporting statement of no more than two pages of A4 **by 12 February 2021**. Your supporting statement should set out in compelling terms why you would like to be part of the next chapter at Westway Trust.

You should specifically address in your statement how you believe your skills and experience would be a good fit with our requirements and expectations as set out in this brief, including the specialist skills as appropriate.

Westway Trust is committed to celebrating diversity and ensuring equality of opportunity. We welcome applications from all sections of the community and we aim for our board and organisation to reflect our community. Applicants will be asked to complete an equality and diversity monitoring form to help us monitor the effectiveness of our recruitment practices in respect of equality.