



Grants Review, March 2022

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Contents

Setting the context

Models for change

Grant Programme options

Conditions around the Grants Programme

Growing Community Capacity

Narratives that need sharing

Trade-offs that need sharing

Westway Trust in an ecology

Inspiration

Setting the context



Disabled parking, Emergency
access and deliveries

Please park in designated bays
or along the left hand side only

**WEST
WAY**
SPORTS &
FITNESS

Unit base and
Coaches over flow parking

WEST
ROSSFIT
WAY



Re-opening the Grants Programmes offers important opportunities for the Westway Trust. With new leadership at the Trust, and a new Horizon Plan, the organisation's renewal is taking place alongside the renewal needed in the local community. These are parallel journeys with both the organisation and community needing to prepare for continued turbulence in the wake of an ongoing pandemic and other intersecting crises.

The ground is shifting beneath our feet. We have a decade at best to take action to stem the climate crisis, and this will require all of us to reimagine the underpinning economic models we've depended on for the last 50 years. Add to this technological change, political polarisation, and a rapidly ageing population, and it is increasingly fanciful to assume that a pragmatic incrementalist approach alone will deliver anything close to the scale of deep change that is needed. This will require the Trust to think differently about future priorities and strategies for change.



The Grants Programme is a way for the Westway Trust to further align its values and mission with its practices and towards achieving its outcomes. The Grants Programme is also an opportunity for the Westway Trust to signal intent to the community about what the Trust cares about, stands for and is committed to.

This review sets out opportunities and considerations for the Trustees in relation to the strategy, design and delivery of the Grants Programme and other activities that can further its impact.



Useful models for describing change





In the new strategy Westway Trust commits to both continuous improvement and to transformation. Continuous improvement will require the Trust to work in a way that welcomes iteration, learning and adaptation - it's a rigorous practice but a well understood one. What 'transformation' looks like is much harder to define.

In many grant programmes people talk about the practices and approaches of 'shifting power' as an example of 'systems change' or of 'transformative change.' More often than not, these amount to moving pieces on a chess board - but rarely are they about redesigning the chess board itself.

What does transformation look like for the Trust?

What does social justice and restorative justice look like?

What will progress look like if something is transformative?

How will the Trust recognise the transformative potential in something?



The following 4 slides show different ways of thinking about transformative change. They may be useful for having more explicit conversations about how Westway Trust conceives of change, exploring the mental models everyone holds about how change happens. Through using them Westway Trust and the community could together build a shared perspective on this question: what ingredients do we think are needed for transformative change? How will we recognise it?

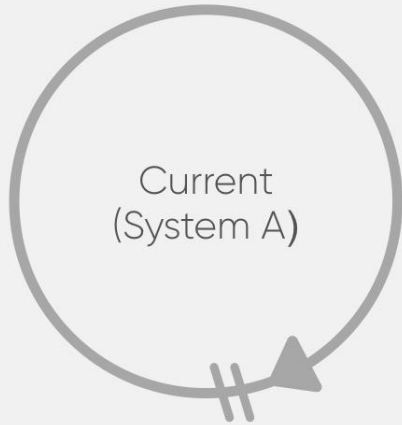
The first model is from the [Systems Innovation green paper](#) and makes explicit the difference between activity that is focussed on better outcomes in the existing system versus supporting the transition to a new system.

The second model is the Three Horizons and [this blog post](#) would be useful to read as a way of considering how it specifically relates to grant-making.

The third is the Berkana Two Loop model which you can [read more about here](#), and the fourth is the [Power Shift Framework \(Fraser and Glass 2020\)](#), an adapted version of Geels et al's Socio-technical Transitions Theory.

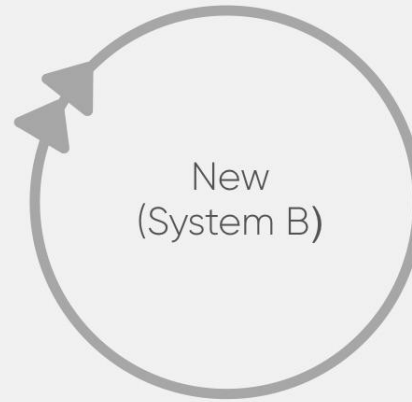
All of these provide ways of considering different types of funding strategy.





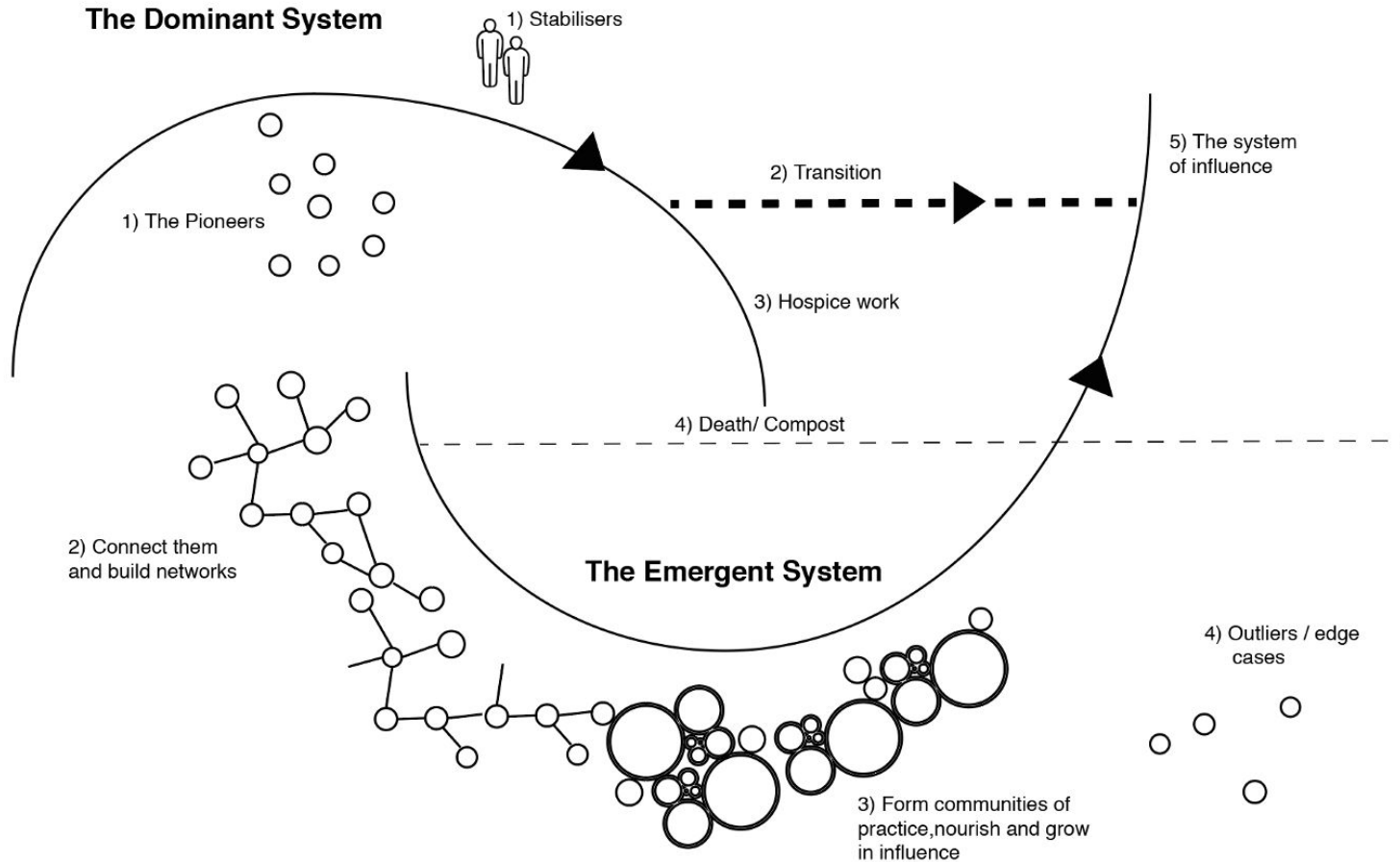
Better outcomes within the existing system, e.g.

- Optimising performance
- Mitigating negative effects

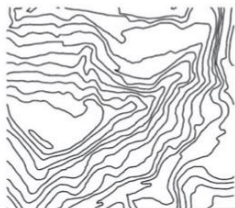


Supporting the transition to a new system, e.g.

- Building a new ecosystem
- Shifting to a new system purpose



An adapted version of the Berkana Institute Two Loops Model.



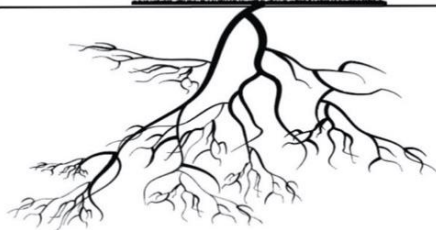
The Landscape - large economic, environmental, narrative and cultural influences on society.



The Regime - frameworks, rules and norms embedded in infrastructure, policies and institutions.



The Niche - local and smaller-scale initiatives, new practices, alternative lifestyles, collaborations, and innovations.



The Soil, Roots + Compost - grassroots movements, personal and community transformation and healing, raising voices, and holistic understanding of the intersectionality of issues.

The final slide in this section is a useful tool created by Nesta as part of the [Foundation Horizon Scan: Taking the long view](#). It proposes a set of strategic questions for people to consider when deciding the kind of grant funder they want to be.

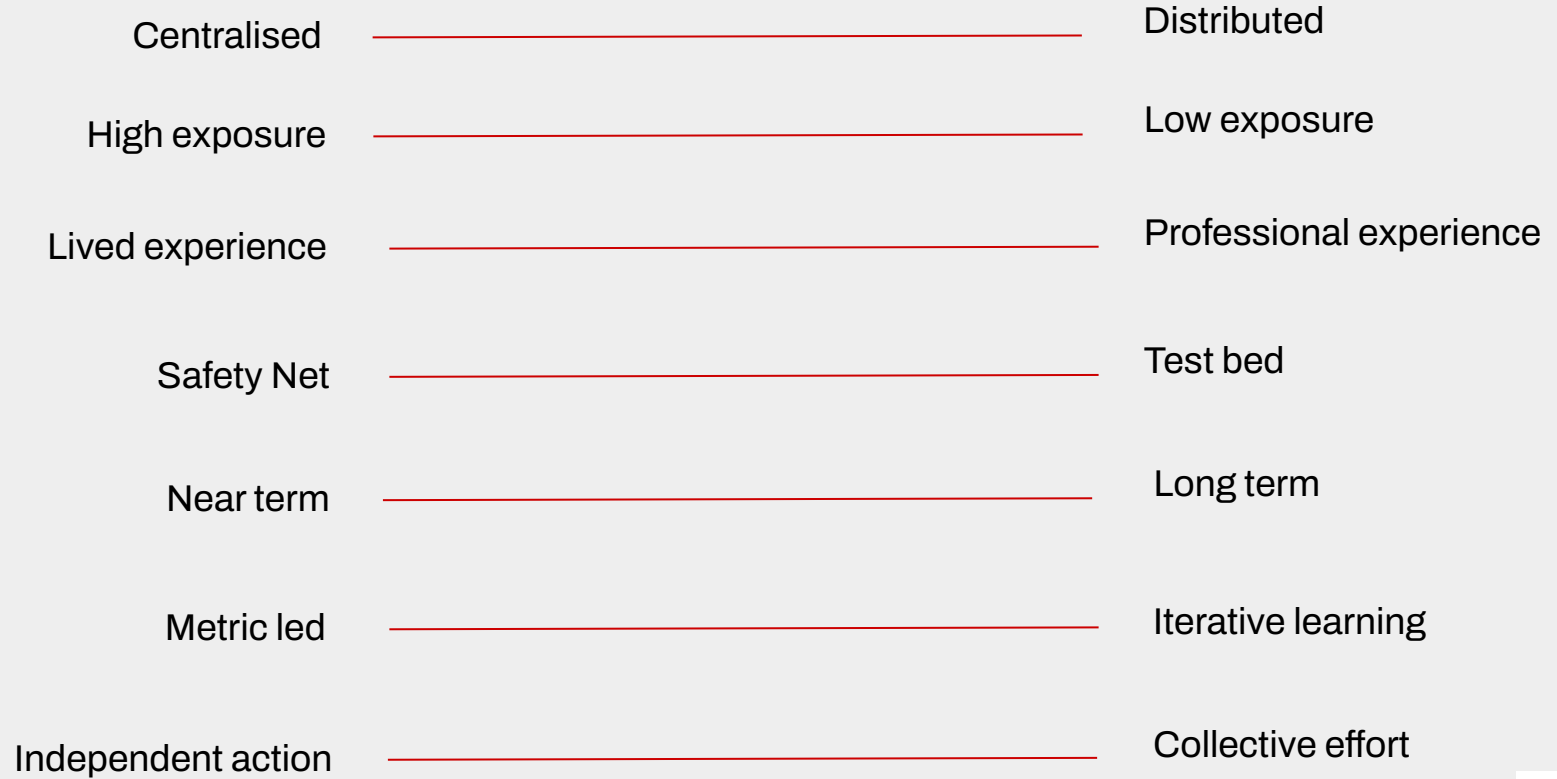
Some particular questions that feel relevant to the Westway Trust context include:

How much do you want to fund collective and collaborative initiatives rather than individual projects?

How much emphasis do you want to place on lived, learned and practice emphasis? Does one take precedence or do you want to be skilled in bringing them all together?

How do you want to consider risk? And where is it as much of a risk to not fund something as it is to fund it?





Grant Programme Options





The The following slides set out some options for the Grants Programme. Each option covers both **what** and **how** you might fund to meet the outcomes set out in the Horizon Plan.

With the budget set out for the next three years with the figures below, it makes sense to break this down into percentages.

2023 - £210,00

2024 - £372,832

2025 - £582,899

60% for strategic and transformative grants.

20% for small grants

30% for funding work for capacity building and creating the conditions*

As the budget increases the small grants programme being capped at £60,000 each year would allow for other new approaches to be trialled or larger grants to begin the strategic grant-making.

*Does this come from grants budget or an operational budget?



Westway Trust Values and its grant making



Ways in which the values of the Westway Trust can show up in the Grants Programme.

Courage - Trying new approaches, having a courageous approach to risk, being creative, testing and experimenting in what and how Westway Trust funds, doing what is right not what is easy.

Equity - Adopting well researched practices and principles in how Westway Trust funds (see slide 25 and 26)

Integrity - Staying focussed on the mission and commitments of the Westway Trust. Being able to demonstrate out the organisations is enacting its values through every aspect of the organisation. keep learning

Openness - Sharing work openly - information, decisions, communications, changes etc, demonstrating reflexive practice (working in the open in a style of action-enquiry), providing feedback loops to the community. Adopting well researched practices and principles in how Westway Trust funds (see slide 25 and 26) in relation to access, transparency and so forth.

Sustainability - Adopting well researched practices and principles in how Westway Trust can embed climate action into how it funds and runs all of its operations (see slide 25 and 26)



What principles sit at the heart of Westway Trust Grant Programme?

Community-centred is the approach to how and what is funded

Pursue ways of community-building through how the Grants Programme is designed and delivered

Where possible use every interaction and touch point in the Grant Programme experience to build relationships (see image on following slide)

Where possible use every interaction and touch point in the Grant Programme experience to build capacity

Anti racist in funding practices and in what gets funded

The Grant Programmes are not only about giving the community a stronger voice but a revived and encouraged imagination

There is always a clear link back to one of the outcomes in the Horizon Plan -

- Increase community and citizen participation
- Encourage connectivity and understanding between communities and reduce barriers to mutual engagement
- 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

These are some examples for discussion.

Others might come from some of the examples on slides 25 and 26.



Design for the individual	Design for the collective
Requires individual effort	Requires shared effort
Encourages individualised outlook	Encourages a collective outlook
Requires us to adapt as an individual	Requires us to adapt as a collective
Uses the language of me and my	Uses the language of us and ours
Creates an internal response	Creates a public feeling
Focuses attention on the self	Focuses attention on the lives of others
Discord is an outcome	Solidarity is an outcome
Infuses a desire for the self	Infuses a desire for the collective
Reinforces patterns of private consumption	Creates new patterns for public value
Directs care towards self	Directs care towards others
Reinforces individual identity	Creates a shared identity
Denies the interconnection between things	Makes interconnections visible between things
Individualises experiences	Builds relationships
Retracts to strengthen individual power	Builds out to create collective power
Highlights isolation and ways we are different	Creates shared belonging and a sense of what we have in common

From this post <https://cassierobinson.medium.com/a-collective-obsessive-part-1-dda014b8ec10>



These are other good practices and principles to adopt - clearly set out on the links provided.

IVAR Flexible Funders commitments - getting the basic right of being a better funder

<https://www.ivar.org.uk/flexible-funders/>

The Foundation Practice Rating - on key themes of accountability, transparency and diversity -

<https://www.foundationpracticering.org.uk/>

Sign up to the Funder Commitment to Climate Change -

<https://fundercommitmentclimatechange.org/> and Esmee Fairbairn has written this helpful update on the practical ways they are adopting it -

<https://esmeefairbairn.org.uk/latest-news/funder-commitment-climate-change-2021-update/>

Racial justice and liberatory practices -

<https://tenyearstime.com/wp-content/uploads/2022/02/Racial-Justice-and-Social-Transformation-2.pdf>

Trauma-informed grant-making -

<http://www.gmafoundations.com/wp-content/uploads/2019/10/GMA-Funders-Guide-Trauma-Informed-Grants.pdf>



And specifically to racial justice and anti-racist funding practices -

Ten Years Time - Racial justice and liberatory practices -

<https://tenyearstime.com/wp-content/uploads/2022/02/Racial-Justice-and-Social-Transformation-2.pdf>

Lloyds Bank Foundation allocating a % of all grants as an act of anti-racism -

<https://www.lloydsbankfoundation.org.uk/we-fund/racial-equity>

Use the Racial Justice Auditing Tool -

<https://www.equallyours.org.uk/resources/funding-audit-current-practice-in-racial-justice-funding/> and Paul Hamlyn Foundation reflect on what they have learnt from using it
<https://www.phf.org.uk/blog/racial-justice-auditing-a-new-perspective-on-phfs-grant-making/>

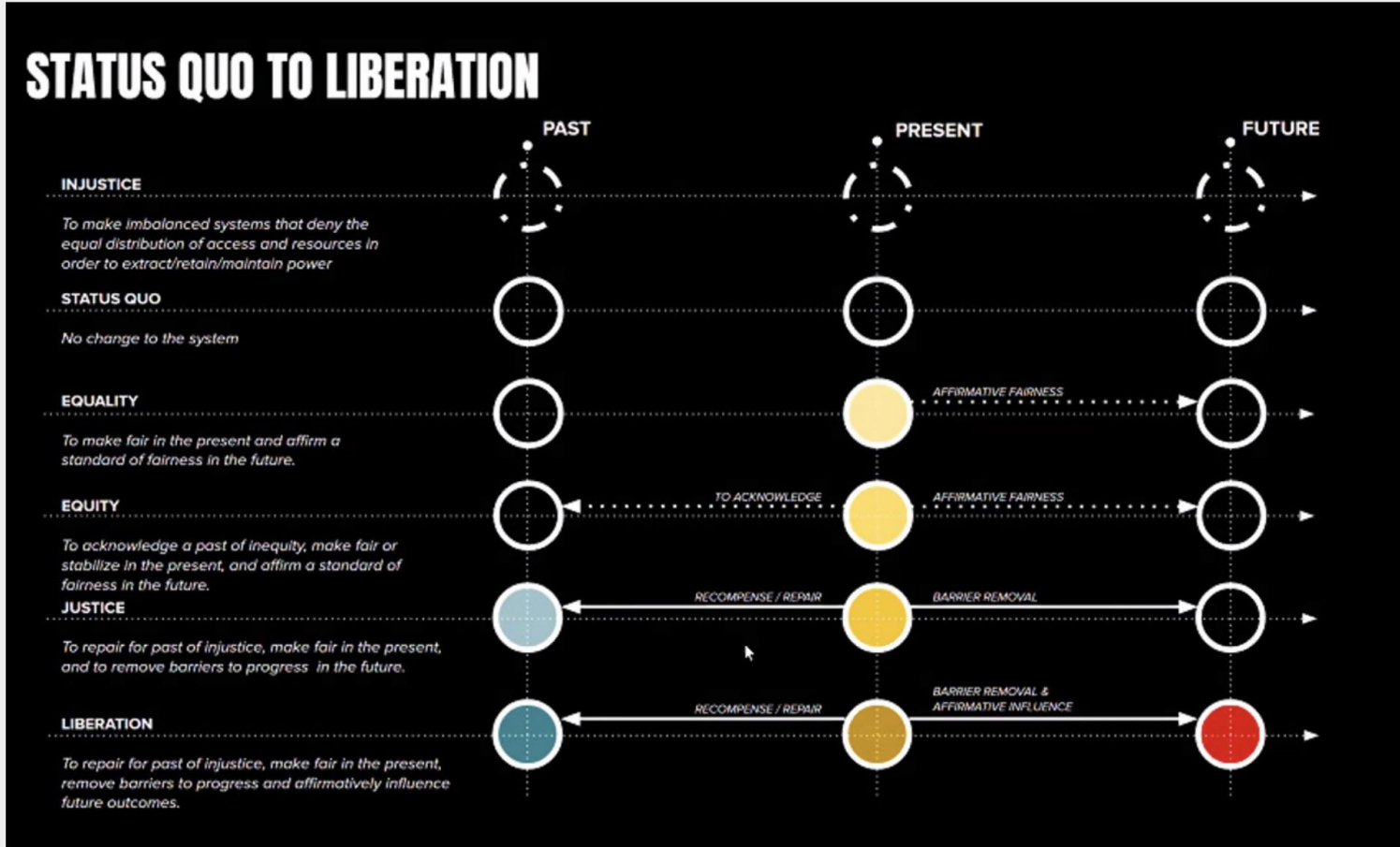
Adopt the DEI data standard -

<https://www.funderscollaborativehub.org.uk/collaborations/dei-data-standard>

Bring in someone from the 2027 Programme - <https://2027.org.uk/>



Does the Westway Trust want to talk about justice or about liberation in its Grants Programmes?



We also recommend looking at the following models -

A model for regeneration and transformation in grant-making - in [our Landscape Review](#) on page 15-17

A future model for a justice lens on philanthropy - in [our Landscape Review](#) on page 13.



Small grants



**Small grants -
20%**

**Strategic and
transformative grants -
60%**

**Capacity and
conditions - 20%**

As the yearly budget becomes larger, this could also include other experimental funding



The small grants programme links to the Westway Trust strategy of 'continuous improvement' or social acupuncture.

The grants would range from £300 - £2,000.

The design would be light touch, simple and transactional.

They grants could links to 4 of the Horizon Plan outcomes:

- Increase community and citizen participation
- Encourage connectivity and understanding between communities and reduce barriers to mutual engagement
- 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

Framing or criteria for the grants

Maintenance, care and repair

Brings people together

Celebration

Healing

Theory of Change for the grants

These are small grants that place an emphasis on building community connection, resourcing small and vital things that the community needs, and recognising the value of activities that are focussed on repair, care, healing and celebration.

Micro-outcomes from these grants would include goodwill towards the Westway Trust, a sense that the Trust is listening and can be responsive, stronger relationships in communities. People in the community feel restored, seen and celebrated.

Opportunity for Participation

Given the size of these grants the overheads wouldn't warrant a full participatory grantmaking approach. They could be allocated through community events that offer other ways to participate. The following two slides offer examples.





* **SALE** 2012 Dodge Free Press/Dodge South Magazine. From the starting line to the finish line we rely on dedicated helpers to make sure the race goes smoothly. We're looking for volunteers to work both on the course and behind the scenes. Joining us for the Health and Fitness Expo at Cobo Center in the days leading to the race and meeting with the official race team.

* **SALE** 2012 Dodge Free Press/Dodge South Magazine. From the starting line to the finish line we rely on dedicated helpers to make sure the race goes smoothly. We're looking for volunteers to work both on the course and behind the scenes. Joining us for the Health and Fitness Expo at Cobo Center in the days leading to the race and meeting with the official race team.

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> buildmydreamteam.com or 1-877-Fill-A-Job

WIN SA
IN SA

Zero in on stellar performers at CareerBuilder

DETROIT SOUP

SEPTEMBER 2012



2013 KIA SORENTO
 32 mpg
 33 mpg



JOIN US for an
AWESOME
PARTY to CELEBRATE the LAUNCH
▶▶ **awesome**
FOUNDATION·DC

Transformative grants



**Small grants -
20%**

**Strategic and
transformative grants -
60%**

**Capacity and
conditions - 20%**

As the yearly budget becomes larger, this could also include other experimental funding



The transformative grants programme or strategic grants programme would need to be further designed once the Westway Trust has articulated what it means by transformation - referring back to slides 10-15 in this deck.

The grants could range from £10,000 - £25,000 (and this could increase year on year as the grants budget goes up). £60,000 minimum grants would be much more appropriate for really transformative change work. These grants might also be used to leverage other funding from different sectors locally - private, public, NHS etc.

The design would be highly relational and require the bringing together of lived, learned and practice expertise. The funding could also explicitly incentives collaboration and joint applications.

The grants could links to 4 of the Horizon Plan outcomes:

- Increase community and citizen participation
- Encourage connectivity and understanding between communities and reduce barriers to mutual engagement
- 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

Framing / criteria for the grants

Transformative change - making deep and lasting difference in the community (based on an agreed set of progress indicators of what transformative change looks like)

Options for the focus could be a thematic area(s) decided by the community, a strategic opportunity, an ecosystem - focussing on one place for one year or one theme for one year and funding different kinds of activity that when brought together will ensure transformation.

The grants programme can only fund collectives and collaborations - no individual initiatives or projects. An emphasis here could also be on collectives that explicitly bring together different groups in the community.

Theory of Change for the grants

These need to be developed by the Westway Trust - using slides 10-15 in this deck. Narrative outcomes from these grants should include - acknowledgement of scale of change needed, how hard deep transformative work is, a long-term commitment and investment from the Trust to do this work.

Opportunity for Participation

The design of the Theory of Change for the transformation work could be co-created by the Westway Trust and the community.

Community members could be part of the design and decision-making all the way through the process. A typical PGM approach **as set out on slide 2 here.**

Using members of the community with expertise of different thematic areas to be 'pathfinders' or 'field-builders' **as set out on slide 22 here.**



Community Missions



**Small grants -
20%**

**Strategic and
transformative grants -
60%**

**Capacity and
conditions - 20%**

As the yearly budget
becomes larger, this could
also include other
experimental funding



The Community Mission approach would be something to consider as the scale of the grants budget increases in 2024 - however the Westway Trust might see this as an approach to transformation that could take priority sooner.

The grants would range from £3,000 - £30,000

The design would mean that the grants are curated around a clear mission - the mission may be chosen at different frequencies throughout the year or may just have an annual focus. The mission would mobilise multiple people in the community to take part in different aspects of the mission.

They grants could links to 4 of the Horizon Plan outcomes:

- Increase community and citizen participation
- Encourage connectivity and understanding between communities and reduce barriers to mutual engagement
- 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



Framing for the grants

We are more powerful together.

We each have different but vital roles to play.

Mission Labs for timely collective action - eg energy crisis

Theory of Change for the grants

Place-based work is well suited to a missions approach. It can surface and mobilise all the assets in a place and put them to work in the service of a common mission.

Micro-outcomes from these grants would include new and deeper relationships across the community, collective agency for having achieved something together, recognition and valuing of difference and different roles/skills, and deepening practice of collective action techniques - which is like a muscle. It would also bring more visibility to all the assets on offer in the community.

Opportunity for Participation

There are opportunities for community participation in the design and focus of the missions as well as in the delivery of the missions. It's a good way to build shared accountability for outcomes too.



Good examples of this work include -

Community Missions at the GLA -

<https://nla.london/news/the-glas-london-recovery-programme>

At Camden Council -

<https://www.ucl.ac.uk/bartlett/public-purpose/research-projects/2022/feb/camden-s-missions-fairer-more-inclusive-and-sustainable-borough>

The Vinnova Playbook for Missions - **<https://www.vinnova.se/en/m/missions/>**

Impact on Urban Health - **<https://urbanhealth.org.uk/>**

London Funders Covid Response -

<https://londonfunders.org.uk/latest/news/we-have-responsibility-act-next-steps-funder-collaboration-0>



Prototyping



**Small grants -
20%**

**Strategic and
transformative grants -
60%**

**Capacity and
conditions - 20%**

As the yearly budget
becomes larger, this could
also include other
experimental funding



A Grants Programme specifically for 'prototyping' would be a way for the Westway Trust to ask the community to participate in shaping a funding strategy or policy.

The grants would range from £3,000 to £10,000.

The design would be small grants or collaborative grants that answer a question - so grants that are like action enquiries.

They grants could links to 2 of the Horizon Plan outcomes:

- Increase community and citizen participation
- Encourage connectivity and understanding between communities and reduce barriers to mutual engagement



Framing for the grants

Prototyping grants are used to test out different theories of change or a way for the Westway Trust to gather ideas. It's the use of small grants to test and experiment as a way of designing further funding strategy and policy.

This could be a useful approach to invite the community to apply for grants that explore **how** the Westway Trust and the community can be more anti-racist.

A good example of this approach is [the Emerging Futures Fund](#) which was featured in this [OECD report](#) as an example of "Anticipatory innovation governance - Shaping the future through proactive policy making."

Theory of Change for the grants

Micro-outcomes from these grants would include the community having an active role in shaping funding strategy. The Westway Trust and the community developing greater skill and competence in testing and experimenting - or learning by doing- as a way to develop a funding strategy or policy.

Opportunity for Participation

There are opportunities for community participation in the design and focus of the prototyping as well as in the delivery of them as grants.



Community Wealth Building



There's an emerging landscape of economic transformation, reflected in work around the green economy, the sharing economy, the circular economy. Some of these ideas have been around for a long time but the possibility seems to be in the knitting together of them now.

The contours of these transitions are easier to trace in some places than others. For example, in energy, we are making real progress on reducing carbon and increasing investment in renewables. There are a number of local projects around the UK designed to empower communities as owners of their energy sources. Similarly, there is a growing movement around transitions in farming, with a focus on biodiversity, soil use, and regenerative practices. In Scotland in particular, this is moving into a lively field of practice and experiments in democratising land ownership.

We can also see signs of a transition in the social sector, with a convergence of projects around broad-based prosperity and ownership. Could the emergence of commons-based property rights be as profound as the individual property rights and enclosure that sparked so much change at the start of the industrial revolution? Could the emergence of employee-owned businesses spell the end of shareholder capitalism, as organisations understand their role in relation to the planet, to communities, and to their workers? Could community wealth-building initiatives shorten damaging global supply chains, to benefit both people and planet



For this review we weren't provided with information about the Westway Trusts assets portfolio, however the investment and transfer of assets is an important part of the restorative justice narrative. Channelling investment activity as well as grant-making activity towards community wealth building is more authentic to true transformation. It would also demonstrate a core value of the Westway Trust - that of courage.

Below are some inspiring examples of community wealth building, restorative justice and land justice approaches. Many of these are related to land, but they could also transfer over to social infrastructure -

<https://www.sharedassets.org.uk/>

<https://landinournames.community/>

<https://restoreoakland.org/>

<https://realpeoplesfund.org/>

<https://realpeoplesfund.org/invest/>

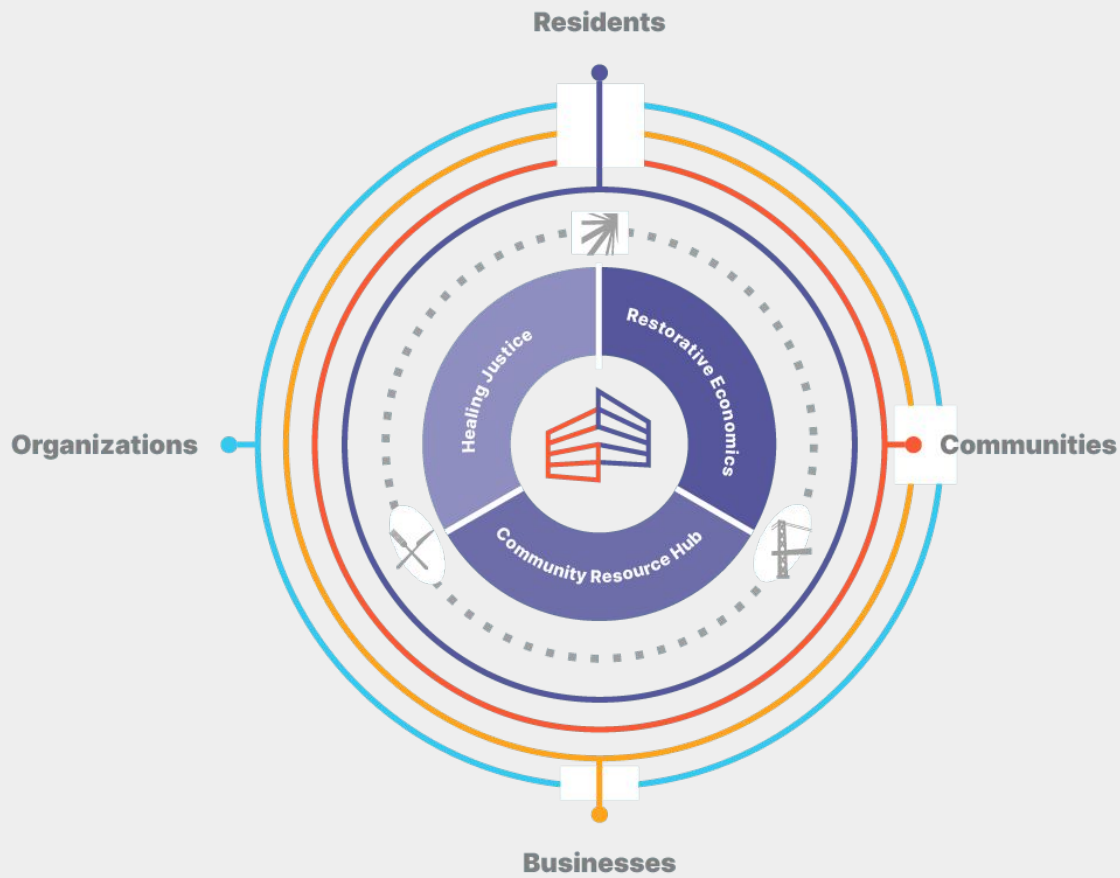
<https://ecologicalland.coop/our-model>

<https://www.commonland.com/4-returns/> - 20 year restoration cycles

<https://www.agrariantrust.org/initiatives/agrarian-commons/structure/>

Even if this is on a far horizon, how can you communicate about a commitment to it now?





While financial capital is a powerful lever in driving change, there are other types of capital important to society's sustainability transition. One of them is 'community capital', which manifests in different ways. It can take the form of the relationships of trust within communities that facilitate coordination and cooperation for mutual and civic benefit. It can be the organisational and institutional infrastructure in which deliberative and decision-making capacity lies within a community and amongst its members. It can even be the combined financial and social investment potential of a community to generate multiple shared value from collective civic action.

These types of community capital are rarely aligned in a purposeful way with financial capital flows, sustainable or otherwise. And yet these types of capital and human-to-human interactions are the bedrock of real value creation in our neighbourhoods and communities. Worse yet, there has been a historic and turbulent relationship between financial capital and the people and places it shapes. [Extractive models of financial investment](#) have bred distrust and often directly contributed to the inequities at the heart of the crises we face. Whether it's through housing developments that privilege profits over affordable, green and comfortable living for all, or high-street chains motivated by shareholder interests over those of the community, the long term risks associated with these investments are socialised and the rewards are privatised—the 2008/2009 Global Financial Crisis serving as a powerful reminder.

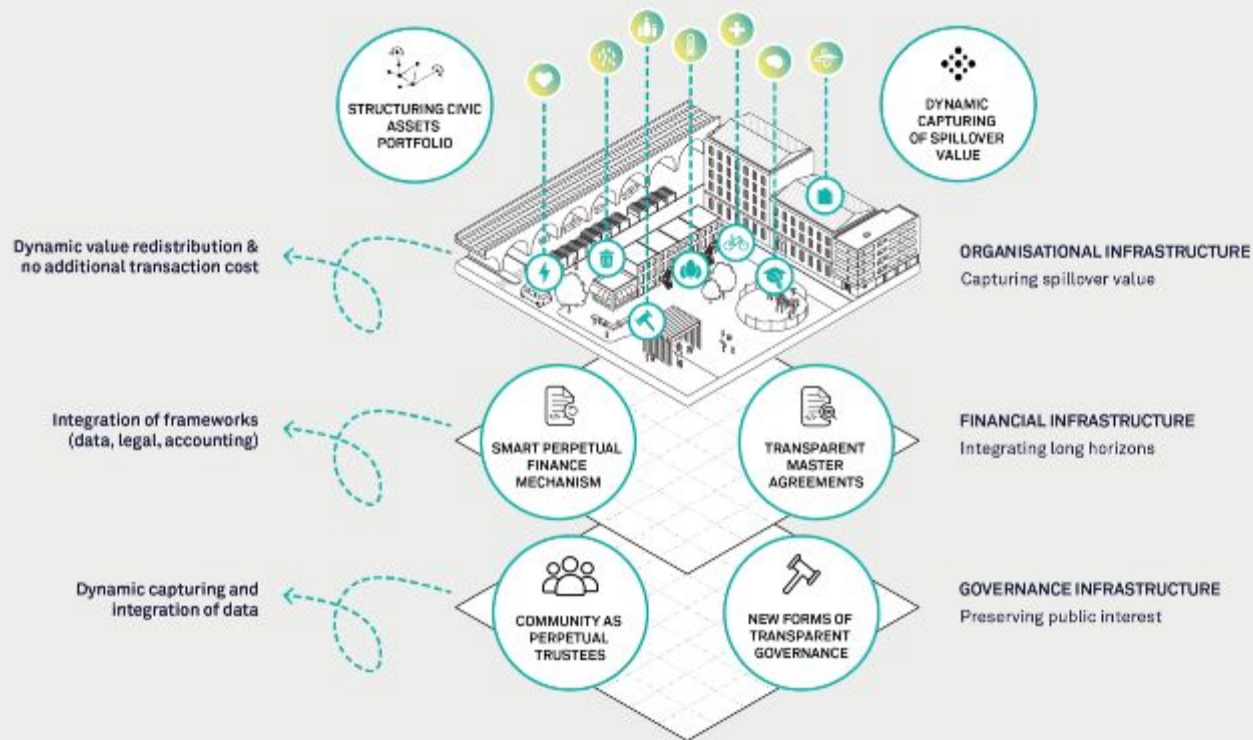


As technology advances, these harmful power imbalances risk being replicated further and faster. The incentives, values and ownership models baked into finance will play crucial roles in **the means of creation and distribution**: how behavioural data from mobile phones, public spaces and smart homes is owned and used; or how Artificial Intelligence is developed and applied to our everyday lives; how gene editing is applied and owned in our food system; or even how social media and other online platform that breed polarising content, unsustainable consumption patterns and mass disinformation structure their business models. Whatever the scope of the transition, *how* it is financed matters. This makes it all the more crucial to see sustainability transitions and the finance that drives them through an economic, political, cultural and social justice lens and recognize that these transitions happen alongside—and not isolated from—other structural shifts in society. In other words, sustainability transitions are not just about carbon neutrality, but rather a need to move away from the prevailing logic of an environmentally and socially extractive economy towards a regenerative and inclusive economy capable of fundamentally addressing the most tangible and pressing challenges of the 21st century. As the **Climate Justice Alliance** puts it,

“The transition itself must be just and equitable; redressing past harms and creating new relationships of power for the future through reparations. If the process of transition is not just, the outcome will never be. Just Transition describes both where we are going and how we get there.”



Bridging the Gap: Novel Civic Infrastructures



The Public-Common Partnerships (PCPs) is also an interesting model for the Westway Trust in terms of collective ownership.

“The past three decades have been dominated by a cookie-cutter model of extractive urban development that has fuelled inequality, privatised public space, and hollowed out democratic control. Profit and private power have been placed before people and place. There is, though, a growing real-world alternative: Public-Common Partnerships (PCPs). The PCP model - a diverse institutional design for collective ownership - can play a foundational role in shaping a commons-led approach to development that unlocks shared abundance and ensures democratic community control of assets and the value generated through them.”

<https://www.common-wealth.co.uk/interactive-digital-projects/a-new-model>



And this community-led impact investing from The Connective, through a Tikanga lens -



**Tikanga-led
Impact
Investment**

01 »»»
Moving closer
to a Māori
world view

A graphic featuring a central spiral composed of interlocking, rounded rectangular shapes in shades of green and teal. The spiral is set against a dark teal background with a subtle grid of thin white lines. The overall design is clean and modern, with a focus on geometric patterns.



**Tikanga-led
Impact
Investment**

02 »»»
Understanding
connections

A graphic featuring a central spiral composed of interlocking, rounded rectangular shapes in shades of blue and teal. The spiral is set against a dark teal background with a subtle grid of thin white lines. The overall design is clean and modern, with a focus on geometric patterns.

<https://theconnective.nz/the-connective/tikanga-led-impact-investment/>



Infrastructure



**Small grants -
20%**

**Strategic and
transformative grants -
60%**

**Capacity and
conditions - 20%**

As the yearly budget
becomes larger, this could
also include other
experimental funding



One of the areas of focus that was discussed in our interviews was the need for renewal and strengthening of local infrastructure. This was seen as a collaboration opportunity with other local funders - all of whom expressed concern about the under-resourcing of infrastructure. Any transformative change in place also requires investment in the ecosystem of change and what holds it together.

Some good examples of funding programmes that focus on infrastructure are:

GLA Roots Incubator -

<https://www.london.gov.uk/what-we-do/communities/civil-society/roots-incubator>

The New Infrastructure Fund -

<https://www.tnlcommunityfund.org.uk/funding/programmes/new-infrastructure-programme>



Conditions - what needs to happen *around* the grants programme



**Small grants -
20%**

**Strategic and
transformative grants -
60%**

**Capacity and
conditions - 20%**

As the yearly budget becomes larger, this could also include other experimental funding



THE TRUTH WILL NOT BE HIDDEN

THE PEOPLE'S PUBLIC INQUEST
FIRST HAND ACCOUNTS, FACTS, TESTIMONIES AND STATEMENTS

GRENFELL TOWER FIRE JUNE 14TH - 15TH 2017

*NOT YOUR EVIDENCE
WRITE YOUR OWN
OR CONTACT US*

*IF YOU WANT TO JOIN IN TO
DISCUSSING THE COMMUNITY'S
FIRST HAND ACCOUNTS
SUPPORT A COMMUNITY
TO HELP BRING JUSTICE FOR
ALL OF ACCIDENTS SURVIVORS
IN THE CASE OF GRENFELL TOWER*



There are some significant differences of opinion about whether transformative ideas and projects exist, but we simply don't know how to find them; or whether the soil in which transformation might be cultivated is so arid and dry that the conditions simply aren't right to foster the imagination required to build the sorts of regenerative futures we need.

This is true also if a community lens is applied. Some places are teeming with possibility; others much less so. These differences may well map structural inequalities, with 'left behind' or oppressed communities having the fewest resources and assets to draw upon to imagine how things could be different and better.

This 'soil preparation' is vital - to ensure that all communities get to imagine their futures, including those where the conditions have not made that work easy; and second, to create the conditions for the most transformative work to take shape.



From the interviews and other research undertaken for this grants review, the following activities would help realise the potential of the Grants Programme and would be a wise investment from the Trust .

Building alternatives: backing projects on the ground showing in practice what alternative futures might look like

Creating infrastructure: backing work that scaffolds and nurtures emerging ideas

System readiness: investing in work to prepare the ground, create the conditions, and ‘nurture the soil’, to grow capabilities in the community and places (especially those that have been marginalised) to participate in the work of re-imagining futures

Space to dream: supporting work that brings together communities, or particular groups, to engage in collective imagining for a better future

Future generations: specific support for work that brings together and mobilises young people to articulate their hopes for a fairer more sustainable future

Space to heal and recover: work to create space for marginalised communities to recover and heal from the trauma in order to play an active role in shaping their futures



Growing Community Capacity



**Small grants -
20%**

**Strategic and
transformative grants -
60%**

**Capacity and
conditions - 20%**

As the yearly budget becomes larger, this could also include other experimental funding





NHS
CHEMIST

NO PARKING
ON SERVICE ROAD



where is thy victory?
10/11/03



We believe
JUSTICE
FOR ALL
10/11/03

A red graffiti mark resembling a Nintendo Game Boy.

A red heart logo with "GRENELL 4" inside.
TRUTH



Give them a little love
and they will love you back
10/11/03

MISKA
PEERS
10/11/03

985

10/11/03

10/11/03

When the righteous are in
authority, the people rejoice; but
when the wicked, though rulers,
the people mourn.

Green grass-like graffiti at the bottom of the pillar.

Alongside an investment in the conditions surrounding the Grants Programme, there is some obvious capacity building that needs resourcing in the community. Some of this came from interviews and other ideas have come from our wider research.

These kinds of offers from the Westway Trust are an additional way to signal intent and show commitment to a changing relationship with the community.

A set of basic skills for engaging with the Grants Programme - digital skills, application writing skills and coaching to stretch the ambition of people's ideas. Some of this is already on offer but more scalable ways to deliver it would be useful. For example, drawing on the train-the-trainer model where community members are trained to support others, or mass application writing days where many people can be supported at the same time.

It's important to note that the skills required to do applications should be appropriate to the size of the funding. Small grants shouldn't require high levels of skill to apply - and if they do then the focus should be on rethinking the application process rather than building skills to meet it. That's why other approaches like the Awesome Foundation or the Soup Model (in previous slides) help get around this.



Other skills that we heard the community talk about or that feel timely to the wider context - some of which are further upstream skills and competence rather than just reactionary, include:

- Developing skills and knowledge around community wealth building
- Developing skills and knowledge for entrepreneurship
- Exploring different roles people can play in community action
- Community Asset Mapping sessions so that people in the community are more aware of and able to make use of all the assets within the community
- Sessions to draw out what the Trust can offer other partners, so that if community members want to use Westway Trust grants and assets to leverage other funding, they have the information and understanding to do so
- Skills to approach other partners and build 'collective impact' collaborations and diversification of income streams
- Building competence to meaningfully participate in design and decision-making in relation to the Grants Programme and in wider governance - see following page.

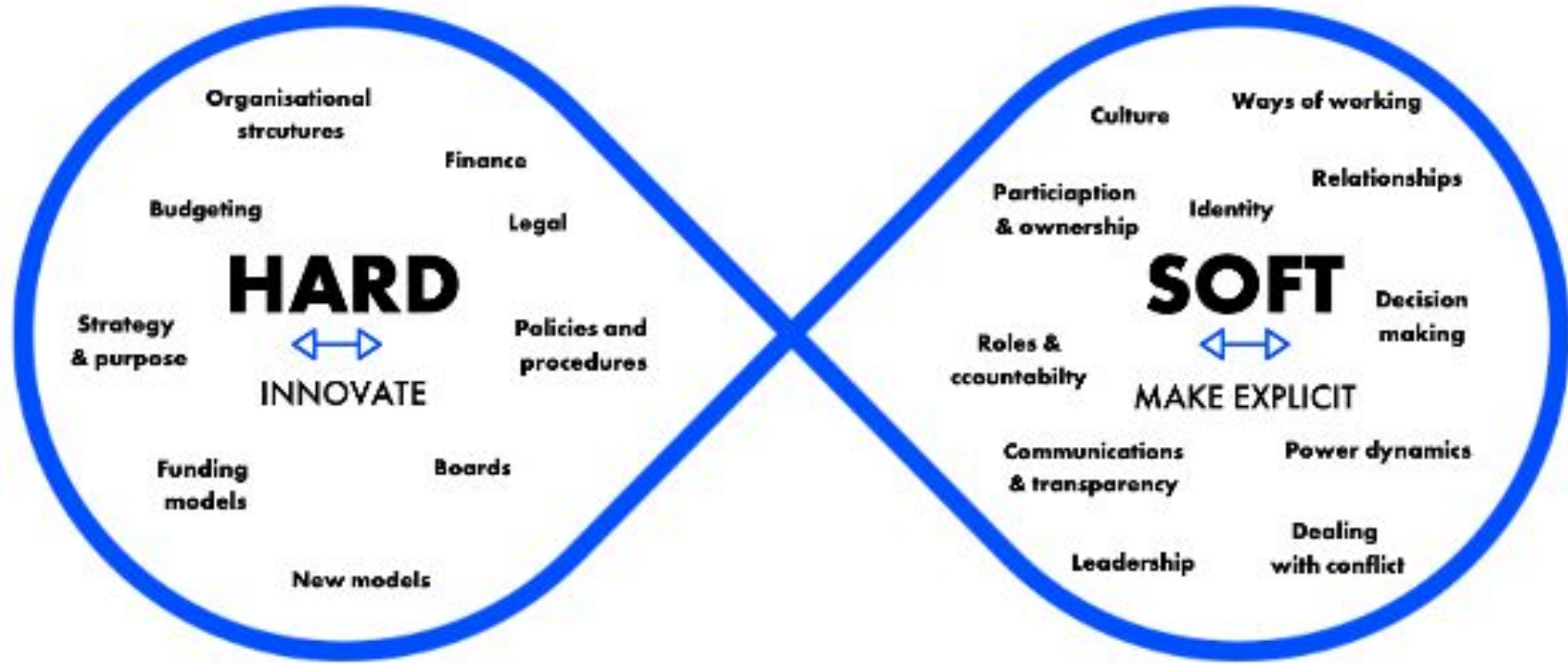
There are also some relatively new civic and community leadership programmes that the Westway Trust could consider replicating -

Civic Futures - <https://www.london.gov.uk/what-we-do/communities/civil-society/civic-futures>

Community Leadership Academy -

<https://localtrust.org.uk/other-programmes/community-leadership-academy/>





Very good on governance from scratch and something to explore with the community

- <https://www.thefuturescentre.org/reimagining-governance-myths/>

Defining governance - [Defining governance](#)

Reimagining accountability requires close proximity and the ability to rely on one another.

The narratives that need sharing -

About the relationship between the community and Westway Trust

About the Grant Programmes specifically





In respect of the relationship between the community and Westway Trust



How might the Westway Trust find a different narrative about the deficit it has?

The community feels like it fails to acknowledge the wealth of assets that the Westway Trust holds on their behalf.



In relation to this, the community want to feel reassured that the Westway Trust fully realise the potential of the assets that they are stewarding.



How would you like to make a relationship with the Trust?

How would you like the Trust to be in relationship with you?



The community knows that the Trust has other assets that are worth much more than the funding available in the Grants Programme.

How can the community have a say in how these assets are stewarded?



The community feels that the Trust's money is *their* money.

How can the Westway Trust acknowledge this in its communications?



How might the Westway Trust communicate a move from corporate to community? Or from from property management to social justice and restorative justice?

See examples on next 2 slides.



OLD POWER VALUES

Managerialism, institutionalism,
representative governance

Exclusivity, competition, authority,
resource consolidation

Discretion, confidentiality, separation
between private and public spheres

Professionalism, specialization

Long-term affiliation and loyalty,
less overall participation

NEW POWER VALUES

Informal, opt-in decision making; self-
organization; networked governance

Open source collaboration,
crowd wisdom, sharing

Radical transparency

Do-it-ourselves, “maker culture”

Short-term, conditional affiliation;
more overall participation

SUBJECT	CONSUMER	CITIZEN
DEPENDENT	INDEPENDENT	INTERDEPENDENT
TO	FOR	WITH
RELIGIOUS	MATERIAL	SPIRITUAL
DUTY	RIGHTS	PURPOSE
OBEY	DEMAND	PARTICIPATE
RECEIVE	CHOOSE	CREATE
COMMAND	SERVE	FACILITATE
PRINT	ANALOGUE	DIGITAL
HIERARCHY	BUREAUCRACY	NETWORK
SUBJECTIVE	OBJECTIVE	DELIBERATIVE

Citizens - <https://www.canburypress.com/products/citizens-by-jon-alexander>



**In relation to the Grants
Programme specifically**



How might the Westway Trust communicate what ‘good’ looks like in terms of ‘continuous improvement’ and ‘transformation’?



This is an iterative process and the Westway Trust and the community will be learning together and adapting together as we go.



How might the Westway Trust communicate the different aspects of the Grants Programme?

How the values show up in grant-making practice.

The principles that underpin the Grants Programme.

The theories of change being used.



The Grants Programme can't be uniform as people in the community want different things.

It also will never be everything that everyone wants.



When the Grants Programme was paused - who decided this?

How might the Westway Trust have approached this in terms of decision-making and communication so that the community felt involved?



The trade-offs that need sharing



Relational Grantmaking	High operational costs
More on capacity building	Less grants budget
Free space for the community	Maintenance and staffing costs for the Trust



Westway Trust in an Ecology



 westwayCT



Following interviews with other local funders there are different opportunities for the Westway Trust.

Firstly, many of the other funders are 'service centred' rather than 'community centred' - with resources going on responsive service delivery and frontline need. Given the Westway Trusts history it is well placed to refresh a narrative that is about community rather than 'third sector service delivery.' Another differentiation is that other local funders are focussed on project funding and so the Westway Trust could make a commitment to core funding and infrastructure funding.

There are specific opportunities for collaboration with K+C Foundation and K+C Social Council for co-investing in infrastructure and capacity building.

Westway Trust could be proactive in setting up a new place-based collaboration on the Funders Collaboration Hub and make use of the resources there - <https://www.funderscollaborativehub.org.uk/> and other local funders expressed an interest in more regular learning sessions together.

There is also a tool for exploring what role each funder is best suited to play in the ecosystem - <https://www.alliancemagazine.org/blog/how-can-philanthropists-and-foundations-meaningfully-and-effectively-coordinate-covid-19-response/>



Inspiration







Read this blog post -
<https://www.libraryofthings.co.uk/blog/purposebeforeprofit>

Library of Things is interesting because they have designed a new governance ecosystem for a social enterprise.

A private company limited by shares called Library of Things Limited (LoT Ltd), with:

A clear social mission – This is enshrined in the legal documents, stating that Directors are legally obliged to consider People and Planet equal to Profit in decision-making.

A business model where wealth stays with communities – 85% of revenue earned goes straight out to pay for local jobs and a rental contribution towards the local Host Space. After direct costs are paid, a further 15% of revenue stays local – going directly to the Host Space like a library OR into a pot for skill-sharing events / other community activities.

A social mission lock with external accountability – in the form of one Guardian share, currently held by its non-profit, asset-locked company, Things Trust. Its legal members are non-shareholding, external individuals representing community and planet. Their role is to ensure Library of Things stays true to its social mission, and have rights including the need to give consent to any exit or significant asset sale that could be in tension with its mission.

C I V I
C S Q
U A R E

<https://civicsquare.cc/>

“A bold approach to visioning, building and investing in civic infrastructure for neighbourhoods of the future.”

Civic Square is interesting because -

They are using their neighbourhood as a testbed for rethinking value flows in neighbourhood-level climate transitions. Impact modelling and financing neighbourhood retrofit - See this blog for more detail - <https://provocations.darkmatterlabs.org/new-value-flows-impact-modelling-and-financing-neighbourhood-retrofit-v0-1-8674f795cef8>

They are experimenting with ways to apply doughnut economics in their local context and at a neighbourhood scale - <https://civicsquare.cc/2019/06/16/from-impact-hub-birmingham-to-civic-square/> and <https://civicsquare.cc/2020/03/09/civic-square-2020-2030/>

They are experimenting with how to create, sustain and steward new shared social infrastructure in the neighbourhood - places for shared activities and experiences.

They are working with the ‘dream matter’ as much as the ‘dark matter’ - which is a helpful way of framing the different layers of change that need attending to - <https://civicsquare.cc/dreams/>

The logo for Onion Collective, featuring the word "onion" in a lowercase, sans-serif font and "collective" in a bold, lowercase, sans-serif font, both in a dark grey color.

<https://www.onioncollective.co.uk/>

Onion Collective is a social enterprise working to tackle social, cultural and environmental injustice in their hometown of Watchet. They deliver wide-reaching and ambitious regeneration projects that are holistic in nature, benefiting people and planet. They aim to create purposeful and interesting jobs, build local economic resilience, widen cultural engagement and enhance aspiration.

Onion Collective is interesting because -

They are developing new industry in place, where previous industry and jobs had disappeared - Biomill Watchet is a pilot research and production facility, working towards creating fungus (mycelium) based biomaterials.

<https://www.onioncollective.co.uk/industry-for-watchet>

They have brought together regeneration, new economy and culture in a way that is thriving and receiving investment -

<https://www.onioncollective.co.uk/home>

They are pioneering what they call 'Attachment Economics' -

"It is a narrative found in post-industrial, rural, and peripheral places and in deprived, down-trodden, urban ones — all those where a national fiction of technological advancement and trickle-down wealth is all but irrelevant to everyday life. It reflects the emotion, action and conversations in those places which are often referred to as 'the left behind' but which can perhaps be better conceived of as 'pointing the way forward' — the places within which the pioneers of the next economy are already emerging."

<https://medium.com/onioncollective/attachment-economics-everyday-pioneers-for-the-next-economy-d0a9ac20080>

Open Systems Lab

<https://www.opensystemslab.io/>

Open Systems Lab is a non-profit R&D lab working on open digital innovation to tackle systemic social, economic and environmental challenges. They are currently working to redesign the systems that shape the places where we live.

Open Systems Lab is interesting because -

They are working on the 'hidden wiring' of society - the rules that underpin how things work, but are doing this through making and propositioning rather than simply policy-making. They have also pulled together a really thorough articulation of how this work builds on what has happened in the past -

<https://www.opensystemslab.io/vision>

They have conceived of a 'citizen sector' that sits outside government, business, public sector and third sector -

<https://www.opensystemslab.io/vision>

They look to create systemic change through making a small part of a new system tangible (useable and practical) to demonstrate what is possible - <https://www.opensystemslab.io/Projects>

They always set out their thinking in 'white papers' - doing deep thinking and research as part of their work.

<https://alastairparvin.medium.com/>



<http://www.participatorycity.org/>

“Co-creating a circular way of life through participation and design.”

Participatory City is interesting because -

They are growing both neighbourhood scale infrastructure (in Barking and Dagenham <https://www.weareeveryone.org/>) and Global infrastructure through the Participatory City Here and Now School and Foundation. (<http://www.participatorycity.org/herenow-school>)

They centre transdisciplinary knowledge and working in their approach - <http://www.participatorycity.org/transdisciplinary-research-project>

“In order to grasp the transformative potential of real-world laboratories, it is essential to understand them as a large-scale research infrastructure. Unlike single transdisciplinary projects and processes, real-world labs are not only about temporary interventions or knowledge integration. They are also about establishing long-lasting spaces for transformation and reflexive learning.” Uwe Schneidewind, Karoline Augenstein, Franziska Stelzer, Matthias Wanner, 2018

They use appropriate and interesting ways to measure progress and think about impact. Lots of that is written up in their Design to Scale report - <http://www.participatorycity.org/designed-to-scale>

They've developed a whole approach to essential infrastructure for neighbourhoods - <https://tessybritton.medium.com/universal-basic-everything-f149afc4cef>

The Good Ancestor Movement is interesting because

-

They are building a movement that will disrupt wealth advice. They are pioneering a new model for a radical wealth advisory firm so that wealthy individuals and families can explore how to truly align their wealth with their values. They work with clients who are interested in techniques from tax maximisation to limiting any given investment return to zero percent returns, from taking a reparational approach to how their money was made to planning to reduce and redistribute their wealth over time. These approaches may sound a long way from the typical wealth holding family but the ideas behind them are building momentum and an increasing number of wealth holders are exploring the path.

It's a really good example of starting much further upstream in the financial system than philanthropy and is aligned with other pioneering initiatives like Resource Generation.

<https://resourcegeneration.org/>



<https://www.goodancestormovement.com/>

“We help the world’s most progressive wealth holders and custodians to play their part in creating a more equitable society and ecological resilience through values-led wealth stewardship and reparative and regenerative redistribution.”



<https://whoseknowledge.org/>

It's a movement to center the knowledge of marginalized communities (the majority of the world) on the internet. Whose Knowledge? is a radical re-imagining and re-design of the internet, so that together we build and defend an internet of, for and by all.

Whose Knowledge is interesting because -

They are experimenting with different ways of community knowledge sharing -

<https://whoseknowledge.org/initiatives/community-knowledge-sharing/>

They are centering indigenous wisdom and knowledge but in a systemic way - *“When considered, “indigeneity” is treated as a monolithic category, rather than with the rich textures and differences of 370 million people, living across 90 countries, in multiple complex contexts of land, forest and ocean. Most importantly, the expertise and experience of Indigenous activists, scholars, policy makers and practitioners is rarely centered in this mainstream environmental discourse.”* -

<https://whoseknowledge.org/honouring-our-guardians/>

They are decolonising the hidden wiring / dark matter of the internet -

<https://whoseknowledge.org/initiatives/decolonizing-the-internet/>