



Horizon Plan

The Strategic Plan for the Westway Trust | 2025-2028

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Introduction

This plan was agreed by the Trustees in March 2025 ready to start in April 2025 and to take the organisation forward to the end of March 2028.

Our last plan outlined a major transformation journey, it started with an examination of all aspects of the Trust and scheduled a substantial number of work streams, supported by a programme of continuous improvement. We managed to complete 98% of them and a number of additional elements. Recognising that transformative work takes time we wanted to create a strong enough foundation and benchmarking on which we could build. We have achieved this but we recognise that some of the work that we started needs to be concluded in the first year of this new plan. We may choose to revisit some elements to create a higher quality achievement.

For the next period of our transformation we will continue our successes and focus on fewer elements of organisational change more deeply. We will deal with some of the long standing issues, critical to improve the infrastructure that allows us to function and take us further in building trust. We want to thank all those within our communities for their openness and preparedness to help. We will increase our focus on racial justice, as it is linked to social, environmental and economic injustice. This is intended to enhance pride and increase resilience. We now want to ensure the expectation of a deeper level of engagement is embedded in our culture and that programmes will develop community understanding, engagement and 'community centring' more fully.



Statement from our Chair

The original Horizon Plan for 2022-5 made it clear how much work was being done to simultaneously keep Westway Trust running and begin a process of transformation into a Trust that can be a better fit with, and a better resource for its many local communities.

Now, as we move into the 2025-8 period. The wide-ranging work packages of the preceding period have been reduced to 14. There is now a heavy focus on high-impact, generational activity that transforms Westway Trust and opens up more resources and space to the communities of North Kensington.

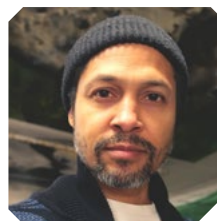
As my own time at the Trust comes toward its natural conclusion, I urge you to involve yourselves and engage positively and creatively with the many and increasing ways to make use of the 23 acres. The platform for local leadership of the 23 acres has been built. Many people have contributed to challenging and holding the Trust to its transformation and the work of this Horizon Plan will - with your input and support - carry that journey further toward ever greater achievements, even as it faces new challenges.

The foundations of the Trust and our community's ability to lead it will be improved through the long term work to extend the lease on the 23 acres; along with programmes of archiving and understanding the issues of land management and justice that sit at the heart of the 23 acres.

Our board has continually set a strategy toward building a better and bigger Trust in an effort to meet the ever growing demands of our local communities.

Work packages aimed at considerably increasing the capacity in the spaces, people and income of the Trust will all support the organisation to grow the pie, not just slice it into smaller pieces. All whilst continuing to deliver day to day functions and strive for continuous improvement.

Use this Horizon Plan as a guide on how and where you can work with the Trust for the benefit of you and your community over the coming three years.



**Toby Laurent
Belson**
Chair

Statement from our CEO

This Horizon Plan covers the period that will be the heart of our transformation. We now have a degree of financial stability that has allowed us to continue investing in new spaces for community use.

During the period of the last plan we brought back into use or created 11 new spaces and 2 meanwhile spaces.

All of us who have been part of this transformation want to thank the trustees for their courage and willingness to start the journey and for their dedication and direction, ensuring that the organisation adheres to the standards expected by our communities. We will continue to address this demand for affordable space during the next three years.

We have embraced the scrutiny, pressure and support we have received in equal measure to set our ambition and propel improvements for this period. Our staff are now 70% from a global majority heritage. In our Governance, Executive Team and Senior Manager level those with global majority heritage are in the majority. We are a better reflection of our communities and can now drive our aim to lessen the risks of Institutional Racism. We will remain alert to any pockets of racism and will address them with robustness set out in a new Anti-Racism Policy and Action Plan. We will also build a forum to generate and champion further commitment to our goal within our sector and society more widely.

We have developed a muscularity, for example in dealing with contractors, staffing issues and forward planning. And an agility or responsiveness, for example in our community engagement. These are necessary characteristics to take us forward on a day-to-day level, and with continued support and engagement we will be attempting to tackle the bigger strategic challenges that face the Trust. For example, the long term future of tenure of the land and land justice. We will challenge our own landlords to do what is right, putting to them a vision that will help release the capacity within our communities to make a dent in the systemic, life limiting inequalities that persist in North Kensington. If, like you, they recognise our potential for social impact, together we can release further talent and healing and therefore further change. I look forward to the next part of this important journey.



Venu Dhupa
Chief Executive



Context

Increasingly demanding circumstances.

A recent report, 'Bridging the Divide,' (2024), published by the Kensington and Chelsea Foundation, that followed an initial report, 'Poverty and Prosperity in Kensington and Chelsea (2021)' has highlighted an increasing gap between the life chances in different parts of the borough.

- 1 in 4 children in our community live in poverty
- In terms of residents' health, Kensington and Chelsea is in the lowest 20% of Local Authorities for mental health scores, with levels of anxiety significantly above national and London averages
- The unemployment rate in the borough is higher than the London average and even when residents are in work a significant proportion face 'in work poverty.'

[More information can be found here.](#)

[The RBKC Joint Strategic Needs Assessment can be found here.](#)

By almost any measure used the issues exposed by these documents and the reality of inequality are intransigent challenges.

We need to work with these insights but we are not the Council. The Westway Trust was and is a response to the devastation caused by the building of the A40 and we still consider the Trust as a

means of redress. The challenges are different but the motivating factor for us is that we are committed to place based working, connectivity, addressing injustice, and strengthening communities to develop meaningful engagement to shape their own future. The Trust is one route for this and we are conscious that we also hold responsibility for letting the community know about the strategic opportunity the Trust presents. We cannot solve issues, but we can offer respite, care, hope and advocacy, which are all the more powerful when communities are working with us.

Our Vision

Happier, healthier and more prosperous communities.

Our Mission

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

Outcomes

The Trust is looking to achieve the following five outcomes which will be measured using our Social Impact Framework.



Encourage connectivity and understanding between communities and reduce barriers to mutual engagement

The communities of North Kensington are diverse, talented and vibrant. Cultural and religious barriers can hinder the development of public and social spaces and social value. This in turn can lead to instability, isolation, violence and increased poverty which in turn affect our well-being. Therefore there is a need to create more opportunities for people of different ages and backgrounds to regularly connect with each other and gather together to

establish common ground. This will improve the resilience and quality of life for everyone. The need for social connection has never been greater. The on-line environment is helpful and important, but cannot replace the face to face interactions needed in order to build greater trust and understanding amongst our communities. Working together makes driving positive change easier.



Ensure greater access to the land, environmental improvements and increase space for community use

The land is entrusted to us because of the creation of the Westway. It is in one of the areas of greatest need in the country, and it is our duty to look after it for the long term benefit of all. It can also deliver shorter term social and economic benefits. For example the Trust has assets in a part of the borough where some people are living in overcrowded housing, or temporary accommodation. Therefore land can be a route to addressing the need for access to green space, or recreational, health and well-being activities. For practical purpose, such as running a business, or storage and for the development of skills. We live and work in a borough where many people, and

disproportionately racialised people, may never be able to afford to buy land or own their home. Land ownership and usage is symbolic of where the power lies in our Nation. Land is a capital asset that 'bakes in' advantage as it passes through the generations. It is important to highlight the injustices when it comes to land and opportunities for land use. The land is also an important symbol of togetherness across communities, a place for gathering in good times or bad times, a place of commune and belonging. This is why it matters so much to our communities and we all need to respect this.



Increase community and citizen participation

Everyone has a right to play a part in shaping society, it is not the prerogative of the few. Participating is a route to making lives better and a route to empowerment. Working alongside the Trust builds deeper relationships with an important strategic asset and lever for our beneficiaries. We want to encourage the view that people can be valued for their community spirit, and to believe that getting involved makes a difference. We want

to amplify the voices of our communities, so that their priorities can be understood and acted upon by public servants, the Local Authority and others in powerful positions. Community voices can lead to greater resources becoming available to residents in North Kensington. Reducing barriers and enabling community action and decision making is a step towards civic empowerment.



Encourage access to the range of life chances and therefore opportunities to fulfil potential

We live in a society where resources and opportunities are concentrated in the hands of the few. Despite us being in the G10 globally, we have one of the greatest social and economic divides in the developed nations and this is reflected in the statistics relating to our own borough. It is one of great contrasts in income, assets and opportunity. All data tells us that inequality between groups

is becoming greater. Inequality means obstacles to achievement and where talent is overlooked or wasted people can become disenfranchised. In spite of the resilience of communities it can lead to tensions and people not having the energy or the desire to have a stake in shaping the society around them. Everyone has the right to share in economic growth and the resulting prosperity.



Ensure a well-led workforce within an organisation that is structured for good performance and supports continuous improvement and staff well-being

In order to deliver the best social impact for our beneficiaries in the most efficient way, we need to have the right expertise and effective plans in place. Staff should be clear on their objectives and we should be able to explain clearly to our stakeholders what we are doing, why we are doing it, and when we plan to do it. We also need to recruit with care and offer training and development to staff so that they are clear of what

is expected of them, and the importance we place on not just what we deliver but how we work with communities and should be open to constructive feedback. A purposeful environment is key to staff well-being, so that individuals can plan their effort accordingly and see the results of their work. We want the Westway Trust to be one of the best places to work in the sector, where staff can see their work making a difference in the community.



Values

Our five values are: Courage, Openness, Integrity, Equity and Sustainability.

These values will drive the behaviours of Westway Trust.



Courage

We will offer leadership and support in good measure, working towards the outcomes we believe in. We will be creative and adaptable and work to promote innovative solutions. Our openness to continuously learning and improving will help increase our confidence as an organisation striving to do our best for North Kensington. We openly

acknowledge that where there is so much need, there will be pressure on the Trust's resources and we will not be able to please everyone. We will be honest about this. We will be motivated to stretch ourselves to achieve more for our communities but we will also act responsibly and take difficult decisions to maintain focus, direction and solvency.



We are a learning organisation committed to continuous improvement. We will ensure pathways are in place to influence the way we work because we believe that good ideas can come from anywhere and we will always aim to learn from those ideas. We will also learn from the past and use that learning to help us improve. We will welcome and respect different ideas and viewpoints and will make every effort to listen, understand and be responsive where we can. We will co-design our programmes; involve people in decision-making; and routinely seek input into our development and delivery of projects and services. We will share information and knowledge and account for ourselves in line with our legal obligations.



We will strive to encourage trust, by behaving professionally and with consistency. We will make sure we have the skills and capacity to deliver our work and be honest when we lack resources and will do our best to put them in place. We will ensure we meet our legal and statutory commitments, learn from our operations and through feedback. We will practice continuous improvement and will demonstrate a keen sense of curiosity as we routinely seek to increase our learning and understanding.



This value needs to be viewed in the North Kensington context where we are dealing with the historical and systematic discrimination towards the African Caribbean community. We aspire to meet the needs of the people rooted in our diverse communities but we also need to recognise that we are all unique with different needs, experiences, histories and talents. We will embed diversity and inclusion in all we do and will lead by our behaviours. Therefore, on occasion, we may make a decision or place emphasis on something that may not always address an obvious immediate need, but there will be reasons for it, which we will explain. We will also feel able to challenge injustice or inequality within wider society, particularly as we learn from our journey regarding Anti-racism.

We will respect the uniqueness of every individual and will show empathy and understanding. We are committed to creating and sustaining a culture of equity enabling people to achieve their potential, live a fulfilled life and contribute positively.



We will collaborate with others to achieve joint goals and foster genuine partnerships. We will care for our resources, act astutely to add value and leverage our assets for the benefit of the community. We embrace ambition and progression and recognise we are stronger with the support of our communities. We will take care of and enhance the land, the environment, and the built environment that has been entrusted to us. This will include taking measures to recycle and reduce our carbon footprint.

Principles that underpin our progress

To add to our values, which affect the way we carry out our work, we want to explain two of the key principles that set the ethos for our activity.

Community Centring

Communities play a vital part in creating the character and vibrancy of an area. The North Kensington community is unique with a unique history that has resonated outside its geographic boundary.

Community Centring is about enabling different ways in which individuals and groups within North Kensington can participate in and shape the work of the Trust. This will be different for everyone, some people may want to know about our work, others may want to involve themselves in our events and activities, some will want to apply for grants to further their own goals, others will want to influence our thinking and some will want to take part very actively in the processes and decision making of the Trust. This is sometimes talked about as the 'ladder of participation.' We want to encourage everyone who lives in our area of benefit to sustain a level of engagement that is appropriate for them and we are happy to hear from anyone who wants to do this and assist them to work out how to do this.

We want to make 'deep value' relationships within North Kensington which are more than transactional but are pro-actively nurtured by both parties. This, over time, will lead us to be more than the sum of our parts. We also value the other elements of 'social infrastructure' around us because they are essential to extending and deepening the impact of our work.

If you would like to read more about the way we have thought about community centring you may [find information on our website](#).

The Trust as a Learning Organisation

We have learned a great deal as we delivered the first phase of our transformation. We need to be more conscious of the value of learning and pay more attention to this aspect of our work. We want to encourage curiosity and innovation. We want to encourage our staff to learn from the wealth of talent and lived experience that is on our doorstep. We also want to share our learning and the learning that has come through our grants and strategic investments. This is vital if we want to make impacts to policy within the Third Sector.





Theory of Change

A Theory of Change is something that most charities have. It is best described as how charitable organisation expects their efforts to make a difference.

We believe that the activities of the trust should impact positively on the lives of those in the five wards of North Kensington. We believe that every individual, no matter their starting point, has the right to opportunities for a more prosperous future. The importance that we place on community means that we want to extend our reach and no one should be left behind. Gaining a sense of empowerment and agency is a crucial step to being an active citizen and engaging in shaping the community.

As the Trust is transforming we think our Theory of Change is addressing the impact we make in the community as well as the transformation within the Trust which ultimately will further facilitate the goal to serve beneficiaries within North Kensington.

Therefore, when we track the difference we are making, we do so within the organisation as well as in the community.

Firstly, we will track and demonstrate the social impact of our activity on North Kensington. In essence the good that the organisation is enabling. We believe that the delivery of our ongoing activities will demonstrate we are meeting our outcomes and those in turn are shaping the community positively. To measure our impact we will introduce a Social Impact Framework which will hold metrics that will allow us to set benchmarks and quantify or measure the impact we are making. We will look for impacts within six domains:

Six domains of our Social Impact Framework



Within each domain there will be up to six sub-categories where indicators and metrics will support a narrative of community centring and progress. Our metrics will focus on the individual experience of the Trust as well as the experience of organisations and the collective community experience.

The second change we are driving is the internal transformation of the organisation and for this we will use different internal metrics. The external and the internal are linked and by using both we can be both more transparent and more accountable.

To embed the transformation and communicate it will take years, and we are mindful of the challenges of history. However, we have made progress already and in this three year period we are entering the heart of it. The community

engagement and learning opportunities, informed by listening, learning and community centring, should change the way our relationships with the community work.

A further way of increasing our impact is to increase understanding of the unique asset that is present here in North Kensington. It is one which the community can lead to enable the outcomes of the 'vision' as well as much needed space. If we can make our organisation more porous and develop the understanding and good will that has emerged from the first part of our journey, within the next 3 years we will have a strong relationship on which to build trust. We will be capturing a common story and sharing it. This is what the Westway Trust wants to achieve and it will only be possible working energetically with our Members and partners.

Our work

To achieve the next stage of our transformation we will deliver 14 work packages between March 2025 and April 2028.

These build on the foundations we have laid during the last three years. They take account of the inequalities in relation to income, race, the environment and access to statutory services. This time they take us further in our ambition to work on Community Centring with at least three of the work packages relating to larger scale projects. In the table below we have set out the packages in no particular order of importance. We have also set out the high level reason why we think the Trust should tackle this particular work package now and what the benefits will be. Within the detailed work plans we have, considered community involvement; considered barriers to engagement; any issues emerging in relation to equalities and the Tutu Foundation Review; and our ambitions for community centring. Separately, we have determined the milestones, deliverables and accountability for each of these through our systems of Governance. Each year there will be an Operational Plan to take forward the work packages. The work is also integrated, meaning that some of our choices have been because the areas of improvement are co-dependent. We will progress them all and the linkages to each other and our overall goals are shown in Section 10 of this plan.

In the next three years we will undoubtedly deliver additional activity, just as we did between 2022 and 2025. We want new ideas to emerge and we want to innovate so like any strategic plan we will treat this as a living document and make appropriate adjustments through regular review. We will also ensure there are opportunities to discuss this plan and new ideas with our communities and receive feedback.

Linkages

Our work streams are linked to the 5 outcomes that we need to achieve in this period.

Key:



Linkage with other work package



Direct Westway Outcome



Indirect Westway Outcome

Westway Outcomes



Encourage connectivity and understanding between communities and reduce barriers to mutual engagement



Greater access to the land, environmental improvements and increase space for community use



Increase community and citizen participation



Encourage access to the range of life chances and therefore opportunities to fulfil potential



Ensure a well-led workforce within an organisation that is structured for good performance and supports continuous improvement and staff well-being

1 Secure a lease extension on the 23 acres

The land is a community asset. The length of the lease on any piece of land affects what the community decides it would like to do with it. At the moment this is limited because the shorter the lease the fewer options available. Currently we have a 76 year lease, so we want to make sure there is at least a 150 year lease in place to allow the maximum benefits to be realised for the communities of North Kensington. This will ensure that the community can continue to benefit from the land generations into the future.



3, 6, 8, 9, 11, 13

2 Secure the Green Flag Award for our main green spaces

We know how important access to green space is for health and well-being, for play and connectivity. Health indicators for North Kensington means that everyone needs to play their part. The benefit of this is that there will be more green spaces on the estate, in good condition for the most people to make use of them.



3, 6, 8, 9, 11, 13

3 Design and deliver a Westway Trust Archiving Programme

The story of the Westway Trust is inspiring. How it has developed in the light of the changing communities of North Kensington is vital to our sense of belonging and pride. This is more important when there is a lack of stability in the economy. We want everyone to know about the creation of this precious community-led asset, and to understand how their story connects to it, or could connect with it in the future. What we document will be able to assist others in the future. The benefit of this will be that a unique and important story will be captured for the community.



3, 4, 7, 8, 13, 14

4 Design and deliver a programme around Understanding Land Management and Land Justice

This programme will empower communities to understand more about the rules around land management, who makes them and how we, as communities, can influence those decisions. Influencing and interacting with the system to drive land justice in a borough of inequality and when settled communities are being forced out of the area due to high land values is important now. The benefit of this is that more people will understand the context in which the Trust works and be willing to play a part in decision making.



1, 2, 6, 8/11/14

5 Design and deliver a hyper-local economic development programme

This programme will help people to take the next step towards economic empowerment. To enable people to earn more money where they live and access additional assistance to build the skills they need. Whether that is starting and becoming successful in business or enabling higher quality skills to enter established employment. The benefit of this should be greater and more sustainable prosperity for North Kensington.



4, 6, 7, 8, 11, 12

6 Prepare for and deliver more usable space including through estate development

This work stream responds to the biggest pressure the community and the Trust faces – the lack of affordable usable space. All indicators show that this could get worse if action isn't taken. During this period we will carry out refurbishment to our biggest and most used built asset and bring at least one more usable space available each year. The benefit of this will be more affordable space.



1, 2, 4, 7, 8, 11, 12, 13

7 Continue our efforts to eliminate Institutional Racism and Racism

In this period we will drive the implementation of a comprehensive Anti-Racism policy, aiming to eliminate inequalities around functions and decision-making. We will audit all aspects of the Trust and educate all our staff to ensure there will be no disadvantages due to race. The benefit of this work is that more people want to engage with the Trust and therefore we can ensure more people will have access to greater opportunities.



3, 4, 5, 6, 8, 9, 12, 13, 14

8 Improve, implement and embed our ability to demonstrate Social Impact

We must develop the capacity to underpin the successes of our work with data. We can be more accountable to our communities by sharing information with them and with a wide audience. The benefit of this is a strong narrative that will allow the Trust to improve decision making about where resources are placed.



3, 4, 5, 6, 7, 9, 12, 13, 14

9 Improve the quality, efficiency and impact of our communications

We want our beneficiaries to be able to tell their stories. To interact with each other around key issues facing the community. And we also want our communities to know what the Trust is doing, why we are doing it and how well we are doing. Mechanisms to fully engage with those around us will have the benefit of promoting connectivity and building trust. Building trust is crucial to our transformation journey.



8, 10, 12, 13, 14

10 Implement and embed better IT and Data Management Systems

We need to make sure that we are fit for purpose in collecting data for social impact and accountability. It will allow us to compare ourselves with similar organisations. We will also continue to manage data securely. We need to make sure our systems are integrated, this will also improve our efficiency and deliver a long term cost saving. This will benefit the quality of engagement we are able to support and enable more resource to be directed to community development.



3, 4, 5, 7, 8, 9, 12, 13, 14

11 Increase the turnover of the Trust

Earning more income means that we will have more to invest in our communities and reach more beneficiaries. This is an important message for everyone paying rent. You are part of enabling community empowerment. We will also earn more from our asset base through innovation and new income earning opportunities.



1, 2, 5, 6, 8, 9, 10, 12

12 Ensure the Trust continues to deliver its day-to-day functions well

The Trust has a number of day-to-day functions that need to take place whether we are undergoing transformation or not. These include items from general maintenance to financial operations. If we ensure these are reliable and efficient we will achieve a change in character of the Trust that is necessary and beneficial to the way we serve North Kensington.



6, 7, 8, 9, 10, 12, 14

13 Strengthen and deliver capacity within the staff body and our Board

The trustees and staff of the Trust should be supported to deliver the best they can in a variety of ways to meet our outcomes and the needs emerging within our area of benefit. It requires the right input to achieve the right balance of skills, qualities and lived experience for the transformation of the Trust and to meet our goals. The benefit of this is better direction and decision making informed by the needs and views of North Kensington.



4, 6, 7, 8, 10, 11, 12, 14

14 Identify and deliver continuous improvement

Continuous improvement reflects our principle to become a learning organisation and better at what we do. It also raises our level of ambition and acts as an accelerator to our transformation. The benefit of this is greater motivation and reflectiveness which is essential for learning and change.



7, 8, 9, 10, 12, 13



Enablers

A number of strategic enablers need to be in place for the successful delivery of this plan.

Good Governance

We will enable a skilled board, reflective of our diverse communities, to govern purposefully and positively together. We will work with a good evidence base, the necessary skills, and a thorough induction programme balanced with access to lived experience. Our Code of Conduct and good planning we will be honest about our capacity, consistent in the way we apply our policies and be clear about our decision making. We will fulfil our legal obligations, set the strategic direction, undertake collective and professional development and consider succession.

A flexible, sustainable organisation

We will focus on our 5 outcomes and 14 work packages, managing our operations effectively and efficiently. We will need to be agile as circumstances change, as we have proved we can be. We will embrace innovation, supporting new ideas where we can, learning from our practice, and being alert to where we can improve. We will manage our finances well aiming to deliver growth in our turnover and deliver the budgetary outcomes we set out each year. We will balance financial sustainability with environmental sustainability and encourage others to do the same.

Partnerships

No single organisation can address the challenges in North Kensington. Partnership working should be constantly in our thinking. We will continue to work with productive partnerships and nurture new ones. We must seek new collaborations from London wide partners and Borough wide partners, including the statutory bodies. Particularly if we are to make a difference around racial injustice and reparations. We will also make partnerships in the Higher Education Sector, with specialist bodies, and through our now embedded Trusts and Foundations engagement. A good partnership means that everyone is contributing with their ideas and expertise and these are valued. That those who

are best placed to shoulder the responsibility are enabled to do so. Where an organisation is acting as an umbrella to enable others the responsibility is respected for accountability, and that resources are directed in the right manner to reach all parts of the partnership. Where community members are required to give significant time this will be acknowledged through payment. When a partnership is created we will ratify the intentions and jointly craft indicators for the projects or programmes but also the partnership itself. Setting expectations will be essential in harnessing the expertise and creating the capacity for the next state of our transformation.

Record keeping

We need to ensure that record keeping, information gathering and data management becomes part of the DNA of the organisation. It is an important step to ensure a good 'organisational memory,' without which we open ourselves up to unintended risk. To do this we will need to have effective technology to support us but also instil discipline in our staff team. We want to be able to offer to shoulder this part of projects that we may develop under the umbrella of the Westway Trust but also in partnership with others. Cybersecurity will be essential for confidence in our record keeping and for compliance purposes so prior to purchasing new equipment we will complete the IT and Data Management Audit that was started last financial year. This exercise will mean that we can implement the upgrades and systems change required to enable a stable future.

Communication

We will be clear of purpose and manage expectations. Excellent communication with our communities and stakeholders and between ourselves is vital to building trust. We must invest in our ability to achieve this within the next few years. Listening is important so we will offer clear routes for communication and feedback. Being open in our engagement is essential.

Governance

Good Governance ensures the Trust is focussed on its strategic goal to deliver more and better Social Impact within the area of benefit through our key outcomes. Part of that is ensuring more resource and demonstrating it is well used.

Current finances

Currently the Trust's finances are stable. In the last three years we have achieved a small annual operating surplus of between £200,000 and £500,000 (excluding investment back into the estate.)

Our income is largely made up of commercial rentals and subsidised rentals, statutory grants and income from Trusts and Foundations. Income has been between around £6m+ and £8m+ in the last few years. We have a growth plan for each income stream some of which is restricted for particular projects or programmes. Our expenditure is made up of fixed costs for our legal obligations in terms of maintaining the estate, staffing costs, a range of variable costs in relation to the estate, and project and programme expenditure in relation to required deliverables. Further details of all income and expenditure will be published in our Annual Report and Accounts which is distributed widely, including to our Member Organisations each year.



£1.5m - £2m

Over the next 10 years we are looking to grow the annual turnover of the Trust by around £1.5-2million. This will ensure a financially sustainable organisation.

The Trust is required to have a reserves policy in line with Charity Commission guidance. The biggest variable that we are now required to report as part of our Annual Accounts is the valuation of the estate assets. These vary each year according to fluctuations in the London rental markets and land values. These are subject to independent valuation and verified as part of our annual audit.

Measuring Success

Each year the organisation agrees an Annual Operating Plan with the trustees. This outlines what is to be achieved, how it will be achieved, who is responsible and what the measure is for success. Reporting is bi-monthly via an Organisation Report and bi-annually via an Operational Performance Report. Individuals within the Trust agree short term goals to enable the Trust to achieve the annual plan. In the past success has been monitored by the level of activity. Now, operating within a Social Impact Framework with different domains, there will be additional rigour. The plan shares the overall activity and is monitored via indicators where relevant. These may appear as quantitative measures or case studies and testimony. We have also outlined each year the key surveys we will undertake or will undertake – including the community survey that will invite comments from our beneficiaries and potential beneficiaries. The first quarter of the first year of our plan will set the metrics that will be in place to benchmark for the period up to the end of March 2028.

Trustees

Governance is in the hands of trustees who report to our regulators on an annual basis. The Westway Trust would like to thank the following individuals who bring their skills and act as Trustees in a voluntary capacity offering strategic leadership.



Toby Laurent Belson
Chair



Ali Sharif
Trustee



Andrew Abdulezer
Trustee



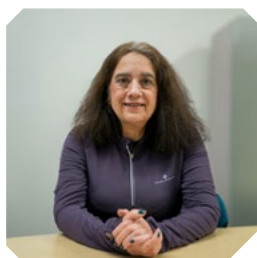
Des Campbell
Trustee



Huey Walker
Trustee



Jonathan Kelly
Trustee



Marie-Therese Rossi
Trustee



Minal Patel
Trustee



Ruth Daniel
Trustee

The trustees are supported in their work by a growing group of Co-optees who serve on Committees or Working Groups. Our current Co-optees are:

- Allan Baird
- Natasa Graovac Atacan
- Henock Hailemariam
- Osman Mustafa
- Kay Scott
- Sam Shervington



Working in Partnership

Accreditations



Awards



Partners





Registered number: 6475436
Registered Charity number: 1123127
Registered office: 1 Thorpe Close,
London W10 5XL