

New Independent Anti-Racism Scrutiny Panel



Open Recruitment of Panel Members

**WEST
WAY
TRUST**



About Us

We are a charity which manages the 23 acres of land underneath the Westway Flyover. We create opportunities for local growth by providing grants, learning programmes and spaces, collaborating with our community to drive positive impact for North Kensington.

We dedicate our resources to the social, environmental and economic well-being of this vibrant area. Our estate is home to more than three acres of public green space, 120 tenants, more than 20 charities and not for profit organisations, two sports and fitness facilities, 48 light industrial units, 34 offices, 32 shops and a skate park.

To deliver our ambitions we work with over 60 member organisations ranging from charities to CICs, residents associations, schools and sports clubs, as well as other local groups and individuals. We want the estate to continue to be a place of opportunity to be physically active, participate in arts and culture, ensure economic opportunities and learning opportunities and enjoy a green and safe environment. This is reflected in our vision and mission and the outcomes we are seeking.

You can find our new Horizon Plan which outlines our strategic plans for 2025-2028 at westway.org/horizon-plan

Why Join Us

This is an exciting opportunity to get involved in a community-focused charity with an ambitious and exciting vision and strategy for change. For a number of years, under the leadership of a progressive Board and CEO, the Trust is being strengthened and modernised. This includes working to eliminate institutional racism and all discrimination. Our progress on this can be found in three key reports at: www.westwayreview/progress

Joining our Panel means becoming part of our purpose-led organisation at a key moment. You will have the opportunity to drive our new Anti-Racism Policy and Action Plan.

Whether you bring deep expertise or fresh perspective, your insights will help us reach our goals, go further and do more. You will support inclusive practices and contribute to a mission that truly matters.

We are looking to appoint up to eight people to an Independent Panel that can provide insights into the lived experiences of the diverse racial demographics of North Kensington.

The work of this Panel will help us towards our journey to become a trusted anti-racist organisation at the heart of the North Kensington community.

The collective skills and experience of the panel will provide expertise in equality, diversity, inclusion, social impact and insights into what will make a seminal difference for local people.

The Panel members will need to demonstrate a positive approach to discussing issues and supporting the Trust to seek solutions, and a deep commitment to Anti-racism, inputting into the Trust's approach and monitoring progress for continuous improvement.

Westway Trust's Anti-Racism Policy

The policy sets out the Trust's ambitions in relation to Anti-racism and is supported by an Anti-Racism Action Plan. You can find details of the Anti Racism Policy in the annex to this document.

Role Description

The Role of the Panel:

The Independent Scrutiny Panel will receive, review and monitor progress of the Trust's Anti-Racism Policy and Action Plan and report progress directly to the Trust Board every six months, including with recommendations for future improvements or additional actions. This includes ensuring that The Trust allocates resources sensibly to facilitate the Anti-Racism Action Plan.

The Panel will meet four times per year, and panel members are expected to participate fully in these meetings and undertake any required pre-reading. As the dates will be agreed in advance, members are expected to attend all four meetings in the year unless under exceptional circumstances discussed with the Chair. There may be the need to arrange additional extra-ordinary meetings but this will only be under exceptional circumstances.

In addition, the Panel may attend other events at the Trust for general observation and to see particular areas of progress in their development.

Successful Candidates will join the Panel to:

- Provide oversight of the monitoring and progress of the Anti-Racism Action Plan, including against the Anti-Racism Policy objectives.
- Receive and review relevant background material.
- Ensure that the charity allocates resources effectively to achieve its anti-racism objectives.
- Identify any risks particularly in relation to the identified objectives.
- Ensure key performance indicators are in place to monitor progress.

Terms of Engagement

We understand that Independent Panel members may be balancing their role with other responsibilities. Meetings will be scheduled well in advance. What's most important is your ability to engage actively and consistently. The Panel meetings will be held in the evenings, either virtually or in hybrid form to facilitate wider participation.

An induction session for all Panel Members is also obligatory and will helpfully set out the requirements of Panel members.

Your formal input will amount to approximately five days per year. However, we recognise that Panel members may incur some expenses for travel and/or caring arrangements (for example, attendance at meetings). Panel members will be paid £1500 per year, in addition to expenses against receipts.

The Trust is committed to ensuring that

anyone, regardless of individual circumstances, can consider taking on such a role. We challenge ourselves to remove the barriers that may prevent people being involved, for instance due to a protected characteristic (defined as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation).

If you have any concerns or believe that there may be barriers to your potential participation as a Panel Member, please consider sharing these concerns with us confidentially.

The term of appointment is one year in the first instance. Reappointment will be based on an appraisal by the Chair who will also undertake a six monthly mid-year feedback against agreed objectives and outcomes and a review of the member mix against the aims of the Panel.

Commitment	Frequency
Panel meetings and review of papers	4 per year (2-3 hours each) 2 hours of preparation per meeting Meetings are in the evenings
Contribution Panel reports	Twice a year 2 hours each time
Optional: Attendance at Westway events or projects	As available

Candidate Specification

We are looking for champions who can identify with, and be motivated by our anti-racism mission, think innovatively, critically, independently, and strategically, and have a willingness to speak openly and constructively.

We are committed to improving diversity in the Trust and particularly encourage applications from people based within North Kensington. We're looking for people who can bring both professional insight and authentic lived experience, especially from the communities we support.

We welcome thinkers who are passionate about the power of social impact. We'd like you to have specific experience of at least one, but ideally more, of the priority criteria that we are currently focussing on.

Successful candidates will ideally:

- Have lived experience of the challenges faced by the residents of North Kensington.
- Contribute to the demographics that will allow the Independent Anti-Racism Scrutiny Panel to be reflective of the diversity of our defined area of benefit.

Skills and experience:

Essential	Desirable
Knowledge of Anti-Racism, Diversity, Equity and Inclusion initiatives and how they align to goals.	Knowledge of Governance.
Knowledge, experience and understanding of community advocacy, community development, anti-racism and social justice. Knowledge of lived experience relevant to this role.	Experience in leadership around Anti-Racism; Equality, Diversity and Inclusion; strategic planning.
Strong communication and interpersonal skills.	Lived experience relevant to this role.
Ability to work collaboratively as part of a team, and to build effective relationships with other panel members and senior staff.	

Candidate Specification

Lived Experience

Westway Trust values the lived experiences of our varied communities. We acknowledge that skill, expertise and also valuable and transferable knowledge are not only achieved through traditional academic education or routes of professional or full time employment. This is particularly applicable to areas of strategic work, such as anti-racism.

We particularly encourage applicants from the following communities that are represented in North Kensington:

- Caribbean
- North Africa
- Central Asia, East Asia, South East Asia
- Southern Asia
- Middle East
- East Africa

Demographics of our Area of Benefit

The five wards of North Kensington are home to people from many different countries and the aim is for the Anti-Racist Scrutiny Panel to reflect our community.

At the last census the demographics were as follows:

White British	33%
Other White	28%
Mixed	7%
Other	5%
Other Asian	5%
Black African	5%
Arab	4%
Chinese	2.7%
Black Caribbean	2.3%
Indian	2.2%
White Irish	2%
Bangladeshi	1%
Pakistani	0.9%
Other Black	0.8%
Roma	0.7%
Gypsy	0.1%

Office for National Statistics, Census 2021

How to Apply

Apply via the online form on our website at:
westway.org/anti-racism-panel

You will be asked to submit the following material:

- A comprehensive, up-to-date CV.
- A supporting statement explaining how you believe your skills and experience would be a good fit with the requirements and expectations as set out in this brief, including any specialist skills you have (two pages maximum).
- Details of any business or other interests which might give rise to conflict of interest, and how you could address this should your application be successful.

The applications will be reviewed against the criteria and a shortlist of candidates will be invited to an interview.

If you are invited to interview, we'll ask for two references and will carry out basic identity verification checks, including a basic DBS check. Applicants will also be asked to complete an equality and diversity monitoring form to help us monitor the effectiveness of our recruitment practices in respect of equality.

Panel Induction

In preparation of the work and before the first meeting the IARSP members will be invited to participate in an induction Away Day. This is an opportunity to meet other panel members, agree working arrangements and protocols. The details and date of the Induction Day will be confirmed after the recruitment process.

Recruitment Timetable

The recruitment of the IARSP is independent of Westway Trust. Interviews will take place in September and will involve the Chair of the IARS Panel and Independent community representatives. The process will be supported by an HR representative.

We will do our best to work around any commitments you already have when arranging interviews.

These interviews can take place over Zoom or Teams, if required.

Deadline for Applications	5th September
Interviews	September TBC
Notification of decision	Early October
IARSP Induction Away Day	Early October
First IARSP meeting	October TBC

Our Values



Courage

We will offer leadership and support in good measure, working towards the outcomes we believe in. We will be creative and adaptable to work to promote innovative solutions.



Equity

We aspire to meet the needs of the people rooted in our diverse communities and recognise that we are all unique with different needs, experiences, histories and talents.



Integrity

We will strive to encourage trust, by behaving respectfully, 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 do our best to put them in place.



Openness

We will ensure pathways are in place to influence the way we work because we believe that good ideas can come from anywhere. We will welcome ideas and viewpoints and will make every effort to listen, understand and be responsive.



Sustainability

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.

Westway Trust strives to create and sustain a culture of equity for the communities of North Kensington and we firmly believe that to serve our purpose, our internal ways of working must follow the same fundamental principles and we must proactively seek to dismantle barriers, eradicate discrimination and create a welcoming environment which has the highest ethical and professional standards.

Our Code of Conduct (the “Code”) sets out the high standards of conduct, respectful, reasonable and professional behaviour expected of anyone who works with the Trust, to ensure that our values are brought to life and govern everything we do as individuals and as an organisation.

The IARSP members are required to sign and uphold the expectations in the Code of Conduct.

Our commitment to diversity

We are committed to ensuring that our staff and Governance reflect the diversity of the communities we serve. We believe that diversity brings a broader range of perspectives, experiences and skills, which strengthens our performance, decision-making and Governance.

We welcome applications from individuals of all backgrounds, and particularly those from underrepresented backgrounds, and from those with lived experience of the strengths and challenges of our neighbourhoods and communities in North Kensington experience.

We are actively working to embed inclusive practices in our recruitment and Governance. As an Independent Anti-Racism Scrutiny Panel member, you'll be part of the journey of transforming Westway Trust into an anti-racist organisation; ensuring that equity and inclusion are principles we live by.

If you require any adjustments to the recruitment process or further support to apply, please let us know. We are happy to make reasonable accommodations to ensure an inclusive and accessible experience for all candidates.

Your Data and Privacy

As part of any recruitment process, the Trust collects and processes personal data relating to applicants to help us make informed and fair selection decisions. We are transparent about how we collect, store and use that data and to meet our general data protection obligations.

The information provided during recruitment processes will be securely stored on our network and will only be accessed by the people involved in the recruitment process.

For any unsuccessful candidates, we will keep information collected during a recruitment process for six months once the process has ended.

If an application is successful, personal data gathered during the recruitment process will be transferred to a personnel file.

Our Privacy notice is available on our website.

Candidates may find the following useful

Review into institutional racism at Westway Trust (2020): www.westwayreview.com

Progress Reports against the recommendations of the review (2022) (2023) (2025): www.westwayreview/progress

ANNEX

Westway Trust's Anti-Racism Policy

This policy sets out the Trust's ambitions in relation to Anti-racism^[1] and is supported by an Anti-Racism Action Plan.

Due to the history of the Trust, unlike other policies it is essential for the Trust to present a contextual analysis in which this policy sits. Our aim is to set a high standard for ourselves, which may be useful for others. This will be updated as the Trust makes progress. Elements of this context may appear in other Trust documents.

The Context

To make way for the Westway (A40/M) the community in North Kensington was riven, with homes and people only metres away exposed to noise, glare and pollution. The protests of local residents hit the headlines when the motorway opened in 1970. There had already been a decade of action by the communities in the area that developed networks to campaign for better housing, green spaces and play areas for children. There was an energetic sense of activism with many grass roots organisation plugging gaps where the State was failing to make provisions. Many activists from the African Caribbean community organised around local issues, mainly with self-help groups and societies. They developed networks around the country with other cities such as Liverpool that were experiencing similar issues. These

groups campaigned for improvements across schooling, housing, rates of pay, for example where they were experiencing deep inequality.

Following a four year campaign in 1971, the North Kensington Amenity Trust was set up in partnership with the Local Authority as a custodian of 23 Acres of land underneath the Westway. This was only possible because local activists uncovered and exposed in the media a discrepancy in due regard in the planning process, whereby the stated process had not been followed. The intention, therefore, to build a bus and car park under this part of the Westway was stymied. The North Kensington Amenity Trust became a vehicle to promote positive use of spaces.

The construction of the A40 emerged itself following the worst 'race riots' in Cardiff some 50 years earlier, the 1958 so called Notting Hill Race Riots, which spread from the Latimer Road area. These were whipped up by the neo-fascists, primarily members of Oswald Moseley's Union Movement and the White Defense League, whose purpose was to rally white residents behind their declared mission to 'keep Britain white.' Many injustices followed the period of unrest, including the murder of Kelso Cochrane, no one was brought to justice for his murder. The black community across Britain have continued to live with the denial of justice due to the systemic racism of the State including the New Cross Fire and the Murder of Stephen Lawrence in 1993.

[1] Anti-racism means standing in solidarity with all people of colour, by amplifying their voices and fighting with them. This demands acknowledging mistakes and missteps without excuses.

During the same period a culture of racism and institutional racism was expanding in Britain, perhaps partly generated by the legacy of dwindling empire and Britain still struggling to find its place in the world. Under these circumstances many 'minority' communities were left to fend for themselves, often pitted against each other by the instruments of State. Whilst at the same time being encouraged to integrate and 'live peaceably' despite the reality of their economic circumstances and the class system. It is also worth noting that we live with the inherent normalisation of a particular race against which others are forced to define themselves, this in itself affects self-worth as well as a range of biased attitudes.

North Kensington experiences repressive racist policing, the criminalisation of black youths and criminal exploitation by landlords. This gave rise to many community generated organisations essentially existing to make life tolerable. Examples of these were the Black People's Information Centre, the North Kensington Law Centre and the Notting Hill Housing Trust. Whoever was defining the function and purpose of the North Kensington Amenity Trust needed to recognise this history and should have been cognisant that they were carving through efforts to build cohesion, belonging and survival. Any purpose of the Trust that did not factor in the need to encourage the healing of this rupture, including mobilising the instruments of the State and Civic Structures functioning around it, was likely to lead, eventually to more friction.

It is in this context that we now operate, therefore our stated values need to consider this background as we interpret them and as we aspire to meet the needs of the diverse communities around us. We need to behave respectfully towards each other, with professionalism and consistency and make sure we have the skills, qualities and capacity, including harnessing the capacity of others, to deliver our work. When we lack resources we

need to mobilise our communities to work with us to do our best to put those resources in place. This is what our communities should expect and deserve.

The Westway Trust genuinely continues its struggle to develop into an organisation that can rise to this challenge, but we have to recognise that like many other organisations in London and the UK we are not there yet. It is a tall order and we have also struggled to find role models that are operating in a similarly complex context. The surrounding Local Government structures and national bodies, have failed to provide or insist upon an adequate response to the need for healing and repair in the North Kensington communities so the Trust's own desire to participate fully in this process is made even more difficult. Legislation around Race Relations and concepts that have emerged in the last 25 years, such as the prevalence of Equality, Diversity and Inclusion policies have provided some progress, but disadvantage on the basis of race and class appears to remain embedded in British society with little appetite to effectively 'police' the General Duty on public bodies, which could have and should have led the way for other organisations.

The Trust, with the encouragement of community advisors recognises that it is not enough to have an EDI policy, it must go further with an active Anti-Racism policy. We know we are operating within problematic structures, which we will continue to stretch and challenge, but we need to communicate to communities around us that this is not a 'quick fix'. We need their help to challenge ourselves and institutions around us to go further. We need to make the most of the current 'will' within the body of the Trust, that will inevitably ebb and flow in line with the changing leadership. However, we are at a moment when we believe there is the 'will' to scrutinise ourselves more fully to drive progress beyond compliance.

We will never trivialise issues around race equality and we will be vigilant to address any excuses that could be raised, an example being challenging any banter either by staff or visitors. The quality and willingness of people within the Trust to reflect upon what they bring to the Trust and by implication the communities of North Kensington, to engage with the context and develop from it is essential. We also do this whilst recognising the context has changed, with the different communities in North Kensington and the challenges that Grenfell has unleashed. This is the challenge that the committed leadership of the Trust faces. If we don't address this, amongst the many other demands upon us whilst we ensure the Trust can function, then we will never reach our goal of an equitable organisation for our diverse communities. Being realistic, with the resources at our disposal, it is going to take energy and resilience, a long time and humility to encourage those that are willing, within communities, to engage with us and to a degree challenge themselves to reflect and try to do so with an open mind. We will need courage and tenacity to continue through the inevitable pressure and even criticism that we will face but we must continue to communicate our intentions as we progress.

For this we can look to the Public Sector Equality Duty for impetus to fulfil our equality duty. We need to demonstrate that equality considerations are taken into account in decision making. We need to review the impact of our policies, preparing them will adequate consideration of the protected characteristics under the law and monitor them to evaluate how they are affecting staff. This will include relevance for functionality, communication and impact assessment. This means that the Trust needs to look at elements of the process in each of its functions and examines each stage to ensure equity. The commitment to this and the intention that it will be actioned is in the detailed action plan that accompanies this policy. An example being within the Trust's

staffing practices:

The appointment of staff / trustees and the policies and processes that support this – communication of opportunities in the first instance; the composition of panels to make the appointments; the criteria against which we appoint; the remuneration and contracting of staff; the appraisal of staff performance; the processes by which individuals can raise grievances; the scrutiny around handling disciplinary cases.

We will prioritise the review process and use it as a lever for building a culture of equity and integrity in line with our values. Crucially, we need to present evidence of both legal compliance and progress towards cultural equity. We will examine ways in which we do this and ways in which we can include the community in the process and this could start by expressing this context and intention.

This policy is created 4.5 years after the publication of the Tutu Foundation (UK) Report in 2020. The Trust actively started remedial work in 2021, it decided to learn from the initial developments and to publish an Anti-racism Policy and Action Plan once sufficient time had been allowed for reflection and learning and sufficient staff and organisational development had taken place to ensure that the actions following reflection would land within a receptive culture.

Scope of the Policy

The policy applies to everyone who works within the Trust and the Action Plan includes those who work with the Trust. This includes trustees and all staff, including temporary and sessional staff. This applies whether people are working on or off the premises. With the publication of the Tutu Foundation Report into Institutional Racism at the Trust it was clear that the practice and culture needed to change.

This is only possible if there are principles and actions that outline the change that is needed. We must be clear about the goals, principles and actions of our Anti-racist work in order to be held accountable because we recognise that Anti-racism promotes social justice. Our goals are:

1. To eliminate Institutional Racism^[2] at the Trust.
2. To eliminate racism^[3] at the Trust.
3. To become an exemplar organisation, driving change at an operational and strategic level. Providing opportunities for all staff to be the best they can be.
4. To use our experience to promote anti-racism within the sector and within our community.

To achieve these goals, we need a strong and embedded approach that takes us beyond the requirement to be compliant under the Equality Act 2010. By law under the Act and its subsequent amendments the Westway Trust must do everything it reasonably can to

protect staff and job applicants from race discrimination. Anyone who discriminates can be held responsible under the Act.

As an organisation we believe that all staff and visitors have the right to be treated with fairness and respect. We believe that those who engage with us should be held to the same standard as our staff. We recognise that racism exists in society and in the workplace and that it can present in different ways from direct discrimination to so called 'banter' or while using social media. To address this we need to do more than just being 'not racist' we need to promote greater inclusion, equality and justice. To do this we will prevent, eliminate, change values, structures, policies, programmes and practices that perpetuate racism. We will close inequality gaps, advance opportunities and ensure workplace racism is eradicated.

Anti-racism and promoting race equality drives performance and social justice. It is not only the right thing to do, it also allows us to access the full range of talent in pursuit of our overall mission. It will allow us to enable people to fulfil their potential and create an inclusive culture with a positive focus. It improves motivation, retention, reputation and productivity.

The Trust's Anti-racism policy focuses on four key principles; to tackle inequalities in relation to race; to understand and respect lived experience; to ensure actions follow these principles and to review progress regularly.

[2] Institutional Racism: also known as systemic racism, is a form of racism that is embedded through laws and regulations within society or an organisation. It can lead to such issues as discrimination in criminal justice, employment, housing, health care, political power, and education. The term institutional racism was first coined in 1967 by Stokely Carmichael and Charles V. Hamilton in *Black Power: The Politics of Liberation*. (2) Carmichael and Hamilton wrote in 1967 that while individual racism is often identifiable because of its overt nature, institutional racism is less perceptible because of its "less overt, far more subtle" nature. Institutional racism was defined by Sir William Macpherson in the UK's Lawrence report (1999) as: "The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture, or ethnic origin. It can be seen or detected in processes, attitudes and behaviour that amount to discrimination through prejudice, ignorance, thoughtlessness, and racist stereotyping which disadvantage minority ethnic people.

[3] Racism: A belief that race is a fundamental determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race. Also, behaviour or attitudes that reflect and foster this belief: racial discrimination.

Principle 1: Take action to tackle inequalities in relation to race

This principle is about actively addressing and reducing inequalities in relation to race within the organisation, those we work with and the broader community. We will embed the value of Equity by ensuring that all policies, practices, and services are designed to eliminate disparities and promote fairness. This involves taking concrete actions to dismantle barriers that prevent any racial group from fully participating in the Trust's activities and accessing its services.

Action areas:

- Create, implement and review policies and practices that promote equity and fairness across all levels of the organisation.
- Actively identify and address any instances of discrimination or bias within the organisation.
- Ensure that decision-making processes are inclusive and consider the impact on all community members, particularly those from marginalised groups.

Principle 2: Take action to ensure that the operating environment is equitable and encourages high standards of performance for everyone

This principle is about creating an environment that encourages high performance for everyone. That includes opportunities for people to reflect, develop, learn and celebrate achievements. That recognises that all colleagues have the right to be themselves at work in an environment that is professional and respectful. We need to ensure dignity and ensure the environment is free from bullying or harassment.

Action areas:

- Create a Governing body and workforce that reflects the community it serves.
- Ensure the physical environment is inclusive.
- Ensure that all staff are provided with environment to perform well and that there is

good visibility of all races in distributed leadership.

Principle 3: Encourage everyone to understand and respect lived experience

Understanding that lived experience involves listening to and valuing the voices of those who experience inequality and discrimination and / or the full range of different cultural experiences. The Westway Trust will ensure that the perspectives and experiences of diverse colleagues and diverse communities are central to its work. This principle emphasises the importance of empathy, active listening, and meaningful engagement with communities.

Action areas:

- Engage regularly with community members to understand their experiences and challenges.
- Incorporate feedback from diverse voices into the development and implementation of policies and programmes.
- Listen to and incorporate the ideas of staff from diverse backgrounds into the future practice of the organisation.
- Provide training for staff and trustees to build their cultural awareness and understanding of the diverse communities they serve.

Principle 4: Review Progress Regularly

Regularly reviewing progress ensures that the Trust remains accountable to its commitments and can make necessary adjustments to eliminate Institutional Racism and racism. This principle reflects the values of Equity and Integrity, ensuring that the Trust's actions are transparent and that it is willingly held accountable for its progress in promoting equity and inclusion.

Action areas:

- Conduct regular audits and assessments of the organisation's anti-racism efforts.
- Report on progress and areas for

improvement to the trustees, community and stakeholders.

- Continuously update and refine policies and practices based on feedback and changing community needs.



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