



# Opportunity, Collaboration, Impact

Impact Report 2024 – 25

66

Working with the Trust has been a genuinely positive and healthy experience. The team has been consistently supportive, encouraging, and professional, creating an environment where collaboration, wellbeing, and shared purpose are clearly valued.

**Portia Thaxter**

African Caribbean Cultural Centre

## Welcome from our Board

Overall, the transformation journey and operations of the Trust are progressing well. As a group of trustees, we are committed to the ongoing development of the organisation. The next stage of our change, guided by the outcomes of the Tutu Foundation Review, aims to build learning and skills at every level of the organisation.

We recognise that the Trust works within systems that can exclude members of our communities. We are still learning how to identify these barriers and how to remove them, so that more people can be involved in the work and decisions of the Trust.

To support this, we are putting time and resources into building skills, sharing knowledge, and encouraging shared responsibility. We believe this will lead to clearer understanding and better involvement, which is needed to create more meaningful

community-led work, including sharing decision-making.

We rely on our communities to see themselves as part of this work and to come forward with skills, openness and a willingness to take part. This is essential for the Trust to change and to remain relevant. Over the coming year there will be opportunities to get involved, and we encourage you to contact us if you have ideas on how we can work better, or if you see a role for the Trust within your community's journey.

We recognise the hard work of our staff in creating a strong base from which to grow the support and resources available to our communities, and we look forward to working together towards a happier, healthier and more prosperous North Kensington.



**Toby Laurent Belson**  
Chair

## Statement from our CEO

This year we are focusing on the impact the Trust is making in our communities. Delivering transformation is a challenging matter and we have been ambitious in setting out what we wanted to achieve by the end of March 2025.

We have improved our level of investment directly into community benefit which now stands at over **£1.5m**. We delivered an annual operating surplus of **£241,000**. Over the last three years as well as facilitating the recovery from Covid-19, we have invested more than **£4million** into the estate.

There has also been further progress in key areas:

- Developing & delivering a response to institutional racism at the levels of policy and practice.
- Investing in a diverse cohort of staff who are more committed and accountable to a values driven organisation.
- Modernising and developing our processes, systems and programmes to enhance transparency and accountability and support wider local engagement.
- Ensuring more space is available for community use, working with partners to refurbish and deliver 2 new spaces.

We have once again delivered a strong grants programme, notably with significant investment to support organisations to tackle systemic issues. These larger grants provide an exceptional level of sustained support to highlight and address issues directly impacting local people.

We have taken our level of community engagement and partnerships to a new level, with great performances from our Adult Learning Programme, the Supplementary Schools Programme and our Cost of Living Crisis Clinic. Important smaller initiatives including our Public Policy Round Tables, the new Community Feasts and the work of the Westway Innovation Unit all broaden perspectives and the latter has delivered important learning for our future plans for local economic development. Our engagement with Member Organisations has grown and has been more meaningful, helping us strengthen our values and principles as a listening and learning organisation.

I'd like to thank the trustees and co-optees for their time and good judgement which helps our focus and morale, as well as the staff for their commitment.

Thank you all for your continued support and input. As you know we are keen to work with anyone from North Kensington who wishes to engage positively. This is vital to our next period of transformation which increases the emphasis on Community Centring.



**Venu Dhupa**  
Chief Executive Officer

# About us

We are a charity which manages the 23 acres of land underneath the Westway Flyover, collaborating with our communities to drive positive impact for North Kensington. We create opportunities for local growth by providing rental space at exceptional rates. This rental income enables grants, learning

programmes, spaces for community use, and a whole host of other social initiatives. We're committed to place-based working, connectivity, addressing injustice, and strengthening communities to develop meaningful engagement with each other and the Trust to shape their future.

## Our Values

-  Courage
-  Equity
-  Integrity
-  Openness
-  Sustainability

## 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 our communities.

# Structure of Governance

## Board of Trustees

Our board is made up of up to 12 Trustees from a diverse range of backgrounds and experience, with the majority having links to North Kensington.



**Toby Laurent Belson**  
Chair



**Abdullahi Nur**  
Trustee



**Andrew Abdulezer**  
Trustee



**Des Campbell**  
Trustee



**Huey Walker**  
Trustee



**Jonathan Kelly**  
Trustee



**Marie-Therese Rossi**  
Trustee



**Minal Patel**  
Trustee



**Ruth Daniel**  
Trustee

## Executive Team



**Venu Dhupa**  
Chief Executive



**Mat Bradley**  
Head Of Communications & Marketing



**Martin Parker**  
Head of Governance

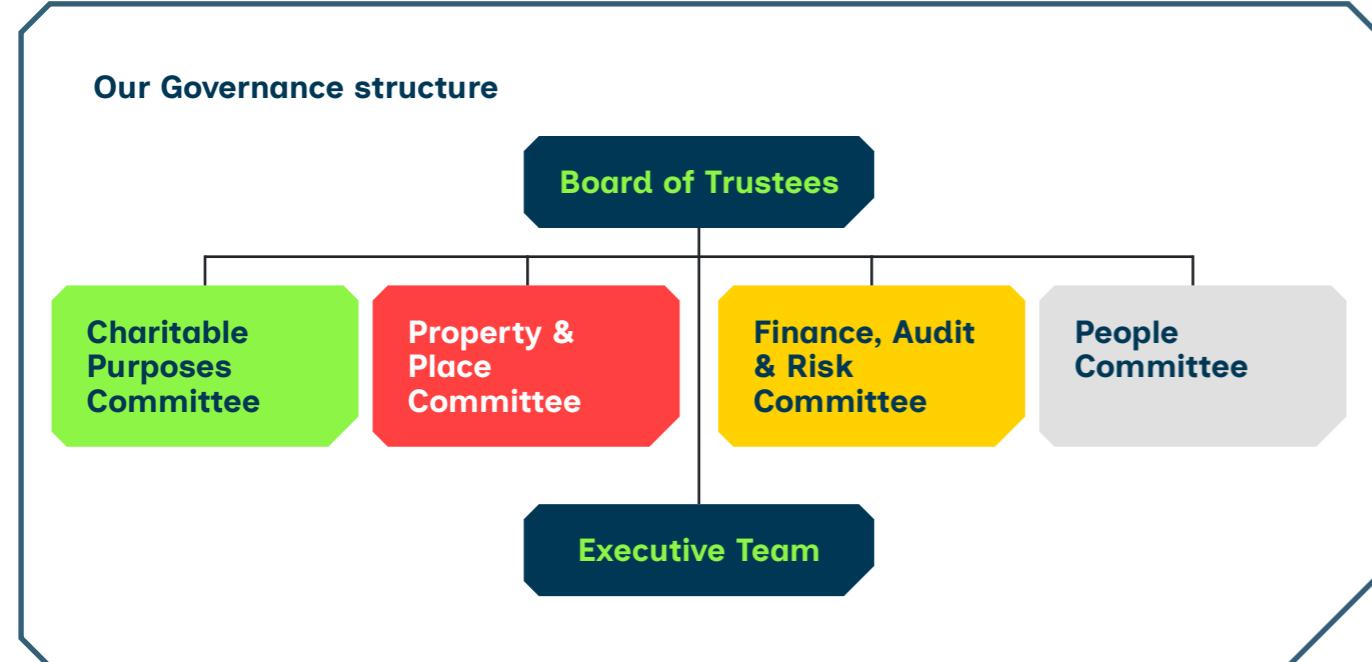


**Robert Harvey**  
Interim Head of Property & Estates



**Patrick Motindo**  
Senior Finance Manager / Strategic Finance

## Our Governance structure



# Our Horizon

This Impact Report covers the period to 31 March 2025, the last year of our 'Horizon Plan 2022-2025' (the strategic plan for the Trust). The plan included 65 work packages, each aligned to one of our five strategic outcomes. During the three years of the plan, we achieved **62** of our original work packages, some of which need further strengthening. The remaining **3** will be carried forward into our new plan. We also achieved a further **26**, which included:

- Bringing into use Bay 57 as a safe space for community use.
- Bringing into use No.6 Thorpe Close, which is a start-up home for the African Caribbean Centre.
- Creation of a new Adult Learning Centre in No.10 Acklam Road.
- Increasing the number of micro-units in No.2 Acklam Road to 16 for small enterprises.
- Improved Investors in People Status which demonstrates the Trust is committed to continuous improvement.

For the next period of our transformation, we will continue to focus on our Five Key Outcomes and focus on fewer, deeper programmes to further develop relationships between the Trust and the communities of North Kensington. 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 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 the resilience of our communities.

You can read our new 'Horizon Plan 2025-28' at [westway.org/horizonplan](https://westway.org/horizonplan).

## 88

work packages completed over 3 years

## Five Key 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

# Social Impact

Guided by our Theory of Change, we progressed our organisational approach to Social Impact reporting. This included the introduction of a Social Impact Framework with suitable metrics to capture and report our successes.

In previous years, we presented a standard Annual Report to our Members and communities. This year, the report has been reframed as an Impact Report to reflect both our commitment to an impact-focused approach and to better demonstrate the positive, real-world benefits of our work.

## Six domains of our Social Impact Framework

**1** Grants Programmes, Engagement and Community Centring

**2** Individuals Learning Programmes and Cost of Living Clinic

**3** Property portfolio

**4** Estate

**5** Societal

**6** Sector



**Over £1.5m**

invested directly into community benefit



**£241,000**

annual operating surplus



**£4m**

direct investment into the estate over the last 3 years

## Our Area of Benefit

Our area of benefit is widely defined as the Royal Borough of Kensington and Chelsea and adjoining London Boroughs. However, the intention when the Trust was established was to make a local impact in North Kensington. In 2018, we made it explicit publicly that we concentrate our efforts on North Kensington - the local authority wards of Dalgarno, St Helen's, Golborne, Colville and

Notting Dale. Full details of our area of benefit can be found on our website at [westway.org/ourcommunity](https://westway.org/ourcommunity). We have referred to the Charity Commission's general guidance on public benefit, including the guidance on 'Public benefit: running a charity' (PB2), and are confident that our objects and activities fulfil these requirements.

# Our Estate

- Light industrial
- Sports & Fitness
- Charity Office
- Office
- Community Space
- Green Space
- Commercial/retails
- Meanwhile use
- RBKC land (not managed by Westway Trust)



# Highlights of the Year



# Progress on the Tutu Foundation Report Recommendations

The year was spent driving progress against each recommendation in the Report and continuing our relationship with the independent 'Community Advisory Group' to the Review. The full report and Progress Reports can be viewed at [www.westwayreview.com](http://www.westwayreview.com).

In early 2025, we published our third annual progress report, detailing the progress that has been made by Westway Trust in addressing the recommendations of the Review. This report covers the period October 2023 to March 2025.

This report covers:

- The changing context and our approach.
- Further progress against the General Recommendations in Part II of the original report, and then additional activity.
- Further activity that the Trust has identified should take place after considering any feedback we have received in the interim period.
- Working with the community members of the Community Advisory Group.
- Building wider community relationships.

The third Progress Report highlights our continued commitment to transformation, with a focus on governance reform, community engagement and reparatory justice. Key achievements include:

- Our first Anti-racism Policy and Action Plan, developed with input from the Community Advisory Group
- An Equality, Diversity and Inclusion Policy
- A Cultural Intelligence Framework.

Separately, there was the creation of the Reparations Framework, one of the first of its kind among UK charities. The framework takes a programmatic approach and will be published next year.

Over 70% of staff and more than 50% of trustees and senior managers now come from global majority backgrounds, reflecting a more representative leadership structure. The Trust also introduced new performance review standards, expanded training on reparations and anti-racism, and created safe spaces for African Caribbean staff.

We have also invested in community infrastructure and access to space, delivering six new community-use spaces, refurbishing Maxilla Gardens, and supporting the African Caribbean Cultural Centre (UK) with rent-free premises and start-up funding.

The Transformation Grants programme, launched this year, committed £450,000 over three years to organisations tackling systemic injustice.

Despite ongoing challenges in power-sharing and engagement with the Community Advisory Group (CAG), the Trust has maintained regular dialogue and collaboration, particularly on the Reparations Framework and Anti-Racism Policy. The report also outlines future plans, including a new Horizon Plan (2025-2028), a Stakeholder Engagement Strategy, and a Community Survey to further embed community voice in decision-making.



# Opportunity

We provide a wide range of opportunities for growth and development that span a lifetime, from early educational support and adult learning, to fostering entrepreneurial ambition and promoting wellbeing through access to sports.

## How we support charitable organisations & entrepreneurs



### Charitable Tenants

We offer subsidised tenancies to charitable organisations whose work contributes to the health and wellbeing, and vibrancy of North Kensington. This year, a total of **£220,597** was given in rent subsidies and concessions to 20 organisations, a 69% increase on last year's amount. All applications are assessed against our Charitable Lettings Decision Matrix.



### Podobello

Running along the Ladbroke Grove side of Thorpe Close, the 7 shopping pop-up units, now known as Podobello continue to thrive. They are designed to support fledgling local businesses by offering short and flexible tenancies at reasonable prices.

### Bay 20

We continued with a Service Level Agreement with North Kensington Hearts and Minds CIC, an independent community-based operator of the Bay 20 Community Space. In 2024/25, we provided a subsidy of **£37,000** to the operators of Bay 20 Community Centre, in addition to maintenance and upkeep of the property. In total, the support to Bay 20 and others nearby amounted to just over **£90,000**.

### Westway Innovation Unit

This year we ran a pilot programme of investments to support small businesses with targeted support for growth and start ups. This was linked to a programme of local economic development which was in part supported by RBKC. We invested **£5,000** in two businesses and this also helped us to understand more about what drives local entrepreneurship; barriers to growth for small traders and community wealth building.



## Case Study

### Supporting Local Traders

Over the past year, our 'Visit Portobello' campaign, a partnership with RBKC's Street Trading Office and the Portobello Golborne Market Committee (PGMC), has continued to make a significant impact, strengthening Portobello Road Market's position as a must-visit destination and supporting the traders who make it unique. Designed as a place-making initiative, the campaign combines a dedicated website with an active social media presence to showcase the best of the market and surrounding Westway estate.

In the last 12 months, the Visit Portobello website attracted around **700,000** unique users, while our social media platforms grew to a combined audience of **70,000** followers. This reach has provided invaluable promotional support to local retailers and stallholders, helping to boost the local economy and sustain the area's distinctive character.

A key feature of the campaign is our commitment to free trader spotlights, giving businesses year-round visibility. We also run free social media workshops, equipping

traders with the skills to build their own online presence and collaborate effectively with Visit Portobello channels. These efforts ensure that local businesses can thrive in an increasingly digital marketplace.

The campaign's branding, created by local designer Kieron Kayama, was launched at a community event in late 2023 and continues to reflect the creativity and diversity of the area. We also work closely with local content creators to produce unique, engaging material that celebrates the market's personality.

Looking ahead, we plan to invest further in our web presence and introduce bespoke and discounted advertising opportunities for traders and Westway estate tenants. Importantly, all income generated by the project is ring-fenced to ensure the campaign grows sustainably over time. Through these initiatives, Visit Portobello is not just promoting a destination, it's helping to preserve a historic community, empower local businesses and celebrate the culture of our community.



## Our Staff

We are committed to extending the same opportunities for growth to our dedicated staff, offering pathways for professional learning and development across the organisation. Building on our commitment to place-based working, we actively ensure our team's demographics reflect the diversity of the North Kensington community we serve.

In terms of the demographics of staff:

- 70% are female and 30% male.
- The largest ethnic group amongst staff is Black/African/Caribbean/Black British accounting for 35% of all staff. This is followed by white (29%) and Asian/Asian British (15%).
- 5% of staff have a disability.
- Around 4% of staff identify as LGBTQ+.
- 36% of staff identify as Muslim, followed by no religion (31.5%) and Christian (29%).

## Recruitment

In 2024/25 we received 487 applications for employment opportunities as diverse as Communications Manager, Gardener, Programme Manager (Enterprise), Cleaner, Senior Learning Manager and Head of Finance.

Of the applications received:

- 51% were female and 46% were male.
- 30% identified as white, 26% as Black/African/Caribbean/Black British, 27% as Asian/Asian British and 7% as mixed heritage.
- Around 19% were aged between 25-29 years of age, followed by 15% who were 30-34 years of age and 11% who were 35-39.
- Around 3 % of applicants considered themselves as having a disability.
- Around 5% identified as LGBTQ+.



## Case Study

### Everyone Active

We work in partnership with leisure operator Everyone Active to manage the sports and fitness facilities across our Estate. As part of our collaboration, they lead a range of community initiatives designed to help local residents increase their physical activity and embrace healthier lifestyles. Currently, 28% of users live on or near our Estate, with a further 23% joining us from the wider RBKC community.

Beyond providing high-quality facilities for football, tennis, climbing, and fitness, Everyone Active runs dedicated wellbeing programmes for those who benefit from them most. These include award-winning GP referral schemes, discounted memberships for young people and carers, tailored activities for disabled people, and grants for aspiring athletes.

This year, Everyone Active focused on diversifying its offerings, supporting marginalised groups, and strengthening ties with local organisations.

Key highlights include:

- **Walking Tennis:** Secured funding from Middx Tennis to launch sessions for over-50s, now averaging 24 participants per week.
- **Inclusive Access:** Supported 57 looked-after children, 12 people living with Parkinson's, and 13 local athletes with free memberships.
- **New Partnerships:** Established impactful collaborations with Chelsea FC, Change 4 Life, and local Community Police Officers.
- **Inclusivity:** Increased female participation to 36% of total users.



**£114,375**

commercial value of support

Additionally, as part of our contract with Everyone Active we provide in-kind support to 130 groups and individuals through bursaries and football pitch allocations.

## Sports Bursaries

111 individuals received sports bursaries valued at **£40,864**, enabling access to tennis, gym memberships, football training, and climbing courses. These bursaries removed financial barriers to participation and promoted physical and mental wellbeing, particularly among young people and low-income families.

## Football Pitch Grants Programme

This programme provided free or subsidised pitch space to 19 North Kensington-based community groups, with a total commercial value of **£73,511**. The grants supported grassroots football initiatives that promoted youth development, community engagement and healthy lifestyles.



## Learning

Our learning team comprises three key areas, each of which provide valuable services to our community.



### Nursery and Pop Up Creche

Working alongside the Venture Centre, one of our key partners for this service we delivered:

- **1,206** hours of childcare, achieving its highest-ever occupancy rate of **95%**.
- We were proud to receive a 'Good' rating from Ofsted.
- We assisted five parents with housing applications and referred four children to speech and language services.
- We provided **950** hours of crèche provision, enabling parents to participate in educational programmes and community initiatives, including those run in partnership with the Race Equality Foundation.

### Supplementary Schools

- We supported a network of **23** Supplementary Schools across North Kensington.
- The network engaged **1,220** students, delivering an outstanding **27,240** hours of learning.
- We provided **456** hours of training for school coordinators and volunteers.
- A highlight of the year was our Supplementary Schools Awards Evening, which brought together over 450 attendees.
- Sixteen schools participated in the event, where 128 awards were presented for academic excellence and leadership.

### Adult Learning

We provide education and support for adults and young people (aged 19 and over) from all backgrounds to help them reach their potential. Our courses cover a wide range of subjects from ESOL, digital skills, creative arts and parenting, helping learners develop new skills and build their confidence.

We're proud of our learners' achievements; many progress on to start their own businesses, secure employment or successfully move into higher education.

- **2583** hours of tuition was delivered to over **240** learners, with the majority identifying as women and a significant proportion coming from Global Majority backgrounds.
- The programme welcomed speakers of over **30** different first languages.
- Many participants were unemployed or economically inactive. Upon completion of our courses **34%** of learners moved into employment or volunteering.
- Our Adult Learning programme contributed to the successful Ofsted inspection, carried out in January 2025, playing a considerable part in maintaining a 'Good' level for RBKC and its providers.

### Community Fundraising Course

We invested **£30,044** in delivering three cohorts of the Community Fundraising Course. These free 8-week fundraising courses were delivered to **37** community organisations and eight individuals. The courses covered the fundamentals of grant writing and fundraising strategy, offering a practical alternative to consultancy support. The course has contributed to a more self-sufficient voluntary sector in the local area.



### Case Study

#### From Community Fundraising Course to Establishing a CIC

Mirjana Radojcic took our Fundraising course in January 2025. She had been working in the private sector since 2017, supporting children with Specific Learning Difficulties (SpLDs). Her biggest motivation was helping children from disadvantaged backgrounds, but she quickly saw how financial barriers prevented them from getting the essential help they needed.

She began seeking funding to provide this support, regardless of a child's circumstances, only to discover that very few trusts or funding bodies supported individuals working independently in education.

A turning point came in December 2024, when a friend recommended she apply to take our Community Fundraising Course. Mirjana started with little knowledge of non-profit structures or community engagement, so the course proved an invaluable learning experience, equipping her with the practical skills needed for grant writing, budgeting and fundraising strategy. Crucially, it also

introduced her to a key network of funders and experienced professionals.

The most rewarding element of the course for Mirjana, was the genuine support and friendship she found within the group. In particular, one generous course-mate guided her through the complex process of setting up her own Community Interest Company (CIC), Mimi Therapy, even agreeing to become one of its directors.

Taking part in the course has been life-changing for Mirjana. The supportive network she gained was as important as the professional skills, and to date, she has already submitted five funding applications for Mimi Therapy. She is now on an exciting journey, hopeful about the positive impact her new CIC will have on the lives of the children who need it most.

[Read more about Mimi Therapy here.](#)



# Collaboration

Collaboration is key to our community-centred ethos and we continuously seek out and nurture strong relationships with local individuals and organisations to work together to deliver shared local goals.

## Events and Activities on the Westway Estate

We're committed to ensuring our 23-acre estate is an active, accessible space enjoyed and utilised by local people. Our events programme was also delivered alongside additional funding distributed through our

**Celebration and Events and Grenfell Anniversary Support Grants** (approx. £87,326 in total), which directly helped local groups run their own activities and events (see page 24 for more details).



### Partner Events

During 2024-25, we worked closely with 30 local partners, issuing 17 licenses to support them in hosting a lively and inclusive programme of outside events.

Highlights of this year's partner events programme include:

- 24 Hearts Summer Programme
- Eid Fun Day
- Jamaican Independence Day and Trinidad & Tobago Independence Days
- Grenfell Anniversary Hope Gardens gathering.
- In addition, we hosted 10 Portobello Nights Vegan Market events under the Portobello Canopy from the Spring to the Autumn.



### Trust-led events

We delivered a number of Trust-led events, each designed to spotlight community spaces and engage local performers and creatives:

- Every Breath We Take exhibition
- Christmas Tree Lighting Event at Thorpe Close,
- A Westway Summer Night's Dream at Blossom Dale Gardens,
- A Musical Tour at Portobello Green Arcade.

### Community Feasts

In early 2025, we also launched a new series of 'Community Feasts', designed to strengthen social bonds with the community. These gatherings, hosted and catered by Westway staff in collaboration with local partners, have quickly become a cornerstone of our community-facing work. Each feast offers a welcoming space for residents to connect with one another and Trust staff.



## Case Study

### Every Breath We Take

In May 2024, we launched the 'Every Breath We Take' campaign; a dynamic and community-driven initiative aimed at raising awareness about the critical issue of poor air quality in London, with a special focus on the North Kensington area situated under the Westway flyover.

Through a multifaceted approach combining education, creativity, and community engagement, this campaign sought to empower residents, businesses, and policymakers to take meaningful action to improve air quality and protect public health.

The campaign focused on three objectives:

1. **Educate and Empower:** The campaign provided clear information about the impact of air pollution on health, emphasising the lifelong consequences of exposure. Workshops and educational sessions will equip participants with knowledge about air quality monitoring,

health risks, and practical solutions.

2. **Inspire Action:** "Every Breath We Take" aimed to inspire individuals and organisations to become advocates for cleaner air. Guest speakers, including environmental experts, health professionals, and community leaders, shared insights and motivate attendees to take proactive steps.

3. **Art for Change:** The heart of the campaign lay in its public art competition and exhibition, which invited professional and amateur artists to create powerful works reflecting the urgency of addressing air pollution. Featuring artists from North Kensington and across the UK, the exhibition transcended traditional boundaries to create a multisensory experience of paintings, sculptures, digital installations and photography. The exhibition also featured a trail of street art commissions across our 23-acre estate.

The air in parts of London often falls below the recognised quality threshold, especially in areas close to key road infrastructure. The traffic on the Westway affects the lives of the communities of North Kensington, as do the many building projects currently in the area. We wanted to raise awareness of this & encourage communities to advocate for a cleaner environment in the future.

Venu Dhupa  
CEO, Westway Trust



## Community Forums and Public Policy Roundtables

We have committed to establishing and facilitating a number of community forums.

The purpose of our forums is to encourage two-way engagement between the Trust and diverse groups to enable greater interconnectivity between groups and communities. This in turn builds trust across the network which creates greater inclusion, influence, information sharing and therefore better decision making for community benefit.

The following groups and forums are currently active:

- Archive forum
- Artists network
- Environment Group
- Learning/Learners forum
- A range of groups that serve the Moroccan community.
- Refugee and Migrant forum (Kensington & Chelsea)
- Social Entrepreneurs forum

We agreed that two further forums will be established as follows:

- Social Impact forum
- Venue Managers forum

Throughout the year, we hosted a number of 'Public Policy Roundtables', generating discussion on topics important to our communities, with a view of helping to shape policies on the issues. Topics included in the roundtables in 2024/25 included:

- Value of the Vote (young people) - 23 April 24
- Air Quality in North Kensington and Beyond – June 2024
- International Women's Day: 40 Children of Bhopal. – March 2025



## Partnerships

### Corporate Partnerships

We want to thank our partners for their continued support. Without their collaboration we would be unable to achieve our social impact aims. From volunteering over **2,000** hours across our services, including providing advice and guidance in our Cost of Living and Money Club clinics, to helping keep our green spaces vibrant and safe for our communities, we appreciate their dedication.

We are also thankful to the partners that have contributed funds and other resources to help us deliver projects within our communities. This enables us to test new ideas, scale projects that are working well and to remain responsive to changing needs.



## Case Study

### Volunteering with Postcode Gardening

Postcode Gardening in Notting Dale flourished in 2024/25, transforming grey spaces into green havens. As part of the national Postcode Gardener programme, supported by Friends of the Earth and The Co-operative Bank, we have hosted a dedicated Postcode Gardener to lead this initiative in the Notting Dale ward, one of London's most nature-deprived areas. These efforts not only support biodiversity but also promote social connection and environmental awareness across our local area.

The programme has brought together residents, volunteers and local organisations to co-create and maintain wildlife-friendly spaces, from raised beds at Kingsnorth House to tree pit wildflower planting along Darfield Way. Neglected spaces like Cornock Taylor House's shaded garden has been transformed and Latimer Road has benefited from the creation of a woodland-edge habitat. With a focus on sustainability and skill-sharing, the scheme is helping to reimagine Notting Dale as a greener and healthier neighbourhood.



## Case Study

### Supporting the ACCC

In 2023, Westway Trust launched an ambitious initiative to create a dedicated cultural centre for African and Caribbean communities in North Kensington. To ensure this project was truly community-led, we issued a callout for individuals and organisations passionate about shaping its vision. The response was overwhelming, leading to the formation of the African Caribbean Cultural Centre (ACCC) Steering Group, comprised of local people and supported by the Trust with resources and guidance.

Throughout the year, the Steering Group worked collaboratively to lay the foundations for the centre. This included agreeing on Terms of Reference, reviewing existing research, and visiting similar projects across the UK to learn best practices. A key priority was listening to local people: the group conducted extensive consultations, hosting weekly drop-in sessions at 2 Thorpe Close

and running a community-wide survey to capture hopes and aspirations for the centre.

After 12 months of engagement and planning, the Steering Group transitioned into a community-led board, taking full ownership of the project's development and delivery. Westway Trust stepped back to empower this leadership, while continuing to provide free space and ongoing support as needed.

This collaborative approach reflects our commitment to empowerment and partnership, ensuring the cultural centre is not only for the community but shaped by it. Together, we are building a space that celebrates heritage, fosters creativity, and strengthens the cultural identity of North Kensington's African and Caribbean communities.

You can find out more here: [accc.uk](http://accc.uk).



## Impact

The impact of our work can be seen in the positive outcomes we help deliver for the people of North Kensington. These real-world benefits are achieved through grant-making, community development, the services we provide and the partnerships we build.

## Grant Making



**£268,907.15**

6 grant and 2 in-kind bursary programmes distributed to 147 beneficiaries (community groups and individuals)

In the financial year 2024/25, a total of £268,907 was distributed in grants to 147 community groups and individuals. A full list of grants is available later in this document, grants include:

- Emergency Response Fund.
- Grenfell 7th Anniversary Support Programme.
- Fundraising Support Programme.
- Community Fundraising Course.
- Celebration & Events Grants.
- Transformation Grants.

In addition to the above, we also were provided in-kind grants in the form of bursaries and football pitch allocations to 130 groups and individuals as part of Westway Trust's contract with Sports Centre operator Everyone Active. See pg. 15 for more details.

### Emergency Response Fund

The Emergency Response Fund provides rapid support to individuals and families facing urgent needs. In 2024/25, the fund awarded £18,283 across 30 successful applications, with an additional 10 grants carried forward into the next financial year. The grants covered essential items including white goods, furniture, clothing, food vouchers, and kitchenware. The highest number of applications came from the Golborne (30%), St Helens (22%), and Dalgarno (16%) wards, reflecting the fund's targeted impact in areas of greatest deprivation.



### Grenfell 7th Anniversary Support Programme

To support community-led remembrance of the 7th anniversary of the Grenfell Tower tragedy, we provided financial and in-kind assistance to local community groups organising commemorative events. A total of £16,900 was distributed to 18 local groups. Events included memorials, creative workshops, and gatherings that brought residents together to honour the memory of those affected.

### Fundraising Support Programme

With a total investment of **£13,200**, the programme addressed a wide range of needs, from core operational costs and staffing to marketing, training, and sustainability. This programme matches community organisations with professional fundraising consultants who work with them to develop strategies and submit applications for external funding for their projects. This year, we provided 11 community organisations with tailored support from professional fundraising consultants. Participating organisations were supported in applying to major funders such as BBC Children in Need, Sport England, and the National Lottery Community Fund.



### Celebration & Events Grants

This grant programme is designed to support community celebrations and events across North Kensington. 45 community groups were awarded a total of **£70,426** to deliver inclusive public projects. These ranged from cultural festivals and heritage days to youth showcases and seasonal celebrations. The fund prioritised events that promoted local talent, community cohesion, and public engagement. Many of these events were held on our Estate, helping to activate public spaces and bring diverse groups together.

### Case Study Transformation Grants

In 2024/25 we launched an ambitious new Transformation Grants programme, designed to address pressing issues around social justice in North Kensington. Our approach was to fund organisations who wanted to deliver grass-roots projects that created long-term systemic change. We committed to awarding **£450,000** over four years, with £70,000 available per organisation during this first year. Eligible applicants included

community groups, social enterprises and charitable organisations with a track record of delivering programmes of social change at a similar scale. We encouraged applications which addressed fairness, equity, inclusion and self-determination for our communities. Following a competitive selection process, £120,032 was awarded to three organisations in this first year.

Grants of this nature don't come along very often, the Trust wants to enable organisations to make a meaningful impact on systemic challenges. This is why we have put aside a substantial amount over a sustained period.

Venu Dhupa  
CEO, Westway Trust

### Case Study Transformation Grants



**The Traveller Movement** was awarded **£50,301** to deliver a project focused on tackling the discrimination and social injustices experienced by Romani (Gypsy) and Irish Traveller communities. The organisation set out to highlight the poor living conditions many face, their exclusion from public services and their lack of representation in government policy. The project's aims were to amplify the voices of marginalised communities and advocate for meaningful change. To support this, the team developed a course for local authorities on how to create effective strategies for engaging with and supporting Romani (Gypsy) and Irish Traveller communities. The team is also producing a community-led film to support a wider public awareness campaign.

**Kensington & Chelsea Social Council** was awarded **£31,731** to deliver leadership and advocacy training for underrepresented residents, focusing on housing, health, and safety. By centring underrepresented voices, the project aims to build confident leaders, campaigners, and residents that challenge power imbalances. Through hands-on workshops and training focused on voice and organisation, KSCS is empowering North Kensington residents to shape the future of their community.



## Community Development

In 2024/25, our Community Development programme continued to provide vital support, advocacy, and guidance to some of the most vulnerable individuals and groups in North Kensington. We focused our efforts on communities with the greatest need, including Grenfell bereaved and survivors, and the Irish Traveller community at Stable Way.

Through targeted interventions and sustained engagement, we delivered meaningful impact:

- **£5,000** invested in school uniforms to ease financial pressure on low-income families and ensure children were equipped for learning.
- Over **1,800 hours** of dedicated Community Development support delivered, including 17.5 hours per week working directly with the Traveller community at Stable Way.
- **£10,325** awarded to fund gym memberships, football sessions, coaching, and climbing activities—enhancing physical and mental wellbeing beyond our core Sports Bursary programme.
- 11 individuals referred to Grenfell Health and Wellbeing for specialist therapeutic support.
- 15 referrals made to Shelter, connecting individuals with expert housing advice and advocacy.

This year's achievements reflect our commitment to standing alongside our communities—responding to trauma, reducing inequality, and building resilience through trusted, person-centred support.

## Cost of Living Support

Our award-winning Cost of Living Crisis Clinic continued throughout 2024/25, in partnership with Hogan Lovells LLP Law Firm, providing support to individuals and families navigating financial hardship.

- The Clinic helped over **300** clients across North Kensington and South Islington, with a focus on those experiencing disability, long-term health conditions, and housing insecurity.
- The team helped clients secure an estimated **£676,759** in annualised financial gains, through successful benefit claims, appeals, and grant applications.
- A major milestone was achieved in May 2025 by securing the Advice Quality Standard (AQS) accreditation, recognising the service's commitment to high-quality, well-managed, and timely advice.
- A new partnership with Shelter was launched, offering monthly housing casework appointments.
- The Clinic served a highly diverse client base, with over half identifying as from minority or mixed-ethnicity backgrounds. The majority were women, and a significant proportion were aged 66 and over.



## Money Clubs

In early 2025 we launched the Money Club, an exciting new initiative that saw us partnering with financial and legal institutions to deliver financial empowerment sessions to the community. These sessions are tailored towards a variety of local people, from those leaving school and thinking about their next steps, to those who want to understand their options post-retirement. The Clubs will also help increase knowledge on common frauds, scams and other important areas.



## Estate Development Community Street

Westway Community Street is an ongoing programme of projects which began in late 2021 delivering physical improvements and revitilisation to the spaces underneath and around our Estate, as well as improving economic opportunities for local people and businesses. We've been working with local people from the very start of this project through the involvement of a co-design team and various opportunities for people to provide feedback on design elements for all of the projects.

In 2024 we focused our attention on Acklam Square, embarking on the long-anticipated project to re-level and open up this important public space. For many years, it had been dissected by hoardings, which were originally installed as a temporary measure to protect pedestrians from the uneven surface of the space.

In February, the areas in front of Bays 55, 56, 57 and 58 were repaved and levelled, with the inclusion of stairs to help with the levelling process. Once the re-levelling work was completed, all hoardings were removed and the entire Acklam Square was opened up as North Kensington's newest public realm. Improvements were also made to the CCTV provision in the space to improve security.

Portobello Canopy also got a facelift. A new design for the flooring was installed in January 2024 and a new eye-catching sign for the market was raised to highlight its role as a famous vintage fashion destination. Designed to improve connectivity across the entire estate, directional signage in the form of Finger posts were installed between areas.

# Financial Summary

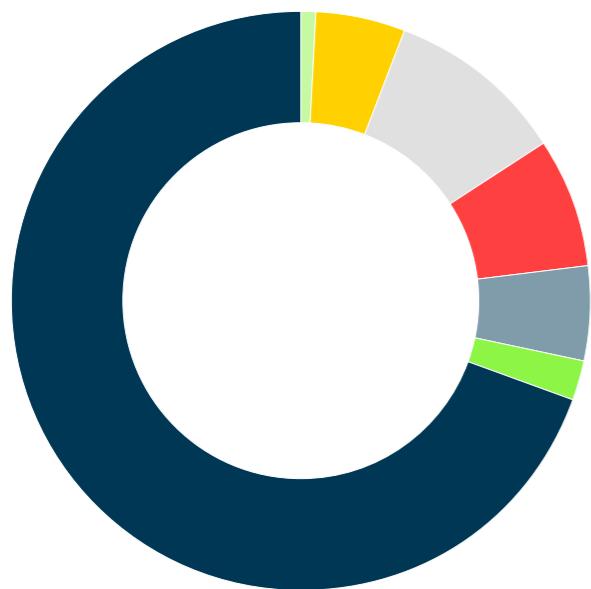
The following summary outlines our financial resources for the year, detailing the total income received and how funds were spent to deliver our programs and support the community.

## Recognised Income

The recognised income for 2025 amounted to £7.09m, compared to £8.15m in 2024, reflecting a decrease of £1.06m. This decrease in income is primarily attributed to a decline in grants received, totalling nearly £647k, and a £419k decrease

in investment and other income. The largest proportion of our income is from property rental £4.93m (2024: £5.36m). We also received £1.11m in grants and other earned income (2024: £1.75).

Recognised Income: April 2024 to March 2025



- Property Income (£4.925m)
- Grants received from Royal Borough of Kensington & Chelsea (£710k)
- Grants and Donations received for other activities (£354k)
- Property Service Charges (£372k)
- Car Park Income (£159k)
- Earned income (£45k)
- Other income and interest (£525k)

We received £0.71 million including in grants and crèche fees from the Royal Borough of Kensington and Chelsea (2024: £0.61 million). These amounts

funded several of our charitable community programmes including learning and creche programmes.

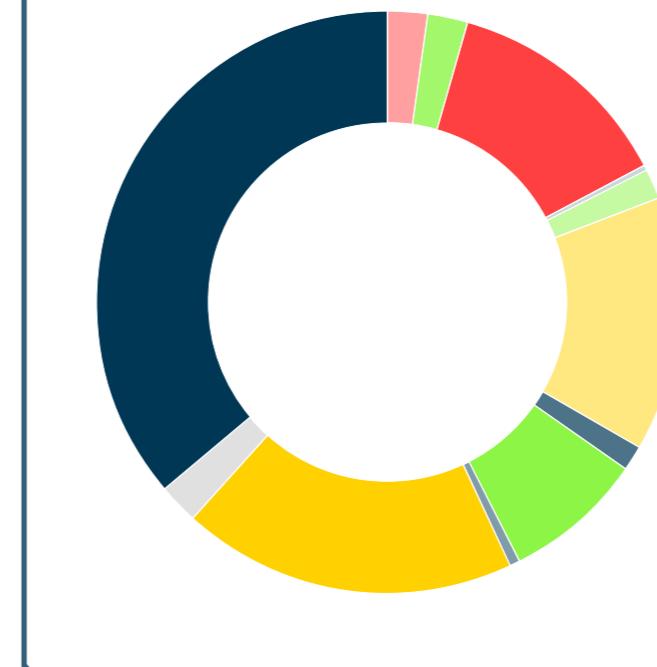
## Expenditure

Total expenditure for the year ended 2025 was £6.9 million, compared to £6.3 million in 2024, reflecting a broadly consistent level of spending year on year.

Key areas of expenditure included:

- Staffing costs of £2.3 million (2024: £2.1 million), reflecting continued investment in our people.
- Grants awarded totalling £0.5 million (2024: £0.39 million), supporting a range of community-led initiatives.

Expenditure: April 2024 to March 2025



- Property maintenance and improvements of £0.82 million, as we continue enhancing the appearance, functionality, and accessibility of our estate.
- Grounds and gardens maintenance of £0.15 million, helping to maintain green spaces that promote wellbeing and community use.

For a comprehensive review of our financial position, including the Independent Auditor's Report, accounting balance sheets and governance disclosures, please refer to our full Annual Report, available at [westway.org/annualreport](http://westway.org/annualreport).

66

Working in partnership with Westway Trust has made a real difference to Ubuntu Pledge. Their collaborative and forward-thinking approach, from commissioning digital readiness of local organisations research to supporting local enterprises and community organisations, has strengthened our delivery and helped create lasting impact for the community.

**Henock Hailemariam**  
Ubuntu Pledge C.I.C.

## Accreditations



## Awards



## Partners



