

A man with dark dreadlocks tied in a bun, wearing a red shirt, is smiling and reaching out towards a large yellow mascot. The mascot has long ears and is wearing a white and red striped collar. In the foreground, a young boy is smiling and looking towards the mascot. The background is slightly blurred, showing an outdoor setting.

**WEST
WAY
TRUST**

**Chief
Executive**



Welcome from the Chair

Dear Applicant,

Thank you very much for your interest in becoming our next CEO at Westway Trust.

Our community is primarily North Kensington, and specifically the five wards in the north of the Royal Borough of Kensington and Chelsea: St Helen's, Dalgarno, Golborne, Colville and Notting Dale. Within this area, we promote the local economy, provide sport and fitness opportunities, fund and open up access to local Arts and Culture, and promote wellbeing through our environment. Our reach is broad and deep and we provide both services and support for those who benefit from it the most.



We are now at a particularly exciting time in our story. Our organisation has recently been through unprecedented change to place the Trust firmly back in the hands of the community. But there is much more we need to do. As our new CEO, you will provide clear direction and leadership to the team as we deliver six new strategic priorities. These include bringing about the radical organisational and cultural change needed to reinforce our role as an authentically community-centred enabler, empowerer and facilitator.

The Westway community is diverse, committed and knowledgeable. The Trust is committed to being a genuine part of our community and supporting it to have a stronger voice. We are in a prime position to influence local, London and national decisions that improve social, economic and environmental wellbeing and justice, so that we may challenge systemic injustice and discrimination, including seeking land justice. On the ground, we will continue to deliver major projects, including the Community Street project, which will enhance the Westway estate for everyone.

Ours is a complex, multi-faceted community organisation delivering multiple services and programmes at once. We're looking for an engaging, outward-looking and inclusive leader who will win the trust of the Westway community quickly and build confidence in our organisation. Perhaps your experience has been gained as a manager in a grassroots or other similar organisation; or maybe you are someone who has put a community on the map as spokesperson, campaigner or activist.

Wherever you are, you will bring exceptional communication skills, creativity, drive and commitment. In return, Westway Trust is offering an unrivalled chance to leave a powerful legacy to the Westway community for many years to come.

Toby Laurent Belson
Chair of the Board of Trustees

About Westway Trust

Working together in North Kensington, Westway Trust is dedicated to the wellbeing of a vibrant and thriving community and exists to help that community create its own bright future. The Trust works with over 60 member organisations ranging from community groups and residents' associations to schools and sports clubs, as well as other local groups and people.

How Westway Trust was created

In the mid 1960's an overhead motorway, the A40(M) was driven through North Kensington staked out on giant stilts – the largest continuous concrete structure in the country. Two and a half miles of new road made it the longest stretch of elevated motorway in Europe.

The new highway made driving in and out of the city much easier, allowing vehicles to cover in minutes ground that used to take over an hour to travel. However, while reducing congestion in the city, the highway carried the traffic above the lives of people living in North Kensington, with 47,000 cars a day travelling through their rooftops within the first few months of opening. The flyover brought noise, disruption, destruction and pollution to a community that was already contending with economic hardship, a decaying inner city environment and neglect.

To make way for the modern engineering feat, homes were demolished and streets chopped in half or left stranded as little as twenty feet away, exposed to the noise of traffic and the nightly glare of headlights. The protests of local residents hit the headlines when the motorway opened in 1970. By then a decade of community action networks had grown up in the fight for better housing and open spaces where children could play. Energetic activists set up grass root associations, organised on local issues and campaigned for improvements.

Following a four-year campaign, in 1971 the North Kensington Amenity Trust, now Westway Trust – was set up, in partnership with the local authority, as the custodian of the 23 acres of land under the motorway to help promote positive use of the spaces that lie underneath the Westway.



Our Policy Statement

1. When managing the Westway Estate, we shall develop and maintain that land for the benefit and enjoyment of everyone who lives and works in the Royal Borough of Kensington & Chelsea. The greatest impact of the Trust's work will be felt within the five northern wards of the Royal Borough of Kensington & Chelsea (North Kensington) and the area within about a quarter of a mile of the Westway Estate (the 'Local Area'⁽³⁾).
2. All of the Trust's spending on capital projects shall be on the Westway Estate.
3. The Trust's obligations for the responsible long-term management of the Estate, as well as the cost of running the Trust itself, are funded entirely from the Trust's property income. The Trust must generate sufficient income annually to meet those obligations.
4. When running and commissioning services and facilities, we shall ensure those facilities and services are relevant to those who live and work in the Local Area.
5. When providing sports and fitness opportunities, we shall continue to run these, as we are required to, for residents of the Royal Borough of Kensington & Chelsea and the adjoining Boroughs.
6. When seeking funding from third parties for facilities or services we shall ensure the benefit is felt significantly by those that live, work and visit the Local Area.
7. When awarding grants or funding to local community groups or charities out of income from property lettings on the Westway Estate, we shall restrict that funding to services provided to communities in the Royal Borough of Kensington & Chelsea with particular emphasis on North Kensington.
8. When awarding grants or funding to individuals out of income from property lettings on the Westway Estate, we shall restrict that funding to people who live and work in the Royal Borough of Kensington & Chelsea with particular emphasis on North Kensington.
9. The Trust awards grants in accordance with a specific Grant Making Policy which reflects the priorities set out above.
10. All new Member Organisations⁽⁴⁾ must demonstrate their activities are relevant to the residents of North Kensington and that they are active in the Royal Borough of Kensington & Chelsea.

Find out more about what Westway does

Further information is available at <https://www.westway.org/about-us/>

Strategic Priorities

STRATEGIC PRIORITIES

DELIVERABLES

1

BE COMMUNITY-CENTRED IN ALL WE DO

- Decision-making
- Participatory approach
- Transparency
- Clarity



To provide multiple ways the community is involved in decision-making, including:

- in setting and monitoring delivery of the strategy
- in appointing trustees, committees (ensuring significant community membership) and key staff,
- in participatory grant-making
- a more active expanded membership among the community

2

SECURE A SUSTAINABLE AND DIVERSE INCOME

- protect income received from tenants as best we can through COVID19
- identify new sustainable income streams
- reduce expenditure



To continue to support our community, by ensuring our financial sustainability, through:

- supporting tenants in their ability to conduct their business, thereby securing income
- reducing costs in the short-term
- diversifying income by securing new external funding from government, grant-makers, and corporate partnerships
- wider fundraising

3

A STRONGER VOICE FOR THE COMMUNITY

- Learning from the community's remarkable track record in campaigning WT will:
- Support the community to have a stronger voice to influence local, London-wide and national decisions that affect their lives
 - Focus on aspects of social environmental and economic justice
 - Target systemic change including marginalisation, deprivation and discrimination



We support our community to have a stronger voice and influence local, London and national decisions. Thereby improving social economic and environmental well-being and justice. Campaigning to challenge systemic injustice and discrimination, including seeking land justice.

4

ENHANCE THE SPACE AND ENVIRONMENT

- Support a new community centred programme to target air pollution from the A40
- Enhance community greening projects
- Support local community groups and organisations to have greater control over use of space and a better environment



A community that is empowered to improve a sustainable local environment and tackle air pollution through:

- greening
- grant-making
- campaigning for environmental justice
- delivering projects including the Community Street project which enhance the Westway estate for all users

5

BRING ABOUT AN INTERNAL TRANSFORMATION

- Organisational culture
- Community-centred
- Enabler, empowerer and facilitator



We truly reflect the community we serve through:

- community-centred leadership
- participation and decision making
- radically transforming the internal structures and processes and increasing transparency and accountability

6

PROVIDE A CLEAR PATH FROM THE CURRENT CRISES (SHORT TERM)

- Covid-19, (financial sustainability)
- Covid-19 (wellbeing of our colleagues, partners and community)
- Institutional Racism



- Support our community through the current Covid crisis
- Navigate the crisis to ensure we survive financially
- Engage our community more fully in our work and decisions
- Take on board the Institutional racism review findings and create a realistic action plan through the crisis
- Support staff and trustee wellbeing

Role Description

Role title	Chief Executive
Responsible to	Chair and Board of Westway Trust

Main responsibilities of the role

1. To provide clear and inspirational leadership to the Senior Management Team, and to supervise and appraise Westway Trust staff and promote their professional development.
2. To represent and promote the Westway community and stakeholder groups to develop and maintain constructive and valued alliances, partnerships and networks.
3. To work with the Board on the planning and management of organisational change, in response to internal and external influences.
4. Develop organisational culture in a way that supports an inclusive and cohesive organisation that is trusted by the community.
5. To hold responsibility for the overall financial health of Westway Trust and support the Board in setting vision and strategy.
6. To support and advise the Board on all aspects of Westway's interests, including land use and management, property, and the delivery of services and associated programmes.
7. To ensure that Westway Trust meets its constitutional and legal responsibilities and that it has the human, material and financial resources it needs to meet its obligations.



Person Specification

In your written application please provide evidence against Part One of the Person Specification below. For selected candidates, skills and abilities, and leadership style will be further tested through the subsequent interview process.

Part One: Knowledge and Experience

- Leadership: experience of inspiring and maintaining a positive, values led working culture that delivers high performance and lives the values.
- Communities: substantial experience of working with diverse and vibrant communities with a practical understanding of the role and value of citizen control and social inclusion.
- Services: a clear understanding of the local, regional and national influences that affect Westway Trust's services and community. Knowledge of the multi-agency context in which Westway works locally would be useful.
- Finance and wider operations: experience of managing complex budgets and of diversifying income; an understanding of Westway's property portfolio and its management.
- Shaping the future Westway: experience of working with or as part of a board to set strategy and goals, and to advise on the resource needed to turn it into reality.
- Accountability: experience of leading, promoting or championing groups or audiences within communities, and of acting as a confident and trusted leader and media spokesperson.

Part Two: Skills, abilities and ways of working

- A visible and compelling leader and change agent.
- Quickly builds trust and confidence and has presence with staff and stakeholders.
- Has the personal credibility and authenticity needed to build and maintain strong alliances.
- A great and engaging communicator and a natural collaborator.
- Resilient and sees the bigger picture.
- Strong commitment to social justice and the values of Westway Trust.



Terms of Appointment

Salary	£70,000-90,000 per annum. Starting salary will be dependent on skills and experience.
Contract	This role is offered on a two-year fixed term basis, with potential for extension.
Pension	The Trust has a Westway Trust Group Personal Pension Scheme available for all employees, provided by Legal & General.
Benefits	Westway Trust offers an attractive benefits package which includes: <ul style="list-style-type: none">• Maternity, Paternity and Adoption benefit• Fitness Club Gym membership• Sports Centre use• Season ticket & Bicycle loans• Access to the EdenRed Employee Benefits Platform.
Annual Leave	25 days per annum plus statutory public holidays (pro-rated for part-time staff).
Location	The role is based at 1 Thorpe Close, London W10 5XL.
Hours	35 hours per week with flexible working.
Probation	There will be a probationary period of six months during which time three months' notice will apply on either side.

Equal Opportunities Statement

Westway Trust is committed to providing equality of opportunity with regard to its employment practices. We are open to all sections of the community and want to reach a diverse talent pool.

How to apply and recruitment timetable

We very much hope that you will consider making an application for this role. This candidate pack, and the Westway Trust website, should offer all the information and guidance required to make a complete application.

To make an application, please go to <https://starfishsearch.com/jobs/westway-trust-ceo/> and click on the apply now button, with the following prepared:

- Your CV or equivalent biographical information (no more than three sides)
- A supporting statement that responds to Part One of the Person Specification and addresses the following aspects that are important to Westway Trust:
 - your motivation for applying and particularly any knowledge of, or relationship with, North Kensington you currently hold
 - your understanding of the needs of diverse communities and commitment to equality of opportunity.
- Please provide details of two referees who we would be able to speak to at shortlist stage.

Closing date	Friday 26th February 2021
Initial meetings with Starfish Search	w/c 8th March 2021
Agreement of the final shortlist	End w/c 15th March 2021
Community engagement event	End w/c 22nd March 2021
References taken up for shortlisted candidates	w/c 29th March 2021
Final Panel Interviews	End w/c 5th April 2021

