



Annual **REVIEW** AND ACCOUNTS 2013-2014



47 BUSINESSES LAUNCHED

Empowering disadvantaged
people to secure social
and economic independence
in their lives.

WORKING WITH 700 YOUNG PEOPLE

193 PEOPLE INTO WORK

4:1 social return
from health and
benefit savings

2000 HOURS OF VOLUNTEER TIME

Economic Development,
Employment skills &
Business expansion

EMPLOYMENT AND TRAINING 1000 PEOPLE ENGAGED PER YEAR

Estates Outreach: Community
health, employment and
enterprise

THREE neighbourhood FORUMS



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Objects of the Charity

The charity is a company limited by guarantee. Its objects are the promotion for the public benefit of urban or rural regeneration in areas of social and economic deprivation (and in particular within the London Borough of the City of Westminster).

Under the articles of association, the company is managed by the board of trustees, who are also directors of the company.

Registered Charity Number 1080883
COMPANY REGISTRATION NUMBER 3652559



Registered Office

122 Great Western Studios, 65 Alfred Road,
London W2 5EU

Auditors

Boydell & Co Chartered Accountants
89 Chiswick High Road, London W4 2EF

Solicitors

Alan Edwards & Co., Campden Hill House
192-196 Campden Hill Rd.
London W8 7TH

Bankers

Bank of Scotland, 38 St Andrew Square
Edinburgh EH2 2YR

Trustees

Drew Stevenson (Chairman)
Andy Watson (Deputy Chairman)
Ken Braithwaite, Gloria Cummins,
Catherine Superville, Debi Gardner,
Alan Edwards, Mariam Zanussi, Smita Bora,
Virginia Ashton, Gill Fitzhugh, Keith Cowell,
Steve Winningham

Secretary

Neil Johnston



City of Westminster



INVESTORS IN PEOPLE

Chair's and Chief Executive's Review

Despite ongoing austerity applied particularly to community and public sectors, this year 2013–2014 has been an exciting one for PDT with an increased turnover from £1.85 million in 2012/13 to £2.1 million. By continuing to develop links between communities and health, youth, employment and enterprise services, we, along with partners, aspire to provide an integrated offer to people across Westminster, as well as in neighbouring Triborough and the wider west London environment. Our work, contracted by Westminster Council and the Triborough partnerships, London Councils, GLA, DCLG, with support from major Trusts, is driven by our determination to empower individuals and communities and to bring equalities, social justice and economic independence into their lives.

In North Westminster, we continue to see impressive outcomes for residents, and this year have celebrated the significant achievements of local people, notably the formation of the Queens Park Community Council, Church Street Ward, Maida Hill (Harrow Road) and Westbourne Neighbourhood Forums, the formation of Queens Park Families with Creative Futures, and the mobilisation of active citizens through Community Champions in partnership with public health.

Working with the London Diocese this year has brought success in Heritage Lottery funding to regenerate and build a Paddington Living Heritage Centre in St Mary Magdalene Church situated in the Westbourne Ward. This magnificent Grade 1 listed building provides a unique lens through which to view, not only a fascinating local heritage, but over a hundred and fifty years of arts, social and religious history in London. St Mary Magdalene links Paddington to the huge social and demographic changes occurring in Westminster and London since the Victorian age.

PDT has resolutely maintained its focus on improving life chances for people living in the epicentre of deprivation and disadvantage on the outlying northern borders of Central London: Westminster, Kensington, and Hammersmith. While our work now extends to a wider west London region, it is these areas that require continuity of purpose and resolve to reverse generations of social and market failure. Notwithstanding the challenges facing all agencies engaged, there is an increasing commitment by people who live in local neighbourhoods and estates to make change happen themselves, through local vision and direct action, providing the creative dynamic for civic collaboration.

This force for good is vital to ongoing well-being and regeneration and we extend our and the PDT Board's thanks to the many people who have given their time to supporting PDT and its mission. Finally, thanks to our colleagues on the Board of PDT and to our incredible team who continue to inspire social and economic change.

Professor Drew Stevenson OBE – Chair
Neil Johnston – CEO



PDT 1998–2014

1. Paddington Development Trust (PDT), formed in 1998, is a registered Charity and community-based Regeneration Company with socio-economic objectives and will be actively engaged in the economic, environmental and social regeneration of the North Westminster and wider west London area over the next 15 years. It has five core values: mutuality; empowerment; financial self-sufficiency; environmental sustainability and equalities for all communities. PDT is committed to an equitable distribution of justice and power in all its work.
2. PDT's mission and purpose is to empower disadvantaged people to secure social and economic independence in their lives.
3. PDT is a registered company (3652559) limited by guarantee with regeneration objectives.
4. It is a registered Charity (No. 1080883)
5. PDT is made up of 12 Trustees, 50% from black and other ethnic minorities and 90% who live and work in the local community. The Board is led by the Chair, Drew Stevenson OBE.



Annual review

1. The PDT Board has reviewed its mission, policies, community strategy, priorities, aims and objectives, and will maintain its focus on socio-economic development based on social reform and community enterprise.
2. PDT is Quality Assured through the Investors in People Quality Standard, is working towards the Matrix and ISO 9001 standards, and will involve Board and Staff in the implementation of specific objectives central to the future of the Company. The Board and Chief Executive will ensure that all staff have necessary skills to develop their personal and professional capacities within their designated roles in the Company.
3. PDT remains committed to the principle of building the capacity of existing local infrastructure and will ensure that duplication does not occur within its operations. There is no parent or subsidiary company associated with PDT.
4. PDT continues to support social and community enterprise and provides a mentoring and management structure through which these may develop independent capacity in their given field.

Outcomes 2013/14:

- Our employment, training and enterprise work continues to engage 1,000 people a year with over 300 people this year assisted, including the start-up of 47 new businesses and 193 unemployed people into jobs.
- Supporting over 8,000 residents annually through our voluntary Community Champions and events programmes.
- Over 2,000 hours of volunteer time given to PDT projects.
- Working with over 700 young people annually.
- Supporting residents through three new Neighbourhood Forums operated by active citizens across North Westminster.
- Achieved 2nd phase funding from Heritage Lottery Fund to refurbish St Mary Magdalene Church.
- Supporting over 300 budding entrepreneurs and launching 47 new businesses. 75 women entrepreneurs in receipt of coaching on the RBS Joined Up Food project.
- Maintaining community partnerships with: Working with Men; Spice Time Credit; One Westminster; Paddington Waterside Partnership; WECH, Church Street & Westbourne Neighbourhood Planning Forums; Westminster Academy; and supporting and chairing the Westminster Community Network.
- Social Return on Investment
 - A Triborough SROI study showed a 5:1 ratio on social return and health savings for work undertaken by Community Champions.
 - The PDT SROI 2013/14 impact analysis shows a 4:1 social return from health and benefit savings from 193 people to employment.



SNACK RIGHT!

PDT's Mozart Community Champions have teamed up with the Health Hub at the Beethoven Centre to change the way local children eat after school. This project is tackling the rising prevalence of childhood obesity in Queen's Park, where a shocking 40% of children are classified as obese when they leave primary school. The project was designed by the Community Champion volunteers, many of whom are parents with children at the school. The Champions were so concerned at the prevalence and impact of childhood obesity they decided to intervene and designed a project to provide healthy snacks after school.

The snacks are budget friendly, quick to prepare and are proving very popular and effective at inspiring parents and children to think differently about after school eating. The team have delivered 12 Snack Right sessions in the playground at Queen's Park Primary School selling over 1300 snacks at 20p each and have moved the project to Wilberforce for the Autumn term. The snacks include musli fruit pots, carrot and cucumber sticks with hummus, rainbow salad, cherry tomato, pepper, olive and feta sticks, fruit kebabs and smiley rice cakes. Affordable fruit and vegetables are available from the Beethoven Green Grocer alongside advice from the Health Hub nutritionist who is informing parents and children about the hidden sugar and fat content in processed food, healthy alternatives and providing recipe cards to feed a family on a budget. The school has been so inspired by the project they have overhauled the food provided at the school and are meeting with the Snack Right team to discuss healthier options at the school's Breakfast Club.



Community Champion and school governor Kimberley Durrance with Queen's Park Primary School pupils

COMMUNITY CHAMPIONS 5:1 RETURN ON SOCIAL INVESTMENT

"Every Wednesday Tyler asks for 50p to be put into his bag, he loves snack right. Today we brought some peaches so the family will have fruit this week. I think snack rights great, keep it up!"

Monica Gilbert, parent at Queen's Park Primary School

"Things like this help them forget about things like chocolate. My son has already had many teeth removed. I have now cut down on sweets. Snack Right is a great idea, parents and kids love it and now I'm getting more healthy things at home."

Faruk Miah parent at Queen's Park Primary School

"It's wonderful to see the children educated on the importance of healthy food and leaving school with fruit rather than sweets is fantastic, this is such a worthwhile project, education at its best! The benefits to the children's health and education are massive"

Ben Commins – Deputy Head, Queen's Park Primary School



Future development

2014-2016

The last fifteen years have seen significant development and change in North Westminster much of which has involved PDT and the coalition of community and public organisations engaged. Over this time PDT has facilitated a total direct cash investment of over £40m and partnered £100m of levered and matched funding into north Westminster.

Since 1997, PDT has developed a unique public enterprise business model providing a community-based supply chain to public sector agencies, in particular Westminster City Council and its Youth Service, Triborough Public Health, Triborough Children Services, London Councils, Greater London Assembly, Skills Funding Agency, and Department for Communities and Local Government.

PDT, through its anchor role in a still vibrant third sector will continue to advocate for self-management support for residents experiencing health, social, and unemployment and economic inequalities as well as empowering local people to fully participate in the sustainable development of their own communities.

PDT, from its HQ at Great Western Studios and three Neighbourhood Hubs in Queens Park, Westbourne and Church Street wards employs over thirty people at neighbourhood level. We will continue to work with private, voluntary and community partners across the Westminster, Triborough and wider London communities. PDT will continue to deliver youth services in Paddington, through the Stowe Youth Enterprise Centre and its partnership with Avenues Youth Project; and will hope to expand our Westminster Enterprise Centre, supporting local business.

Health inequalities restrict many families, preventing younger and older people from working. We will develop the volunteering, skills and employment strands through a One Community Volunteering and Employment Programme, Community Champions and Maternity Champions with One Westminster and its membership, Triborough Public Health, local business and active citizens, and maintain existing infrastructure linking residents to public and private sector opportunities. We will continue to explore ways whereby we can devolve public community-based services from Triborough to contracted community accountability.

United, healthy, and engaged communities spring from successful social and inter-cultural relationships established by people on their own terms and in their own time. Such relationship-building requires choice and opportunities that excite people and make them feel good.



Aims and Objectives 2014-2016

- To maintain and develop partnerships work with core stakeholders including chairing the Westminster Community Network.
- To work with these and other partners on community-based social reform and co-designing local solutions; provide intelligence and delivery expertise that can support reform of corporate policies and priorities; facilitate and coordinate continual improvement of local infrastructure; empower local people; and provide skills, employment and enterprise opportunities to local residents.
- To initiate and provide services to residents directly where there are gaps in current existing provision.
- To continue to innovate in the deprived urban context and develop environmental sustainability projects that reduce green-house gas emissions and cut waste.
- To continue to facilitate conditions for inward investment and the reversal of market failure through local enterprise solutions, skills and talent.
- To develop existing and new business centres; to supply a greater volume of local workshops and offices; and re-economise local business and retail clusters.
- To develop cultural capital in Westminster and Triborough by bringing together key cultural organisations and local facilities; to implement a strategy that both offers local choice and increases the area's destination value to other Westminster and London communities.
- To support the PDT team through the LiP and Matrix standards, with access to skills and expertise that will enhance their capabilities in delivering the complex agenda involved in social and economic development.
- PDT will continue to develop well-being, social capital and citizens networks underpinning stronger and prosperous communities and enable participative relationships throughout civil society. This will include:
 - Developing the One Community Partnership with the voluntary sector
 - Economic Development, Employment skills & Business expansion and developing intermediate labour market solutions for unemployed people
 - Estates Outreach: Community health, employment and enterprise
 - Our Place – Early years integration
 - The extension of the Community Champions ethos with active citizens
 - Neighbourhood Planning Forums
 - Youth Services Development
 - Environmental sustainability – parks, green spaces and a circular economy
 - Local festivals and events
 - Programmes Management, Financial Administration & Co-ordination
 - Marketing Administration & Co-ordination
 - Social & Community Enterprise Support & Development

PDT will have specific project management responsibilities for the following until March 2016:

- Contracted Skills, Training and Employment services
- WCC, SFA, ERDF, LC and ESF Contracts
- Church Street Ward Neighbourhood Forum development
- Westbourne Ward Neighbourhood Forum development
- St Mary Magdelene Church regeneration
- Social reform: Our Place – Our Children in Westminster and Triborough
- Stowe and Avenues Youth Centres
- Westminster Enterprise Centre
- Social & Community Enterprise Mentoring



NEIGHBOURHOOD FORUMS



SUPPORTING 8000 RESIDENTS

Following the footsteps of the residents in Queens Park ward, who succeeded in their campaign for the first inner London Community Council, Church Street and Westbourne communities are not far behind. This summer, local groups from both areas have been officially designated as Neighbourhood Forums in line with

2011 Localism Act. The role of those forums will be to express local views on planning matters and promote social, economic and environmental wellbeing within the neighbourhoods. The official launch events in both neighbourhoods will



take place in November 2014 and will initiate the work on developing the Neighbourhood Plans. This work will take approximately 18 months and will involve intensive consultation of the wider community to determine local issues that matter to them.

Paddington Development Trust has been supporting and empowering the two neighbourhoods in this ongoing process, by providing administration, help with organising events, publicity



and communications. PDT has assigned a Community Projects Officer to work with the forums and provide the necessary external support, without which the forums would not be able to function as effectively and reach out to the wider communities.

 **CHURCH STREET WARD**
Neighbourhood Forum

 **Westbourne Forum**

POLICIES, FINANCE AND FUNDING

2014-2016

Policy Review

PDT conducted a policies review in 2013/14.

Programme and Financial Management

PDT has developed a sound financial monitoring system utilising Sage software and a tailored customer management system allowing for monitoring and audit of outcomes. It employs an in-house accountant, finance officer and two programme officers.

PDT has developed and operates online internet banking systems.

PDT's Quarterly management accounts are presented to trustees and include a P & L statement and balance sheet and actual against budget analysis. Annual audits are conducted as a matter of course.

Equal Opportunities Policy and Reviews

PDT reviewed its EO policies in 2013. PDT bases its EO policy on the relevant statutory requirements contained in the Race Relations Act 1976, the Sex discrimination Act 1975 and 1986, disabled Persons (Employment) Act 1944 and 1958, the Disability Discrimination Act 1995 and the 1974 Health & Safety at Work Act codes and practices.

PDT supports positive action at the local level.

PDT recognises that this is a critical issue and will ensure that its policy of positive inclusion is reflected throughout the organisation. It will also seek to actively promote the interest of minority cultures and will join others in making sure this happens in a fair, just and equitable manner.

Reserves Policy

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately six months unrestricted expenditure. This provides sufficient funds to cover management and administration and support costs and to respond to emergency applications for grants, which arise from time to time. Unrestricted funds were maintained at this level throughout the year.

Risk Management

The trustees have examined the major strategic, business and operational risks which the charity faces and confirm that systems have been established so that the necessary steps can be taken to lessen these risks.



FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2014

	Unrestricted funds (£)	Restricted funds (£)	Total Funds 20014 (£)	Total Funds 2013 (£)
Incoming resources				
Grants & contracts receivable	255,435	1,352,597	1,608,032	1,361,348
Donations	110,000	114,320	224,320	169,185
Other income	23,193	225,114	248,307	321,781
Total incoming resources	388,628	1,692,031	2,080,659	1,852,314
Charitable expenditure				
Direct charitable expenditure	-	1,654,783	1,654,783	1,840,130
Management and administration	192,986	-	192,986	241,286
Total resources expended	192,986	1,654,783	1,847,769	2,081,416
Net (Loss)/Surplus for the year before transfers	195,642	37,248	232,890	(229,102)
Transfer between funds	-	-	-	-
Net movement in funds	195,642	37,248	232,890	(229,102)
Fund balances on 1 April 2013	338,075	-	338,075	567,177
Fund balances at 31 March 2014	533,717	37,248	570,965	338,075

All income and expenditure relates to continuing activities.

BALANCE SHEET AS AT 31 MARCH 2014

	2014 £	2013 £
Fixed assets	37,582	17,196
Current assets		
Debtors	519,503	233,911
Cash at bank and in hand	478,672	325,012
Total	998,175	558,923
Creditors: Amounts falling due within one year	(464,792)	238,044
Net current assets	533,383	320,879
Net assets	570,965	338,075
Capital and reserves		
Unrestricted funds – general funds	433,717	238,075
Unrestricted fund – designated redundancy fund	100,000	100,000
Restricted funds	37,248	-
Total	570,965	338,075



The financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.



Architects
impression of the
new heritage and
arts centre at St
Mary Magdalene
Church that will
serve Paddington
and London-wide
heritage and arts
communities.

pdt

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