



Annual Review

Future Development

Trustees' report

Accounts 2015–2016



LOTTERY FUNDED



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Registered Office

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

Auditors

Myrus Smith,
Chartered Accountants
Norman House,
8 Burnell Road, Sutton,
Surrey SM1 4BW

Solicitors

Russell-Cooke
2 Putney Hill,
London SW15 6AB

Bankers

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

Trustees

Drew Stevenson
(Chairman)

Andy Watson
(Deputy Chairman)

Ines Newman,
Ken Braithwaite,
Alan Edwards,
Maryam Zonouzi,
Smita Bora,
Virginia Ashton,
Gill Fitzhugh,
Keith Cowell,
Steve Winningham,
Gloria Cummins,
Catherine Superville,
Debbie Gardner.

Secretary

Neil Johnston

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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).

Trustees

Under the articles of association, the company is managed by the board of trustees, who are also directors of the company. The trustees meet regularly and receive detailed reports from members of staff to retain effective control over the organisation and monitor the staff's activities.

Registered Charity Number: 1080883

Company Registered Number: 3652559

Chairman's and Trustees' Report

2015–2016 has been a mixed year for the Trust where we have seen a temporary public cessation of employment and enterprise activity, impacting upon the hardest to reach and those experiencing long term unemployment, while, on the other hand, a welcome growth in community health services, adding the Expert Patients Programme to our portfolio of community-based early intervention and prevention health projects. Despite the downturn in resources we have continued to provide employment Information Advice and Guidance (IAG), job-search services and job opportunities to local people, and established an important partnerships with Job Centre Plus in Marylebone and Merton.

The year following a General Election generally results in a disruption of public budgets across all sectors, particularly community-based services. Coupled with the ongoing pressure created by extreme reductions in neighbourhood infrastructure and budgets, this has put unnecessary stress on communities experiencing ongoing multi-deprivation in housing, health, education and economic equalities. In response to this PDT facilitated the independent London Communities Commission Chaired by Sir Stephen O'Brien and which I convene on behalf of the Commission.

LCC reports can be downloaded from

www.londoncommunities.co.uk/2016/02/04/lcc-launches-first-report-of-evidence/ and www.londoncommunities.files.wordpress.com/2015/05/lcc-voluntary-and-community-sector-fin.pdf

In expectation of this disruptive election factor, PDT planned for a temporary contraction and reduction in turnover from £2.4m in 2014/15 to £1.432m this year. This resulted in an operating deficit of £155,000 allocated from unrestricted reserves and approved by Trustees as a mixed motive social investment both supporting PDT's charitable function and to generate contractual returns in this coming year. The deficit funded ongoing and crucial investment in the St Mary Magdalene regeneration project and the continuity of the core employment management team that has tendered for contracts that will span the next three years. We are projecting a growth budget of £2.3m in 2016/2017.



It has been a busy and exciting year and I'm very proud to report that PDT was awarded the coveted City Corporation's Sustainable Communities Award 2015. I'd like to thank everyone who works on a voluntary basis with PDT, including the Board of Trustees and local residents. My thanks to the staff team who have worked tirelessly over this last year, so assuredly led by Neil Johnston, and the Senior Management Team. And my grateful thanks also to our partners and funders.

Finally on a personal note, and sadly for me, this will be my last year as Chair of the PDT Board; I'll be retiring in December. We have all been on an incredible journey since those early tentative steps twenty years ago when PDT was born. It has been a huge pleasure and honour working with such committed and talented people. I will miss PDT, and all of you, deeply - but I know too that you will rise to even greater heights and continue to improve the quality of life and wellbeing in Paddington, as only you can.

Professor Drew Stevenson OBE – Chair

**The
Sustainable
City
Awards**



Chief Executive's Report

PDT's mission is to extend access to mainstream opportunities enabling disadvantaged people to achieve social and economic independence in their lives. This has guided our work for nearly twenty years. We do this by delivering social and economic projects in four of the UK's most deprived wards in North Westminster and increasingly, other discreet communities across west London.

PDT operates as a 'community anchor' organisation. We currently operate from our HQ at Great Western Studios, and five neighbourhood and skills training Hubs in White City, Harrow Road, Queens Park, Westbourne and Church Street wards. We employ 33 full and part-time staff working in each of our delivery teams. We work in partnership with a number of community-based organisations across west London and with CVS colleagues through One Westminster with who we share a strategic alliance. We work closely with the London Apprenticeship Company (LAC) now based in our Stowe Centre hub on the Harrow Road.



Skills, Employment and Enterprise

Notwithstanding the general down-turn in employment contracts this year, we have assisted 60 people into jobs and supported 150 Westminster residents into adult education. We have worked closely with Job Centre Plus (JCP) in the Westminster Church Street Ward and the Borough of Merton working with people experiencing the greatest workplace barriers to gain sustainable employment.

Through our Neighbourhood Enterprise Centre we have helped 12 people start small businesses and given training to self-employed people and existing businesses.

We are projecting expansion of employment and enterprise services between 2016/20 with an increased budget of £2m over the period funded by contracts focusing on unemployed women, BAME and local long-term unemployed west London residents.

This year, PDT's skills programme trained 194 students in NVQ Qualifications 1-3 in IT, Child Care and Business Administration. We've opened a Skills and Qualifications hub in White City and plan to double capacity in 2016/17.

Health, Community and Young People

PDT offers both formal and informal volunteering opportunities. Our formal projects involve NVQ Training in basic and higher skills, and facilitate progressions to higher education and employment opportunities. Informal volunteering involves residents in helping out with stewarding local festivals, focus groups and surveys.

Formal volunteering in 2015/16 has seen expansion of our Community Health Programme as well as an increase in volunteering opportunities for unemployed local people in need of skills, language, job-search and enterprise support. Community Health Champions, commissioned through Triborough Public Health, and operating in three wards, has this year trained 62 unemployed local volunteers





to act as 'health messengers' through engaging with hard-to-reach communities and individuals. This work is based on 'early intervention' practice and builds health relationships with hundreds of local families through events, primary school projects, baby drop-in centres, and mainstream services through Children Centres and Health Centres.

Community Health Champions complement our Maternity Champions project that puts more experienced volunteers together with pre and post-natal mothers providing maternity and early child care support to a mother for a period of one year.



In January 2016 we commenced the Expert Patient Programme (EPP). Commissioned by local CCGs, the purpose of EPP is to train people with a clinically recognised condition in the self-management of that condition. The PDT EPP works with 17 voluntary organisations in delivering the programme and to date this partnership has trained 110 people in personal health self-management techniques.

The Diabetes Champions project has supported 25 volunteers and a core user group of 12 people who, in turn, have supported further numbers of people suffering with Type 1 Diabetes.



Through our community health programme PDT is developing an integrated approach that nudges 'patient' behaviour towards 'citizen' self-management, supporting an empowered and independent person in the process and providing the basis for a more sustainable future.

PDT provided youth services to over 300 young people in 2015/16. However, along with thousands of other initiatives supporting young people, PDT's youth budgets will be 100% cut from September 2016 as have those of our close strategic partners at the Avenues Youth Centre. This is against rising numbers of young people caught up in knife and drug crimes and, as across the UK, an increase in mental health conditions affecting younger people and their families. In 2015 we began to work closely with Westminster City Council and John Lyon's Charity to develop a foundation for sustainable future youth services.

Strategic Partnership working

This year PDT worked closely with One Westminster – the CVS and Volunteer Centre for Westminster. Following major challenges being faced by One Westminster, PDT supported the secondment of our Deputy CEO to work as part-time CEO at One Westminster. We have also been working to reduce overhead costs across the two organisations by considering the sharing of back office and other functions.

Community Governance

Alongside the voluntary membership of the PDT Board of Trustees, we also support the Queens

Park Community Council and facilitate community governance structures through Neighbourhood Planning Forums operating in two wards. This involves around 24 volunteers in planning and construction programmes taking place in local neighbourhoods.



St Mary Magdalene (SMM) Church Restoration

After being awarded a first round grant in 2014, 2015/16 saw the further development of our Round 2 Heritage Lottery project, the restoration of St Mary Magdalene church to include a new Paddington Heritage Centre. Funded through the Heritage Lottery Fund, this has involved a team of sixteen heritage specialists working together, with the local community, to produce a viable conservation and business plan rooted in Christian and inter-faith values coupled with the restoration of an inner-city church inspired by the creative genius of Victorian artists under the guidance of Edward Street in 1868. The SMM project has attracted a core support group of local residents led by Lord Norwich, the Patron, and 20 volunteers involved in fundraising and events organisation.



London Community Commission

Concerned about the rising level of poverty across London's poorer communities PDT sponsored the Sustaining Vibrant London Communities summit in June 2015. Following this we facilitated the London Communities Commission (LCC) Chaired by Sir Stephen O'Brien, Convened by Drew Stevenson, PDT Chair, with a membership made up of practitioners and experts from the health, business, and community sectors. The Commission took evidence in Tottenham, Newham and Westminster and has produced a number of reports reflecting conditions across London. The LCC is ongoing and has presented its findings to the new London Mayor.



PDT

1. Paddington Development Trust (PDT) 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 equal opportunities for all communities. PDT is committed to an equitable distribution of justice and power in all its work.
2. PDT is a registered company (3652559) limited by guarantee with regeneration objectives.
3. It is a registered Charity (No. 1080883)
4. PDT has reviewed its community strategy and will maintain its focus on education and socio-economic development based on social reform and a community led enterprise culture.
5. PDT is made up of 12 Trustees, 50% who represent 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.
6. PDT is contractually approved to award Student Loans on behalf of the Skills Funding Agency
7. PDT provides financial incubation services for Educate Global Fund, a social enterprise investment company operating in Kenya and Uganda.
8. PDT is Quality Assured through the Investors in People Quality Standard and Matrix Standard 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.
9. PDT is 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.

Future Development

April 2016 - March 2020

- PDT will continue to build community capacity and shape social action to meet health and economic challenges facing individuals, neighbourhoods and public sector agencies across the Westminster, Triborough and wider London region.
- PDT will build on its Strategic Alliance with One Westminster and contribute to the development of a thriving Community and Voluntary Sector across the Triborough area.
- We will continue to bring skills and employment resources into North Westminster and work with other community-based businesses across west London to improve economic opportunities for disadvantaged communities.
- Health inequalities restrict many families, preventing younger and older people from working. We will continue to develop the Neighbourhood Volunteering Programme, including the Experts Patient Programme, Diabetes Champions, Community Health and Maternity Champions.
- We will maintain existing community infrastructure linking residents to public and private sector opportunities and services. We will continue to explore ways whereby we can devolve public community-based services from central and local government to contracted community ownership.
- United 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 creativity, choice and opportunities that excite people and make them feel good. PDT will continue to develop economic well-being, social capital and citizens' networks that underpin stronger communities and enable participative democracy throughout civil society.



Key Objectives

2016–2020

- To maintain and develop partnership work with Westminster City Council (WCC), Royal Borough of Kensington & Chelsea, and Hammersmith & Fulham. We will continue to work with Public Health, CCGs, the London Mayor and London Councils, Skills Funding Agency, Lottery Fund, Department of Communities and Local Government, and with City of Westminster and Kingsway FE Colleges, University of Westminster, DWP and Job Centre Plus.
- To work with these and other partners on neighbourhood-based social reform and co-design of 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 through Neighbourhood Planning and provide skills, employment and enterprise opportunities.
- To continue to consider local and London-wide strategic partnerships and shared resources where this proves financially positive and is in the best interests of the local community.
- 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 cuts waste.
- To continue to facilitate conditions for inward investment and the reversal of market failure through local enterprise solutions, local skills and talent that will contribute to mainstream social and economic opportunities within the wider economy.
- To develop existing and new business centres, to supply a greater volume of workshops and offices and re-economise local 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 ensure equal opportunities, social and economic equity and justice for all, and improving services to the diverse communities living in the area.
- To support the PDT team through liP with access to skills and expertise that will enhance their capabilities in delivering the complex agenda involved in social and economic development.



PDT Business operations will include:

- Economic Development, Employment & Business expansion
- Estates Outreach: Community health, employment and enterprise
- Environmental sustainability – streets, parks and green spaces
- Community Champions & Maternity Champions
- Neighbourhood Planning Forums
- Youth Services Development
- Local festivals and events

PDT will have specific project management responsibilities for the following until March 2020:

- Programmes Management, Financial Administration & Co-ordination
- Marketing Administration & Co-ordination
- Social & Community Enterprise Support & Development
- Contracted Skills, Training and Employment services
- WCC, SFA, LC and ESF Contracts
- Church Street Neighbourhood Forum
- Westbourne Neighbourhood Forum
- Early Years reform: Our Place – Our Children
- Stowe and Avenues Youth Hubs
- The Neighbourhood Enterprise Centre
- Social & Community Enterprise Mentoring

Policies, Finance & Funding

2016–2018

PDT is projecting a breakeven budget drawn from new and existing contracts and funding streams over 2016-20. As a Public Enterprise, 70% of PDT funding comes through public sector contracts geared to economic development and youth services.

Projected Budget	2016/17	2017/18	Total
Income	£2,300,000	£2,800,000	£5,100,000
Expenditure	£2,300,000	£2,800,000	£5,100,000

Programme and Financial Management

PDT has developed a sound financial monitoring system utilising Sage Software and a bespoke Customer Management System. It employs an in-house Accountant, Finance Officer and Head of Programmes.

PDT has developed financial systems with its Bankers and operates online Internet banking.

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 conducted a policy review in 2014–15 involving an overhaul of all existing and creation of new staff and organisational policies.

PDT reviewed its EO policies in 2016. PDT bases its EO policy on the relevant statutory requirements contained in The Equalities Act 2010, Employment Equality (Repeal of Retirement Age Provisions) Regulations 2011.

PDT supports positive action at the local level. PDT recognises that this is a critical issue in contemporary society and will ensure that its policy of positive inclusion is reflected throughout the organisation. It will also seek to actively promote the interests 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 2016

	Unrestricted funds (£)	Restricted funds (£)	Total funds 2016 (£)	Total funds 2015 (£)
Incoming resources				
Donations	85,000	20,700	105,700	87,342
Charitable activities	518,402	569,148	1,087,550	1,924,568
Other trading activities	27,517	209,402	236,919	229,754
Investments	1,631	915,401	1,631	1,610
Total incoming resources	632,550	799,250	1,431,800	2,243,274
Expenditure				
Charitable activities	694,661	892,971	1,587,632	2,095,959
Total resources expended	694,661	892,971	1,587,632	2,095,959
Net income/(expenditure)	(62,111)	(93,721)	(155,832)	147,315
Transfer between funds	(106,601)	(106,601)	-	-
Net movement in funds	(168,712)	12,880	(155,832)	147,315
Fund balances brought forward	717,492	788	718,280	570,965
Fund balances carried forward	£548,780	£13,668	£562,448	£718,280

All income and expenditure relates to continuing activities.

Balance sheet

as at 31 March 2016

	2016 (£)	2015 (£)
Fixed assets	29,112	38,816
Current assets		
Debtors	91,454	411,633
Cash at bank and in hand	684,172	654,903
Total	775,626	1,066,536
Creditors: Amounts falling due within one year	242,290	387,072
Net current assets	533,336	679,464
Net assets	562,448	718,280
Capital and reserves		
Unrestricted funds – general funds	448,780	617,492
Unrestricted funds – designated fund	100,000	100,000
Restricted funds	13,668	788
Total	562,448	718,280

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



pdt



paddington *development* trust

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