



paddington  
development trust

Annual Review | Trustees' Report | Accounts 2017-2018 | Future Development



20  
YEARS

assisting  
communities to  
take control





**CHURCH STREET W2**  
CITY OF WESTMINSTER



**WESTBOURNE PARK ROAD W2**  
CITY OF WESTMINSTER



**HARROW ROAD W2**  
CITY OF WESTMINSTER



**PADDINGTON GREEN W2**  
CITY OF WESTMINSTER



**WOODFIELD PLACE W9**  
CITY OF WESTMINSTER



**BEETHOVEN STREET W10**  
CITY OF WESTMINSTER



**ACKLAM ROAD, W10**  
The Royal Borough of Kensington and Chelsea



**CHEPSTOW ROAD W2**  
CITY OF WESTMINSTER



**SHIRLAND ROAD W9**  
CITY OF WESTMINSTER





# Contents

Chair and Trustees' Report .....	4
Chief Executive's Report .....	5
Future Development .....	9
Key Objectives .....	9
Policies and Financial Management .....	10
Financial Statements .....	11



## PDT

1. Paddington Development Trust (PDT) is a registered Charity and not-for-profit community-based regeneration company with socio-economic objectives. It has been, and will continue to 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: sharing resources; community 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. Trustees have due regard for guidance issued by the Charity Commission on public benefit.

5. PDT has refreshed its community vision and mission to support people to take control of their lives and communities and will support engagement activities that will focus on early intervention and socio-economic development based on social reform, families' wellbeing, and a community-led enterprise culture.

6. PDT is contractually approved to award Student Loans on behalf of the Skills Funding Agency.

7. PDT provides financial incubation services for younger not-for-profit organisations and community enterprise.

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.

### 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

### 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

Russell-Cooke  
2 Putney Hill,  
London SW15 6AB

### Bankers

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

### Trustees

Abi Carter (Chair)  
Craig Macdonald  
(Vice Chair)

Virginia Ashton  
Florian Bosch  
Ken Braithwaite  
Lena Choudary-Salter  
William Jacob  
Hasna Kahlalech  
Ines Newman  
Saima Rana  
Andy Watson  
Mariam Zanussi

### Secretary

Neil Johnston





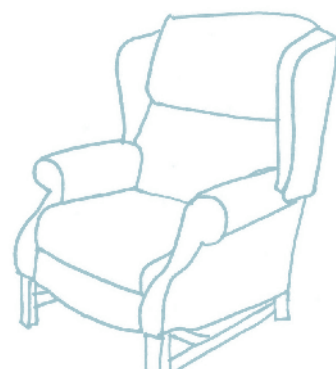
## Chair and Trustees' Report

Over this, **our 20th year**, PDT Board and staff teams have undertaken a major review of PDT's vision, mission and governance arrangements. This has resulted in a refreshed vision and mission - **Communities in Control** - where PDT brings people together and supports them to take charge of their individual and shared futures.

Our review recognises the importance of **facilitating marginalised people** to take more control of their lives on a progressive spectrum - from social isolation to economic engagement - as well as promoting neighbourhood identity and **building social cohesion** at very local levels with diverse populations living in Paddington, North Westminster and wider London.

On behalf of the PDT Board I'd like to thank the many volunteers who work with us, our partners, and not least our brilliant staff teams who work to develop and grow with the great Paddington community.

**Abi Carter**





# Chief Executive's Report



Now in our 20th year, PDT exists as a community anchor and social enterprise in North Westminster and wider inner London. 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. In 2017/18 we employed 34 full time equivalent staff working in each of our specialist 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. Central to PDT's future will be our refreshed vision and mission underpinned by a policy of early intervention at the critical stages of peoples' lives, from infancy and family support through to accessing health, education, employment and enterprise opportunities that enable progressive inclusion into local and mainstream society.

Our work is grounded in participation and collaboration and operates through two overarching teams: Health & Community; and Employment, Enterprise and Training.

## Health

PDT's Health and well-being programmes are supported via the Big Lottery, contracts with Tri-Borough Public Health, and with support from Clinical Commissioning Groups and other funders.

### Community Health Champions & Community Families

This year, with our partners Creative Futures, we launched the Community Families project. We provide creative workshops for mothers and babies at six centres in Westminster. These sessions are managed with local volunteers supported by the Community Champions.

Community Health Champions, working with Maternity Champions, are local people who are recruited through PDT Networks and volunteer to promote the health and well-being of all residents - covering around 1,000 households per hub, and actively reaching between 150-250 new households a year. They support access to and awareness of local services, and also motivate isolated residents to improve health and well-being behaviours and community participation. Champions are trained to deliver guidance in a professional manner, in most cases to at least Royal

Society for Public Health Level 2 in Understanding Health Improvement. Starting point and demographic profiles of residents are different in each hub but over 80% of volunteers are from ethnic minorities. Champions' activities, therefore, are designed to address needs pertinent to specific communities within the cultural and geographical context.

**In 2017/18 71 Health and Diabetes Champions engaged with 8,022 local people and delivered 15 large community events and a programme of 15 regular local events.**

**249 Diabetes Risk Assessments were conducted with 172 of these identified as high or medium risk referred to local GPs for blood tests.**

**8 Champions moved into permanent jobs.**

**The Public Health evaluation carried out in Spring 2017 showed an SROI of £6 for every £1 invested.**







### The Stowe Centre

The Stowe Centre, sitting on Harrow Road and managed by PDT, continues to host a wide range of activities and projects and remains extremely popular with the local community as a venue for social and family functions. Alongside our own employment work, services offered from the Centre include a range of physical health classes for women and the general community. The building also provides the HQ for the London Apprenticeship Company, The London College of Apprenticeship Training and Westminster's North West Social Work and Early Help teams.

**The Stowe Centre received around 32,627 visits over 2017/18.**

### Young People

PDT's youth budgets have been cut by 100%, as have those of our close strategic partners at the Avenues Youth Centre and youth projects across the country. This is against rising numbers of young people caught up in acid, knife and drug crimes and, as across the UK, an increase in mental health conditions affecting younger people and their families. Despite the cuts to our service we have, in the short-term, managed to sustain a youth programme one night a week and we continue to provide access for children and young people through the Fliss' Fame Academy for children, keep fit, and holiday projects.

**PDT has joined the John Lyons Trust and Westminster Council in the formation of the Westminster Youth Foundation which raised £50,000 to support young people over 2017/18.**

### PDT Employment

PDT provides a capacity and skills building project supporting women into economic activity through the Building Better Opportunities Lottery/ESF, and the GOLD employment programme with London Councils ESF and Westminster Council focusing on assisting long term unemployed people into work

**In 2017/18 PDT provided initial guidance and needs analysis to 880 people, training to 75 women with 31 entering volunteering and 108 assisted into permanent employment.**

### PDT Enterprise

**Our enterprise programme has delivered IT and business support through its start-up seminars, mentoring 54 aspiring entrepreneurs and helping 6 businesses start up.**

### PDT Training

**Our vocational skills programmes worked with 284 people on a range of National Vocational Qualifications showing 87% achieving a qualification, with 35% entering employment and 25% progressing to Further Education.**



**20**  
**YEARS**

**campaigning  
for cohesive  
self-governance**

FOR THE HEART OF THE COMMUNITY  
St Mary  
Magdalene  
Church  
Paddington  
A RESTORATION



### **St Mary Magdalene (SMM) Church Restoration**

The St Mary Magdalene project is on its way to completion in conjunction with local people and many supporters who have donated money and time to this flagship project.

**Over 2017/2018 we have: clocked up 397 hours of conservation volunteering with 34 Conservation volunteers; 1,442 hours with 24 volunteer Heritage Pioneers; 380 children involved in open community days; 194 children in heritage related workshops; 12 residents leading our Volunteer Design Group; 100 local residents attending our heritage exhibition; 5 graduate interns engaged; 2 long-term unemployed people training with the contractor Lengard.**

### **Community Building and Wellbeing**

PDT funds, facilitates and supports a number of community activities involving around 10,000 local citizens. This includes three annual neighbourhood festivals, family days, Eid celebrations and festivals, and includes the annual Hafs Academy Ramadan Festival held in Church Street.

Following the atrocious catastrophe in North Kensington, PDT continues to offer support to our neighbours leading in the post Grenfell recovery efforts.

### **Community Governance**

Alongside the voluntary membership of the PDT Board of Trustees, we also support the voluntary Queens Park Community Council and facilitate voluntary community governance structures through Neighbourhood Planning Forums led by local citizens and operating in two wards. This involves around 40 volunteers being involved in the governance of planning and construction programmes taking place in local neighbourhoods, and includes appropriate civic activism in housing, health and economic development.

### **Strategic Partnership working**

PDT facilitates a number of working partnerships with like-minded not-for-profit enterprises across west London. We continue to work closely with One Westminster – the CVS and Volunteer Centre for Westminster - with the ongoing secondment of our Deputy CEO working as part-time One Westminster CEO.



**20**  
**YEARS** | **empowering  
and regenerating  
communities**





20  
YEARS

facilitating  
social and economic  
independence



## Future Development

### April 2018 – March 2020

#### Community Development 2018–2020

- PDT will continue to build citizens and community capacity to take control of their communities, and shape early intervention approaches that meet health and economic challenges facing individuals, families, neighbourhoods and public sector agencies across the Westminster 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 Westminster.
- We will continue to bring skills and employment resources into North Westminster and work with other community-based not-for-profits 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 work with Westminster Public Health and Clinical Commissioning Groups (CCGs) to develop early intervention in our Community Families Programme, Diabetes Champions, Community Health and Maternity Champions.



## Key Objectives

### 2018–2020

- To initiate and provide services to residents directly where there are gaps in current existing provision focussing on early interventions and family resilience.
- We will continue to work with Westminster Employment Services, Public Health, CCGs, the London Mayor and London Councils, Skills Funding Agency, Big Lottery, Department of Communities and Local Government, DWP and Job Centre Plus.
- To continue to innovate in the deprived urban context and develop environmental sustainability projects that improve air quality, 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; help develop local skills and talent that will contribute to local and mainstream social and economic opportunities within the wider economy.
- To ensure equal opportunities, social and economic equity and justice for all and to improve health and social services to the diverse communities living in the area.
- To support the PDT team through Investors in People (IiP) with access to skills and expertise that will enhance their capabilities in delivering the complex agenda involved in social and economic development.

#### PDT 2018/20 business operations will include:

- Financial and strategic management of social and economic assets and resources
- Outreach: Community Champions & Maternity Champions, health, employment and enterprise
- Economic Development, employment & business development
- Support for local groups and the voluntary sector with One Westminster
- Environmental sustainability – air quality, streets, parks and green spaces
- Neighbourhood Planning Forums
- Youth Services development
- Local festivals and events
- Strategic Community Partnerships



## Policies and Financial Management

### Programme and Financial Management

PDT has developed a sound financial accounting and monitoring system utilising Sage software and a bespoke Customer Management System. It includes an in-house Accountant, Finance Officer and Head of Programs. The company has developed financial systems with its bankers and operates online Internet banking.

All fundraising and publicly contracted projects are internally and externally monitored, audited and evaluated.

### Equal Opportunities Policy and Reviews

PDT conducted a policy review in 2017-18 involving an overhaul of all existing and creation of new staff and organisational policies.

PDT reviewed its EO policies in 2018. 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 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 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. This has been adjusted from six months and now equates to approximately four months unrestricted expenditure. This provides sufficient funds to cover cashflow management, administration and support costs and to respond to investment opportunities and emergency applications for grants, which arise from time to time.

### Risk Management

The Trustees have examined the major strategic, business and operational risks which the Charity faces and confirm that systems have been established to enable necessary steps to be taken that lessens these risks.

### Going Concern

The Trustees are satisfied that PDT is a going concern and demonstrates a medium term strategy for expansion of its ethos and services.

The Trustees retain a level of cash (general funds) sufficient to meet expenditure commitment and manage the cash flow requirement for the foreseeable future. Cash reserves are currently £508,488 (2017: £443,260).

The Trustees review this policy on an annual basis.





## Financial Statements

# Statement of financial activities

for the year ended 31 March 2018

	Unrestricted funds (£)	Restricted funds (£)	Total funds 2018 (£)	Total funds 2017 (£)
<b>Income</b>				
Donations	-	171,770	171,770	201,116
Charitable activities	799,703	1,284,535	2,084,238	1,624,614
Other trading activities	27,447	307,687	335,134	281,843
Investments	420	-	420	504
<b>Total</b>	<b>827,570</b>	<b>1,763,992</b>	<b>2,591,562</b>	<b>2,108,077</b>
<b>Expenditure</b>				
Charitable activities	762,342	1,763,393	2,525,735	2,227,265
<b>Total</b>	<b>762,342</b>	<b>1,763,393</b>	<b>2,525,735</b>	<b>2,227,265</b>
<b>Net income/(expenditure)</b>	<b>65,228</b>	<b>599</b>	<b>65,827</b>	<b>(119,188)</b>
Transfer between funds	53,564	(53,564)	-	-
<b>Net movement in funds</b>	<b>118,792</b>	<b>(52,965)</b>	<b>65,827</b>	<b>(119,188)</b>
<b>Reconcillation of funds</b>				
Fund balances brought forward	389,696	53,564	443,260	562,448
Fund balances carried forward	508,488	599	509,087	443,260

All income and expenditure relates to continuing activities.

## Balance sheet

as at 31 March 2018

	2018 (£)	2017 (£)
<b>Fixed assets</b>	<b>24,555</b>	<b>24,555</b>
<b>Current assets</b>		
Debtors	282,291	160,145
Cash at bank and in hand	578,645	493,154
<b>Total</b>	<b>860,936</b>	<b>653,299</b>
<b>Creditors: Amounts falling due within one year</b>	<b>370,265</b>	<b>234,594</b>
<b>Net current assets</b>	<b>490,671</b>	<b>418,705</b>
<b>Net assets</b>	<b>509,087</b>	<b>443,260</b>
<b>Capital and reserves</b>		
Unrestricted funds – general funds	408,488	289,696
Unrestricted funds – designated fund	100,000	100,000
Restricted funds	599	53,564
<b>Total</b>	<b>509,087</b>	<b>443,260</b>

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



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

Tel: 020 3214 3113, Fax: 020 3214 3116

Email: [neil@pdt.org.uk](mailto:neil@pdt.org.uk)

Website: [www.pdt.org.uk](http://www.pdt.org.uk)



**20**  
YEARS

thank you to the  
community of Paddington  
for 20 years of support