

The logo for the Paddington Development Trust (pdt) is a green circle containing the lowercase letters 'pdt' in white. It is positioned in the upper right quadrant of the page, overlapping a green background area.

pdt

annual review & accounts 2010–2011





The trustees present their annual review with the financial statements of the company for the year ended 31 March 2011.

Objects of the Charity

The charity is a company limited by guarantee. Its objects are the promotion for the public benefit of urban regeneration in areas of social and economic deprivation (and in particular within the west and inner London Boroughs and 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. The trustees meet regularly and receive detailed management accounts and reports ensuring effective control over the organisation's business plan and operations.

Company Registration Number 3652559

Registered Charity Number 1080883

Registered Office

Westbourne Studios, 242 Acklam Road
London W10 5JJ

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, Jayne Thorpe,
Mariam Zanussi, Smita Bora

Secretary

Neil Johnston

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Paddington Development Trust (PDT) is a registered Charity and community-based not-for-profit Regeneration Company with socio-economic objectives. We are part of Locality (previously Development Trust Association) and provide advisory services to a mix of national and international community-based projects. PDT has been actively engaged in economic, environmental and social regeneration for fifteen years.

*Formed by local people in 1997, it has five core values: **mutuality** (sharing benefits within the community); **empowerment** (creating opportunities for local people) **financial self-sufficiency** (acquiring an income generating asset base), **environmental sustainability**, and **equalities for all communities**. PDT is committed to an equitable distribution of justice and power in civil society.*

Our mission: to facilitate social action and catalyse economic opportunities that lead to freedom from welfare dependence and growth in social and economic independence.



Chairman's review

*For nearly fifteen years our mission has been to secure conditions that enable local people to move from welfare dependency to self-governance and social and economic independence in North Westminster and the Paddington area. **This remains our intent for the next fifteen years.***

Over the last two years we have taken a holistic view in meeting the many aspirations bound up in Big Society thinking, particularly those around fairness, community equity, economic equality, social justice and democratic accountability. We would add to these the benefits of an inter-cultural approach and the necessity to develop an understanding of civil society and active democracy in some local communities in the UK. Failure to renew our democratic values undermines our democracy, threatens community cohesion, and encourages destructive extremes at the fringe of civil society. PDT along with other local and national stakeholders has demonstrated that greater engagement and participation from people living in poorer areas contributes significantly to improved well-being and greater capacity for more equal, just and independent living.

Through its community based infrastructure, built up over the last fifteen years, PDT will continue to campaign for community participation in local governance and devolution of powers, the heart of the Localism Act. To this end we, together with active citizens, support the Westbourne & Church Street Neighbourhood Forums in their continuing participation and engagement with the social and economic regeneration of North Westminster. Over the last year we have supported residents from the Queens Park Forum in their effort to establish the first Community Council or 'parish' in London as well as maintain skeletal neighbourhood services. This has triggered a Westminster City wide Governance Review that closes in February 2012 and will test the true appetite for the democratisation of civil society.

We have worked very closely with four difficult inner London ward communities with a combined population of around 50,000 people for nearly a generation. Like many organisations across the country we are adapting to the new austerity. Our work in skills and employment, business and enterprise, youth and education, community building and neighbourhood development continues and will continue. In this PDT has been greatly assisted by the active participation and support of local people.

In cold bureaucratic terms difficult communities are characterised by a government Index of Multiple Deprivation (IMD) which last measured poverty and market failure in 2007. Paddington is in the top 10% of national deprivation scores. Often this is as much as is known about North Westminster and many other communities across the UK. It is remarkable, however, how each of these areas differ from each other at the micro level. Each has an upside as well as the much trumpeted downside. Every community has its own unique free flowing human spirit and economic potential only encumbered by barriers of prejudice, dysfunction, fear and cultural isolation.

It is nascent creativity, cooperation and equality that lie at the heart of well-being and it is these values that are embedded in PDT's past and future role as a community anchor in Paddington. This short report describes some of the work we have done over the last year, work that along with other stakeholders provides investment in the future of this vital quarter of central London.

Finally, a couple of "thank yous". First, to all the staff at PDT and to the Board of Trustees; second, to the hundreds of active citizens, local residents and community organisations with who we will share unprecedented challenges over the next few years. One of the abiding strengths we all bring to creative regeneration in Westminster is that of continuity and cohesion and although we are still under significant pressure, all partners have worked tirelessly to ensure that the gains we've all seen over recent years can be sustained. Much remains to be done. In the meantime, once again, thank you all.

Professor Drew Stevenson OBE – Chair PDT

2010–2011 has been an exciting and challenging year in which the Trust has performed exceptionally well. Continuity has been our watchword and while new public policy has taken time to mature we have used that time to review our mission, values and business operations in the context of great uncertainty and change.

Notwithstanding the pace of change PDT has maintained services and support to small businesses, to local residents and neighbourhood forums, to those without a job, and to younger people at risk of long term exclusion from civil society. We have also maintained our Arabic Speakers advice service which assists over 200 families a year with advice and guidance in health, education, housing, and legal issues.

Employment & Enterprise

Over the last two years, together with local partners, we have met with 3,400 economically inactive residents, assisted over 700 people into training and sustained jobs, and helped over 400 people into volunteering and work experience and we have established firm relationships with local Westminster employers now hiring more and more unemployed people living in Paddington.

We provided enterprise and self-employment mentoring to over 400 people, and supported over 50 start-up businesses in Westminster.

We have assisted over 150 existing creative businesses grow and expand through our Creative Futures London wide programme and involved over 100 young people in creative enterprise projects, including the production of one of London's leading youth magazines, the Cut, produced by local young people.



The opening of Great Western Studios in 2010, a now iconic addition to Westminster's built environment designed and built by the Kirkham brothers provides a fitting gesture of creative resilience in the face of overall economic uncertainty, and lays down an important marker in the regeneration of the Paddington economy.

"we provide world class youth services to over 400 young people"



Youth & Community

Through the Stowe Centre we provide world class youth services to over 400 young people annually and deliver to 35% of Westminster's youth club population. As well as our ongoing youth and enterprise programmes, the Centre services the high demand for scarce community facilities in Westminster and provides local organisations and residents with a premium space at affordable rates. In 2010–11 the centre saw a busy footfall through 20,000 visits including 300 hires by community and voluntary sector groups, 450 hires by local Health Service providers, the City Council and local schools and 100 weddings, christenings, henna parties and funerals.

Our work in breaking the cycle of gang culture is spread over the challenging epicentre of cross-border gang violence spilling out of North Kensington, North Westminster and South Brent, and has just begun to unite the whole community, young and old, in saying no to the socio-pathic minority that terrorise entire neighbourhoods.

We have also taken the lead in organisational 'co-location' and open public services integration with Westminster Youth Services situating key youth services alongside social enterprises working with young people in a variety of milieus.

As Chair of the Westminster Community Network, PDT is assisting in maintaining cohesion and shared purpose among the 150 community groups that make up the network. Many of these represent ethnic minorities who are feeling increasingly marginalised from Big Society. This is a critical issue in Paddington where the density of ethnicity is between 43%–50% of the total community.

Our support for women and families is best expressed by Step Up 2 Fitness, a social enterprise offering exercise and keep fit clubs exclusively for women. Situated at Stowe the demand for the club has tripled since start-up.

"We have assisted over 700 people into training and sustained jobs"

Success stories

When a mum wants to return to work it can be a daunting prospect. Bebie Waller had previously enjoyed a career in film, theatre, TV, radio and the recording industry since 1982. She has worked with children throughout her career and has acted as a coach and mentor. So this former Broadway producer decided to set up a business using Drama as an educational tool.



Bebie now runs interactive workshops and after-school clubs. They consist of yoga, drama, languages, street dance and music. All the after school clubs and workshops provide a fun and fact filled learning experience. They are designed to improve communication skills and self-confidence. As artistic director she has sole responsibility to develop the programme.

How Bebie benefited from the Creative Futures Programme

The Westminster Enterprise Centre provided support and business advice to help Bebie boost her business with her business expansion and marketing campaign. The WEC team assisted her to create an attractive website. A favour was called in and the WEC managed to organise a free professional photographic shoot to enhance all Bebie's marketing materials.

Results

Actingworks are now facilitating 20 workshops a month to 240 children largely from the North Westminster community.

Bebie Waller said "WEC has been paramount in the success so far of my business. Thanks to all the WEC team."

"We provided enterprise and self-employment mentoring to over 400 people"

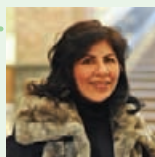
Elham Saker

She said: "I had been looking for work for two years. Everything is very different to how things are in Iraq and I didn't really know how to behave and what to say.

"I signed up with West Works and got help with my CV to sort out what's really important and what's not. They told me about job options in the retail sector. I hadn't considered this before, but really loved the idea. Within a month, I was able to take part in the retail course put on by The Crown Estate and delivered by its partners West Works and Westminster Adult Education Service and that made me confident enough to come for the interview at Esprit.

"I was a journalist in Iraq, so working in fashion is a big change. I really like it though and enjoy what I'm doing. The Crown Estates workplace project and West Works is a great initiative – it helps Westminster people work locally. I don't need to spend a lot of money on travelling. It's easy to get into work and I'm always home in good time. It's fantastic."

Rita Pohoomal is now the creative director and founder of London's Creating & Inspiring. She previously had fifteen years experience in the design world. This includes nine years working as an interior designer for Harrods working on high-end residential properties, including the then owners family. She was referred to Westminster Enterprise Centre from the Job Centre.



Design Philosophy

Creating & Inspiring has a design style that captures a fusion of classical and contemporary elements. Her approach is genuine, passionate and professional; coupled with her philosophy to create luxurious, timeless, understated interiors with a focus on quality and comfort. She offers a friendly and professional service working closely with clients to understand their vision and offer inspirational ideas to create the ultimate interior.

Outcome

Initially business advisor Maria Stammers provided direction and support. She also sought specialist help from business advisor Laurie Bernard, including bookkeeping and marketing advice. Rita attended business counselling and business training.

Since registering on the Creative Futures programme with the support of the Westminster Enterprise Centre Rita was able to develop her business. With assistance from the team Rita published a professional looking website for less than £100.

Rita has successfully made the transition from an employee to a successful director of her own limited company. A journey made possible with assistance from two practical business support programmes.

"We have assisted over 150 existing creative businesses grow and expand through our Creative Futures London wide programme"

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Neighbourhoods

Although our neighbourhood and community organising services were the first to be cut in 2010 we have supported significant social action within our poorest neighbourhoods over the last year. Volunteers have been actively involved in social change and neighbourhood enterprise.

In Queens Park Ward, the campaign for a Queen's Park Community Council has mobilized scores of volunteers who over the last twelve months have given around 3245 hours of volunteer time leading to the presentation of a petition by 1,600 local people to Westminster Council for the right to establish a parish council. Volunteers also produced and distributed a new free community magazine – Queen's Park Voice – to 5000 homes in Queens Park – hosted the annual firework display and summer festival – formed three new parent/youth action groups – and are now bidding to be a pathfinder in the government's neighbourhood budgets pilot approach to open public services and neighbourhood governance.



In Westbourne and Church Street wards there is now a serious prospect of an ambitious 25 year housing renewal and place-shaping programme. Over the last year PDT, commissioned by Westminster City Council to extend resident participation in the planning process, has met with over 3,000 residents and held more than 50 public meetings and resident clinics in an 'open public service' approach to Neighbourhood Planning which includes residents involved in the co-design of new housing schemes with WCC and developers.

In the Westbourne Ward we are making great strides in our aspiration to completely restore and transform St Mary Magdalene Church, a Grade 1 listed building of national importance built by GE Street in the 1860s. This year we co-ordinated the refurbishment of eighteen shops on the Harrow Road adding value through work to restore public and pedestrian realms with Westminster Council. Local volunteers have been involved in the co-construction of local green space into an open community garden. PDT, with the Westbourne Forum and around 80 core active citizens have embarked upon the Westbourne Masterplan, consulting local people on proposed housing and economic renewal in the ward. This has so far involved 1,450 briefings with local residents and stakeholders, including 120 Westminster Academy students led by a mentoring cohort of eight senior pupils.



In Church Street we knocked on over 2500 doors, briefed 1195 local residents and businesses at the front door, given in-depth advice and guidance to 113 residents, ran 22 surgeries, secured 508 written responses to the masterplan recommendations. This detailed on-the-ground engagement and support for local people through the renewal programme has continued in 2011/12 where PDT is leading a "Design Team" of local residents who together with one of London's top architects are designing a show-home to set the standards for new homes over the next 20 years.

Supported by PDT, Church Street active citizens have also launched one of London's most imaginative social enterprises, the Pet Society, selling pet food and accessories, and reinvesting all profit back into the community. To date £6000 has been raised to reinvest back into the neighbourhood.

Over the year, the Neighbourhood Team gave information or advice to 3989 visitors to the Neighbourhood Centre and run a monthly networking lunch club involving 350 local organisations and businesses.

The Neighbourhood Team supports A2 Dominion running monthly "Advice Plus" sessions advising over 1,000 people on finance, housing and employment.

Working in close partnership with Westminster Council PDT is conducting a model consultation and engagement strategy that puts householders at the forefront of this long and difficult housing renewal process.



Lastly, we have seen the blossoming of our social networking strategy and across our online networks, daily average visits have increased by more than 50% since the beginning of the year to an average 1000 unique visitors each day. We are also celebrating our first twitter campaign through lovepaddington and now have a modest 100 followers.

"our virtual networks receive an average 1000 unique visitors each day"

PDT has reviewed its business strategy and will maintain its focus on socio-economic intervention and creative enterprise in areas of social and economic failure.

Key Objectives 2012–2015

Our business strategy is informed by national, London and local policy themes:

- An Improving environment for poorer neighbourhoods
- Better health and life expectancies for all citizens
- Strong, cohesive & participative communities
- Developing open public services

Our key objectives are:

- To enable closer integration of central, south and north Westminster in terms of culture, income values, job opportunities and business investment
- To maintain and develop partnership work with local businesses and assist in business start-up and growth
- To develop governance structures enabling open and integrated public services in Neighbourhoods
- To support neighbourhood infrastructure and social action
- To ensure that youth services are protected and that extreme negative youth behaviour is eliminated from the community
- To develop the WestWorks brand in skills training, volunteering, apprenticeships, jobs and careers
- To continue to innovate and develop environmental projects that will improve the public domain, reduce green house gas emissions and cut waste
- To develop inter-cultural capital in the City, and to implement a cultural strategy that offers local choice and adds to the City's cultural value
- To facilitate and assist in developing the built environment and support local participation in planning, co-design and community ownership; to supply a greater volume of sustainable business centres and offices; to re-economise local retail clusters; and build confidence for inward investment.

Work Plan 2012–2015

Much of PDT's 2012–2015 Workplan will be designed against the backdrop of a post 2011 economic climate that is already assuming extreme uncertainty and regressive patterns.

As a community anchor, PDT will continue to support and co-ordinate third sector operations and maintain specific input into a number of local initiatives.

These will include:

- Health equalities outreach
- Economic Development, Employment and Self-employment
- Creative Futures Community
- Local enterprise and business growth
- Neighbourhood Planning
- Housing Renewal
- Crossrail Centre
- Environmental sustainability
- Westminster Youth Services
- Westminster Community Network
- Social & community enterprise support & development
- Community Asset development

PDT will have specific accountable management responsibilities for the following until March 2015:

- Queens Park Neighbourhood Forum
- Westbourne Neighbourhood Forum
- Church Street Neighbourhood Forum
- Westminster North West Locality Youth services
- WestWorks and the Work Programme
- ERDF Creative Futures Programme
- London Westside Skills Campus
- London Westside Enterprise Centres
- Crossrail community engagement
- Pet Society
- Bike Society
- SFA, ERDF, LC and ESF public service contracts



Neighbourhood Planning

Paddington will see considerable development of the built environment over the next 25 years that will add significant housing and a regenerated economic and public realm. This will occur alongside Crossrail works, now drilling the London tunnel in the Westbourne ward, and the Crossrail Innovation Centre proposal that could change the shape of Harrow Road.

Powers devolved to communities and neighbourhoods through the Localism Act offer a huge opportunity to do things differently. Working with active citizens encourages participation in community life, as well as greater creativity in the supply chain. With local partners, we will continue to support innovation in the context of national, London and local plans, the Open Public Services white paper, the London Plan and the Mayors economic objectives. We support the Department for Communities and Local Government Localism strategy, and will further develop Neighbourhood Planning with active citizens and local residents.

Future development

2012–2013 will see the opening of our London Westside Enterprise and Job clubs and the launching of WestWorks in consortia with Westminster Kingsway College, London Apprenticeship Company, Welfare to Work and Renaissance Skills Campus.

The strategic alliance with Portobello Business Centre formed in 2010 is helping to re-build and strengthen the fragile West London enterprise infrastructure badly hit by deficit reduction measures. Our London Westside enterprise work with Westminster and Kensington Libraries has seen huge demand from people exploring self-employment and business opportunities and we will grow this groundbreaking partnership in conjunction with the Westminster Business Council and a specialist Business Mentoring programme to be launched in 2012/2013.

Crossrail is late and is now constructing its massive drills in preparation for the big dig to Stratford. Potential future housing and economic renewal in Westbourne and Church Street wards could be with us for the next twenty five years. These works will become part and parcel of peoples' lives and businesses for a generation.

PDT is working with WCC and partners to transform key elements of the built environment including St Mary Magdalene Church into a premier arts centre, and the mixed development on North Wharf Road in Paddington Basin. With Kirkhams, Terry Farrell, the Council and their masterplanners and the Westbourne Forum we are visioning a bold intervention to regenerate the vast area under the A40 Westway at Royal Oak. In Church Street, apart from the housing programme, the public realm is set to change radically, including the famous street market and the neighbourhood's trading and economic base. PDT will maintain its support to the Church Street Forum and

work closely with Westminster Council to ensure an approach sensitive to householders and businesses alike.

We are likely to see major shifts in commissioning public services. Recognising the unique role voluntary organisations play in providing youth services PDT and partners will develop a consortia of Youth organisations pooling skills and expertise in delivering an integrated and open youth service. Much partnership work is required to eradicate youth violence and the prejudicial views of adults about young people in general. PDT will continue to be engaged with organisations and departments statutorily responsible for young offenders and those at risk of offending. Action taken by the Senior Youth Worker at Stowe prevented a potential looting of Harrow Road in the recent riots, demonstrating that the right people make the right difference on the ground.

Kirkhams and PDT with investment and commercial funding from Westminster City Council opened Great Western Studios in 2010. The brainchild of Simon Kirkham, this unique partnership has kept over 140 active trading businesses in Westminster, is headquarters to PDT and an exemplary example of difficult urban development transforming blighted land into a creative wealth generator in Westminster. We will continue to develop economic capacity across Paddington through the ongoing strengthening and restoration of its business offer and infrastructure to support economic growth.

"Powers devolved to communities and neighbourhoods through the Localism Act offer a huge opportunity to do things differently."



Finance and funding 2012–2015

PDT is projecting a breakeven budget drawn from new and existing contracts and funding streams over 2012–2013

Projected Budget	2012/2013	2013–2015
Income	£2,000,000	£3,400,000
Expenditure	£2,000,000	£3,400,000

As a public enterprise, 70% of PDT funding comes through public sector contracts geared to community organising, neighbourhood planning, economic development, and youth services.

Current public sector projections indicate a reduction in overall contract funding from 2011/12 of between 30% and 50%. Much of the work in shaping post 2012 budgets is taking place in the Treasury and PDT has similarly reduced its growth expectations accordingly.

Policy Review

PDT conducted a policy review in 2010–11 involving an overhaul of existing and creation of new staff and organisational policies.

Programme and Financial Management

PDT operates a sound financial monitoring system utilising Sage Software in conjunction with customised on-line Customer Management and Audit Systems. It employs an in-house Group CFO, Finance Officer and a Programme Officer.

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 from a range of contractors are conducted as a matter of course. PDT operates online internet banking.

EQUAL OPPORTUNITIES POLICY AND REVIEWS

PDT reviewed its EO policies in 2011. 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.

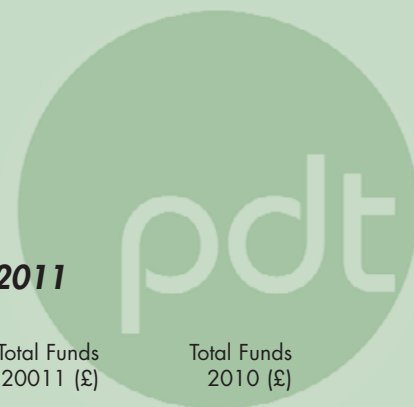
PDT supports positive action at the local level. We recognise that this is a critical issue in contemporary society and we will ensure that a policy of positive inclusion is reflected throughout the organisation. We will also seek to actively promote the interest of minority cultures in Paddington and 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 three 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 to manage such risks and that the necessary steps can be taken to lessen these risks.



Statement of financial activities for the year ended 31 March 2011

	Unrestricted funds (£)	Restricted funds (£)	Total Funds 20011 (£)	Total Funds 2010 (£)
Incoming resources				
Grants & contracts receivable	743,273	3,889,461	4,632,734	3,411,233
Donations	-	69,182	69,182	112,028
Other income	84,876	221,792	306,668	354,058
Total incoming resources	828,149	4,180,435	5,008,584	3,877,319
Cost of generating funds				
Fundraising and publicity	8,041	53,878	61,919	71,970
Charitable expenditure				
Direct charitable expenditure	-	4,181,932	4,181,932	3,322,198
Management and administration	490,855	-	490,855	507,938
Total resources expended	498,896	4,235,810	4,734,706	3,902,106
Net (Loss)/Surplus for the year before transfers	329,253	(55,375)	273,878	(24,787)
Transfer between funds	(55,375)	55,375	-	-
Net movement in funds	273,878	-	273,878	(24,787)
Fund balances on 1 April 2010	396,384	-	396,384	421,171
Fund balances at 31 March 2011	670,262	-	670,262	396,384

All income and expenditure relates to continuing activities.

Balance sheet as at 31 March 2011

	2011 £	2010 £
Fixed assets	57,468	106,324
Current assets		
Debtors	1,046,235	815,884
Cash at bank and in hand	815,721	930,817
Total	1,861,956	1,746,701
Creditors: Amounts falling due within one year	1,249,162	1,456,641
Net current assets	612,794	290,060
Net assets	670,262	396,384
Capital and reserves		
Unrestricted funds – general funds	543,363	255,817
Unrestricted funds – designated funds	26,899	65,567
Unrestricted fund – designated redundancy fund	100,000	75,000
Total	670,262	396,384

The financial statements have been prepared under the historical cost convention, the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005), applicable accounting standards and the Companies Act 1985.





The Cut magazine – produced by young people on PDT's youth enterprise scheme at the Stowe Centre – featuring the results of the photo session with Jessie J.