



Paddington Development Trust

Annual Report 2007–2008

**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
(Chair)
Paul Bellamy
Ken Braithwaite
Gloria Cummins
Catherine Superville
Debi Gardner
Andy Watson
Alan Edwards
Robin Shreeve

Secretary
Neil Johnston

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. The trustees
meet regularly and receive
detailed reports from members of
staff to retain effective control over
the organisation and support staff
activities.



Paddington Development Trust

Annual Report 2007–2008

The trustees present their annual report with the financial statements of the company for the year ended 31 March 2008.



Chair's Report



As I write this, the global economy is undergoing a seismic adjustment. The UK economy is in a sharp downturn and we are likely to see significant unemployment and business hardship over the next three years or so.

This coincides with an economic development strategy that is just beginning to come into its own in Westminster. This past year PDT in partnership with Westminster City Council has opened one of the first Neighbourhood Enterprise Centres in the country, is piloting the Youth Enterprise Hub at the Stowe Centre, and is working closely with the Council's Westminster Works employment initiative along with a wide range of local partners. This will involve provision of much needed skills, qualifications and employment to local people and a renewed effort to assist those hardest to reach living in our local neighbourhoods, particularly families at risk of domestic violence, social and economic hardship.

Our work is now firmly anchored in our Neighbourhood Centres in Queens Park, Westbourne and Church Street wards working with colleagues in the Harrow Road and South Westminster Centres. PDT's approach to neighbourhood renewal and regeneration has now been embraced by all public services in Westminster and over the past year we have seen even greater engagement with local residents than ever before. Although it is difficult to highlight one particular project among so many, the Healthy Futures project undertaken on two of the most deprived estates in Westminster deserves special mention. This demonstrated the challenges facing us all in reaching out to people with multiple disadvantages and how, by working closely with public agencies, in this case the Primary Care Trust and Queens Park Health Centre, we can facilitate a return to an inclusive lifestyle for those

hardest hit by poverty. PDT's Neighbourhood Centres sit at the heart of Local Area Renewal Partnerships (LARPs) and provide our partners with routes to target populations in dire need of social and economic support, particularly over this next period of economic turmoil.

Every year I refer to the challenges ahead and this year is no different. We do face tough times but if we build upon the foundations laid down by an increasingly powerful partnership of joint interests in fostering community spirit and future prosperity we will continue to develop our mission of facilitating social and economic independence for all people living in Westminster.

It is worth mentioning that PDT was awarded two of the most prestigious awards for community leadership and innovation in 2007–08, the Academy of Sustainable Communities (ASC) award for community leadership and the British Urban Regeneration Association (BURA) award for community-based regeneration. Needless to say these awards belong to all organisations and residents we have worked with over the last ten years and I would like to congratulate everybody involved.

Finally I would like to thank local residents, our voluntary and public partners, and the Trustees, staff and management of PDT for the fantastic commitment shown in driving forward change in Westminster.

Professor Drew Stevenson OBE – Chair PDT

Executive Summary



Paddington Development Trust (PDT) is a community-based Regeneration Company and will be actively engaged in the economic, environmental and social regeneration of the North Westminster area over the next 15 years. It has four core values: mutuality (sharing benefits within the community); empowerment (creating opportunities for local people); financial self-sufficiency (acquiring an income generating asset base) and equal opportunities for all communities. PDT is committed to an equitable distribution of justice and power within local neighbourhoods.

PDT is a registered company (3652559) limited by guarantee with regeneration objectives.

It is a registered Charity (No. 1080883)

PDT has reviewed its regeneration strategy in the light of the economic downturn and will continue facilitate socio-economic development based on a community led ethos and enterprise culture.

PDT is made up of 9 Trustees, 40% 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, Policy Advisor to the London Mayor and Professor of Regeneration at the University of East London.

PDT is Quality Assured through the Investors in People Quality 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.

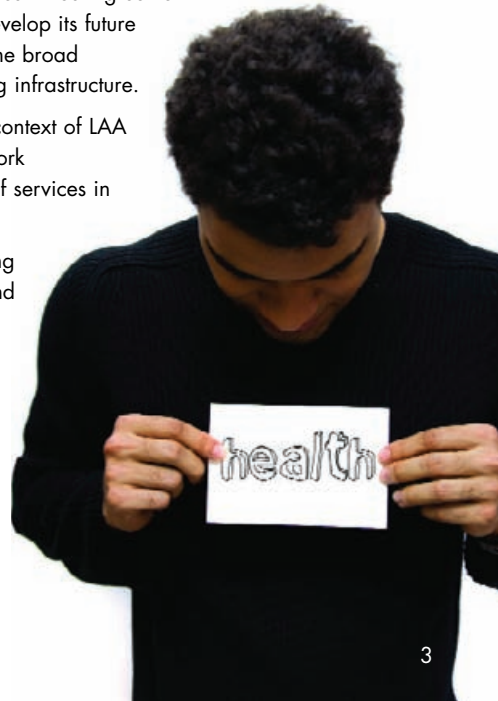
PDT is committed to the principle of building the capacity of existing local structures and will ensure that duplication does not occur within its operations. There is no parent or subsidiary company associated with PDT.

PDT acts as a social and community enterprise mentor for a wide range of local organisations and provides a management infrastructure through which these may develop independent capacity in their given fields.

PDT is a member of the Westminster City Partnership (Westminster's LSP) and the Local Area Agreement Partnership Board and will develop its future strategy in accordance with the broad membership of this developing infrastructure.

PDT works with WCC in the context of LAA and a Local Delivery Framework Agreement for the provision of services in the North of the City.

PDT is committed to developing an independent asset base and is developing a number of projects that might contribute to reducing the area's dependence on public funding streams.



Performance and outputs

Over the last 11 years, as the local Accountable Body, PDT has designed programmes operating within the neighbourhood context in **capacity building, sustainable regeneration, community empowerment, youth, and economic development**, including:

1997–2002: ERDF/ESF Objective 3 £1.6 m Lead and Accountable Body – Queens Park Programme;

1997–2007: Lead and Accountable Body – New Life for Paddington – SRB 5 £13.5m;

1999–2000: Lead Partner of the £6m new build Westbourne Studios providing 104 workshops, PDT HQ, and a prime exhibition space;

2000–2008: Lead and Accountable Body – New Prosperity for Paddington £1m;

2004: In house PDT Project - Ongoing – Integrated Community Economic Scheme targeting Arabic speaking communities in North Westminster and Kensington;

2000: Ongoing – Youth Services Partnership with Westminster Council and Voluntary Sector – regeneration and management of Paddington Youth Services – Fear & Fashion Project targeting the eradication of gun and knife crime – estate based outreach programmes – Youth Enterprise Centre;

1999: Ongoing partnership with Westminster Council – £1.5m pa – In 2004 PDT Awarded 2nd Round NM Pathfinder Programme in Church Street ward. Neighbourhood Management development in three wards across North Westminster;

2006–2008: London Westside £500K – Lead and Accountable Body and one of two creative hubs supporting the Mayor's Creative Commission;

2007–2010: LSC/ESF delivered by a local partnership of social and community enterprises delivering £1m training for Young NEET People; Train to Gain; Entry to employment and Apprenticeships.

Total outputs delivered to date through these audited programmes and projects include:

924 people into jobs

569 jobs created

6,119 people into construction jobs

1,310 businesses supported and advised

152 business start-ups

8,656 pupils benefiting from schools projects

22,649 young people involved in community-based projects

1,843 people in receipt of qualifications

1,006 community and voluntary organisations supported

1,220 people involved in voluntary work

6,119
people into construction jobs

1,006
community and voluntary organisations supported

8,656
pupils benefiting from schools projects

22,649
young people involved in community-based projects

Future Developments



The world and UK economy will be in stress over the next couple of years placing pressure on business sectors and employment. Meanwhile, Paddington and its four wards in North Westminster, will see extensive change to the public infrastructure over the next ten years. This will be framed by the commencement of **Cross Rail** works situated in Westbourne and around Paddington Station, and an ongoing building programme across the area including **new housing, regeneration of the Harrow Road, Prince of Wales junction and Church Street Market**, a new **FE Campus** for City of Westminster College, as well as the continuation of the **Civic Streets project** and ongoing improvements to the public realm.

Future Developments



Westminster and its northern area will provide a number of venues for the **2012 Olympic Games**, second only to Newham in events taking place in London. Paddington will be one of the key gateways to tourist traffic and will be one of the major destination areas through the local Hotel and accommodation offer.

Building on public and private regeneration work undertaken over the last ten years including the new Waterside development, two new City Academies, new health centres, sports, and youth and community facilities, Paddington will also provide opportunities for increasing **workspace** stock for micro creative industries over the coming period.

The area is seeing a growth in local street markets including Prince of Wales, Westbourne Green. Church Street market, one of the oldest in England, has recently begun the slow climb from failure to success assisted by Sir Terry Farrell. Over the last three years Carnival Village has emerged as a cultural force in London and jointly-based at Ya Assantewa and Tabernacle, is set to become a key London venue both for Carnival Arts and cutting edge national and international entertainment. The London Notting Hill Carnival continues to evolve and is drawing thousands of people to West London from all over the world.

These opportunities will provide the context for PDT's work over the coming period. **Development of the local economy** will assist in battling market failure, provide jobs, increase inward investment and stimulate revenue churn in local trading clusters and communities.

In order to address complex issues of market failure the volume of planned public and private capital investment demands an equivalent focus on public investment into **developing the economic infrastructure and labour potential of deprived populations** within the area. Planned investment affecting Paddington over the next ten years will provide the economic stimulus for continual improvement of the local infrastructure, the **growth of local industries and learning opportunities**, and increase the **provision of skills training, employment**, and general inward investment across the local area.

A key focus of PDT's activities over coming years will be the **development of services for younger people**. PDT has developed a creative enterprise approach to youth development focusing on creative skills delivered through youth and community centres in the area. The newest of these, the Stowe Club, provides a world class environment in which young people can develop a wide range of skills that can be applied in the work-place. Our young people are the hidden asset that will determine the future quality and value of the world.



Key Objectives 2009–2012



- To build upon partnership work conducted with the Mayor and London Development Agency, Learning & Skills Council, Westminster City Council, Royal Borough of Kensington & Chelsea, Westminster Primary Care Trust, City of Westminster and Kingsway FE Colleges, Job Centre Plus, Police, and Government Office for London.

- To provide these and other partners with an inclusive community-based institution that can support corporate strategies and priorities, facilitate and coordinate continual improvement of the local infrastructure, empower local people through neighbourhood-based management centres and service providers, and provide skills and employment opportunities.

- To create conditions for the reversal of market failure and invest in enterprise, skills and talent that will develop mainstream social and economic opportunities within the wider economy.

- To ensure equal opportunities, social and economic equity and justice for all and improving services to the diverse communities living in the area, including: refugees with leave to remain, people with disabilities, asylum seekers, and other excluded citizens.

- To provide Staff 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 manage and co-ordinate operations between each of the existing management groups and assume specific management responsibilities within the ongoing regeneration programme.

These will include:

- **Facilitating local community, public and private partnerships**
- **Neighbourhood Management Development**
- **Creative Youth Enterprise Development**
- **Programmes Management, Financial Administration & Co-ordination**
- **Marketing Administration & Co-ordination**
- **Economic Development, Employment & Business Programmes**
- **Social & Community Enterprise Support & Development**
- **Health & Community Safety development**

PDT will have specific project management responsibilities for the following:

- **North Westminster Framework Agreement**
- **Westminster Works Employment and Outreach**
- **LDA Opportunities Fund**
- **LSC Contracts**
- **Skills Campus**
- **The Westminster Neighbourhood Enterprise Centre**
- **Church Street Neighbourhood Management Paddington Round 2 Pathfinder**
- **Queens Park Neighbourhood Centre**
- **Westbourne Neighbourhood Centre**
- **Westminster Youth Creative Enterprise Development**
- **Westminster Community Enterprise Development**
- **Social & Community Enterprise Mentoring**
- **Asset development**



Equal Opportunities Policy and Reviews

PDT reviewed its EO policies in 2007–08. 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; and the Welfare Reform Act 2004. 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 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 enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

Paddington Development Trust

026 Westbourne Studios, 242 Acklam Road, London W10 5JJ

Tel: 020 7575 3113, Fax: 020 7575 3116,

Email: regeneration@pdt.org.uk, Website: www.4paddington.com



Financial Information

Statement of financial activities for the year ended 31 March 2008

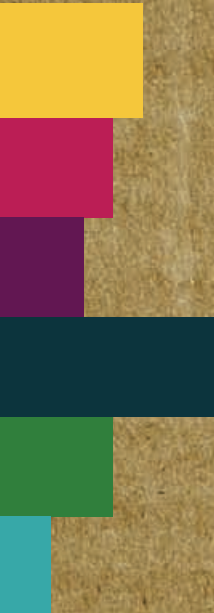
	Unrestricted funds (£)	Restricted funds (£)	Total Funds 2008 (£)	Total Funds 2007 (£)
Incoming resources				
Grants receivable	262,683	1,754,976	2,017,659	1,773,444
Donations	-	193,654	193,654	170,188
Other income	291,324	-	291,324	279,019
Total incoming resources	554,007	1,948,630	2,502,637	2,222,651
Cost of generating funds				
Fundraising and publicity	50,346	-	50,346	48,549
Charitable expenditure				
Direct charitable expenditure	-	2,301,273	2,301,273	1,972,160
Management and administration	266,141	-	266,141	276,389
Total resources expended	316,487	2,301,273	2,617,760	2,297,098
Net (Loss)/Surplus for the year before transfers	237,520	(352,643)	(115,123)	(74,447)
Transfer between funds	(352,643)	352,643	-	-
Net movement in funds	(115,123)	-	(115,123)	(74,447)
Fund balances on 1 April 2007	519,707	-	519,707	594,154
Fund balances at 31 March 2008	404,584	-	404,584	519,707

All income and expenditure relates to continuing activities.

Balance sheet as at 31 March 2008

	2008 £	2007 £
Fixed assets	176,133	224,149
Current assets		
Debtors	159,382	144,666
Cash at bank and in hand	254,771	429,487
Total	414,153	574,153
Creditors: Amounts falling due within one year	185,702	278,595
Net current assets	228,451	295,558
Net assets	404,584	519,707
Capital and reserves		
Unrestricted funds – general funds	261,683	338,140
Unrestricted funds – designated funds	142,901	181,567
Total	404,584	519,707

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.



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