



pdt

paddington
development trust

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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

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38 St Andrew Square
Edinburgh EH2 2YR

Trustees

Abi Carter (Chair)
Craig Macdonald
(Vice Chair)
Virginia Ashton
Smita Bora
Ken Braithwaite
Lena Choudary-Salter
Keith Cowell
Alan Edwards
Gill Fitzhugh
William Jacob
Hasna Kahlalech
Ines Newman
Saima Rana
Steve Scotland
Andy Watson
Steve Wittingham
Mariam Zanussi

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



Chair and Trustees' Report

This last year, 2016/17 has been one of change and renewal for PDT. Our Chair, Drew Stevenson, retired after twenty years of exemplary service and we have appointed seven new Trustees representing a range of interests from community, local business and commerce. I was honoured to be elected as the new Chair and I look forward to leading PDT as we move into what promises to be an uncertain but dynamic future, both for our local and national communities.

This coming year PDT celebrates its 20th anniversary. Since 1997/98 PDT has raised over £50m for investment into youth and families services, education, enterprise, jobs, skills training and supporting local economic development. It has also facilitated over £100m of investment into the built environment, including schools, youth and community centres, creative industries workshops, and most recently £7.3m into the regeneration of St Mary Magdalene Church in the Westbourne Ward to be completed in 2018.

Our working ethos is to enable individuals and neighbourhoods to achieve social and economic independence in their lives. This has included the formation of Neighbourhood Forums, led by active local citizens, and, in 2014, the creation of the first Community (Parish) Council in London in the ward of Queens Park, elected by Queens Park residents. Anyone who knows the Paddington area can see the transformation of both the public realm and improving economic conditions accomplished by our advocacy and working partnerships with One Westminster, local social enterprises, Westminster Council and public health and employment agencies. However, this is a dynamic environment, and this last twenty years has seen a huge shift in the demographic of the population determined in part by an annual housing churn where at least 20% of homes act as temporary accommodation for migrant families passing through. The area is also marked by a lack of opportunity for those suffering mental health and isolation, and by austerity where families constantly struggle to make ends meet. North Westminster is made up of over 50% ethnic minorities from North African, Middle Eastern and European countries.

The following headlines from Westminster Council's 2015 Neighbourhood Profiles demonstrate the challenges facing us:

	Working age Worklessness	Incapacity Benefit
Church Street	15.8%	11.3%
Harrow Road	14.7%	10%
Queens Park	17.9%	11.9%
Westbourne	14.2%	10.4%
Little Venice	7.5%	4.5%
Knightsbridge	0.4%	0.3%

The next few years will be challenging for PDT and other not-for-profit organisations across the country. Getting to know PDT and its work has provided me with an insight into the complexities of community regeneration. Like many

others I fear for the well-being of ordinary families classified as 'just about managing' now shrunk to the dreadful JAM acronym. Alongside these are many who are not managing, who are isolated and excluded from pathways that could both transform their lives and contribute to a more successful society. The Grenfell Tower fire provides a graphic example of the division existing between rich and poor and the appalling lack of integration at the public level.

Those of us committed to transforming vulnerable communities and championing equalities are acutely aware of the need for social investment coupled with progressive opportunities that improve the value of human capital and access to prosperity. The term 'austerity' masks a host of social and economic disinvestments that will not be met by the 'market' and its expectation of short-term financial return. Children and youth services, for example, do not make money, and yet form the bedrock of successful future communities. Common sense tells us that the massive reduction in state resources to Children Centres, disadvantaged families and young people under the austerity 'policy' will only create far costlier impacts on the national purse over years to come. Similarly, a lack of seed funding for the micro-business sector will slow down enterprising local economies. Central to PDT's future strategy, therefore, will be a policy of early intervention at the critical stages of people's lives, from infancy and family support through to accessing health, education, employment and enterprise opportunities that enable inclusion into local and mainstream markets.

A recent Joseph Rowntree Report estimates that poverty in England costs £78 billion to the public purse and includes significant numbers of the working poor. Unless you actually live within the crevices of such communities one's only exposure is through media and political representation often rooted in ridicule, resentment, outrage and prejudice directed at people who spend their lives within borders defined by public disinvestment, disadvantage and poverty.

In London nearly half the population hovers around the breadline alongside the wealthiest in the world. This is a measure of waste and failure that is neither socially just nor sustainable.

PDT's approach to social cohesion and human development, two pillars of our work, recognises human beings as the prime assets on which a community economy is built and sustained. This means investing in people and enabling self-managed solutions to personal life choices.

If we want a smaller state we must challenge our wealth creators and corporate interests to champion the necessary investment into a just society and fair economy. This is no longer about charity but rather a shared imperative that brings our diverse citizens together in an increasingly divided world. PDT is playing its part in this ambitious endeavour and I know I speak for my fellow Trustees when I say we will do all that we can to support our incredible staff and their vital work in enabling improved opportunities for local communities in Paddington and across London.

Abi Carter

Chief Executive's Report

Over the last twenty years PDT's award winning work has been guided by a commitment to improving life chances for disadvantaged people living in the City of Westminster, particularly in the four northern Wards. This is one of the most deprived quarters in the UK, sitting on the periphery of one of the wealthiest parts of the world. Our work since 1997/8 has impacted across the area and includes assisting 11,000 people into training and jobs; 540 new business starting up; 668 people achieving vocational NVQ3 qualifications since 2010; 9,000 young people accessing services since 2004; 50,000 hours of volunteering; over 200,000 visits to the Stowe Centre for a range of local health and social projects since 2004; we have supported citizens empowerment in three Wards developing Neighbourhood Forums and Neighbourhood Management Plans, and facilitated the formation of the Queens Park Community (Parish) Council, the first in London. Additionally we have acted as a beacon organisation for the Neighbourhood Management Programme, the DCLG Our Place Programme and Local Area Agreements. We have won a number of awards, most recently the Sustainable Communities award from the City of London Corporation in 2015. PDT has played a major role in developing the local built environment, most recently the restoration and regeneration St Mary Magdalene Church and the building of the Living Heritage Centre adjacent to this Grade 1 Listed building. Since 2000 we have facilitated the development of Youth and Community Centres, the Westminster Academy, and two iconic creative industries centres.

External change factors, fuelled by Brexit uncertainty and ongoing austerity measures, are continuing to impact on reduced quality of community infrastructure all over the UK. Brexit is already disrupting public sector bureaucracies and will impact on a range of funds currently supplied through European programmes over coming years.

In expectation of attendant uncertainty, including ongoing electoral instability, PDT planned for a temporary contraction and reduction in turnover over 2015/2017. This resulted in a deficit of £119,000 in 2016/17 allocated from

unrestricted reserves of £562,448 approved by Trustees as a mixed motive social investment both supporting PDT's charitable function, its return to positive balance, and to generate contractual returns over 2017/20. We are projecting a budget turnover of £ 2.4m and a surplus of £165,000 in 2017/18.

PDT operates as a community anchor and social enterprise. 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 2016/17 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. We work with the London Apprenticeship Company (LAC) now based in our Stowe Centre hub on the Harrow Road. Central to PDT's future operations will be 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 markets.

Our work is grounded in participation with local people and operates through two overarching teams: Health & Community and Economic Development.

Health

PDT's Health programmes are supported via contracts with Tri-Borough Public Health with support from Clinical Commissioning Groups and other funders.



Maternity Champions

The Maternity Champions Pilot Project (MCP) has been running across Mozart Estate (Westminster), and across Queen's Park Ward since April

2014. The project aims to develop a skilled and trained cohort of volunteer Maternity Champions local to each neighbourhood specialising in support to new parents, from pregnancy to the first year of a child's life. Our aim is to increase the uptake of ante and post-natal services, guide and support parental well-being and encourage parents to form peer-to-peer support groups. Children are the bonding agents of successfully connected communities and friendships made between families and children in early life are likely to last through primary and secondary years. Such relationships create an incremental socialisation that will be transformative in the evolution of resilient local neighbourhoods over uncertain years to come. The success of this pilot has led to Maternity Champions now being embedded within the wider Community Health Champions programme across the Tri-Borough area, with PDT leading this work in Westminster.





Community Health Champions

Community 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. They support access and awareness of local services, and also motivate residents towards improving health and well-being behaviours, knowledge 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. Champions' activities, therefore, are designed to address needs pertinent to specific communities within the cultural and geographical context.

The Champions' strength is in being rooted in their communities as preferred and trusted public health advisors for local families from disadvantaged or lower income backgrounds. They fulfil a multi-faceted role for local agencies and residents, delivering outreach and sign-posting, making contact and listening, sharing public health knowledge, delivering bespoke projects in schools and on estates, being pro-active and consistent in their presence, and building peer-to-peer support for improved family welfare.

Over 2016/17 PDT trained 65 local Champions and reached over 6,063 people through public health campaigns. Champions gave 3,849 hours of volunteering time and made 13,951 interactions through local events and activities

Diabetes Champions

The Diabetes Champions project shares key health messages on how to reduce the risk and impacts of Type 2 diabetes through increased knowledge and behaviour change.

In 2016/17 the project engaged with 4030 local residents and identified

300 as being above average risk of diabetes, signposting them to their local GP for further testing.

YOUTH AND COMMUNITY

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 youth service and our employment work, services offered from the Centre include smoking cessation, alcohol support, falls prevention and 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 31,000 visits over 2016/17.

Young People

Over the last two years, PDT's youth budgets have been cut 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 partnered the John Lyons Trust and Westminster Council in the formation of the Young Westminster Foundation which will be seeking funds to support young people from 2017.



PDT Employment

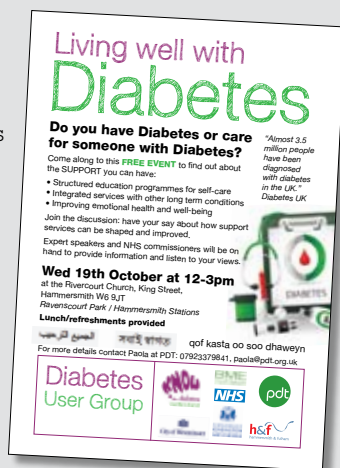
The PDT employment team has grown by 8 new members since contract recovery over 2016/17. We were awarded and commenced a number of employment related contracts in September 2016, including with the Big Lottery Fund, ESF and Westminster Council's

Employment Service. We have established a number of partnerships with other community-based employment projects and have trained partners in contract management and monitoring systems. The Building Better Opportunities Lottery/ESF, London Councils ESF, and Westminster Council contracts have a value of £2.8m. These programmes focus on supporting women into economic activity and the long term unemployed into work through two programmes, SWEET and GOLD. We also partner with Manley Hopkins to provide employment support to those unemployed for more than a year.

These programmes commenced in September 2016 and will run for the next two years. Outcomes from Sept 2016 - April 2017 include 78 people accessing jobs and further engagement with 451 people including 400 hours of specialist advice and guidance for 56 people.

PDT Enterprise

Our neighbourhood enterprise centre has an active client base of 190 people seeking advice and business mentoring and is run by a part-time business advisor and a full-time basic support worker who provides technology and website training. The Centre offers workshop and hot desk facilities for those who cannot work from home. We work in partnership with Virgin Start-up and in 2016/17 presented 14 budding entrepreneurs. Although there are several co-working spaces and incubators in London, the enterprise centre is the only new/existing business support agency in Westminster and has experienced a growth in demand that we cannot supply from existing





resources. Our waiting lists extend to six weeks. Funded through rents and referrals, PDT also supports this limited service through a designation from reserves.

PDT Training

Our vocational skills programmes were awarded contracts from

the Skills Funding Agency to provide a range of NVQ levels of training in Child Care, IT and Business Administration. Skills Funding Agency contracts operate under the same regime as do Higher Education student loans. This year, PDT's skills programme trained 156 students in NVQ Qualifications 1-3.

culture rooted in inter-cultural values. 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. Construction and conservation is projected to commence in August 2017.

Community Building and Wellbeing

PDT funds, facilitates and supports a number of community activities involving around 15,000 local citizens annually. This includes three annual neighbourhood festivals, family days, Eid celebrations and festivals, and includes the annual HAF's Academy Ramadan Festival held in Church Street.

Following the atrocious catastrophe in North Kensington, PDT has offered 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.



St Mary Magdalene (SMM) Church Restoration

After being awarded a first round grant in 2014/15, 2016/17 saw the further development of our Round 2 Heritage Lottery project, the restoration of St Mary Magdalene church to include the construction of a new Paddington Living Heritage Centre. Funded through the Heritage Lottery Fund, Trusts, Westminster City Council and local donations, this has involved a team of sixteen heritage specialists working together, with the local community, on the restoration of an inner-city church inspired by the creative genius of Victorian artists under the guidance of Edward Street from 1868. As importantly, the SMM project will restore a local



Strategic Partnership working

PDT facilitates a number of working partnerships with like-minded community 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. We also provide ongoing support to an equity investment project: Educate Global Fund which is developing educationally related social enterprises in East Africa.

London Community Commission

PDT continues to support the London Communities Commission (LCC), chaired by Sir Stephen O'Brien and convened by Drew Stevenson. The Commission has a membership made up of practitioners and experts from the finance and community sectors and will be developing its pilot commissioning model over the next year. Its latest report can be accessed at <https://londoncommunities.co.uk>



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

Community Development 2017–2020

- PDT will continue to build citizens and community capacity to 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 businesses across west London to improve economic opportunities for disadvantaged communities.
- We will actively support the Young Westminster Foundation to support young people in Westminster.
- Health inequalities restrict many families, preventing younger and older people from working. We will continue to develop early intervention in our Neighbourhood Volunteering 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

2017–2020

- To initiate and provide services to residents directly where there are gaps in current existing provision focussing on early interventions and family and child resilience.
- To support the Young Westminster Foundation
- To maintain and develop partnership working with Westminster City Council, Royal Borough of Kensington & Chelsea, and Hammersmith & Fulham. 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 work with these and other partners on neighbourhood-based socio-economic reform and the co-design of local solutions; provide intelligence and delivery expertise that can support reform of social policies and priorities; facilitate and coordinate continual improvement of local infrastructure; empower local people through Neighbourhood Management Planning; and provide skills, employment and enterprise opportunities.
- To continue to support 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 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 develop existing and new business centres; business advisory services; and support a greater volume of creative workshops and affordable office and retail space.
- To develop cultural capital in Westminster and Triborough by bringing together key cultural organisations and local facilities to implement a creative 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 to improve health and social services to the diverse communities living in the area
- To support the PDT staff and management 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.
- We will conduct a deep review of PDT's strategies and objectives over the 2017/20 period.

PDT 2017/20 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, 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	2017/18	2018/19	Total
Income	£6,500,000	£4,450,000	£10,950,000
Expenditure	£6,500,000	£4,450,000	£10,950,000

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 2016-17 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 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, at a level which equates to approximately six months unrestricted expenditure. This provides sufficient funds to cover management, administration and support costs and to respond to investment opportunities and 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 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 service.



Financial Statements

Statement of financial activities

for the year ended 31 March 2017

	Unrestricted funds (£)	Restricted funds (£)	Total funds 2017 (£)	Total funds 2016 (£)
Income				
Donations	40,000	161,116	201,116	105,700
Charitable activities	772,632	851,982	1,624,614	1,087,550
Other trading activities	23,991	257,852	281,843	236,919
Investments	504	-	504	1,631
Total	837,127	1,270,950	2,108,077	1,431,800
Expenditure				
Charitable activities	838,061	1,389,204	2,227,265	1,587,632
Total	838,061	1,389,204	2,227,265	1,587,632
Net income/(expenditure)	(934)	(118,254)	(119,188)	(155,832)
Transfer between funds	(158,150)	(158,150)	-	-
Net movement in funds	(159,084)	39,896	(119,188)	(155,832)
Reconcillation of funds				
Fund balances brought forward	548,780	13,668	562,448	718,280
Fund balances carried forward	389,696	53,564	443,260	562,448

All income and expenditure relates to continuing activities.

Balance sheet

as at 31 March 2017

	2017 (£)	2016 (£)
Fixed assets	24,555	29,112
Current assets		
Debtors	160,145	91,454
Cash at bank and in hand	493,154	684,172
Total	653,299	775,626
Creditors: Amounts falling due within one year	234,594	242,290
Net current assets	418,705	533,336
Net assets	443,260	562,448
Capital and reserves		
Unrestricted funds – general funds	289,696	448,780
Unrestricted funds – designated fund	100,000	100,000
Restricted funds	53,564	13,668
Total	443,260	562,448

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





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