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# Social Value and Community Impact

## Policy Statement

**Approved by Board of Trustees - 2026**

**To be reviewed every two years; next review is due  
2028**

**Lead Staff Member: Chief Executive**

**Lead Trustee: Tim Todhunter**

**Charity No. 1080883 Limited Company No. 03652559 Registered in England & Wales**

## A word from us

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PDT has been part of Paddington for over 25 years. We've seen the neighbourhood change – sometimes for the better, sometimes not – and through it all, we've held onto the same belief: the people who live here know what they need. Our job is to listen, to back them, and to make things happen.

This document is our formal statement of how we think about social value. But we want to be clear about what that phrase means to us. It isn't a reporting exercise or a box to tick. It's a way of asking ourselves, every time we make a decision: is this genuinely good for the community we serve?

Paddington is one of the most unequal places in London. Enormous wealth sits alongside real poverty, often street by street. People face insecure housing, unemployment, loneliness, and poor health, and those pressures fall hardest on people who are already marginalised. We refuse to accept that as inevitable.

At the same time, this community has extraordinary energy. There are people here doing remarkable things: raising families, running businesses, volunteering, organising, creating. This policy is about making sure PDT uses every resource it has to support and amplify that energy.

We're not perfect at this. We're learning all the time. But we are serious about it, and this document holds us to account.

*Signed on behalf of the Board of Trustees and the PDT team*

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## 1. Why this matters to us

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We've been based in North Paddington long enough to know what a difference a genuinely community-rooted organisation can make, and what happens when decisions about a place are made by people who don't live there.

This policy covers everything we do: the services we deliver, the buildings we run, the contracts we let, the partnerships we form, the people we employ. We believe all of it carries the potential to do good, or to miss the opportunity to.

We've shaped this document around a few things we think are particularly important:

- The Social Value Act 2012, which asks public bodies to consider social and environmental benefit in how they spend money – we think every organisation should ask the same question;
- The London Social Value Toolkit and the Mayor of London's Good Work Standard;
- Our own Strategic Plan 2024–2027 and what we've learned from 25 years on the ground in Paddington.

## 2. What we mean by social value

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Social value is one of those phrases that can mean a lot of things. Here's what it means to us.

**Social value is the wider good that comes from doing something well.**

It's not just what a service costs or what it delivers on paper. It's whether it makes people's lives genuinely better, whether it strengthens the community around it, and whether it leaves things in a better state than it found them.

For us, that means asking questions like: Did we employ local people? Did we use a local supplier? Did we make our spaces accessible to groups who couldn't afford market rates? Did we listen to residents before we made this decision? Did we help someone into work, or out of debt, or back into connection with their community?

We think social value is created through relationships, not just transactions. We think it has to be specific to place, what matters in Paddington is shaped by Paddington's particular history, pressures, and strengths. And we think it has to be owned by the community, not just reported on by us.

### 3. Our commitments

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These are the things we're genuinely committing to, not aspirations but promises we're holding ourselves to and asking you to hold us to them as well.

#### **Residents come first**

Every significant decision we make will be shaped by the people most affected by it. We'll co-design services with residents and participants, not just for them. And we'll make sure the people who face the most disadvantage have the loudest voice, not the quietest.

#### **We spend our money locally**

We'll actively prioritise local employers, local suppliers, and local partners. We'll track what proportion of our spend stays in the area and publish it every year. Our goal is to be a genuine anchor for the local economy, not just a service provider.

#### **We invest in people**

We'll support residents to find work, gain skills, start businesses, and get involved. We pay the London Living Wage to everyone who works for us, and we'll push our suppliers and partners to do the same.

#### **We protect community space**

The Stowe Centre and Grand Junction belong to this community. We'll run them in ways that keep them accessible, affordable rates for community groups, space for people who don't have anywhere else to go, and investment in making them welcoming, safe, and sustainable.

#### **We're honest about our impact**

We'll measure what we do, publish it in plain language every year, and be upfront when we haven't hit our targets. Good intentions aren't enough. We want to show the difference we're actually making.

### **Social value is part of how we buy things**

When we spend money on contracts and suppliers, we'll ask how they're contributing to our community, not just what they cost. For contracts above £10,000, at least 10% of how we assess them will be about social value. For bigger contracts, that rises to 20%.

## 4. How we think about impact

We organise our social value work around five themes. Each one reflects something real about what life is like in Paddington and where we can make the most difference. Together they give us a consistent way to track progress, compare results, and understand where to focus.

Theme	What we're trying to achieve	What we measure
<b>Jobs &amp; money</b>	More local people in good work; more money circulating locally; fewer barriers to earning a living	Local jobs created; wages paid to local residents; businesses supported to grow
<b>Health &amp; connection</b>	Less loneliness; better mental health; a community where people know their neighbours	Volunteer hours; wellbeing scores; number of people reporting reduced isolation
<b>Learning &amp; skills</b>	Young people with real opportunities; adults gaining new skills; no one left behind by digital change	Qualifications achieved; young people in our programmes; digital skills completions
<b>Environment</b>	Lower carbon; better use of resources; greener spaces; suppliers who share our values	Carbon footprint; energy use; proportion of suppliers with environmental commitments
<b>Fairness &amp; voice</b>	Services that reach the people who need them most; residents with a real say; community power growing	% of beneficiaries from marginalised groups; residents involved in governance; welfare support provided

## 5. Where we focus our energy

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Below are the seven areas where we're concentrating our efforts over the next five years. These aren't abstract priorities, they're rooted in what we hear from residents, what the data tells us about life in Paddington, and what we've learned from doing this work for over two decades.

### 5.1 Getting people into good work

Parts of Paddington have unemployment rates that are far too high – particularly among young people, older residents, people with disabilities, and people from the Global Majority. We want to change that. So, we will:

- Support at least 200 residents a year through employment advice, job coaching, CV workshops, and pre-employment training;
- Run apprenticeship and work-placement schemes with local employers and colleges;
- Help people start their own businesses, especially people from groups who are under-represented as entrepreneurs;
- Make the case to local employers for fair pay, flexible working, and genuinely inclusive hiring;
- Run a digital skills workshops for people at risk of being left behind by technology – particularly older adults and those on low incomes.

### 5.2 Health and wellbeing

We know that poverty, bad housing, and poor health are tied together in this neighbourhood. We'll:

- Offer community health and wellbeing programmes that are free, accessible, and shaped by participants;
- Tackle loneliness through befriending, community events, and intergenerational activities – because isolation is one of the biggest health risks facing our community;
- Provide practical welfare support – benefits advice, debt help, and 'warm introductions' to community services – through our community hubs;
- Work with Central London Healthcare to make social prescribing genuinely easy to access for Paddington residents;
- Facilitate peer support, and group activities that strengthen people's mental health and resilience.

### 5.3 Young people

More than 30% of residents in parts of North Paddington are under 25. We want every young person growing up here to have real opportunities. That means:

- After-school clubs, holiday activities, and mentoring that give young people access to things they wouldn't otherwise have;
- Partnerships with local schools on careers, enrichment, and social action;
- The Paddington Youth Forum, so young people have a genuine voice in how PDT is run;
- Targeted support for young people who've fallen out of education, employment, or training;
- Safe, welcoming spaces and structured activities that reduce the risk of young people being exploited or drawn into violence.

### 5.4 Community spaces

The Stowe Centre and Grand Junction are not just buildings. They are a resource that belongs to this community, and we take that seriously. We will:

- Make sure at least 50% of hireable time goes to community groups, voluntary organisations, and social enterprises
- Prioritise groups led by and for people who are often left out of mainstream provision;
- Invest in the buildings to cut energy use and improve accessibility;
- Look actively for opportunities to bring more community-controlled space into North Paddington;
- Use our spaces to support local economic activity – markets, pop-ups, co-working, and community enterprise.

### 5.5 Culture, heritage, and belonging

Paddington is one of the most diverse places in London, and that's one of its great strengths. We want to make sure that diversity is visible, celebrated, and reflected in everything we do. So, we'll:

- Cultivate Global Majority community arts, cultural expression, and heritage projects that tell the real stories of this neighbourhood;
- Make our work genuinely accessible across languages and cultures — translation, interpretation, and communications in the languages people actually use;
- Create and care for public spaces that reflect who lives here;
- Commission local artists and creative practitioners whenever we can.

## 5.6 Environment

Climate change hits disadvantaged communities hardest. We have a responsibility to take this seriously – not just in our own operations, but as advocates for environmental justice in Paddington. We will:

- Work towards net-zero operations by 2035, cutting our carbon by 30% by 2030;
- Help residents reduce energy costs and their environmental impact through a community energy advice service;
- Push for green infrastructure in North Paddington: more trees, better air, safer cycling and walking routes;
- Ask all suppliers on contracts above £10,000 to show us their environmental commitments.

## 5.7 Community power

This is the one that underlies everything else. PDT can't – and shouldn't try to – do all of this on its own. Real change happens when communities have power, resources, and voice. So, we will:

- Hold regular community assemblies, listening events, and participatory budgeting so residents shape how we work;
- Build the strength of other local voluntary and community groups through grants, training, and shared support;
- Speak up on planning, housing, and policy issues that affect Paddington residents – even when that's uncomfortable.

# 6. How we spend our money

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Every time we commission a service or buy something, we have a choice about what kind of organisation we want to be. We're trying to spend our money in ways that are consistent with our values.

## 6.1 Putting social value into our contracts

For any contract above £5,000, at least 10% of how we score bids will be about social value – what the supplier will do for our community, not just what they'll do for us. For contracts above £25,000, that rises to at least 20%. We assess suppliers against our five impact themes.

## 6.2 Buying local, buying fair

- We'll actively seek out:
  - Small businesses based in Westminster, Kensington & Chelsea, Hammersmith & Fulham, and other neighbouring boroughs;
  - Social enterprises, co-operatives, and community businesses whose work creates social value;
  - Businesses that pay the London Living Wage, treat their workers fairly, and have genuine diversity in their teams;
  - Suppliers with real environmental policies, not just words on a website.

## 6.3 What we expect from our suppliers

If you're working with us, we'll ask you to:

- Follow all employment law, including the Modern Slavery Act;
- Pay at least the London Living Wage to everyone working on PDT contracts;
- Be able to show us your equal opportunities and diversity practice;
- Look for ways to offer jobs, training, or volunteering to Paddington residents where that's feasible;
- Report back to us on the social value you've delivered at key milestones in the contract.

## 6.4 Making it easier for smaller organisations to work with us

We know that complex procurement processes often shut out exactly the kinds of local, community-based organisations we most want to work with. We'll keep our processes as straightforward as possible, share information openly before tendering, and avoid requirements that are disproportionate to the size of a contract.

## 7. How we measure and report

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We want to be honest about what we're achieving – not just share the good news. That means investing in good measurement and being transparent about where we're falling short.

### 7.1 How we measure

We use a combination of approaches:

- A shared outcome framework across all our programmes, so we're collecting consistent data from the start of delivery – not scrambling for numbers at the end of the year;
- Regular surveys and conversations with participants to understand what has actually changed in their lives;
- Social Return on Investment analysis for our major programmes, a recognised method for putting a monetary value on social outcomes, using benchmarks approved by HM Treasury;
- The National TOMs framework, which lets commissioners and funders compare our impact with other organisations.

### 7.2 What we're aiming for

We have established a baseline for 2026/27 and set targets from there. Our aim is that by 2030, for every £1 we spend, we're generating at least £4 of measurable social value. That's an ambitious target. We'll report honestly on whether we're hitting it.

### 7.3 Our annual report

Each year by 31 October, we'll publish a Community Impact Report. In plain language, it will cover:

- Our headline social value figure for the year;
- How we've done against each of our five themes;
- Stories from real people about what has changed for them;
- An honest account of what didn't go well and what we're changing;
- Our plans and targets for the year ahead.

### 7.4 Data and privacy

All the data we collect is handled carefully, in line with our Data Protection Policy and UK GDPR. We never publish anything that identifies individuals.

## 8. Who's responsible for what

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Social value isn't one person's job, it's everyone's. But it helps to be clear about who is responsible for what.

### 8.1 The Board of Trustees

The Board holds overall responsibility for this policy. Trustees will receive a social value dashboard every quarter and present a summary of our annual performance at the AGM – openly, including the things that didn't go to plan.

### 8.2 The Chief Executive

Our Chief Executive is accountable to the Board for making this policy real. That means embedding social value in our annual plans, our staff appraisals, and our day-to-day decision-making, not treating it as a side project.

### 8.3 The whole team

- Everyone at PDT has a part to play. More specifically:
- Programme managers collect and record social value data throughout delivery — not just at reporting time;
- Our finance manager embeds social value criteria into procurement and tracks local spend;
- Our communications lead makes the annual Community Impact Report accessible and easy to find;
- Our HR lead makes sure our employment practice lives up to our values – on pay, on inclusion, and on how we develop our people.

### 8.4 Our Social Value Working Group

We're setting up a small working group, chaired by our Deputy Chief Executive, with staff leads from each programme area, a Trustee champion, and two resident representatives. It'll meet quarterly to review progress, share learning, and push our practice forward. It's not a committee – it's a group of people who care about getting this right.

## 9. Who we work with

Social value isn't something PDT creates alone. It happens in partnership, and we're committed to being a good partner. Here's how we'll engage the people and organisations that matter most.

Who	How we'll work together
<b>Residents and participants</b>	Annual community assemblies; participant surveys; residents on our Social Value Working Group; an open launch event for our annual report
<b>Westminster City Council</b>	Regular strategic meetings; joined-up social value reporting for commissioned services; shared data agreements where useful
<b>NHS and health partners</b>	Social prescribing collaboration; shared outcome data; joint evaluation of health-linked work
<b>Local businesses</b>	A business forum; employer partnership agreements; making the case for the London Living Wage together
<b>Schools and colleges</b>	Partnership agreements for youth programmes; careers and work experience collaboration
<b>Voluntary and community groups</b>	The local VCS forum; capacity-building support; shared learning; practical support and space
<b>Funders and commissioners</b>	Our annual Community Impact Report; case studies showing real-world impact; honest conversations about co-commissioning

## 10. Keeping this document live

This isn't meant to sit in a drawer. We'll review it every two years, or sooner if something significant changes, new legislation, a shift in our strategy, or feedback from the community that tells us we've got something wrong.

The next review is due in April 2030. Our Deputy Chief Executive will lead it, working with the Social Value Working Group and the Board.

If you have feedback on this policy – especially if you're a Paddington resident – we genuinely want to hear it. Please get in touch with us at the Stowe Centre or Grand Junction.

## Appendix: What we measure

These are the indicators we collect annually. We review this list each year with our Social Value Working Group to make sure it's still reflecting what actually matters.

Theme	Indicator	How we count it
Jobs & money	Residents who find paid work through our support	Number of people
Jobs & money	Apprenticeships and work placements created	Number of placements
Jobs & money	Total wages paid to local residents	£ value
Jobs & money	Businesses we've helped to start or grow	Number of businesses
Jobs & money	Proportion of our spend with local suppliers	% of total spend
Health & connection	Volunteer hours generated by our work	Hours per year
Health & connection	Residents accessing wellbeing support	Number of people
Health & connection	Change in wellbeing (ONS 5-item scale)	Score change
Health & connection	Residents reporting less loneliness	% from survey
Learning & skills	Qualifications achieved by residents	Number of people
Learning & skills	Young people in PDT programmes	Number of people
Learning & skills	Digital skills training completions	Number of people
Environment	Our carbon footprint (all scopes)	Tonnes CO <sub>2</sub> e
Environment	Energy efficiency improvement in our buildings	% reduction in kWh
Environment	Suppliers with an environmental policy	% of supply chain
Fairness & voice	Beneficiaries from marginalised groups	% of total
Fairness & voice	Residents involved in governance or co-design	Number of people
Fairness & voice	Welfare support provided (benefits, debt, crisis)	Number of interventions

### Paddington Development Trust

The Stowe Centre, 258 Harrow Road, London, W2 5ES  
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