

Registered number: 02052268  
Charity number: 295501

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**One Westminster**  
(A company limited by guarantee)

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**TRUSTEES REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2015**



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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**ONE WESTMINSTER**  
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**LEGAL AND ADMINISTRATIVE INFORMATION**  
**For the year ended 31 March 2015**

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**CHARITY NUMBER**  
295501

**COMPANY NUMBER**  
2052268

**REGISTERED OFFICE**  
4 Sutherland Avenue  
London  
W9 2HQ

**BOARD OF TRUSTEES**

Shirley Springer (Chair)  
Katharine Skorupska (Vice Chair) – resigned 13 April 2015  
Daniela Bultoc  
Maggie Clewes Degas – resigned on 13 April 2015  
Ann Frye  
Idil Hassan  
Omar Ismail  
Miranda Keast  
Irene Kohler  
David Luyombya  
Lilian Ndianefo (Treasurer) – resigned on 3  
August 2015  
Pierre-Yves Rahari - resigned on 2 October  
2014)  
Jackie Rosenberg - resigned 13 August 2015  
Guy Swales  
Edmond Yeo

**Observer**

Iain Bott Westminster City Council

**Secretary and Chief Executive**

Gareth Owen (resigned 31 August 2015)  
Jackie Rosenberg (Appointed 1 September 2015)

**BANKERS**

Unity Trust Bank  
Nine Brindley Place  
Birmingham  
B1 2HB

**AUDITORS**

The Kings Mill Partnership  
Chartered Accountants  
Registered Auditors & Business Advisors  
75 Park Lane  
Croydon  
Surrey  
CR9 1XS

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT**  
**For the year ended 31 March 2015**

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The Trustees, who are also directors of One Westminster (the "Company", for the purposes of the Companies Act, submit their Annual Report and the financial statements for the year ended 31 March 2015. The Trustees confirm that the Annual Report and financial statements of the Company comply with current statutory requirements, the requirements of the Company's governing document and the provisions of the Statement of Recommended Practice ("SORP") "Accounting and Reporting by Charities" issued in March 2005.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### ***Governing document***

The organisation is a charitable company limited by guarantee, incorporated on 3 September 1986 and registered as a charity on 3 October 1986. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding one pound.

### ***Organisational structure***

One Westminster was formed on 1 April 2014 by the merger between Volunteer Centre Westminster (VCW- est. 1986) and Voluntary Action Westminster (VAW est. 1965) with the merged organisation retaining the former charity and company registration numbers of VCW.

The merger resulted in the creation of a new Board of Trustees, containing equal numbers of former Trustees from VCW and VAW, and the merging of all the existing activities, services, assets and liabilities of the two organisations.

The former joint CEO of VCW and Executive Director of VAW, Gareth Owen, became the Chief Executive of One Westminster on 1 April 2014 and Nigel Jacques was appointed Deputy CEO at the same time.

Despite financial challenges outlined elsewhere in this report resulting from merger costs, continued local and central government VCS funding cut-backs and increased competition for funding, One Westminster was able to continue to develop its overall activities and services from the constituent legacy parts inherited through the merger, consolidating existing business lines and developing new ones.

The organisation is headquartered at 4 Sutherland Avenue W9, where most operational staff are located, with offices at 37 Chapel Street NW1, and Pimlico Resource Centre, Aylesford Street, London SW1V, the latter two sites primarily used for community office space and meeting rooms.

During the period it consolidated all activities under the new brand of One Westminster, installed new IT and telephony systems across its three sites, began the development of a new web-site, due for launch in summer 2015, and created a new unrestricted revenue stream through the introduction of a serviced office space lettings business.

One Westminster also consolidated its presence as the combined Volunteer Centre and CVS for Westminster, developing and promoting volunteering in all its guides across the borough, and expanding its capacity building, training, voice and networking role for the local Voluntary and Community Service (VCS).

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**ONE WESTMINSTER**  
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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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***Organisational structure (continued)***

It acted in a support capacity for the re-emergence of the Westminster Community Network and inaugurated the Westminster Charity Leaders Forum, as well as developing a range of partnerships between the local voluntary, statutory and community sectors. It also played an active role liaising with regional and national umbrella organisations such as NCVO, ACEVO and Greater London Volunteering, and the CEO represented the UK volunteering sector at the bi-annual International IAVE (International Association for Volunteering Excellence) conference in Gold Coast, Australia, in September 2014.

The Board of Trustees and Senior Management worked throughout the year with the management consultancy firm 'Pilotlight' to create a new organisational Vision, Mission and Business Plan

***Recruitment and appointment of Trustees***

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Trustees (or the Board). The members of the Board are elected to serve for a period of two years after which they must be re-elected at the next Annual General Meeting for a further two years, but must not serve more than four years consecutively.

One Westminster aims to ensure that the views of its service users are appropriately reflected through the diversity of its trustees. In an effort to maintain a broad skills mix, members of the Board are requested to provide a list of their skills (and update it each year) and in the event of particular skills being lost due to retirements, individuals are approached to offer themselves for election to the Board.

***Trustee induction and training***

Most Trustees are already familiar with the practical work of the charity having been involved prior to taking up a trustee position. New Trustees are invited and encouraged to attend an induction session with the Chief Executive to familiarise themselves with the charity and the context within which it operates. They will also have a discussion with the Chair.

The Chief Executive of the charity provides new Trustees with an induction pack and information on the following:

- the obligations of Board members;
- the main documents which set out the operational framework for the charity;
- resourcing and the current financial position as set out in the latest published accounts; and
- future plans and objectives.

***Risk management***

The Board of Trustees has conducted a review of the major risks to which the charity is exposed. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects.

Procedures are in place to ensure compliance with the health and safety of staff, volunteers, clients and visitors to the charity. The continuing implementation of the Practical Quality Assurance Systems for Small Organisations (PQASSO) and the delivery of Volunteering England's core functions for volunteering infrastructure organisations, ensures a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity. The Board will continue to carry out periodic reviews of risks and mitigation measures.

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**OBJECTIVES**

Our primary aims and objectives are:

- to increase the quality, quantity and diversity of volunteering and active citizenship in the City of Westminster;
- to maintain an effective and sustainable infrastructure for the strategic development of volunteering.

***Delivering public benefit***

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our work and in planning future activities. In particular, the Board have considered how planned activities will contribute to the aims and objectives they have set in our Strategic Plan.

Our main activities over the year, who we have sought to help and our key achievements and performance are described above. One Westminster's services are open to all and continue to deliver public benefit throughout its service delivery, often supporting some of the most disadvantaged members of the local community to use volunteering as a means of reducing their social isolation and providing them with the skills needed to begin looking for paid employment. Our work with employers provides much needed highly skilled volunteers for local charities and community groups to assist them in delivering their own charitable objectives.

Finally, our income generation activity enables us to have the resources needed to secure the long term sustainability of the organisation. As demand for our services increases with changes in the economic climate, funding levels from traditional sources decrease. This element of our work will prove crucial to ensuring we can continue to deliver a public benefit in the future.

**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE**

**Business Activities and Outputs – Year 2014-15**

**Volunteer Brokerage Service**

Operating from our 'Volunteer Drop-in' Centre at 4 Sutherland Avenue W9, this service provides support to anyone wishing to volunteer or obtain information about volunteering. We signpost and place people into a diverse range of volunteering roles to suit their personal needs, and also promote volunteering across the borough to residents, employees and students.

There were 4,383 new volunteer registrations for the Brokerage Service for the final year of the current contract funded by Westminster City Council (1 April 2014-31 March 2015) against a target of 2,850 - exceeding the target by 153.8%. There were a total of 1,027 volunteering placements for the same period – exceeding the target of 1,000 by 2.7%.

One of the major achievements by the brokerage team was an increased volume of outreach work to promote volunteering - a total of over 80 outreach activities throughout the year. This included continuing the successful close partnership with Marylebone Job Centre, presentations at a wide range of Community Groups and also at a number of education establishments throughout the borough.

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

There was a new monthly 'Introduction to volunteering workshop' launched in Summer 2014 in partnership with Westminster Adult Education Service. This short 'taster' for a few hours is for people new to volunteering to help them gain a closer understanding about volunteering, which include rights and responsibilities and other key information. Over 100 people have attended so far, and this courses will continue in the new educational year starting in September 2015.

Another highlight was National Volunteers Week (1-7 June) which resulted in a record amount of outreach activities taking place - talking to over 120 people about volunteering during the week, which included a market stall in Church Street, and library outreach visits.

**Volunteer Opportunity Development**

We support voluntary sector organisations in creating and developing volunteering opportunities that benefit local residents or individuals in Westminster community. We work closely with brokerage team in developing new opportunities where current gaps have been identified by staff and volunteers to provide a wider choice for people interested in volunteering.

400 organisations are registered on 'Do-it project', the national volunteering website and VBase, and we have over 20,000 registered volunteers.

There was staff restructuring in January 2015, with Peshang Arkawazi, the new opportunity development officer, being appointed. This part-time role enables the officer to focus solely on opportunity development and reaching out to community groups to create a more diverse range of opportunities.

One of the major achievements was the transfer of data from our existing database to the new do-it website in November 2014. There was a major task of contacting organisations, checking and editing data, with the aim to increase the number of volunteering opportunities. This has resulted in over 700 opportunities going live on the new do web site since it was launched, with all major funder targets being achieved.

There has also been the gradual introduction of self-serving to Westminster voluntary organisations, which enables them to enter opportunities, monitor and track volunteers on the new do-it website.

**Volunteer Best Practice**

Throughout the year One Westminster continued to provide support, advice and training to local voluntary and community organisations in all aspects of volunteering best practice. A dedicated Best Practice Offer works at One Westminster to deliver an ongoing local programme to improve the capacity of local non-profit making organisations to recruit, manage and retain volunteers according to nationally recognised good practice principles. There is one to one support delivered through outreach and/or guidance delivered by email, telephone or online. There are also forums where organisations can come together to receive training, to network and to share their experiences of how to work with volunteers optimally.

There were over 150 individual good practice sessions held with Westminster voluntary groups. Staff and volunteers from 99 organisations attended a total of 11 training courses on subjects such as sustainable funding and how to deal with challenging volunteers.

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Volemploy Project**

2014-15 was the fourth year of this five year Big Lottery funded Project which addresses local issues of unemployment and social isolation/exclusion by improving the employability and life skills of adult individuals from black and minority ethnic and deprived community members in Westminster, providing them access to volunteering mentoring, employability training and development.

The project aims to engage 400 local residents over five years into a programme that combines voluntary placements in appropriate community role in order to gain skills, confidence and experience, whilst simultaneously offering a linked goal-based individual mentoring and training scheme aimed at helping achieve employment.

The project provides one-to-one support to unemployed people to help them develop effective techniques and strategies to improve their quality of life and confidence in their employability issues with the following key objectives:

1. To target job ready but unemployed individuals in City of Westminster
2. Develop a goal based, supportive, one to one model of mentoring with the target group/ project beneficiaries with onward referral to local employment agencies
3. Involve employee volunteer mentors
4. Run a complementary mentoring
5. Raise volunteering awareness among the target group and encourage to get involved in to volunteering.
6. Fully evaluate this project at all stages, and produce a tool kit to promote the model elsewhere
7. Generally to ensure that project users are achieving their long term goals of improved employability, confidence and motivation to start applying for jobs or to recover their ability to apply for jobs.

During 2014-15, 80 new unemployed individuals were matched with trained mentors, of which 46 started volunteering and 27 started paid jobs. 43 new employee volunteers were recruited, trained and matched as mentors.

Two group mentor/mentee social events took place, in June and December 2014, and 4 employability workshops were delivered.

During the year there was an increase in referrals to the programme from Job Centre Plus and other partner organisations including colleges and adult education services.

**Youth Volemploy**

Funded by the Big Lottery Reaching Communities Fund for three years, the Youth VolEmploy Mentoring Scheme supports young people, who are aged between 16 and 25 and live in London, particularly those who are residents Westminster City Council, to become more employable. We facilitate individuals in the creation of a career strategy with the help of a mentor and provide them a variety of one-to-one advice on their job search.



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**TRUSTEES' REPORT (CONTINUED)  
For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

The target during this period was to help 70 people. We supported 78 people, so achieved 114% over target. Outcomes included:

- i) building a strong partnership with DWP to become one of their official providers
- ii) building a stronger presence in the south side of the city
- iii) building a strong partnership with national youth charities, including The Challenge, VInspired and the Dame Kelly Holmes Trust
- iv) recruiting over 90 professionals in eight months' time to volunteer and mentor young people
- v) 40% of Mentees (beneficiaries) were educated in graduate level and many of them have secured full-time graduate jobs, including Engineering graduate programme of Jaguar Land Rover, analysts and marketing assistants in SME
- vi) building a strong branding presence to local employers, such as Twitter, PwC and Deloitte, and local education providers (schools/ college/ universities) and have been advertised in council's publication to raise the project's brand awareness, vi) amongst the NEETs (Young people who are not in employment, education and training) who are beneficiaries, two of them who had not worked or volunteered for over two years after college, managed to secure part-time employment after taking on the work experience at Tesco organised by the project manager
- vii) a young offender who is a beneficiary has not been arrested by the authority for over half a year since she has joined the project, and has become more active in her job search, and
- viii) mentoring young people has influenced two professionals to change their corporate employment into working for the charity sector.

**Digital Outreach**

This ongoing project, funded by Westminster City Council, commenced during 2014-15. It aims to increase levels of digital inclusion in the borough so that users feel able and comfortable using technology to communicate. Beneficiaries include the IT illiterate, those without easy access to a computer, and anyone would like to improve their digital skills.

One Westminster runs 6 IT Classes per week and weekly outreach at the Job Centre. We receive constant referrals from various community groups and partner organizations and use volunteer Digital Outreach Champions to help deliver the service.

Outcomes include service users becoming able to manage their personal budgets using Excel (cash flow), use Word, use online public services, send and receive emails, use a search engine, browse the web, and complete online forms safely and securely.

Monthly targets were met during the year and to date we have trained 277 service user to become digitally literate, confident, and motivated to pursue different career path using online technology.

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**TRUSTEES' REPORT (CONTINUED)  
For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Kick-it Project**

The 'Kick-it' Stop Smoking Service commenced on 1<sup>st</sup> February 2015. Funded through KCSC, the aim of the service is to provide culturally appropriate information and awareness on smoking health and reduce smoking prevalence in Westminster area.

**Just for You**

Funded by City Bridge Trust, the Just for You programme enables local VCS organisations to improve their ability to evaluate and communicate the impact of their services to stakeholders as well as to increase changes of gaining funding and be more sustainable. The project also supports organisations with fundraising; including: organising meetings with Big Lottery officers, reviewing cases for support, finding out the appropriate answers for legal questions in regards to funding and sharing networks details.

Whilst covering topics that can sometimes be 'dry', with a combination of materials and training styles we have managed to keep the sessions exciting and engaging. We have observed that participants had 'lightbulb' moments where they were able to clearly see the link between the topics covered and with the work they do and how sustainability depends on reflective work and thoughtful planning.

Activities:

- 3 sets of 3 weekly workshops providing intensive training in the following areas: outcomes focus planning, monitoring and evaluation, reporting, communications and fundraising.
- 114 one-to-one support sessions this included; help with completing outcomes triangles, monitoring and evaluation frameworks, further support on understanding vision and missions, website copy reviews, world press website setting up and design, funders monitoring frameworks; communication's plans and funding searching; case for support writing and presentations to funder; and project planning.
- Online platform (yammer) to share information, facilitate collaborative working as well as posting information e.g. communication tools, funding streams, monitoring and evaluation examples, sources of further support and training. Also resources on our website were updated.
- 8 additional group training and networking sessions: needs assessment; theory of change; budgeting; developing a fundraising strategy; sustainable funding; online donations; fundraising from an international development perspective; and introduction to photography. 61 participants from 50 organisations benefited from the training which was delivered by internal and external trainers.

The main target was to train 20 VCO's, this number was achieved and exceeded with 28 organisations taking part and further 50 organisations benefiting from the additional training sessions.

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**TRUSTEES' REPORT (CONTINUED)  
For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Small Groups Support**

Staffed for 2 days per week by Emma Plouviez from April-Dec 2014 and by Davide Marullo from Jan-March 2015, the project provides free capacity-building and funding application support to small VCS groups who are based in and/or working in Westminster. During the year, the project provided a total of 87 one-to-one advice sessions to 53 different organisations.

One highlight of the year was the 2014 Funders Fair – a tri-borough event organised jointly by the One Westminster Small Groups project, KCSC and Sobus. The event, held at Kensington Town Hall, attracted over 200 VCS groups from the three boroughs, and presented visitors with the opportunity to talk directly to funders and to obtain one to one advice from a range of other voluntary sector support agencies. Ten workshop sessions also ran during the day offering hints and tips to support organisations in their fundraising efforts.

We also ran a monthly fundraising club called 'Sharp Raiser Club' for small groups to assist them with fundraising activities.

**Supplementary Schools**

This 3 year project funded by John Lyon's Charity ended on 31st March 2015. It was delivered by a consortium of six supplementary schools in Westminster – and as well as delivering high quality lessons in English and Maths, the schools also worked to achieve as a minimum the Bronze Award quality framework from the National Resource Centre for Supplementary Education (NRCSE) – who also managed the project. One Westminster administered the finances and provided some general fundraising assistance during the final year.

**John Lyons Capacity Building Project**

CYP Plus – capacity-building for smaller organisations working with children and young people. This project started in January 2015, aiming to assist small groups providing services for CYP in Westminster to become more sustainable and fundable. In the first three months, the project has delivered 15 one-to-one support sessions with 11 organisations. It has also worked in depth on three funding applications for three organisations (to BBC CiN, John Lyon's Charity and Awards for All). It has taken on responsibility for administering the Children and Young People Network in Westminster, reaching a mailing list of 130 organisations. The next six months will see a consolidation of this work, as the project communicates regularly and more effectively with this group (policy updates; funding news etc.).

**Children and Families Outreach Service**

One Westminster continued to successfully deliver the Westminster City Council Children and Families Outreach Service Contract, supporting troubled families with children under five years of age, in partnership with Westminster Society (WSPLD), during the period April to September 2014. Much of this time was spent preparing and putting together a tender bid with the All Families Matter Consortium to renew the service for a further 12 months. However, our tender bid was unsuccessful and the contract was passed over to the national charity 'Family Lives', in September 2014. All existing One Westminster staff working on this project were then TUPE'd over to Family Lives.

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**TRUSTEES' REPORT (CONTINUED)  
For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Voluntary Sector Broker**

The Voluntary Sector Broker acts as a bridge between Westminster Children's Services and the voluntary sector. The VSB is based within the Children's Services Access Team at Frampton Street whose role is to help ensure that families who do not need or meet social care intervention have access to services within the voluntary sector for support and suitable early intervention to prevent families from going into crisis situations. The VSB builds relationships with the voluntary sector, build a knowledge base of voluntary organisations and the services they provide and identifies gaps/needs in services, partnership work and networking opportunities within the voluntary sector.

The VSB supports the children's services access and assessment team and the wider teams across the borough in providing information regarding voluntary sector services and signposting families, attends Blue team meetings and support families that do not meet statutory thresholds in linking and signposting to voluntary sector services, and worked with 'Time and Talents' on 2 separate projects to redecorate 3 rooms at Frampton street social services building.

The VSB also attended and participated in the team around the mosque/faith meetings and has also made links with the Al Manaar mosque to look at building on the team around the mosque meetings.

It worked in partnership with NE locality in arranging a fun day event for Muslim families at Regents Park Mosque whereby 17 voluntary organisations were invited to attend and have stalls providing information and worked with the NE locality team to develop a 'question time' event for young people to discuss issues/topics. The VSB is currently in the process of mapping DV services in Westminster.

The VSB, in partnership with NW locality, also started a pilot step down panel (community pathways panel) to assist practitioners with closing their cases and supporting with signposting for alternate services for those families.

VSB continue to coordinate Basic English classes for Muslim women. The classes have been set up started on 25th February. There are 7 regular attendees but the associated crèche is currently full, meaning no women needing childcare can access the course at present. This is due to the crèche funding of only having enough to pay for 2 crèche workers.

VBS continues to meet with new organisations/projects. Promote services within Westminster and link organisations to Westminster professionals.

**City Guides**

Events in London can stretch the resources of public agencies such as the Police, Transport for London and the Council. City Guides support these agencies by providing an extra customer service resource.

Funded by Westminster City Council, City Guides provide a mobile tourist information service, which includes information on the event, the area (local attractions/facilities/places of interest) and transport. At each event, City Guides will be allocated an area where they will be based. From here, they will be instrumental in handing out any information (received from Event Organisers) about the event, signposting (Nearest First Aid, toilets, landmarks etc.) and generally being helpful and enthusiastic towards the visitors.

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

Beneficiaries of the City Guides project include:

- Public agencies such as the police, Transport for London and Westminster City Council who we support during the execution of the events.
- Visitors at events and inbound tourist visiting the local area.
- Beneficiaries also include City Guides volunteers who through access to the project have gained relevant experience and skills as well as the opportunity to maintain active within the community.

Performance against targets

<b>Objectives</b>	<b>Target</b>	<b>Achieved</b>
Attend Events	40	56
Recruit New Volunteers	150	110
Increase Leader Training	30	0
First Aid Training	40	34
Induction Training	150	79
NVQ L2 Spectator Safety	10	0
Additional funding/sponsorship	£2,000	£750

Between April 2014 and March 2015, 586 City Guides attended 56 events, totalling 2747 hours of voluntary time, which the Westminster Borough has benefited from.

Having a part time member of staff as an addition to the project from July to December 2014 proved to be a major success, providing an opportunity for regular engagement with volunteers at events and resulting in increased commitment from volunteers.

**Sports Makers**

Funded by Westminster City Council, The Westminster Sports Makers Project provides volunteering support to organisations and volunteers interested in or providing sports and physical activities.

During the year, the project registered 135 new potential volunteers; offered a free DBS check to 35 volunteers; promoted over 90 different opportunities to volunteer in local sport clubs; organised 11 core sports courses (first aid; safeguarding; disability awareness, etc.) with a 136 total attendance and provided grant funding to 39 volunteers to help them in their next sports coaching steps.

**Positive Volunteering Programme (PVP)**

During the year, The Westminster Positive Volunteering Programme, funded by Big Lottery *Awards for All* and Westminster Children's Services concluded a pilot programme which ran from January until the end of June 2014. The programme offers regular training workshops for volunteers working in the Children and Families arena, or interested to do so. During the pilot the targets were met by delivering a total of nine full day training sessions to 60 volunteers from a wide range of organisations.

The main aim of the programme was to build collaboration and synergy between Volunteer Involving Organisations in Westminster that serve the needs of the most vulnerable children and families.

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**TRUSTEES' REPORT (CONTINUED)  
For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

The pilot was designed to provide new and existing volunteers with a high quality, training programme that equips them with the skills and knowledge to work with vulnerable children, young people and families in Westminster. Both the survey that we conducted and the feedback from organisations indicate a very positive impact on the training on both volunteers and organisations.

The organisations that send their volunteers regularly onto this programme gave extremely positive feedback. During this pilot one of the organisations, Westminster Befriend a Family, made the training mandatory for all their new volunteers. The organisations indicated a few points of impact:

- Volunteers are better prepared and equipped for their roles
- Volunteers feel more self-confident in performing their role and taking on responsibilities
- Volunteers are more aware of the importance of being reliable and also in continuingly providing the organisation with feedback
- The programme provides the opportunity to offer volunteers with quality training. It saves time and resources which often lack.

Due to its success, the programme has now been funded for one more year to train 200 volunteers during 2015/16.

**LD Volunteering Project**

During the year One Westminster continued to develop the Westminster City Council's Learning Disabilities Volunteering Project. This project assists PWLD to develop confidence, personal and workplace skills through a range of volunteering activities

During the year 25 supported volunteer placements were made for PWLD resulting in 1,210 hours direct volunteering. During the year, the project was renewed for a further two years

**LD Befriending Project**

2013-14 marked the final year of this three year Big Lottery funded project to support PWLD through volunteer befriending and mentoring services.

We conducted a project evaluation (December 2014) supporting new funding proposal to the Big Lottery Fund (Stage1 January 2015, Stage2 April 2015) to renew an enhanced version of the project for a further three years. The project closing dynamic brought additional challenges of managing users' expectations, limiting publicity and new matchings.

Year activities were successfully delivered, confirming project benefits. Befriending and events and activities were successful. We reinforced life and social skills and more community engagement, also preparing next project. We monitored through 1:1 reviews, activity logs and on-going communication. 100% PWLD inquired reported significant impact of befriending across isolation, independence, health and wellbeing. This was confirmed by surveys to families and volunteers. We organised 3 events this year. In addition to reported event in August 2014, we had the Christmas Party Dec and Final Celebration Feb, both fully organised with PWLD and excellent attendance of 35-40. Final Celeb included handing out Certificates of Befriending and a drawing workshop/survey about befriending.

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

We also organised inductions and training sessions for Volunteers on Mentoring, and this year liaised with other projects for training on Working with Vulnerable Adults - providing more training within available resources. We organised last recruitment campaign in October/November 2014; although 28 people were contacted, project closing was discouraging. Working links with other service providers reflected continuous and consolidated work over the 3 years.

A total 75 PWLD were referred to the programme during the year. 100% users reported/demonstrated the high positive impact of the project across outcome areas and case studies were presented (Evaluation December 2014). This was confirmed by survey to family members, services and volunteers

**Befriending Plus**

The main aim of the Befriending Plus project is to provide volunteering opportunities whereby we train and DBS check volunteer befrienders who then offer companionship and support to vulnerable older people in Westminster. We create, develop, monitor and facilitate match meetings which provides social contact and interaction for older people, and strongly believe in the Power of partnerships.

The Befriending Plus has established and developed great links and partnerships in Westminster. We share resources, expertise and work with all different organisations and agencies sharing the same and main objective of reducing social isolation and improving the quality of life for all our older people in our communities.

<b>Outputs</b>	<b>Annual year monitoring period by Quarter</b>			
	<b>April 2014 – March 2015</b>			
Number of referrals received in the monitoring period	25	28	37	19
Number of new Befriender/Befriended matches in the monitoring period	16	24	8	8
Number on-going Befriender/Befriended matches in the monitoring period	42	50	45	53
Number on Befriendeds on hold	23	17	19	14
Number of Befriender/Befriended matches closed in the monitoring period	2	4	9	24
Number of service users at the end of the monitoring period	63	74	99	121

Volunteer supervision is crucial part of the befriending plus project, our team have been organising regular group supervision, every six weeks. We provide a framework about the role and responsibilities and its great space and good opportunity to learn from each other and develop.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

---

**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

Volunteers share their own stories and views about their relationships with their befriender, we generally have a mixture of stories some very funny and rewarding and some challenging and testing.

We have also enhanced our group sessions by organising workshops, we have been inviting different professionals to raise awareness about all different and relevant issues related to our services users and volunteers. We also facilitated two Group Supervision on the 29<sup>th</sup> November 2014 and the 5<sup>th</sup> March 2015.

Our methodology is to provide well-trained and supported volunteer befrienders to give companionship to our senior citizens here at Westminster. Our aim to improve the quality of life for older people in Westminster and to help them maintain their independence and dignity. To achieve that our team have been creating a quality matches and providing support to 53 ongoing matches over this period.

The team assisted, monitored and supported 89 volunteers, dealing with 121 referrals by CL CCG practice(s) and Well Watch and other organisations. The befriending Plus trained and placed 28 volunteer befrienders over this monitoring period with people aged 65 and above living in isolation here at Westminster.

**Care Homes Project**

Funded by the Department of Health via NCVO, the Volunteering in Care Homes project provides the volunteer management function for care homes participating in the project. We provide local knowledge, networks and expertise to successfully and safely recruit, induct and support volunteers participating in a range of resident led activities in the care homes. Volunteers recruited are assigned to a care home residents and visit once a week for at least 1 – 2 hours. They engage in social activities with residents, including such things as having a chat, reading, knitting, painting, playing board games or cards. They may also accompany a resident out on a short walk or outings with the consent of the care home staff. All volunteers require an enhanced DBS and 2 satisfactory references.

We are currently working with 3 homes: Carlton Dene Elderly Resource Centre (Statutory), St Georges' Nursing Home (Private) and Westmead Elderly Resource Centre (Statutory).

The beneficiaries are Care Home residents who may have dementia, mental disability, mobility issues, very limited access to the community and visits from friends/family.

In total we arranged 88 1to1 matches and a further 12 new residents were engaged as a result of having volunteers who visit the care homes to play either the piano or guitar to entertain them, and received over 60 applications.

The project developed a strong professional working relationship with our partners - Tracy Whittle (NCVO, Volunteering in Care Homes Manager), Management and Staff of care homes. As a result, the volunteers are well supported and feel part of a bigger team at the care home.

It also arranged for some volunteers to take part in the review of induction/emotional training material for care homes that want to engage volunteers. The material will be made available on the NCVO website before the end of the summer 2015.

We successfully managed the scarce resources to deliver the project and secure extra funds to pay for all DBS checks, stationery and volunteer expenses.



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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Flexicare**

During the year we commenced a volunteer Flexicare project in partnership with Westminster Mind, funded by WCC adult social care. One Westminster recruits, trains, supervises and helps to match volunteers to adults with mild to moderate mental health issues living in Westminster. Matched befriending relationships are then managed by Westminster Mind. This programme forms part of a wider partnership with Westminster Mind who use our premises at 4 Sutherland Avenue for regular weekly drop-in Services for people with mental health problems

**Time & Talents**

Time & Talents facilitates corporate social responsibility through volunteering. The programme has engaged 24 employer partners from April 2014 to March 2015, channelling their resources and skills to address need in the Westminster community.

Time & Talents engages with any community organisation that requests corporate support. These include: primary and secondary schools, small and medium sized charities, local community groups, social enterprises, CICs, supported housing associations, and more. In each case, beneficiaries are either the service users/ clients, or the employees of the organisation concerned.

The programme has benefitted approximately 1,950 people through 150 volunteer projects with 114 community partners.

Between April 2014 and March 2015, Time & Talents increased volunteer participation in 82% of its corporate partners with a full annual membership. The programme also increased overall volunteer numbers by 37.5%.

**The project:**

- placed 1,103 skilled volunteers through 4,908 hours of volunteering
- initiated and managed the Victoria Mentoring Programme in July 2014, engaging 20 employees from four corporate partners and matching them with 20 students at Westminster City School. As well as mentoring, the programme delivered four multi-touch workshops and a launch event at the Victoria Pavilion, and
- launched our partner's inaugural 10-week financial education programme in Quintin Kynaston School, Tools for Tomorrow. Twenty students benefitted from this and will attend the awards ceremony scheduled for later in the summer.

2014-15 was a highly successful year for Time & Talents in terms of renewing existing employer partners and seeking new ones. We introduced 4 new employer partners from the public sector, hospitality, recruitment and academic sectors to join our partnership of 17 partners who deliver our corporate volunteering programmes in Westminster with a pool of over seventy community partners.

We raised the highest level of income in the project's history since it started in 1996.

We also helped develop a new project in Kensington & Chelsea in partnership with The Kensington & Chelsea Foundation and Volunteer Centre Kensington & Chelsea. The project will engage business and voluntary sector in a range of participatory programmes much in the same way that Time & Talents has over the last 19 years.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Westminster Community Project (ex- substance users)**

During the year we successfully completed a pilot project, in partnership with Turning Point, to support ex-substance users through a mentoring and volunteering programme (Westminster Community Project). The results of this pilot were compiled into a comprehensive evaluation report which will be used to obtain further and more sustainable funding to develop this service in the future. Here are some of the outcomes achieved during the six months:

- Total volunteers hours of volunteering - 1788 hours
- Total number of mentoring sessions: 53
- Total number hours spent on mentoring: 257 hours
- No. of placement volunteer sessions: 107
- 15 mentees started and completed Skills and Preparation for Volunteering training course and achieved the learning outcomes
- All of the mentees felt their health and well-being had been improved as a result of completing the course
- All mentees felt that the training helped improve their confidence and motivation for volunteering
- Most of mentees felt that the training had supported them become more comfortable in speaking in groups
- 12 mentees started volunteer placements
- A further 2 clients who were unable to complete WCP Skills and Preparation for Volunteering training were matched to suitable volunteering opportunities
- 7 mentees completed their 3 month placement
- 7 mentees went on to continue as volunteers at the organisations they were placed with
- 2 mentees took up an additional volunteering opportunities towards the end of their placement
- 5 mentee started courses: 1 mentee started Level 1 Business Admin Course, 1 mentee started Level 2 Counselling Skills Course, 1 mentee started a NVQ Level 2 in Health and social care and 2 mentee's start a Digital Inclusion Course.
- 1 mentee went on to gain full time paid employment in hospitality
- All mentees that had a mentor felt this supported them gain confidence
- 11 mentors completed WCP mentor Training
- 8 mentors went on to provide over 257 mentoring hours over 54 sessions
- 12 community partners hosted volunteer placements and in total received 623.5 hours of voluntary support from a mentee over a three month period.

**DBS Administration**

This ongoing project undertakes DBS check administration services for our own internal projects as well as for external organisations. Beneficiary organisations receive support in all DBS administration either through personal service from One Westminster or by receiving training to become nominated document checkers. This service is widely used by local organisations as well as those not based in the local catchment area, but still wish to use our services as a recognised DBS umbrella body. Westminster City Council has recently ceased to be an umbrella body and have very kindly been recommending organisations requiring DBS services to One Westminster. 1039 DBS checks were administered and the target of generating £5,000 surplus income was exceeded by about £1,200 in 2014-15.

**Westminster Carers Time Bank**

During the year, One Westminster was contracted by Westminster Carers Service to provide management and supervision support to the staff team working at 37 Chapel Street on the Westminster Carers Time Bank Project.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Space Lettings**

During the year a comprehensive service offering affordable, flexible serviced office space to charities and community groups operating in Westminster from our offices at Chapel Street and Pimlico was launched. A mixture of hot-desks, fixed desks, and enclosed offices are available at these sites, with users benefitting from a range of office resources as well as organisational support.

In the first year of this activity, the service generated over £27,000 revenue against a target of £20,000. Congratulations on this remarkable achievement to our Operations Manager, Julian Hamlin.

**Marketing and Communications**

It was a busy year for the communications and marketing – trying to fit in all the necessary development and implementation of the new brand that we started to create with the new logo at the One Westminster launch – all with the help of our team of volunteers without whom the creation of the fortnightly newsletter would not have been possible. We particularly commend Jonathan Crawford – who has loyally turned up once a week for more than 18 months now.

As well as the creation of the logo to coincide with the launch, work last summer included the design and development of a house style for marketing flyers and the creation of a number of flyers of various sizes for departments, such as Flexicare Befriending. Also on the agenda was the creation of a digital impact report and an elegant information pack for Time and Talents that included a folder and A4 sheets that could be used as and when required – and updated and reprinted separately for maximum economy. Bright new marketing flyers for Volunteering in Care Homes and Youth VolEmploy Mentoring service (plus a standing banner) have also been produced and we are currently supervising work being carried out by Fundraising on their Taste the World (flyer and recipe pack).

OW took over the VAW fortnightly newsletter after the merger and we have since broadened its scope and appeal. It currently is sent out to 1,000 subscribers, mainly local charities and community groups and its opening and click rates remain above the usual Third Sector average. In addition, we also create and circulate a volunteering opportunities newsletter once a month to our 15,000 list of volunteers. This popular offering usually results in the advertised vacancies being filled within a matter of days.

On the social media front we have steadily grown our Twitter following to nearly 1500 – our strategy of providing interesting and useful content with the aim of establishing One Westminster as an information hub appearing to have paid off. Like many organisations, we feel that Twitter is the way forward to extending our reach in the community – and to this end tend to use Facebook mainly for supplementary picture stories.

Events that have been publicised with orchestrated campaigns using Twitter, website and press releases include the Westminster Charity Splash (October 2014), the Dim Sum Charity Lunch (March 2015) – which included the creation of the copy line 'Someone needs your help today in Westminster' and the Volunteer's Fair (June 2015) and we intend to continue using this multi-channel approach to maximise attendance and awareness of One Westminster.

But by far the biggest project is the creation of the new website which is now well underway and we are pleased with our chosen team of developers, Website Developments. We will be unveiling it to the world in summer 2015. It has many up-to-the-minute features including translation into 50 languages, a visible Twitter feed, an easy navigation structure and it adheres to the brand.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**IT Infrastructure development**

2014-15 was a very eventful year with regards to the integration of our IT infrastructure which we are still developing.

The Remote IT support team took a lead on this and appointed one of their experienced engineers to carry out the merger and domain migration and Alexandra Soetan, our in-house IT Support Officer, rendered support throughout the project which lasted for close to 4 weeks.

The following tasks were achieved during this period:

- 1) Creating the New Active Directory Domain
- 2) Creating Site to Site Connectivity
- 3) Office 365 Migration
- 4) Installing and configuring 49 New Devices with Windows 8.1 operating system
- 5) Rebuilding of existing SBS Server
- 6) Migration of Virtual Servers and Decommissioning of Redundant Servers

Afterwards, all old computers across our 3 sites had their user profiles and data deleted and finally taken off the old domain. They were over 60 in total. Laptops were added to the new domain onewestminster.org.uk and configured for use by Project Coordinators. Other computers donated to us from other organisations were also wiped and set up for use.

The IT Support Officer continued to give support to staff and tenants across the 3 sites, responding to the diverse needs until all IT systems were running smoothly.

We have tried as much as possible to keep viruses and unwanted software clogging out of our systems and also set up the one-drive for business functionality to enable staff work on documents remotely.

Special thanks to Alexandra Soetan for her exceptional work during the year.

**Funders**

Thanks to all our funders for providing resources for the following projects during 2014-15:

- *Volunteer Brokerage Contract (Westminster City Council)*
- *Involve Project (Mercers Co, Bernard Stanley, Westminster Amalgamated Charities)*
- *Just for You Project (City Bridge Trust)*
- *Befriending Plus Contract (NHS Central London Clinical Commissioning Group, Henry Smith Charity)*
- *Learning Disabilities Volunteering Project (Westminster City Council)*
- *Learning Disabilities Mentoring and Befriending Project (Big Lottery – Reaching Communities)*
- *A City Transformed by Sport (Westminster City Council)*
- *Westminster City Guides (Westminster City Council)*
- *Volemploy Mentoring Programme (Big Lottery – Reaching Communities)*
- *Youth Volemploy Mentoring Programme (Big Lottery – Reaching Communities)*
- *Care Homes Project (Dept. of Health via NCVO)*
- *Digital Outreach Project (Westminster City Council)*
- *Positive Volunteering Project (Big Lottery Awards for All and Westminster Childrens Services)*
- *Flexicare Project – Westminster City Council via Westminster Mind)*

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

- *Westminster Community Project (Turning Point)*
- *Kick-it Project – Kick –it (Kensington and Chelsea Social Council)*
- *Business and Communities Together Consultancy (Westminster Foundation)*
- *Carers Time Bank (Westminster Carers Service)*

Additionally, the Centre's three self-funding projects continued to develop throughout the year and exceeded income targets:

- *Time & Talents for Westminster Employee Volunteering Project*
- *DBS Administration*
- *Space Lettings Business*

**Other Areas of Activity**

**Marketing volunteering**

One Westminster has an ongoing brief to stimulate and encourage local interest in volunteering and community activity. This is achieved by promoting and marketing volunteering through local, regional and national events and campaigns

**Developing volunteering opportunities**

We work in close partnership with statutory, voluntary and private sector agencies as well as community groups and faith groups to develop local volunteering opportunities. We also work with groups which face barriers to volunteering, such as people with learning disabilities and refugees and asylum seekers.

**Policy response and campaigning**

We identify proposals or legislation that may impact on volunteering and participate in campaigns on issues that affect volunteers or volunteering. We campaign proactively for a more volunteer-literate and volunteer-friendly climate. In this context, the Centre has promoted importance of a solid volunteering infrastructure in Westminster during the year, working closely with the local council on this by actively lobbying both elected members and officials.

**Strategic development of volunteering**

As the local experts on volunteering we inform strategic thinking and planning at a regional and national level.

**Staff**

Regular staff meetings and staff training events took place throughout the year and most staff members took part in the annual Christmas staff volunteer day, preparing Christmas lunch and entertaining members at a supported housing centre in December 2014.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**ACTIVITIES, ACHIEVEMENTS AND PERFORMANCE (CONTINUED)**

**Volunteers**

One Westminster retained an active pool of its own volunteers during the year, over 20 of which volunteered regularly on 'front desk', volunteer brokerage duties. Others supported the organisation's projects and specialist volunteers were recruited in areas such as IT support, web-site development, business process mapping, marketing and comms and Chapel Street reception. During the year, efforts were made to ensure volunteers were properly trained and supported.

There was a special focus on the continual development of reception volunteers, who are an integral part of our successful brokerage service. This included regular supervision, customer service training course, and mock job interviews and social events. Quite a few of the reception volunteers were also matched to a mentor through the Volemploy mentoring programme and several were successful in moving on to paid work during the year. One Westminster also developed its policy of making more use of unpaid interns to deliver specific projects. Overall the use of volunteer help increased significantly during the year, partly as a result of the extra space available in our new premises.

**Trustees**

The Trustee Board met with increasing regularity during the year to address key issues resulting from the merger and finance management. Three sub-committees were set up: HR, Finance and Fundraising, and these also met regularly.

Serving board members throughout the year were:

Shirley Springer (Chair)  
Katharine Skorupska (Vice Chair) – resigned 13 April 2015  
Daniela Bultoc  
Maggie Clewes Degas – resigned on 13 April 2015  
Ann Frye  
Idil Hassan  
Omar Ismail  
Miranda Keast  
Irene Kohler  
David Luyombya  
Lilian Ndiamefo (Treasurer) – resigned on 3 August 2015  
Pierre-Yves Rahari - resigned on 2 October 2014)  
Jackie Rosenberg - resigned 13 August 2015  
Guy Swales  
Edmond Yeo

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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**FINANCIAL REVIEW**

***Results***

The Charity's income was £1,245,257 in the year ended 31st March 2015 compared to £759,082 in the year ended 31 March 2014. The total expenditure amounted to £1,311,758 in the year ended to 31st March 2015 compared to £778,493 in the year ended 31st March 2014. The total fund balance carried forward at 31<sup>st</sup> March 2015 was £56,607.

***Reserves and investment policy***

Free reserves are defined as the net assets of the charity excluding those assets tied up in fixed assets or representing restricted funds. The stated policy of the Trustees is to set a target level of free reserves equivalent to three months future expenditure less amounts already held in restricted reserves. Free reserves as defined by Charity Commission guidance are equivalent to the charity's general reserve which is deficit. In view of the current position, urgent strategic measures have now been put in place to address the core deficit.

The Memorandum & Articles of Association provides that the charity invests monies not immediately required for its own purposes in or upon such investments, securities or property, as may be thought fit. At the present time the Trustees' policy is to maintain all such monies on deposits earning a market rate of interest.

**PLANS FOR THE FUTURE**

Consultancy work with Pilotlight has resulted in a new Vision, Mission and Business Plan for One Westminster which will form the basis of organisational development going forward.

The key priority for 2015-16 is to address the shortage of unrestricted income and reduce overhead costs. Several initiatives are already underway in order to do this including i) reduction of core staff costs, ii) reduction of premises and office overhead costs, iii) development of an external unrestricted fund raising programme, iv) focus on developing projects that produce realistic overhead contributions, and v) exploring options for strategic partnerships and back-office service sharing opportunities.

During 2015-16, One Westminster will also be tendering for two key local authority contracts:

- Volunteer Outreach and Development Service, and
- VCS Support Service. Winning these two contracts will play an important part in the development of organisational strategy going forward.

Other priorities for the year ahead include:

- addressing internal and external marketing and communications, including the launch of a new One Westminster Web-site
- focus on key organisational capabilities and design a new organisational structure
- further development of the governance structure and Board of Trustees
- an overall review and consolidation of organisational premises and staff working-practices, and
- a review of strategic partnership options with other organisations.

Another challenge for the year ahead will be the departure of the CEO in September 2015, and the need to restructure the organisation's senior management.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**For the year ended 31 March 2015**

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***Small Company Exemptions***

Advantage is taken in preparing this report of the special exemptions applicable to small companies conferred by Part 15 of the Companies Act 2006 and in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities.

**TRUSTEES' RESPONSIBILITIES**

The Trustees (who are also directors of the company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.


***Provision of information to auditors***

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing their report and to establish that the charitable company's auditors are aware of that information.

**APPROVAL**

This report was approved by the Trustees on the 19.10.15 and signed on their behalf, by:

  
\_\_\_\_\_  
S Springer  
Chair



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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE WESTMINSTER**

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We have audited the financial statements of One Westminster for the year ended 31 March 2015 set out on pages 27 to 35. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinion we have formed.

**Respective responsibilities of trustees and auditors**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

**Scope of the audit of the financial statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

**Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Opinion on other matter prescribed by Companies Act 2006**

In our opinion the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONE WESTMINSTER (CONTINUED)**

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**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Trustees' report.



Romit Basu (Senior Statutory Auditor)  
The Kings Mill Partnership  
Chartered Accountants  
Registered Auditors & Business Advisors  
75 Park Lane  
Croydon  
Surrey  
CR9 1XS

Date: 22.10.15

**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

**STATEMENT OF FINANCIAL ACTIVITIES**  
**(Incorporating income and expenditure account)**  
**For the year ended 31 March 2015**

	Note	Unrestricted Funds £	Restricted Funds £	2015 Total £	2014 Total £
<b>INCOMING RESOURCES</b>					
<i>Incoming resources from generated funds</i>					
Grants, donations and other income		31,024	-	31,024	14,146
Donation from VAW		41,022	-	41,022	-
Investment income		141,899	-	141,899	234
<i>Incoming resources from charitable activities</i>					
Grants and contract funding		173,292	858,020	1,031,312	744,702
<b>TOTAL INCOMING RESOURCES</b>	2	<u>387,237</u>	<u>858,020</u>	<u>1,245,257</u>	<u>759,082</u>
<b>RESOURCES EXPENDED</b>					
<i>Charitable activities:</i>					
<i>Grant and contract funding</i>	3	364,709	887,471	1,252,180	764,851
<i>Governance costs</i>	5	59,578	-	59,578	13,642
<b>TOTAL RESOURCES EXPENDED</b>		<u>424,287</u>	<u>887,471</u>	<u>1,311,758</u>	<u>778,493</u>
<b>NET (EXPENDITURE)/INCOME BEFORE TRANSFERS</b>	6	(37,050)	(29,451)	(66,501)	(19,411)
Transfers between funds		(27,749)	27,749	-	-
<b>NET (EXPENDITURE)/INCOME AFTER TRANSFERS</b>		(64,799)	(1,702)	(66,501)	(19,411)
Total funds brought forward		39,412	83,696	123,108	142,519
<b>TOTAL FUNDS CARRIED FORWARD</b>	12	<u>(25,387)</u>	<u>81,994</u>	<u>56,607</u>	<u>123,108</u>

There were no recognised gains and losses other than those shown above in the Statement of Financial Activities. The results for the above financial years are derived from continuing operations.

The notes on pages 29 to 36 form part of the financial statements.

**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

Registered number: 02052268  
**BALANCE SHEET**  
As at 31 March 2015

	Note	£	2015 £	£	2014 £
<b>FIXED ASSETS</b>					
Tangible assets	8		53,037		23,835
<b>CURRENT ASSETS</b>					
Debtors	9	63,125		24,566	
Cash at bank and in hand		<u>85,250</u>		<u>145,639</u>	
		148,375		170,205	
<b>CREDITORS: Amounts falling due within one year</b>	10	<u>(125,589)</u>		<u>(70,932)</u>	
<b>NET CURRENT ASSETS</b>			<u>22,786</u>		<u>99,273</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			75,823		123,108
<b>CREDITORS: Amounts falling due within more than one year</b>			<u>(19,216)</u>		-
<b>NET ASSETS</b>			<u>56,607</u>		<u>123,108</u>
<b>FUNDS</b>	12				
Restricted funds			81,994		83,696
Unrestricted funds:					
-General funds			(78,424)		3,620
-Designated funds			53,037		35,792
<b>TOTAL FUNDS</b>			<u>56,607</u>		<u>123,108</u>

The financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to companies subject to the small companies regime and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved and authorised for issue by the Board on the 19.10.15 and signed on their behalf, by:

  
S Springer – Chair

The notes on pages 29 to 36 form part of the financial statements.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 March 2015**

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**1. ACCOUNTING POLICIES**

**Basis of accounting**

The financial statements have been prepared under the historical cost convention and follow the recommendations in Accounting and Reporting by Charities: Statement of Recommended Practice (SORP 2005) issued in March 2005, applicable UK accounting standards and the Companies Act 2006.

The charity has taken advantage of the exemption in FRS1 from the requirement to produce a cash flow statement on the grounds that it is a small charity.

**Voluntary income**

Voluntary income is received by way of donations and gifts and is included in full in the Statement of Financial Activities when receivable. The value provided by volunteers has not been included.

**Grants**

Grants including grants for the purchase of fixed assets are recognised in full in the Statement of Financial Activities in the year in which they are receivable. Income is deferred when received in advance of the period to which it relates.

**Resources expended**

Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to the activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis of staff time attributable to each activity.

**Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. All assets costing more than £350 are capitalised. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Office furniture and fittings	-	20% straight line
Computer equipment	-	33% straight line
Office improvements	-	over the remaining term of the lease

**Finance lease commitments**

Assets obtained under finance leases are capitalised in the balance sheet and are depreciated over their useful lives or the lease term, whichever is the shorter. The interest element of these obligations are charged to the statement of financial activities for the relevant period. The capital element of future payments are capitalised.

**Other income**

Other income, including bank interest, is recognised in full when received.

**Unrestricted funds**

Unrestricted funds are donations or other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

**Designated funds**

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes.

**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**For the year ended 31 March 2015**

**1. ACCOUNTING POLICIES (Continued)**

**Restricted funds**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management and support.

**Pension scheme**

The charity makes contributions to a multi-employer pension scheme with a defined benefit element, which is administered by The Pension Trust, and other defined contribution schemes. The costs of the contributions are charged to the Statement of Financial Activities as they fall due. Further particulars of The Pension Trust Scheme are given in note 15.

**2. INCOMING RESOURCES**

	Unrestricted funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Grants, donations and other income	31,024	-	31,024	14,146
Donation from VAW	41,022	-	41,022	-
Investment income	141,899	-	141,899	234
Charitable activities	173,292	858,020	1,031,312	744,702
	<u>387,237</u>	<u>858,020</u>	<u>1,245,257</u>	<u>759,082</u>

**3. CHARITABLE ACTIVITIES COSTS**

	2015 £	2014 £
<i>Grant and contract funding:</i>		
Direct costs	101,030	82,475
Staff Costs	663,498	414,493
Support costs	487,652	267,883
	<u>1,252,180</u>	<u>764,851</u>

**4. SUPPORT COSTS**

	Staff Costs £	Premises Costs £	Other Costs £	Total £
Charitable	218,369	162,399	106,884	487,652
Governance	24,263	18,044	10,828	53,135
	<u>242,632</u>	<u>180,443</u>	<u>117,712</u>	<u>540,787</u>

Support costs are the costs of central management. These costs are apportioned to activities based on staff costs.

**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**For the year ended 31 March 2015**

**5. GOVERNANCE COSTS**

	2015 £	2014 £
Auditors' remuneration - audit services	3,000	3,000
Other costs	3,443	-
Support costs	53,135	10,642
	<b>59,578</b>	<b>13,642</b>

**6. NET EXPENDITURE**

This is stated after charging:

	2015 £	2014 £
Depreciation of tangible fixed assets: - owned by the charity	18,190	9,094
Auditor's remuneration – audit services	3,000	3,000

During the year, no Trustees received any remuneration (2014 - £NIL).

During the year, no Trustees received any benefits in kind (2014 - £NIL).

During the year, one Trustee received reimbursement of expenses of £843 (2014 - £75).

**7. STAFF COSTS AND NUMBERS**

	Total 2015 £	Total 2014 £
Wages and salaries	791,948	454,303
Social security costs	70,190	40,088
Pension costs	22,223	9,671
	<b>884,361</b>	<b>504,062</b>
Other staff expenses	-	9,321
	<b>884,361</b>	<b>513,383</b>

One employee received emoluments of £60,000 - £70,000 in the year (2014: 1). The average number of full time equivalent employees in the year was 25 (2014: 16). During the year the employees were also assisted by unpaid volunteers.

**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**For the year ended 31 March 2015**

**8. TANGIBLE FIXED ASSETS**

	Office Improvermer	Computer equipment £	Office furniture and fittings £	Total £
<b>Cost</b>				
At 1 April 2014	13,887	54,515	12,377	80,779
Additions	1,578	44,372	1,442	47,392
<b>At 31 March 2015</b>	<b>15,465</b>	<b>98,887</b>	<b>13,819</b>	<b>128,171</b>
<b>Depreciation</b>				
At 1 April 2014	6,076	40,844	10,024	56,944
Charge for the year	4,694	12,353	1,143	18,190
<b>At 31 March 2015</b>	<b>10,770</b>	<b>53,197</b>	<b>11,167</b>	<b>75,134</b>
<b>Net Book Value</b>				
31 March 2015	4,695	45,690	2,652	53,037
31 March 2014	7,811	13,671	2,353	23,835

**9. DEBTORS**

	Total 2015 £	Total 2014 £
Trade Debtors	30,614	750
Other debtors	10,000	10,000
Prepayments	22,511	13,816
	<b>63,125</b>	<b>24,566</b>



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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**For the year ended 31 March 2015**

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**10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2015 £	2014 £
Trade Creditors	19,735	10,771
Accruals and deferred income	58,493	56,675
Social security & other taxes	35,169	2,678
Other creditors	12,192	808
	<hr/>	<hr/>
	<b>125,589</b>	<b>70,932</b>

**11. CREDITORS: AMOUNTS FALLING DUE WITHIN MORE THAN ONE YEAR**

	2015 £	2014 £
Other creditors	19,216	-
	<hr/>	<hr/>
	<b>19,216</b>	<b>-</b>

**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**For the year ended 31 March 2015**

**12. STATEMENT OF FUNDS**

**RESTRICTED FUNDS**

	Brought forward £	Incoming resources £	Resources expended £	Transfers in/out £	Carried forward £
Befriending Plus	8,033	72,875	(70,816)	-	10,092
Care Homes	1,946	12,279	(9,813)	-	4,412
Children's Centre	-	177,078	(177,078)	-	-
City Bridge Trust/Just for you	-	46,655	(46,655)	-	-
City Guides	7,500	37,984	(45,484)	-	-
Involve Project	18,000	13,000	(21,023)	-	9,977
LD Befriending - New	8,000	24,440	(32,440)	-	-
LD Befriending - Old	4,705	25,000	(28,698)	-	1,007
Sports Westminster	2,913	41,780	(39,875)	-	4,818
Volemploy	5,000	54,021	(62,306)	3,285	-
Voluntary Sector Broker	-	32,660	(32,660)	-	-
Volunteer Brokerage	5,990	92,468	(97,390)	-	1,068
Youth Volemploy	10,000	70,828	(98,438)	24,464	6,854
Positive Volunteering	11,609	239	(7,640)	-	4,208
Wminster Community Project	-	6,295	(6,295)	-	-
Flexicare Befriending	-	22,500	(22,500)	-	-
Supplementary Schools – CS / John Lyons Charity	-	25,000	(25,000)	-	-
Better care fund	-	11,283	(8,500)	-	2,783
Digital Champions Vole	-	39,600	(28,058)	-	11,542
English Translation for Muslim Women	-	11,395	(10,000)	-	1,395
Children & young people	-	35,000	(13,108)	-	21,892
Kick-It Stop Smoking	-	2,240	(294)	-	1,946
Volunteer Camden	-	3,400	(3,400)	-	-
	<b>83,696</b>	<b>858,020</b>	<b>(887,471)</b>	<b>27,749</b>	<b>81,994</b>

The restricted funds relate to grants in support of the specific named projects shown in the above table. The aim and use of each restricted fund is set out in the Trustees' report.

**UNRESTRICTED FUNDS**

	Brought forward £	Incoming resources £	Resources expended £	Transfers in/out £	Carried forward £
Designated funds:					
Tangible fixed assets	23,835	47,392	(18,190)	-	53,037
	<b>23,835</b>	<b>47,392</b>	<b>(18,190)</b>	<b>-</b>	<b>53,037</b>
General funds	15,577	339,845	(406,097)	(27,749)	(78,424)
	<b>39,412</b>	<b>387,237</b>	<b>(424,287)</b>	<b>(27,749)</b>	<b>(25,387)</b>

**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**For the year ended 31 March 2015**

**12. SUMMARY OF FUNDS**

	Brought forward £	Incoming resources £	Resources expended £	Transfers in/out £	Carried forward £
Designated funds	23,835	47,392	(18,191)	-	53,037
General funds	15,577	339,845	(406,096)	(27,749)	(78,424)
	<u>39,412</u>	<u>387,237</u>	<u>(424,287)</u>	<u>-</u>	<u>(25,387)</u>
Restricted funds	83,696	858,020	(887,471)	27,749	81,994
	<u>123,108</u>	<u>1,245,257</u>	<u>(1,311,758)</u>	<u>-</u>	<u>56,607</u>

**13. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	General funds 2015 £	Designated funds 2015 £	Restricted funds 2015 £	Total funds 2015 £	Total funds 2014 £
Fixed assets	-	53,037	-	53,037	23,835
Current assets	65,834	-	81,994	147,828	170,205
Current liabilities	(144,258)	-	-	(144,258)	(70,932)
	<u>(78,424)</u>	<u>53,037</u>	<u>81,994</u>	<u>56,607</u>	<u>123,108</u>

**14. COMMITMENTS UNDER OPERATING LEASES**

At 31 March 2015 the charity had commitments for rental payments under non-cancellable operating leases as follows:

	2015	2014
<b>Rent:</b>		
Within one year	74,000	40,000
<b>Others:</b>		
Within one year	<u>28,900</u>	<u>13,579</u>

VCW successfully merged with VAW on 1 April 2014. All the assets and liabilities of VAW were transferred to VCW and the merged organisation changed its name to One Westminster. All contracts which did not cease by 31 March 2014 will have been novated to One Westminster.

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**ONE WESTMINSTER**  
**(Company Limited by Guarantee)**

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**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**For the year ended 31 March 2015**

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**15. CONTINGENT LIABILITY**

There is a potential liability that could be levied by the Trustees of the pension scheme administered by The Pension Trust referred to in note 1. The debt is due in the event of One Westminster ceasing to participate in the scheme or the Scheme winding up. The contingent liability was estimated by the Scheme Actuary to be £139,923 at 30 September 2014.

At this point in time the Trustee does not intend to wind up the Scheme but if One Westminster ceased to have active members contributing to the scheme, it would be deemed to have withdrawn from the scheme subject to a twelve month 'period of grace'. However, there is no reason to believe that the charity will cease to have active members in the foreseeable future. Therefore, in accordance with accounting standards, no amounts have been provided for in these financial statements as no probable liability exists at the balance sheet date.

**16. TAXATION**

The charitable company is exempt from corporation tax on its charitable activities.