

SPEAR HOUSING ASSOCIATION LIMITED

England & Wales · Charity number 1122206

Details

| | |
|----------------|---|
| Other names | SINGLE PERSON'S EMERGENCY ACCOMMODATION IN RICHMOND |
| Status | Registered |
| Legal form | Charitable company |
| Company number | 06396687 |
| Registered | 2008-01-07 |
| Register | View on the Charity Commission register |

Contact

| | |
|---------|--|
| Address | Spear 89 Heath Road Twickenham TW1 4AW |
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| Website | www.spearlondon.org |

Activities

Objects: 3. THE CHARITY'S OBJECTS (THE OBJECTS) ARE I) THE RELIEF OF PERSONS IN NEED WHO ARE HOMELESS OR AT RISK OF BECOMING HOMELESS, INCLUDING BUT NOT LIMITED TO THOSE WITH SUBSTANCE MISUSE PROBLEMS BY PROVIDING ACCOMMODATION, SERVICES AND ADVICE SO AS TO HELP INCREASE THE INDEPENDENCE AND DECREASE THE MARGINALISATION IN SOCIETY OF SUCH PERSONS. II) TO UNDERTAKE RESEARCH INTO HOMELESSNESS FOR THE PUBLIC BENEFIT.

Activities: SPEAR exists to enable homeless people in South and West London find secure accommodation. We develop and deliver solutions with community partners. We believe that homelessness isn't just a housing problem, it has a range of causes and is often an experience of isolation, hopelessness or self-doubt. That's why, beyond a roof overhead, we promote community involvement and personal development.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing, Economic/community Development/employment
- **Who:** Other Defined Groups

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTICE: LOCALLY IN RICHMOND-UPON -THAMES AND SURROUNDING AREAS.
- Kingston Upon Thames
- Merton
- Richmond Upon Thames
- Sutton
- Tower Hamlets
- Wandsworth

Finances

| Period end | Income | Expenditure | Assets | Employees |
|------------|------------|-------------|------------|-----------|
| 2025-03-31 | £4,627,799 | £4,337,485 | £8,567,797 | 74 |
| 2024-03-31 | £4,684,238 | £4,410,105 | £8,277,483 | 82 |
| 2023-03-31 | £5,249,472 | £4,985,303 | £8,003,350 | 91 |
| 2022-03-31 | £5,406,699 | £5,211,033 | £7,739,181 | 98 |
| 2021-03-31 | £5,155,330 | £4,915,632 | £7,543,515 | 101 |

Trustees

| Name | Role | Appointed |
|-------------------------------|------|------------|
| CHARLOTTA CAMPANALE | | 2018-09-06 |
| CHRISTINE REAY | | 2018-02-27 |
| Duncan Richford | | 2018-09-06 |
| Glenda Ann Duggan | | 2026-03-02 |
| JACK STEPHEN | | 2018-09-06 |
| Leslye Anne Jourdan-Whittaker | | 2025-06-02 |
| Matthew Charles Gibson | | 2025-10-06 |
| Michael Dickson | | 2025-06-02 |
| Nigel David Bloomer | | 2020-03-09 |

Linked charities

- SPEAR ENDOWMENT TRUST (1122206-1)
- THE LYLE PARK TRUST (1122206-2)
- FULHAM OLD PEOPLE'S HOMES (1122206-3)
- THE TOLLEMACHE CHARITY OF HAM (1122206-4)
- PARKS ALMSHOUSE TRUST (1122206-5)

SPEAR HOUSING ASSOCIATION LIMITED

England & Wales - Charity number 1122206

Accounts

Company number: 06396687

Charity Number: 1122206

SPEAR Housing Association Limited

Report and financial statements

For the year ended 31 March 2025



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SPEAR Housing Association Limited

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SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2025

Company number 06396687
Country of incorporation United Kingdom

Charity number 1122206
Country of registration England & Wales

Registered office and operational address
89 Heath Road
Twickenham
TW1 4AW

Trustees Trustees, who are also Directors under company law, who served during the year and up to the date of this report were as follows:

| | |
|--------------------------|--|
| Paul Doe | Chair |
| Duncan Richford | Vice Chair |
| Jack Stephen | |
| Fiona Barrett | |
| Kai Bilimoria | |
| Nigel Bloomer | |
| Charlotta Campanale | |
| Jonathan Cardy | (resigned 7 th January 2025) |
| Michael Dickson | (appointed 2 nd June 2025) |
| Alex Doig | (resigned 7 th January 2025) |
| Matthew Gibson | (appointed 6 th October 2025) |
| Grant Healy | (resigned 28 th March 2025) |
| Leslye Jourdan-Whittaker | (appointed 2 nd June 2025) |
| Christine Reay | |

Company Secretary Tim Fallon

| | | |
|---------------------------------|--------------------|--|
| Key management personnel | Tim Fallon | Chief Executive |
| | Susan Kent | Finance Director |
| | Mark Taylor | Operations Director |
| | Charlotte Treversh | HR Director |
| | Carrie Reiners | Director of Fundraising & Engagement (from 20 th May 2024) |

SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2025

| | |
|-------------------|--|
| Bankers | CAF Bank Limited 25 Kings Hill Avenue West Malling Kent ME19 4JQ |
| Solicitors | Russell Cooke LLP River View House 20 Old Bridge Street Hampton Wick Kingston-Upon-Thames KT1 4BU |
| Auditor | Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane LONDON EC1Y 0TG |

Message from the Chair

Much has changed since I joined SPEAR in 2018 and earlier this year I took the decision that it was a good time to plan for a successor to take over the responsibility of being the Chair. The recruitment process for my successor is underway and I expect to hand over responsibility next spring. After eight years with SPEAR it, therefore, seems a good time to consider not just SPEAR's achievements in the year ended 31 March 2025, but also how they fit within a longer term perspective of tackling homelessness in London.

The work that SPEAR undertakes is about being able to be highly responsive to individual client circumstances and the often acute challenges that individuals face, so as to support them to secure and sustain housing. However, I also believe that whilst delivering person centred and responsive services ensures the best outcomes for individuals in the here and now, it is always important for a charity such as SPEAR to have an overarching ambition to address structural issues in services and society that have contributed to individual homelessness. SPEAR joins other charities in the ambition of Ending Homelessness by which it means "Ending rough sleeping by preventing it wherever possible and, where it can not be prevented, making it rare brief and non-recurring."

Inevitably addressing such a fundamental society challenge as rough sleeping is not a simple fix. The contributing factors are complex, but it is important to work on new initiatives that seek to assess new ways of working and their ability to deliver improved outcomes. During the year additional funding was secured to support flexible grants for clients to help focus resources on solutions that were individually tailored to client needs and therefore expected to have the greatest impact. SPEAR's health services continued to ensure that the barriers that can prevent some clients accessing essential health services are overcome. The Kingston outreach team were pleased to work in partnership with nurse colleagues to deliver health support to clients at their sleep sites. In addition, funding was secured which will enable mental health services to be delivered in 2025/26. SPEAR seeks to ensure that it collates and communicates the practical learning from its direct client work to inform change in how services are designed and delivered, all with the goal of ultimately Ending Homelessness.

The year ended 31 March 2025 was a year of comparative stability in the government funding of services for the homeless, being the second year of a three-year strategy and funding programme. It has been the case throughout my tenure as Chair that funding for the essential work that SPEAR and others undertake is often subject to significant uncertainty and looking forward it appears that this could once again be the case. It is for this reason that I am particularly pleased to report the results for the year of a surplus of £290,314. This fifth year of surplus, following a year when a significant deficit was incurred, has ensured that SPEAR now has over 6 months of operating expenses held as free reserves. This improved financial performance gives my successor and SPEAR a level of financial resilience to withstand the uncertainties of the funding environment.

SPEAR Housing Association Limited

Message from the Chair

For the year ended 31 March 2025

I am very aware, as in previous years that there are many people and individuals to thank for their contribution to the work that SPEAR delivers; many do so on a voluntary basis as donors, volunteers or Trustees. Other donors, be they corporate, trusts or foundations make available resources that enhance the services that SPEAR is able to offer. SPEAR is pleased to work with its local authority partners whose own innovative thinking looks to adapt services to best achieve the shared ambition of Ending Homelessness. SPEAR staff show commitment to the clients that they work with, seeking to find a way forward for each individual facing homelessness and they show tremendous resilience in supporting clients however complex their circumstances and I want to recognise that dedication.

Finally I reflect, that perhaps the best ambition for SPEAR's work is that it should meet not just the needs of the present but also play its part in contributing to creating a society in which its work is no longer needed.

Paul Doe, Chair of Trustees

Strategic Report

The Trustees present their report and the audited financial statements for the year ended 31 March 2025.

Reference and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with the current statutory requirements, the Memorandum and Articles of Association, the requirements of a directors' report as required under company law and the Statement of Recommended Practice – Accounting and Reporting by Charities; SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

The objectives of the charity are:

- The relief of persons in need who are homeless or at risk of becoming homeless, including, but not limited to, those with substance misuse problems by providing accommodation, services and advice so as to help increase the independence and decrease the marginalisation in society of such persons; and
- To undertake research into homelessness for the public benefit.

The Trustees review the aims, objectives, and activities of the charity regularly. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The Trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the Trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and who it tries to help are described below. All its charitable activities focus on homeless individuals and are undertaken to further SPEAR's charitable purposes for the public benefit. It is not considered that there are any private benefits or significant detrimental impact from its work. The Trustees consider that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance.

Our Approach and Values

SPEAR is a charity for people experiencing homelessness in London.

We build communities in which those people suffering from homelessness have a place to call home and the help they need to lead a fulfilling independent life.

We recognise that homelessness is much more than just a housing issue, so we provide a range of support services to help our clients reach their full potential, always operating from our values:

Working together: We work alongside service users, partners, staff, and volunteers to design and provide services that meet the needs of those experiencing homelessness. Together we overcome challenges.

Aspirational: We aim high, aspiring to achieve the very best outcomes for our clients. We see potential in everyone, and encourage our clients to achieve their own goals, dreams, and ambitions. We aspire to the highest standards of professionalism.

Respectful: We respect everyone, regardless of their background or circumstances. We view everyone as an individual with their own personal journey. We always listen to and value people's views.

Determined: We work tirelessly to support people experiencing homelessness to recover from their personal issues. We break down the barriers they face.

Visionary: We try new and innovative ways to provide long-term solutions and reduce the isolation of homelessness. We are always willing to take a new approach, learning from what works (and what doesn't) and use this to guide our work.

Diversity, inclusion and equity

Diversity, inclusion and equity are at the heart of what SPEAR does and it is important that all people representing our organisation, including staff and volunteers, work in accordance with SPEAR's values in this area. We are committed to ensuring that our services are accessible and reach all members of the communities we serve and that all our clients are treated fairly and respectfully. Where possible, we record information around the diversity of our clients on our database so we can better understand the demographics of the communities we are working with and adapt our services accordingly. We have an open complaints process that can be accessed by clients, volunteers, donors and members of the public who wish to raise any concerns.

SPEAR is an inclusive employer. We are committed to maintaining a culture of diversity, inclusion and equity. We do not tolerate discrimination, harassment or victimisation. Everyone we work with is treated equally and with respect, irrespective of race, colour, religion, national origin, sex, disability, age, marital status or sexual orientation.

Our Beneficiaries

SPEAR is an inclusive organisation supporting a range of people experiencing homelessness in London. SPEAR is very conscious through its work, that homelessness can impact a wide range of people. It works with all ages from young adults to those over pension age and clients have a wide range of backgrounds and life experiences. We support people off the streets and those at imminent risk of homelessness into accommodation, including supported hostels, shared houses, and independent flats. We assist people with their physical and mental health, addiction issues – helping them sustain their tenancies, pursue personal goals and aspirations, and move towards more independent living.

The 16 almshouses and 8 flats owned by the SPEAR Endowment Trust (SET) provide long term homes for those whose financial circumstances necessitate assistance with their housing, normally older individuals with a connection to London or the surrounding area.

Our clients are at the centre of our work, services are intended to be personalised and feedback is encouraged. SPEAR offers support to clients with any health issues and opportunities for clients to develop skills, volunteer or progress to employment.

Achievements and Performance

Our key impacts on homelessness in 2024–25:

During the year 708 people accessed SPEAR's services of which 18% were female. Homelessness can impact people of all ages: 60 of the people SPEAR worked with were under the age of 25.

SPEAR delivers outreach services intended to locate and assist those who are street homeless on behalf of four London Boroughs, Kingston, Richmond, Wandsworth and Sutton. The key to these services is flexibility to varying demand, prompt location of individuals and establishing relationships of trust that support and encourage people to move into accommodation. Some are ready immediately, for others only sustained work will re-establish trust which in turn will encourage them to take the next step back into accommodation. During the year SPEAR met and verified 410 rough sleepers, provided supported housing for 238 and brokered accommodation for 92 others.

As well as providing accommodation directly SPEAR continues to deliver essential support with the Rough Sleepers Accommodation Programmes in Kingston, Richmond and Wandsworth and Housing First services in Sutton and Kingston. These intensive services enable entrenched rough sleepers to access accommodation as a foundation to rebuilding their lives and to then receive support to sustain their tenancies and address the issues that contributed to rough sleeping in the first place. A total of 38 of these properties were available throughout the year with further properties scheduled to become available in Kingston.

The work of the Homeless Health Link team is varied. 267 people were supported to improve their health, including 181 clients who received more personalised services with staff scheduling, attending and discussing appointments and attending multi agency meetings. SPEAR was also able to offer additional services during the year for NHS Integrated Care Board funded Health & Wellbeing Days. These days are open to a wider community and a total of 1,677 attendances were recorded at 24 health days. Of those attending 76% reported a better understanding of how to access health services and 73% considered that they were more confident to do so. It is calculated that the use of emergency health services such as Accident and Emergency was reduced by 64% amongst those that receive SPEAR support.

Our Volunteers

The generosity of our volunteers with their time and skills significantly enhances the services that SPEAR is able to provide to its clients. During the year ended 31 March 2025 individual volunteers supported in various roles including fundraising and supporting operational work, such as going on outreach shifts to contact those sleeping rough.

SPEAR continued to receive great support from teams from our corporate partners who contributed their time and energy towards gardening projects, painting, decorating and ensuring SPEAR clients received gifts at Christmas through a present drive and a day to wrap and deliver parcels.

Both corporate and individual volunteers have been instrumental in delivering SPEAR health days which are well attended and provide clients with easy access to health services in a welcoming, community-focused setting. These events also connect clients to additional services such as hair dressing, health services and teaching digital skills to create a holistic and supportive environment.

Additionally, our Trustees continued to provide expertise and governance throughout the financial year.

- 75 people (2024: 61) volunteered their time to support in some capacity.

- Volunteers donated 729 (2024: 603) hours of their time.
- We estimate that volunteering roles contributed over £10,097 (2024: £7,206) of value to SPEAR.

Our focus on specific skills and corporate partnerships ensured that every volunteer made a meaningful impact. Their efforts enabled SPEAR to offer clients a broader range of opportunities beyond those funded by local authorities and the NHS. We are deeply grateful for their time and dedication, which contributed to the success of the year.

Our Supporters

We rely on the generosity of our supporters to help fund our work and remain truly grateful to them for helping us to create pathways from homelessness to independence. Voluntary income comes from donations made by individuals, companies, Trusts and Foundations, community groups, schools and from legacy gifts. This invaluable support makes a lasting and meaningful impact to those facing homelessness.

SPEAR recognises that the cost of living crisis had a marked impact on the many Trusts and Foundations who have seen significantly increased demand for their grants in a more challenging economic environment. A reduction in total grants received in the year ended 31 March 2025 meant that some services, particularly those relating to skills, had to be scaled back. SPEAR remains appreciative of those Trusts and Foundations that continue to support its work and has been pleased to secure additional grant funding which directly funds individual client needs.

It has been encouraging to see increasing numbers of both individual and corporate donors respond to our explanation of the activities that SPEAR undertakes and the increased levels of giving from these groups. We consider the work to be of real public benefit and are heartened that others also see the merit and want to contribute. SPEAR supporters continued to raise vital funds through challenge events, corporate events, community events and fundraising from local schools and churches. We are grateful for the generosity, the energy and the creativity of our donors and supporters. Thank you!

Financial review

SPEAR reported a net surplus in the year of £ 290,314 (2024: £ 274,133).

Total incoming resources for the year marginally reduced to £ 4,627,799 from £ 4,684,238, last year, a decrease of 1% (2024: decrease 11%), this reflected changes in most categories of income with increased income from commissioned services, bank and investment income and donations. However, a more challenging Trust fundraising environment saw

SPEAR Housing Association Limited

Trustees' Annual Report

For the year ended 31 March 2025

reduced income from Trusts, whilst rental income decreased following the transfer of a service providing hostel accommodation.

In summary, income comprises:

- 62% (2024: 56%) commissioned services from the London Boroughs of Richmond, Wandsworth, Kingston, Sutton and Merton and the NHS;
- 11% (2024: 16%) from Trusts for specific related homeless services;
- 19% (2024: 21%) from rent, service charge and housing benefit income on housing, hostels and supported housing;
- 6% (2023: 4%) from donations, legacies and events organised by our fundraising team;
- Over 2% (2024: over 2%) from bank and investments interest receivable reflecting improved returns.

Unrestricted income for the year increased to £ 4,137,622 from £ 3,950,897, last year, an increase of nearly 5%. The single most significant contributory factor was a marked increase in contracted services commissioned by local authorities and the NHS.

Restricted income for the year decreased to £ 490,177 from £ 733,341 last year a very marked decrease of 33%. Whilst the three-year programme funded by the National Lottery Community Fund which started in April 2023 remained stable a more challenging grant fundraising environment saw a reduction in the overall level of grants received and corresponding adjustments to services.

Our expenditure for the year marginally decreased to £ 4,337,485 from £ 4,410,105 last year, a decrease of £72,621 i.e. of less than 2%. Staff costs continued to represent 75% (2024: 75%) of expenditure. Whilst individual staff salaries increased, reflecting cost of living pressure, the average headcount decreased to 74 from 82.

Analysis of our expenditure shows that we spent 63% (2024: 66%) directly on charitable activities, 33% (2024: 30%) on support costs which includes the operational management of charitable activities, 3% (2024: 3%) on fundraising, and 1% (2024: 1%) on governance.

This decrease in expenditure reflects changes in SPEAR's activities with the provision of less hostel accommodation at the same time as some other charitable activities have increased.

Total funds increased by 4% to £ 8,567,797 from £ 8,227,483.

Cash and cash equivalents – Total cash and cash equivalents at 31 March 2025 totalled £ 7,671,321 (2024: £ 6,769,548). £781,313 was generated from operating activities (2024: £ 14,006), £ 1,797 (2024: £ 29,935) was spent on capital expenditure and £122,257 of investment income, lead to a net increase in cash and cash equivalents of £ 901,773 (2024: £98,134).

Reserves policy and going concern

Trustees have examined the requirement for free reserves i.e. unrestricted funds not invested in tangible fixed assets or designated for specific purposes. As reported in previous years, the Trustees are aiming at free reserves to cover operational activities from unrestricted income for a minimum of 3 months but ideally at 6 months. As of 31 March 2025, the unrestricted general reserves, totalled £2,293,538 which represents approximately 6.3 months of expected average expenditure (at 31 March 2024: unrestricted general funds were £2,018,756, being approximately 5.5 months of expected average spend).

At 31 March 2025 the Company had designated reserves as follows:

- Future property cyclical maintenance to cover obligations totalling £ 1,415,831 (2024: £ 1,381,704) for the periodic replacement of major components (eg windows, roofs, bathrooms and kitchens) for the SET properties. The required sums were reviewed based on potential planned replacements and renewals and to take account of works undertaken.
- An amount of £ 953,691 (2024: £ 953,691), designated to cover the legal and refurbishment costs of property acquisition which cannot be funded under the terms of the restricted endowment fund. SPEAR anticipates that it will expend these funds in the next year on a property it is in the process of acquiring.

The Reserves Policy is reviewed annually and approved by the Trustees.

Restricted Funds may only be used for the purposes specified by the donor and only expenditure meeting these criteria is allocated to each fund. Any grants which remain unspent at the year-end will be held as restricted reserves subject to any specific funding terms attached to the grants. These may only be used for the projects in accordance with the terms of the grants received.

The Trustees have given consideration to the basis of preparation of the accounts. They have concluded that the going concern basis remains appropriate, as they plan for the operations of SPEAR to continue and have not identified any risks or uncertainties that would make such a basis of preparation inappropriate.

SPEAR Endowment Trust

During 2018, Quintus Housing Trust became part of the SPEAR family, changing its name to the "SPEAR Endowment Trust" (SET). SET's financial results have been included in the SPEAR accounts since the year ended 31 March 2019.

At 31 March 2025 the Endowment Fund amounted to £ 3,884,036 (31 March 2024: £ 3,909,932). £ 1,227,858 of this is held in the 24 properties owned by SET with the balance held as cash. The cash funds will enable us to seek out potential property acquisitions within London to provide much needed accommodation for our service users.

Principal risks and uncertainties

SPEAR has an approach to risk management designed to ensure that there is an on-going process for identifying, evaluating and managing the significant risks faced by SPEAR. Risks are assessed for their likelihood and potential impact and the Audit & Risk Committee and Board focuses their work on those risks which are identified as most significant. For all of these risks the potential to mitigate risk is considered and where proportionate, action is taken. A wide variety of strategies are used to mitigate risk through appropriate policies and procedures, spreading risk through sufficient diversity of activity and funders and seeking to lay off risk through insurance.

Principal Risks during the year were identified as:

Staff fail to adhere to policies and procedures: SPEAR's policies and procedures have been designed to ensure that clients are safe and their support personalised, that their data is secure and that staff provide services in a professional manner that protects their own, clients, volunteers and members of the public's health and safety. The risk of staff failing to follow these procedures appropriately is that there are poor outcomes which could place clients, volunteers, donors, members of the public or staff at risk. SPEAR seeks to mitigate these risks through ensuring that it has appropriate skills, the publication of policies and procedures and the induction and training of staff.

Risk of loss of contractual income and political uncertainty: Central government funding for homelessness services, which in turn fund local services, can at times be subject to political and funding uncertainty. At a local level contractual income to support the provision of services for the homeless can vary as strategic priorities change. Services can be subject to tendering, or may be dependent upon securing suitable properties from which to provide the services. The risk of the changing priorities is that if SPEAR fails to adapt its services on a timely basis it could incur additional costs and not fully meet commissioning requirements. The risk associated with failing to secure suitable properties is that SPEAR may simply be unable to deliver

the services its commissioners wish to provide. SPEAR seeks to mitigate these risks by aiming to have an agile culture, sustain good relationships with its key commissioners and funders and have adequate financial resources to mitigate the risks of funding uncertainty.

Risk of financial deficits threatening the financial sustainability of SPEAR: SPEAR delivers a range of commissioned services that offer limited scope for generating financial surpluses and which are characterised by being short-term in nature. It is exposed to the same wider operating environment as other organisations but due to the importance of fundraising could be adversely impacted by a downturn in individual or grant giving. It benefits from having gained financial strength when SPEAR Endowment Trust joined the group and seeks to make the best use of these assets, but much of this financial strength is either restricted to providing homes in accordance with the Trust deed or will be required to maintain the existing almshouses and housing. However, financial deficits over a number of years could put the long-term future of SPEAR at risk. SPEAR seeks to mitigate these risks by keeping the financial performance of contracts and the organisation under regular review as well as assessing the financial impact of taking on new services.

Difficulty in recruiting and retaining staff: The nature of most of SPEAR's services is that they are heavily dependent upon recruiting and retaining staff able to problem-solve and work in some challenging situations. Recruitment of staff in London is difficult for many organisations beyond those working in social care, a sector whose funding does not enable particularly competitive salaries. The risk of difficulties in recruiting and retaining is that existing staff teams are stretched, services become reliant upon expensive temporary staff which in turn impacts both the financial performance and quality of services. SPEAR seek to mitigate these risks through the work of its Human Resources team, by seeking innovative ways to recruit and retain with longer-term plans for offering more competitive salaries.

Fundraising practices review

All fundraising practices are framed within the values and principles of the organisation. SPEAR regularly monitors fundraised income against budget, diversity of income and fundraising ratios to ensure the organisation is able to make informed decisions regarding activities.

SPEAR does not raise funds through telephone or door to door fundraising or work with external agencies to do so. SPEAR's relationship with its supporters is very important to it and it does not put any undue pressure on its supporters to donate to the charity. Many of SPEAR's supporters want to know how their gifts are making a difference. SPEAR ensures that supporters are given a choice in whether they would like to be kept updated about its work. If any of SPEAR's donors do not wish to receive future communication from SPEAR

then it is made clear in supporter newsletters, mailings and on SPEAR's website how they can let SPEAR know their decision. SPEAR does not sell or exchange lists of data with any other charities or companies for their marketing or fundraising purposes. SPEAR is committed to being transparent about how it collects and uses personal data, and to meeting its data protection obligations in accordance with General Data Protection Regulations (GDPR) and domestic laws. SPEAR's privacy statement can be found on its website.

We received no complaints about our fundraising practices in 2024–25.

Plans for the future

- SPEAR intends to carry on adapting the nature of its services in line with the Government's strategy for rough sleepers, which will aim to work in tandem with both existing rough sleepers and preventative work for those at risk of homelessness.
- SPEAR aims to further expand its Housing First services which look to ensure that Rough Sleepers are accommodated in self-contained homes with all the necessary support to address any underlying issues, that may be complex.
- Acquiring properties to provide more independent accommodation to homeless people, including use of the endowment and designated funds to acquire and /or renovate appropriate properties, which should also further strengthen the financial viability of SPEAR.
- Provide a range of preventative health services and work to reduce barriers to SPEAR clients accessing necessary services on a timely basis.
- Further develop the work evidencing the continuous improvement of quality of services provided by SPEAR.
- Further enhance personalisation of services to support individual needs and aspirations be that through activities, training, volunteering, participation or employment.
- Continue to review how evolving technology can best improve service delivery and the efficient management of the charity.

Structure and governance

The organisation is a charitable company limited by guarantee, incorporated on 11 October 2007 and registered as a charity on 7 January 2008.

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.

SPEAR Housing Association Limited

Trustees' Annual Report

For the year ended 31 March 2025

At the year end the Board comprised of 8 members. No Trustees received remuneration for their roles or were paid for any other activity relating to the charity in the year. Nor were any expenses reclaimed from the charity during the year.

The Board is supported in discharging these responsibilities through the following sub-committees:

- Audit and Risk Committee.
- Personnel & Quality Assurance Committee; and
- Operations Committee

This facilitates a greater depth of governance across all key areas of the charities activities, finances and internal infrastructure, policies and procedures.

Overall operational management of SPEAR is delegated to the Chief Executive. Throughout the year, the Trustees, the Chief Executive, and the wider Senior Management Team monitored effectiveness and best practice. The Board approves SPEAR's strategic and annual business plans; annual budgets; extraordinary expenditure in excess of agreed limits; strategic decisions; policies; employment terms and conditions, remuneration levels of key management personnel with reference to existing pay scales within the organisation and the housing sector in which SPEAR operates; and all decisions relating to governance.

Appointment of Trustees

New Trustees are recruited through advertising with the objective of ensuring an appropriate mix of skills, and candidates are asked to attend an interview with the Chair, another Trustee, and the Chief Executive Officer. Trustees have agreed that future Trustee recruitment will aim to increase diversity within the Board. During the year no new Trustees were appointed (year end 31 March 2024: none), however since the year end 3 new Trustees have been appointed.

Trustee induction and training

On appointment, all Trustees undergo a formal induction process and the training needs of Trustees are reviewed regularly with a view to ensuring that Trustees are kept up to date with their responsibilities.

Serious Incident Reporting to the Charity Commission

SPEAR's work with clients, some of whom can be vulnerable, is intended to enable any underlying issues that are contributing to their homelessness to be addressed. However, not all clients achieve good outcomes. Where there has been an incident or an adverse

outcome this is recorded and is reviewed by senior staff and trustees, to determine if SPEAR's actions or inactions caused or contributed to the outcome. Consideration is given as to whether the circumstances require reporting to the Charity Commission.

There were no incidents to report to the Charity Commission in the year, as there has been: no large donations from an unknown or unverifiable source, no links to terrorism or extremism, no damage to property, no significant financial losses and no reportable safeguarding incidents.

Related parties and relationships with other organisations

SPEAR maintains no relations with, and no transactions were entered into with, related parties during the year 2024/25, with the exception of SET/Quintus Housing Trust as explained above.

Remuneration policy

Pay and remuneration of the charity's key management personnel is set according to SPEAR's Remuneration Policy and Procedure, which applies to all employees, is regularly reviewed and benchmarked with comparable roles. The policy includes a pay scale, controls for pay increases and bonuses. All staff are paid at least the London Living Wage.

Funds held as custodian trustee on behalf of others

The charity holds no funds on behalf of others as custodian.

Statement of responsibilities of the Trustees

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

Company 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 judgements and estimates that are reasonable and prudent

SPEAR Housing Association Limited

Trustees' Annual Report

For the year ended 31 March 2025

- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

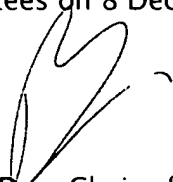
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was 11 (2024:11). The Trustees are members of the charity but this entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the Trustees on 8 December 2025 and signed on their behalf by:



Paul Doe, Chair of Trustees

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Opinion

We have audited the financial statements of SPEAR Housing Association Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 2025 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on SPEAR Housing Association Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Other Information

The other information comprises the information included in the trustees' annual report, including the strategy report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, including the strategy report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategy report. We have nothing to report in respect of the following matters in relation to which 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.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Audit and Risk Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fleur Holden (Senior statutory auditor)
16 December 2025
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

SPEAR Housing Association Limited

Statement of financial activities (incorporating income and expenditure account)

For the year ended 31 March 2025

| | Note | SPEAR | | SPEAR Endowment Trust | 2025 Total | 2024 Total |
|--|------|-------------------|-----------------|-----------------------------|------------------|------------------|
| | | Unrestricted £ | Restricted £ | Restricted £ | £ | £ |
| Income from: | | | | | | |
| Donations | 3 | 257,980 | - | - | 257,980 | 199,932 |
| Charitable activities | 4 | 3,757,385 | 490,177 | - | 4,247,562 | 4,370,243 |
| Investments | 5 | 122,257 | - | - | 122,257 | 114,063 |
| Total income | | 4,137,622 | 490,177 | - | 4,627,799 | 4,684,238 |
| Expenditure on: | | | | | | |
| Raising funds | 6 | 206,661 | - | - | 206,661 | 176,751 |
| Charitable activities | 6 | 3,622,052 | 482,876 | 25,896 | 4,130,824 | 4,233,354 |
| Total expenditure | | 3,828,713 | 482,876 | 25,896 | 4,337,485 | 4,410,105 |
| Net income / (expenditure) for the year | 7 | 308,909 | 7,301 | (25,896) | 290,314 | 274,133 |
| Net movement in funds | | 308,909 | 7,301 | (25,896) | 290,314 | 274,133 |
| Reconciliation of funds: | | | | | | |
| Total funds brought forward | | 4,354,151 | 13,400 | 3,909,932 | 8,277,483 | 8,003,350 |
| Total funds carried forward | | 4,663,060 | 20,701 | 3,884,036 | 8,567,797 | 8,277,483 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

SPEAR Housing Association Limited

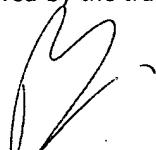
Balance sheet

Company no. 06396687

As at 31 March 2025

| | Note | £ | 2025 £ | £ | 2024 £ |
|---|------|------------------|------------------|------------------|------------------|
| Fixed assets: | | | | | |
| Tangible assets | 10 | | 1,238,361 | | 1,269,191 |
| Investments | | | 3,640 | | 3,640 |
| | | | <u>1,242,001</u> | | <u>1,272,831</u> |
| Current assets: | | | | | |
| Debtors | 11 | 459,290 | | 1,140,711 | |
| Short term deposits | | 2,554 | | 2,874 | |
| Cash at bank and in hand | | 7,668,767 | | 6,766,674 | |
| | | <u>8,130,611</u> | | <u>7,910,259</u> | |
| Liabilities: | | | | | |
| Creditors: amounts falling due within one year | 12 | (804,815) | | (905,607) | |
| Net current assets | | | <u>7,325,796</u> | | <u>7,004,652</u> |
| Total assets less current liabilities | | | <u>8,567,797</u> | | <u>8,277,483</u> |
| Total net assets | | | <u>8,567,797</u> | | <u>8,277,483</u> |
| The funds of the charity: | | | | | |
| Restricted income funds | 14 | | 20,701 | | 13,400 |
| Endowment fund | | | 3,884,036 | | 3,909,932 |
| Unrestricted income funds: | | | | | |
| Designated funds | | | | | |
| Designated general funds – planned maintenance | | 1,415,831 | | 1,381,704 | |
| Designated general funds – property development | | 953,691 | | 953,691 | |
| General funds | | <u>2,293,538</u> | | <u>2,018,756</u> | |
| Total unrestricted funds | | | <u>4,663,060</u> | | <u>4,354,151</u> |
| Total charity funds | | | <u>8,567,797</u> | | <u>8,277,483</u> |

Approved by the trustees on 8th December 2025 and signed on their behalf by:


 Paul Doe
 Chair of Trustees

SPEAR Housing Association Limited

Statement of cash flows

For the year ended 31 March 2025

Reconciliation of net income to net cash flow from operating activities

| | 2025 £ | 2024 £ |
|---|----------------|----------------|
| Net income for the reporting period (as per the statement of financial activities) | 290,314 | 274,133 |
| Depreciation charges | 32,627 | 37,702 |
| Interest from investments | (122,257) | (114,063) |
| Decrease in debtors | 681,421 | 78,088 |
| (Decrease) in creditors | (100,792) | (261,854) |
| Net cash provided by operating activities | 781,313 | 14,006 |

| | Note | 2025 £ | 2024 £ |
|---|------|------------------|------------------|
| Cash flows from operating activities | | | |
| Net cash provided by operating activities | | 781,313 | 14,006 |
| Cash flows from investing activities: | | | |
| Interest from investments | | 122,257 | 114,063 |
| Additions to fixed assets | | (1,797) | (29,935) |
| Net cash provided by investing activities | | 120,460 | 84,128 |
| Change in cash and cash equivalents in the year | | 901,773 | 98,134 |
| Cash and cash equivalents at the beginning of the year | | 6,769,548 | 6,671,414 |
| Cash and cash equivalents at the end of the year | 16 | 7,671,321 | 6,769,548 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies

a) Statutory information

SPEAR Housing Association Limited is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is 89 Heath Road, Twickenham, Middlesex, TW1 4AW

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These accounts consist of the accounts of SPEAR Housing Association Limited and the SPEAR Endowment Trust (previously known as Quintus Housing Trust), charity number 1122206-1, an unincorporated charity. The Charity Commission issued a linking direction for the two charities in 2018.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Rental Income and service charges are recognised on a receivable basis in the period to which it relates, net of any losses from voids and bad debts for arrears.

Volunteers provide their time free of charge and no amount has been included in these financial statements to reflect this. Our volunteers services enable Spear to enhance the services we offer clients other than just that provided for by local authority and NHS contracts.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in encouraging third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of our charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on an estimate, based on income, of the amount attributable to each activity.

1 Accounting policies (continued)

i) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. Governance costs are apportioned on the basis of staff time attributable to each activity, as outlined above.

j) Fund accounting

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.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment funds can be used solely for the specific purpose of property acquisition.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Land is not depreciated.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|--|------------|
| ▪ Buildings and Property components – Almshouses and Housing | 8–75 years |
| ▪ Fixtures & Fittings | 3 years |
| ▪ Computers & Equipment | 3 years |
| ▪ Vehicles | 4 years |

m) Investments

Investments are bank balances held on deposit for more than one year. These are shown at market value.

n) Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

r) Pensions

The pension contributions are paid into Group Personal Pension Plans on behalf of all eligible employees who elect to have such a pension arrangement. This is an individual defined contribution arrangement. The charity's liability is limited to the employer's contributions.

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

2 Statement of financial activities (Incorporating income and expenditure account) – Prior Year

| | SPEAR | | SPEAR Endowment Trust | 2024 |
|-----------------------------|-------------------|-----------------|-----------------------------|------------------|
| | Unrestricted £ | Restricted £ | Restricted £ | Total £ |
| Income from: | | | | |
| Donations and legacies | 199,932 | - | - | 199,932 |
| Charitable activities | 3,636,902 | 733,341 | - | 4,370,243 |
| Investments | 114,063 | - | - | 114,063 |
| Total income | 3,950,897 | 733,341 | - | 4,684,238 |
| Expenditure on: | | | | |
| Raising funds | 176,751 | - | - | 176,751 |
| Charitable activities | 3,482,280 | 726,191 | 24,883 | 4,233,354 |
| Total expenditure | 3,659,031 | 726,191 | 24,883 | 4,410,105 |
| Net income for the year | 291,866 | 7,150 | (24,883) | 274,133 |
| Net movement in funds | 291,866 | 7,150 | (24,883) | 274,133 |
| Reconciliation of funds: | | | | |
| Total funds brought forward | 4,062,285 | 6,250 | 3,934,815 | 8,003,350 |
| Total funds carried forward | 4,354,151 | 13,400 | 3,909,932 | 8,277,483 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

3 Income from donations

| | Unrestricted £ | Restricted £ | 2025 Total £ | Unrestricted £ | Restricted £ | 2024 Total £ |
|-----------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Donations | 257,980 | - | 257,980 | 199,932 | - | 199,932 |
| | 257,980 | - | 257,980 | 199,932 | - | 199,932 |

4 Income from charitable activities

| | Unrestricted £ | Restricted £ | 2025 Total £ | Unrestricted £ | Restricted £ | 2024 Total £ |
|---|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Rents and service charges - Supported housing and hostels | 673,898 | - | 673,898 | 789,727 | - | 789,727 |
| Rents and service charges - SET Housing and almshouses | 215,132 | - | 215,132 | 217,043 | - | 217,043 |
| Service Contracts: | | | | | | |
| LB Kingston | 662,871 | - | 662,871 | 488,368 | - | 488,368 |
| LB Merton | 50,000 | - | 50,000 | 150,000 | - | 150,000 |
| LB Richmond | 919,896 | - | 919,896 | 904,960 | - | 904,960 |
| LB Sutton | 177,120 | - | 177,120 | 186,751 | - | 186,751 |
| LB Wandsworth | 841,991 | - | 841,991 | 801,885 | - | 801,885 |
| NHS contracts | 215,577 | - | 215,577 | 98,168 | - | 98,168 |
| Grants: | | | | | | |
| The Berkeley Charitable Foundation | - | 100,392 | 100,392 | - | 89,556 | 89,556 |
| Avantia | - | 8,636 | 8,636 | - | 13,075 | 13,075 |
| QSix | - | - | - | - | 30,000 | 30,000 |
| Other | - | - | - | - | 3,400 | 3,400 |
| Sub total | 3,756,485 | 109,028 | 3,865,513 | 3,636,902 | 136,031 | 3,772,933 |

Community Development and Innovation

| | | | | | | |
|----------------------------|----------|--------------|--------------|----------|----------------|----------------|
| Hampton Fund | - | - | - | - | 22,500 | 22,500 |
| Halcrow Foundation | - | 3,500 | 3,500 | - | - | - |
| Comic Relief | - | - | - | - | 32,170 | 32,170 |
| City Bridge Trust | - | - | - | - | 39,230 | 39,230 |
| The Steel Charitable Trust | - | - | - | - | 10,000 | 10,000 |
| HSBC | - | - | - | - | 8,000 | 8,000 |
| Heathrow Community Trust | - | 1,500 | 1,500 | - | 10,000 | 10,000 |
| Sub total | - | 5,000 | 5,000 | - | 121,900 | 121,900 |

Homeless Health Link Service

| | | | | | | |
|-------------------------------------|----------|----------------|----------------|----------|----------------|----------------|
| The 29th May 1961 Charitable Trust | - | 5,000 | 5,000 | - | 5,000 | 5,000 |
| The National Lottery Community Fund | - | 155,970 | 155,970 | - | 144,701 | 144,701 |
| Sub total | - | 160,970 | 160,970 | - | 149,701 | 149,701 |

Client Grants

| | | | | | | |
|--------------------|----------|---------------|---------------|----------|---------------|---------------|
| Glasspool Charity | - | 38,000 | 38,000 | - | - | - |
| Richmond Charities | - | 7,000 | 7,000 | - | 21,000 | 21,000 |
| Sub total | - | 45,000 | 45,000 | - | 21,000 | 21,000 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

4 Income from charitable activities (continued)

| | Unrestricted £ | Restricted £ | 2025 Total £ | Unrestricted £ | Restricted £ | 2024 Total £ |
|--|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Property and maintenance | | | | | | |
| B&Q Foundation | - | - | - | - | 10,000 | 10,000 |
| | - | - | - | - | 10,000 | 10,000 |
| Core Grants | | | | | | |
| The Wimbledon Foundation and the London Community Foundation | - | 9,375 | 9,375 | - | 43,750 | 43,750 |
| Richmond Foundation | - | 8,930 | 8,930 | - | 39,270 | 39,270 |
| The Trillium Trust | - | - | - | - | 10,000 | 10,000 |
| Garfield Weston Foundation | - | - | - | - | 25,000 | 25,000 |
| Comic Relief | - | 49,574 | 49,574 | - | 88,628 | 88,628 |
| Nationwide | - | - | - | - | 44,861 | 44,861 |
| Safe Haven | - | 25,000 | 25,000 | - | - | - |
| Dougherty Family Foundation | - | 5,000 | 5,000 | - | - | - |
| Hodge Foundation | - | - | - | - | 6,000 | 6,000 |
| Streets of London | - | 15,000 | 15,000 | - | 15,000 | 15,000 |
| The Hampton Fund | - | 52,500 | 52,500 | - | 17,500 | 17,500 |
| Other | 900 | 4,800 | 5,700 | - | 4,700 | 4,700 |
| Sub total | 900 | 170,179 | 171,079 | - | 294,709 | 294,709 |
| Total income from charitable activities | 3,757,385 | 490,177 | 4,247,562 | 3,636,902 | 733,341 | 4,370,243 |

5 Income from investments

| | Unrestricted £ | Restricted £ | 2025 Total £ | Unrestricted £ | Restricted £ | 2024 Total £ |
|-----------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Interest earned | 122,257 | - | 122,257 | 114,063 | - | 114,063 |
| | 122,257 | - | 122,257 | 114,063 | - | 114,063 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

6a Analysis of expenditure (current year)

| | Client Services | | | Cost of raising funds £ | Governance Costs £ | Support Costs £ | 2025 Total £ | 2024 Total £ |
|-------------------------------|---------------------------------|---------------------------------------|---|----------------------------|-----------------------|--------------------|------------------|------------------|
| | Supported Service contracts | | | | | | | |
| | SET Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | |
| Staff costs (Note 8) | - | 228,070 | 1,772,349 | 114,186 | - | 1,154,540 | 3,269,145 | 3,292,722 |
| Premises Costs | 82,367 | - | 344,975 | - | - | 143,115 | 570,457 | 653,012 |
| Infrastructure Costs | 7,956 | 5,683 | 32,482 | 2,298 | - | 124,226 | 172,645 | 192,577 |
| Fundraising Costs | - | - | - | 5,665 | - | - | 5,665 | 12,853 |
| Client Costs | - | 80,544 | 157,278 | - | - | - | 237,822 | 204,642 |
| Other Direct Costs | - | 18,171 | 9,321 | - | 54,259 | - | 81,751 | 54,299 |
| | 90,323 | 332,468 | 2,316,405 | 122,149 | 54,259 | 1,421,881 | 4,337,485 | 4,410,105 |
| Support costs | 67,893 | 118,833 | 1,153,749 | 81,406 | - | (1,421,881) | - | - |
| Governance costs | 2,591 | 4,535 | 44,027 | 3,106 | (54,259) | - | - | - |
| Total expenditure 2025 | 160,807 | 455,836 | 3,514,181 | 206,661 | - | - | 4,337,485 | |
| Total expenditure 2024 | 141,428 | 375,055 | 3,716,871 | 176,751 | - | - | | 4,410,105 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

6b Analysis of expenditure (prior year)

| | Client Services | | | | | | | 2024 Total £ |
|---------------------------------------|---|--|------------------|-------------------------------|--------------------------|-----------------------|------------------|--------------------|
| | Supported Service contracts | | | Cost of raising funds £ | Governance Costs £ | Support Costs £ | | |
| SET Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | | |
| Staff costs (Note 8) | - | 215,765 | 1,911,148 | 101,681 | - | 1,064,128 | 3,292,722 | |
| Premises Costs | 69,939 | - | 448,608 | - | - | 134,465 | 653,012 | |
| Infrastructure Costs | 5,315 | 14,085 | 50,585 | 1,261 | - | 121,331 | 192,577 | |
| Fundraising Costs | - | - | - | 12,853 | - | - | 12,853 | |
| Client Costs | - | 62,397 | 123,076 | - | - | 19,169 | 204,642 | |
| Other Direct Costs | - | - | - | - | 54,299 | - | 54,299 | |
| | 75,254 | 292,247 | 2,533,417 | 115,795 | 54,299 | 1,339,093 | 4,410,105 | |
| Support costs | 63,595 | 79,581 | 1,137,336 | 58,581 | - | (1,339,093) | - | |
| Governance costs | 2,579 | 3,227 | 46,118 | 2,375 | (54,299) | - | - | |
| Total expenditure 2024 | 141,428 | 375,055 | 3,716,871 | 176,751 | - | - | 4,410,105 | |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

7 Net income for the year

This is stated after charging:

| | 2025 £ | 2024 £ |
|---|---------------|---------------|
| Depreciation | 32,627 | 37,702 |
| Operating lease rentals: | | |
| Property | 265,039 | 389,979 |
| Auditor's remuneration (excluding VAT): | | |
| Audit | 17,760 | 14,100 |
| | <u>17,760</u> | <u>14,100</u> |

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024: £0). No charity trustee received payment for professional or other services supplied to the charity (2024: £0).

Staff costs were as follows:

| | 2025 £ | 2024 £ |
|---|------------------|------------------|
| Salaries and wages | 2,539,341 | 2,557,489 |
| Social security costs | 261,235 | 253,913 |
| Employer's contribution to defined contribution pension schemes | 66,830 | 62,861 |
| Staff and volunteer Expenses | 16,166 | 19,922 |
| Contractors and temporary Staff | 257,896 | 276,878 |
| Staff learning and development | 43,497 | 37,719 |
| Recruitment | 52,577 | 54,643 |
| DBS Checks | 1,711 | 2,228 |
| Redundancy and termination costs | - | 1,415 |
| Other forms of employee benefits | 29,892 | 25,654 |
| | <u>3,269,145</u> | <u>3,292,722</u> |

The following number of employees received employee benefits (excluding pension contributions and employer's national insurance) during the year between:

| | 2025 No. | 2024 No. |
|---------------------|-------------|-------------|
| £60,000 – £69,999 | 2 | 1 |
| £70,000 – £79,999 | 1 | 1 |
| £80,000 – £89,999 | - | - |
| £90,000 – £99,999 | - | 1 |
| £100,000 – £109,999 | 1 | - |
| | <u>1</u> | <u>-</u> |

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £ 431,674 (2024: £400,091).

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was follows:

| | 2025 No. | 2024 No. |
|-------------------------------|-------------|-------------|
| Supported Housing and Hostels | 10 | 17 |
| Supported Service Contracts | 43 | 44 |
| Operational Management | 7 | 7 |
| Central Support | 10 | 10 |
| Raising Funds | 2 | 2 |
| Trust Fundraising | 1 | 1 |
| Communications Manager | 1 | 1 |
| Volunteering | - | - |
| | 74 | 82 |

10 Tangible fixed assets

| | Land and buildings – Almshouses £ | Land and buildings – Housing £ | Fixtures, fittings & computer equipment £ | Vehicles £ | Total £ |
|--------------------------|--|---|---|---------------|------------------|
| Cost | | | | | |
| At the start of the year | 558,084 | 1,120,371 | 114,837 | 16,724 | 1,810,016 |
| Additions in year | - | - | 1,797 | - | 1,797 |
| Disposals in year | - | - | (82,507) | - | (82,507) |
| At the end of the year | 558,084 | 1,120,371 | 34,127 | 16,724 | 1,729,306 |
| Depreciation | | | | | |
| At the start of the year | 226,912 | 197,789 | 108,807 | 7,317 | 540,825 |
| Disposals in year | - | - | (82,507) | - | (82,507) |
| Charge for the year | 13,877 | 12,019 | 2,550 | 4,181 | 32,627 |
| At the end of the year | 240,789 | 209,808 | 28,850 | 11,498 | 490,945 |
| Net book value | | | | | |
| At the end of the year | 317,295 | 910,563 | 5,277 | 5,226 | 1,238,361 |
| At the start of the year | 331,172 | 922,582 | 6,030 | 9,407 | 1,269,191 |

All of the above assets are used for charitable purposes.

11 Debtors

| | 2025 £ | 2024 £ |
|----------------|----------------|------------------|
| Trade debtors | 401,004 | 1,026,070 |
| Staff Loans | 3,099 | 2,542 |
| Prepayments | 55,187 | 44,594 |
| Accrued income | - | 67,505 |
| | 459,290 | 1,140,711 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

12 Creditors: amounts falling due within one year

| | 2025 £ | 2024 £ |
|--------------------------------------|----------------|----------------|
| Trade creditors | 57,634 | 98,878 |
| Payroll taxation and social security | 91,595 | 94,577 |
| Holiday pay provision | 32,608 | 40,624 |
| Other creditors and provisions | 110,378 | 179,300 |
| Accruals | 290,885 | 269,058 |
| Deferred income (Note 13) | 221,715 | 223,170 |
| | <u>804,815</u> | <u>905,607</u> |

13 Deferred income

| | 2025 £ | 2024 £ |
|---------------------------------------|----------------|----------------|
| Balance at the beginning of the year | 223,170 | 374,503 |
| Amount released to income in the year | (233,330) | (270,702) |
| Amount deferred in the year | 231,875 | 119,369 |
| | <u>221,715</u> | <u>223,170</u> |

Included in the above is £130,606 (2024: £148,581) relating to amounts invoiced in advance, and £91,109 (2024: £74,589) being deferred amounts on contracts with future performance obligations.

14a Analysis of net assets between funds (current year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|-------------------------|-------------------------|------------------------------|----------------------|-------------------------|
| Tangible fixed assets | 1,227,858 | - | 10,503 | - | 1,238,361 |
| Investments | - | - | 3,640 | - | 3,640 |
| Net current assets | 2,656,178 | 2,369,522 | 2,279,395 | 20,701 | 7,325,796 |
| Net assets at the end of the year | <u>3,884,036</u> | <u>2,369,522</u> | <u>2,293,538</u> | <u>20,701</u> | <u>8,567,797</u> |

14b Analysis of net assets between funds (prior year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|-------------------------|-------------------------|------------------------------|----------------------|-------------------------|
| Tangible fixed assets | 1,253,754 | - | 15,437 | - | 1,269,191 |
| Investments | - | - | 3,640 | - | 3,640 |
| Net current assets | 2,656,178 | 2,335,395 | 1,999,679 | 13,400 | 7,004,652 |
| Net assets at the end of the year | <u>3,909,932</u> | <u>2,335,395</u> | <u>2,018,756</u> | <u>13,400</u> | <u>8,277,483</u> |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

15a Movements in funds (current year)

| | At 1 April 2024 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2025 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | | |
| Core charitable services | - | - | 170,179 | (170,179) | - |
| Client Grants | 13,400 | - | 45,000 | (37,699) | 20,701 |
| Property maintenance | - | - | - | - | - |
| Services grants | - | - | 109,028 | (109,028) | - |
| Community Development & Innovation | - | - | 5,000 | (5,000) | - |
| Homeless Health Link | - | - | 160,970 | (160,970) | - |
| Total restricted funds | 13,400 | - | 490,177 | (482,876) | 20,701 |
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 953,691 | - | - | - | 953,691 |
| Designated planned maintenance | 1,381,704 | 34,127 | - | - | 1,415,831 |
| Total designated funds | 2,335,395 | 34,127 | - | - | 2,369,522 |
| General funds | 2,018,756 | (34,127) | 4,137,622 | (3,828,713) | 2,293,538 |
| Total unrestricted funds | 4,354,151 | - | 4,137,622 | (3,828,713) | 4,663,060 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,162,544 | - | - | (12,019) | 1,150,525 |
| Property reinvestment (Housing) | 2,747,388 | - | - | (13,877) | 2,733,511 |
| Total endowment funds | 3,909,932 | - | - | (25,896) | 3,884,036 |
| Total funds | 8,277,483 | - | 4,627,799 | (4,337,485) | 8,567,797 |

The net transfer to the cyclical fund during the year of £34,127 represents a transfer of £35,924 to reflect the increased costs expected for the identified works less £1,797 spent on repairs undertaken in the year.

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

Movements in funds (continued)

Purposes of restricted funds

The Core Charitable Services

Grants as detailed in note 4 to pay for overheads including central services, head office, managing data and IT costs.

Client Grants

Grants received and managed by SPEAR to make grants to individual in need.

Property Maintenance

Grants as detailed in note 4 to pay for a range of property and maintenance costs incurred by SPEAR in providing housing to clients.

Community Development & Innovation

Grants as detailed in note 4 to fund work supporting young people and adults who are homeless to develop their confidence and life skills, to improve their wellbeing, to undertake training and education, and to secure employment.

Homeless Health Link service

Grants as detailed in note 4 to fund a service to improve the physical and mental health of people experiencing homelessness in Richmond and Kingston.

Purposes of unrestricted funds

Designated development fund

Funds designated to meet the costs of acquisition of property that can not be met from the endowment fund and which are expected to be expended in the next year on a property SPEAR is in the process of acquiring.

Designated development fund

Funds designated to meet the costs of future planned repairs to major components (eg roofs, kitchens, bathrooms) of the SET properties the costs of which have been based on a stock condition survey.

Purposes of endowment funds

SPEAR Endowment Trust

Funds held by Spear Endowment Trust made up of two parts, Housing and Almshouses funds, to be used in accordance with the permanent endowment as set out in the Trust deed, for the provision of housing for older people.

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

15b Movements in funds (prior year)

| | At 31 March 2023 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 1st April 2024 £ |
|------------------------------------|--------------------------|--------------------------------|------------------------|------------------------------|---------------------------|
| Restricted funds: | | | | | |
| Core charitable services | - | - | 294,709 | (294,709) | - |
| Client Grants | 6,250 | - | 21,000 | (13,850) | 13,400 |
| Property and maintenance | - | - | 10,000 | (10,000) | - |
| Service grants | - | - | 136,031 | (136,031) | - |
| Community Development & Innovation | - | - | 121,900 | (121,900) | - |
| Homeless Healthlink | - | - | 149,701 | (149,701) | - |
| Total restricted funds | 6,250 | - | 733,341 | (726,191) | 13,400 |
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 953,691 | - | - | - | 953,691 |
| Designated planned maintenance | 1,268,152 | 113,552 | - | - | 1,381,704 |
| Total designated funds | 2,221,843 | 113,552 | - | - | 2,335,395 |
| General funds | 1,840,442 | (113,552) | 3,950,897 | (3,659,031) | 2,018,756 |
| Total unrestricted funds | 4,062,285 | - | 3,950,897 | (3,659,031) | 4,354,151 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,174,486 | - | - | (11,942) | 1,162,544 |
| Property reinvestment (Housing) | 2,760,329 | - | - | (12,941) | 2,747,388 |
| Total endowment funds | 3,934,815 | - | - | (24,883) | 3,909,932 |
| Total funds | 8,003,350 | - | 4,684,238 | (4,410,105) | 8,277,483 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2025

16 Analysis of cash and cash equivalents

| | At 1 April 2024 £ | Cash flows £ | At 31 March 2025 £ |
|--|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | 6,766,674 | 902,093 | 7,668,767 |
| Notice deposits (less than three months) | 2,874 | (320) | 2,554 |
| Total cash and cash equivalents | 6,769,548 | 901,773 | 7,671,321 |

17 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

| | Property 2025 £ | 2024 £ |
|--------------------|-----------------------|----------------|
| Less than one year | 144,354 | 156,924 |
| One to five years | 261,750 | 233,055 |
| Over five years | - | - |
| | 406,104 | 389,979 |

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

19 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

20 Related Party Transactions

There are no related party transactions to disclose for this financial year (2024: 0).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

SPEAR HOUSING ASSOCIATION LIMITED

England & Wales - Charity number 1122206

Accounts

Company number: 06396687
Charity Number: 1122206

SPEAR Housing Association Limited

Report and financial statements
For the year ended 31 March 2024

SPEAR Housing Association Limited

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For the year ended 31 March 2024

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SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2024

Company number 06396687
Country of incorporation United Kingdom

Charity number 1122206
Country of registration England & Wales

Registered office and operational address 89 Heath Road
Twickenham
TW1 4AW

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Paul Doe Chair
Duncan Richford Vice Chair
Jack Stephen
Fiona Barrett
Kai Bilimoria
Nigel Bloomer
Charlotta Campanale
Jonathan Cardy
Alex Doig
Grant Healy
Christine Reay

Company Secretary Tim Fallon

Key management personnel Tim Fallon Chief Executive
Susan Kent Finance Director
Mark Taylor Operations Director
Charlotte Treversh Head of Human Resources
Helen Whittaker Director of Fundraising & Engagement
(until 15 March 2024)

SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2024

Bankers

CAF Bank Limited
25 Kings Hill Avenue
West Malling
Kent
ME19 4JQ

Solicitors

Russell Cooke LLP
Bishop's Palace House
Kingston-Upon-Thames
KT1 1QN

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
LONDON
EC1Y 0TG

Message from the Chair and CEO

In some ways the year ended 31 March 2024 was a year of contradictions. SPEAR benefited from the comparative stability of being in the second year of a three-year government funding round for services for homelessness. However, whilst Rough Sleeping rose by 27% in 2023, overall the funding available to provide services declined. SPEAR's own experience mirrored this wider national trend and the financial statements show a decline in contractual income and services. We remain grateful to our local authority and NHS partners and their willingness to seek innovative solutions within the tight financial constraints within which they operate.

In the wider economy the cost of living crisis continued to have a significant impact in the year and SPEAR was not immune. SPEAR recognises that it has been extremely fortunate in the generosity of donors – be they individuals, corporates or trusts and – wishes to thank them all. Overall SPEAR saw a significant increase in voluntary income during the year and this enabled SPEAR to adapt its services to meet changing requirements and absorb the increased costs it encountered.

Ending Homelessness is an aspiration that all at SPEAR share. As readers of this report may be aware there are a range of different causes and types of homelessness. SPEAR has for many years worked in London with those who have experienced periods of street homelessness, the causes of which are often complex, and consequently the solutions to which often need to be multi-faceted. SPEAR concurs with the ambition of “Ending rough sleeping by preventing it wherever possible and, and where it cannot be prevented, making it a rare, brief and non-recurrent experience.”

The Prince of Wales' new project Homewards launched in the Summer of 2023 brought a welcome focus on the work undertaken in our sector. It is enormously encouraging to see a wide range of initiatives being explored in an effort to improve homelessness services. This accords with SPEAR's own experience of providing services that has shown that clients, particularly those who have experienced longer term street homelessness, have a range of needs beyond accommodation. SPEAR was able to offer additional services in the year ended 31 March 2024 such as health services, digital services, and skills and individual development services. We are committed to continuing to explore, through evidence-based practice what support gives individual clients the best chance of maintaining a long-term secure home.

Individuals matter and their stories offer insight and hope. Shane has kindly permitted us to share his story.

After a long working life, irregular work meant that Shane fell behind with his rent and lost his home. His resourceful approach to life meant that he reached an agreement to pitch a tent in a meadow in return for taking care of some horses. Whilst this arrangement

Message from the Chair and CEO

For the year ended 31 March 2024

continued for nearly six years he knew it was not a long-term solution and returned to London.

From previously volunteering with SPEAR he knew about and reached out to the Outreach Team. Initially he was housed at Penny Wade House, a hostel in Richmond, where he was offered comprehensive support. He focused on strengthening various aspects of his life and adapting to a non-survival mode of living. As Shane says

"It was almost like a little training course for me, knowing what I want to do in the future. I was in Penny Wade and as well as being part of the process of getting off the streets, it was a real insight into others with more complex needs, to listen and learn from them."

Shane completed a peer mentoring course, which he found to be a significant turning point, as well as safeguarding courses. This meant that he was able to volunteer alongside our Homeless Health Link workers.

Shane is now moving into his own flat and is excited about the prospect of independent living. His main goals are to secure full-time employment and continue being the best father he can be to his three daughters. He is even expressing an interest in working for SPEAR.

If Shane does join SPEAR as an employee he will not be alone in making the journey from homelessness to assisting others at a crisis point in their lives. Whilst the range of talents and backgrounds of SPEAR staff is wide, the knowledge and insight that those who have lived experience of homelessness bring is always invaluable. We want to thank all of our staff for their contribution to the successes of the year. We also want to thank our trustees for their commitment and expertise.



Paul Doe, Chair of Trustees



Tim Fallon, CEO

Trustees' Report

The trustees present their report and the audited financial statements for the year ended 31 March 2024.

Reference and administrative information set out on pages 1 and 2 form part of this report. The financial statements comply with the current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

The objectives of the charity are:

- The relief of persons in need who are homeless or at risk of becoming homeless, including, but not limited to, those with substance misuse problems by providing accommodation, services and advice so as to help increase the independence and decrease the marginalisation in society of such persons; and
- To undertake research into homelessness for the public benefit.

The trustees review the aims, objectives, and activities of the charity regularly. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and who it tries to help are described below. All its charitable activities focus on homeless individuals and are undertaken to further SPEAR's charitable purposes for the public benefit. It is not considered that there are any private benefits or significant detrimental impact from its work. The trustees consider that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance.

Our Approach and Values

SPEAR is a charity for people experiencing homelessness in South West London.

We build communities in which those people suffering from homelessness have a place to call home and the help they need to lead a fulfilling independent life.

We recognise that homelessness is much more than just a housing issue, so we provide a range of support services to help our clients reach their full potential, always operating from our values:

Working together: We work alongside service users, partners, staff, and volunteers to design and provide services that meet the needs of those experiencing homelessness. Together we overcome challenges.

Aspirational: We aim high, aspiring to achieve the very best outcomes for our clients. We see potential in everyone, and encourage our clients to achieve their own goals, dreams, and ambitions. We aspire to the highest standards of professionalism.

Respectful: We respect everyone, regardless of their background or circumstances. We view everyone as an individual with their own personal journey. We always listen to and value people's views.

Determined: We work tirelessly to support people experiencing homelessness to recover from their personal issues. We break down the barriers they face.

Visionary: We try new and innovative ways to provide long-term solutions and reduce the isolation of homelessness. We are always willing to take a new approach, learning from what works (and what doesn't) and use this to guide our work.

Diversity, inclusion and equity

Diversity, inclusion and equity are at the heart of what SPEAR does and it is important that all people representing our organisation including staff and volunteers work in accordance with SPEAR's values in this area. We are committed to ensuring that our services are accessible and reach all members of the communities we serve and that all our clients are treated fairly and respectfully. Where possible, we record information around the diversity of our clients on our database so we can better understand the demographics of the communities we are working with and adapt our services accordingly. We have an open complaints process that can be accessed by clients and volunteers who wish to raise any concerns.

SPEAR is an inclusive employer. We are committed to maintaining a culture of diversity, inclusion and equity. We do not tolerate discrimination, harassment or victimisation. Everyone we work with is treated equally and with respect, irrespective of race, colour, religion, national origin, sex, disability, age, marital status or sexual orientation.

Our Beneficiaries

SPEAR is an inclusive organisation supporting a range of people experiencing homelessness in South West London. We work with young people, aged 18 – 25 and adult men and women, including women who have experienced domestic abuse. We support people off the streets and those at imminent risk of homelessness into accommodation, including supported hostels, shared houses, and independent flats. We assist people with their physical and mental health, addiction issues and their skills, education, and employment – helping them sustain their tenancies, pursue personal goals and aspirations, and move towards more independent living.

The 16 almshouses and 8 flats owned by the SPEAR Endowment Trust (SET) provide long term homes for those whose financial circumstances necessitate assistance with their housing, normally older individuals with a connection to London or the surrounding area.

Our clients are at the centre of our work, services are intended to be personalised and feedback is encouraged. SPEAR offers opportunities for clients to develop skills, volunteer or progress to employment.

Achievements and Performance

Our key impacts on homelessness in 2023–24:

During the year 891 people accessed SPEAR's services of which 23% were female. Homelessness can impact people of all ages and 125 of the people SPEAR worked with were under the age of 25.

SPEAR delivers outreach services intended to locate and assist those who are street homeless on behalf of four London Boroughs: Kingston, Richmond, Wandsworth and Sutton. The key to these services is flexibility to varying demand, prompt location of individuals and establishing relationships of trust that support and encourage people to move into accommodation. Some are ready immediately, for others only sustained work will re-establish trust which in turn will encourage them to take the next step back into accommodation. During the year SPEAR met and verified 362 rough sleepers, provided supported housing for 239 and brokered accommodation for 126 others.

As well as providing accommodation directly SPEAR continues to deliver essential support with the Housing First and Rough Sleepers Accommodation Programmes in Kingston, Richmond and Wandsworth and Housing First services in Sutton. These intensive services enable entrenched rough sleepers to access accommodation as a foundation to rebuilding their lives and to then receive support to sustain their tenancies and address the issues that contributed to rough sleeping in the first place. A total of 35 of these properties were available throughout the year with a further 6 being provided in Sutton and additional properties scheduled to become available in Kingston.

The work of the Homeless Health Link team is varied. 345 people were supported to improve their health, SPEAR was able to offer additional services during the year for NHS ICB funded Health & Wellbeing Days. It is calculated that the use of emergency health services such as Accident and Emergency was reduced by 64% amongst those that SPEAR support. For some homeless people registering with a GP can be a challenge as their can be an expectation that patients provide an address, even when this is resolved practical problems of how to receive letter remain. However, there are ways to ensure that all are able to access health services and 345 people are registered with a GP. SPEAR was also able to facilitate 50 one-to-one GP sessions at its Hub in Twickenham.

Thanks to the generosity of donors SPEAR is able to offer a range of services to develop individuals' skills and confidence beyond those supporting health initiatives. 23 young people were supported into education, training and employment whilst amongst the older cohort 33 people developed their skills 13 gained employment and 51 contributed to their local community through volunteering. 4 clients moved from receiving support to becoming a volunteer with SPEAR and 1 former client moved from volunteering to employment with SPEAR.

Our Volunteers

The generosity of our volunteers with their time and skills significantly enhances the services that SPEAR is able to provide to its clients. During the year ended 31 March 2024 volunteers supported in various roles including, fundraising, at various events such as local festivals and station collections.

Teams from our corporate partners contributed their time and energy towards gardening projects, painting, decorating and ensuring SPEAR clients received gifts at Christmas through a present drive and a day to wrap and deliver parcels.

Volunteers have been instrumental in delivering SPEAR health days which are well attended and provide clients with easy access to health services in a welcoming, community-focused setting. These events also connect clients to additional services such as hair dressing, health services and teaching digital skills to create a holistic and supportive environment.

Additionally, our Trustees continued to provide expertise and governance throughout the financial year.

- 61 people (2023: 80) volunteered their time to support in some capacity.
- Volunteers donated 603 (2023: 2,230) hours of their time.
- We estimate that volunteering roles contributed over £7,206 (2023: £ 26,643) of value to SPEAR.

Our focus on specific skills and corporate partnership ensured that every volunteer made a meaningful impact. Their efforts enabled SPEAR to offer clients a broader range of opportunities beyond those funded by local authorities and NHS. We are deeply grateful for their time and dedication, which contributed to the success of the year.

Our Supporters

We rely on the generosity of our supporters to help fund our work and remain truly grateful to them for helping us to create pathways from homelessness to independence. Voluntary income comes from donations made by individuals, companies, trusts and foundations, community groups, schools and from legacy gifts. This invaluable support makes a lasting and meaningful impact to those facing homelessness.

The year ended 31 March 2024 saw growth in SPEAR's fundraised income which included a significant increase in income from trusts and foundations. A wide range of projects and initiatives were supported by this generosity. A new and multi-year award from The National Lottery, ensured that SPEAR clients were given the support they need to overcome barriers that have previously prevented them from accessing vital health services.

It has been encouraging to see new corporate and individual donors respond to our explanation of the activities that SPEAR undertakes. We consider the work to be of real public benefit and are heartened that others also see the merit and want to contribute. The winter appeal continued to be a focus for the local community, raising in excess of £40k. SPEAR supporters continued to raise vital funds through challenge events, community events and fundraising from local schools and churches. We are grateful for the generosity, the energy and the creativity of our donors and supporters. Thank you!

Financial review

SPEAR reported a net surplus in the year of £ 274,133 (2023: £ 264,169).

Trustees' Annual Report

For the year ended 31 March 2024

Total incoming resources for the year reduced to £ 4,684,238 from £ 5,249,472, last year a decrease of 11% (2023: decrease 3%), this reflected continuing changes in commissioning requirements by local authority partners and a reduction in the number of houses in multiple occupation managed by SPEAR.

In summary, income comprises:

- 56% (2023: 60%) commissioned services from the London Boroughs of Richmond, Wandsworth, Kingston, Sutton and Merton and the NHS;
- 16% (2023: 9%) from Trusts for specific related homeless services;
- 21% (2023: 27%) from rent, service charge and housing benefit income on housing, hostels and supported housing;
- 4% (2023: 4%) from donations, legacies and events organised by our fundraising team;
- Over 2% (2023: less than 1%) from bank and investments interest receivable reflecting improved returns.

Unrestricted income for the year decreased to £ 3,950,897 from £ 4,761,878, last year, a decrease of 17%. The most significant contributory factors were a decrease in rent and service charge income from supported housing schemes where less properties were in management, closure of a domestic abuse service and reduced funding available for other contractual services.

Restricted income for the year increased to £ 733,341 from £ 487,594 last year a very marked increase of 50%. A new and significant three-year programme funded by the National Lottery Community Fund started in April 2023.

Our expenditure for the year decreased to £ 4,410,105 from £ 4,985,303 last year, a decrease of £ 575,198 or 12%. Staff costs represented 75% (2023: 66%) of expenditure, with average headcount decreasing to 82 from 91.

Analysis of our expenditure shows that we spent 69% (2023: 69%) directly on charitable activities, 30% (2023: 28%) on support costs which includes the operational management of charitable activities, 3% (2023: 2%) on fundraising, and 1% (2023: 1%) on governance.

This decrease in expenditure reflects changes in SPEAR's activities with the provision of less shared accommodation at the same time as some other charitable activities have increased.

Total funds increased by 3% to £ 8,227,483 from £ 8,003,350.

Cash and cash equivalents – Total cash and cash equivalents at 31 March 2024 totalled £ 6,769,548 (2023: £ 6,671,414). £ 14,006 was generated from operating activities (2023: £ 36,165), £ 29,935 (2023: £ 59,059) was spent on capital expenditure and £114,063 of investment income, lead to a net increase in cash and cash equivalents of £ 98,134 (2023: £4,702).

Reserves policy and going concern

Trustees have examined the requirement for free reserves i.e. unrestricted funds not invested in tangible fixed assets or designated for specific purposes. As reported in previous years, the Trustees are aiming at free reserves to cover operational activities from unrestricted income for at least 3 months, moving to 6 months over time. As of 31 March 2024, the unrestricted general reserves, totalled £2,018,756 which represents approximately 5.5 months of expected average expenditure (at 31 March 2023: unrestricted general funds were £1,840,442, being approximately 4.4 months of expected average spend).

At 31 March 2024 the Company had designated reserves as follows:

- Future property cyclical maintenance to cover obligations totalling £ 1,381,704 (2023: £ 1,268,152). The required sums were reviewed based on potential planned repairs and renewals and to take account of works undertaken.
- An amount of £ 953,691 (2023: £ 953,691), designated to cover the legal and refurbishment costs of property acquisition which cannot be funded under the terms of the restricted endowment fund. SPEAR intends to expend these funds over the medium term and has determined its approach to property acquisition subsequent to the year-end.

The Reserves Policy is reviewed annually and approved by the Trustees.

Restricted Funds may only be used for the purposes specified by the donor and only expenditure meeting these criteria is allocated to each fund. Any grants which remain unspent at the year-end will be held as restricted reserves subject to any specific funding terms attached to the grants. These may only be used for the projects in accordance with the terms of the grants received.

The Trustees have given consideration to the basis of preparation of the accounts. They have concluded that the going concern basis remains appropriate, as they plan for the operations of SPEAR to continue and have not identified any risks or uncertainties that would make such a basis of preparation inappropriate.

SPEAR Endowment Trust

During 2018, Quintus Housing Trust became part of the SPEAR family, changing its name to the "SPEAR Endowment Trust" (SET). SET's financial results have been included in the SPEAR accounts since the year ended 31 March 2019.

At 31 March 2024 the Endowment Fund amounted to £ 3,909,932 (31 March 2023: £3,934,815). £ 1,253,754 of this is held in the 24 properties owned by SET with the balance held as cash. The cash funds will enable us to seek out potential property acquisitions within London to provide much needed accommodation for our service users.

Over the medium-term SPEAR intends to supplement the endowment with a capital appeal, grants and loans to enable it to buy more properties than with the endowment alone.

Principal risks and uncertainties

SPEAR has an approach to risk management designed to ensure that there is an on-going process for identifying, evaluating and managing the significant risks faced by SPEAR. Risks are assessed for their likelihood and potential impact and the Audit & Risk Committee and Board focuses their work on those risks which are identified as most significant. For all of these risks the potential to mitigate risk is considered and where proportionate, action is taken. A wide variety of strategies are used to mitigate risk through appropriate policies and procedures, spreading risk through sufficient diversity of activity and funders and seeking to lay off risk through insurance.

Principal Risks during the year were identified as:

Staff fail to adhere to policies and procedures: SPEAR's policies and procedures have been designed to ensure that clients are safe and their support personalised, that their data is secure and that staff provide services in a professional manner that protects their own, clients, volunteers and members of the public's health and safety. The risk of staff failing to follow these procedures appropriately is that there are poor outcomes which could place clients, volunteers, donors, members of the public or staff at risk. SPEAR seeks to mitigate these risks through ensuring that it has appropriate skills, the publication of policies and procedures and the induction and training of staff.

Risk of loss of contractual income and political uncertainty: Central government funding for homelessness services, which in turn fund local services, can at times be subject to political and funding uncertainty. At a local level contractual income to support the provision of services for the homeless can vary as strategic priorities change and services can be subject to tendering. The risk of the changing priorities is that if SPEAR fails to adapt its services on a timely basis it could incur additional costs and not fully meet commissioning requirements. SPEAR seeks to mitigate these risks by aiming to have an agile culture, sustain good relationships with its key commissioners and funders and have adequate financial resources to mitigate the risks of funding uncertainty.

Risk of financial deficits threatening the financial sustainability of SPEAR: SPEAR delivers a range of commissioned services that offer limited scope for generating financial surpluses and which are characterised by being short-term in nature. It is exposed to the same wider operating environment as other organisations but due to the importance of fundraising could be adversely impacted by a downturn in giving. It benefits from having gained financial strength when SPEAR Endowment Trust joined the group and seeks to make the best use of these assets, but much of this financial strength is either restricted to providing homes in accordance with the Trust deed or will be required to maintain the existing almshouses and housing. However, financial deficits over a number of years could put the long-term future of SPEAR at risk. SPEAR seeks to mitigate these risks by keeping the financial performance of contracts and the organisation under regular review as well as assessing the financial impact of taking on new services.

Difficulty in recruiting and retaining staff: The nature of most of SPEAR's services is that they are heavily dependent upon recruiting and retaining staff able to problem-solve and work in some challenging situations. Recruitment of staff in London is difficult for many organisations beyond those working in social care, a sector whose funding does not enable particularly competitive salaries. The risk of difficulties in recruiting and retaining is that existing staff teams are stretched, services become reliant upon expensive temporary staff which in turn impacts both the financial performance and quality of services. SPEAR seek to mitigate these risks through the work of its Human Resources team, by seeking innovative ways to recruit and retain with longer-term plans for offering more competitive salaries.

Fundraising practices review

All fundraising practices are framed within the values and principles of the organisation. SPEAR regularly monitors fundraised income against budget, diversity of income and fundraising ratios to ensure the organisation is able to make informed decisions regarding activities.

SPEAR does not raise funds through telephone or door to door fundraising or work with external agencies to do so. SPEAR's relationship with its supporters is very important to it and it does not put any undue pressure on its supporters to donate to the charity. Many of SPEAR's supporters want to know how their gifts are making a difference. SPEAR ensures that supporters are given a choice in whether they would like to be kept updated about its work. If any of SPEAR's donors do not wish to receive future communication from SPEAR then it is made clear in supporter newsletters, mailings and on SPEAR's website how they can let SPEAR know their decision. SPEAR does not sell or exchange lists of data with any other charities or companies for their marketing or fundraising purposes. SPEAR is committed to being transparent about how it collects and uses personal data, and to meeting its data protection obligations in accordance with General Data Protection

Regulations (GDPR) and domestic laws. SPEAR's privacy statement can be found on its website.

We received no complaints about our fundraising practices in 2023–24.

Plans for the future

- SPEAR intends to carry on adapting the nature of its services in line with the Government's strategy for rough sleepers, which will aim to work in tandem with both existing rough sleepers and preventative work for those at risk of homelessness.
- SPEAR aims to further expand its Housing First services which look to ensure that Rough Sleepers are accommodated in self-contained homes with all the necessary support to address any underlying issues, that may be complex, that lead to rough sleeping.
- Acquiring properties to provide more independent accommodation to homeless people, including use of the endowment and designated funds to acquire and /or renovate appropriate properties, which should also further strengthen the financial viability of SPEAR.
- Provide a range of preventative health services and work to reduce barriers to SPEAR clients accessing necessary services on a timely basis.
- Further develop the work evidencing the continuous improvement of quality of services provided by SPEAR.
- Broaden the range of opportunities in activities, training, volunteering, participation and employment available to SPEAR clients so they can personalise their involvement with SPEAR with the support of fundraising partners.
- Continue to review how evolving technology can best improve service delivery and the efficient management of the charity.

Structure and governance

The organisation is a charitable company limited by guarantee, incorporated on 11 October 2007 and registered as a charity on 7 January 2008.

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.

At the year end the Board comprised of 11 members. No trustees received remuneration for their roles or were paid for any other activity relating to the charity in the year. Nor were any expenses reclaimed from the charity during the year.

The Board is supported in discharging these responsibilities through the following sub-committees:

- Audit and Risk Committee.
- Personnel & Quality Assurance Committee; and
- Operations Committee

This facilitates a greater depth of governance across all key areas of the charities activities, finances and internal infrastructure, policies and procedures.

Overall operational management of SPEAR is delegated to the Chief Executive. Throughout the year, the trustees, the Chief Executive, and the wider Senior Management Team monitored effectiveness and best practice. The Board approves SPEAR's strategic and annual business plans; annual budgets; extraordinary expenditure in excess of agreed limits; strategic decisions; policies; employment terms and conditions, remuneration levels of key management personnel with reference to existing pay scales within the organisation and the housing sector in which SPEAR operates; and all decisions relating to governance.

Appointment of trustees

New trustees are recruited through advertising with the objective of ensuring an appropriate mix of skills, and candidates are asked to attend an interview with the Chair, another trustee, and the Chief Executive Officer. Trustees have agreed that future trustee recruitment will aim to increase diversity within the Board. During the year no new Trustees were appointed (year end 31 March 2023: none).

Trustee induction and training

On appointment, all trustees undergo a formal induction process and the training needs of trustees are reviewed regularly with a view to ensuring that trustees are kept up to date with their responsibilities.

Serious Incident Reporting to the Charity Commission

SPEAR's work with clients, some of whom can be vulnerable, is intended to enable any underlying issues that are contributing to their homelessness to be addressed. However, not all clients achieve good outcomes. Where there has been an incident or an adverse outcome this is recorded and is reviewed by senior staff and trustees. Consideration is given as to whether the circumstances require reporting to the Charity Commission.

There was one serious safeguarding incident that was reported in the year, based on preliminary information. However, had all the facts that were ultimately known been established at the time of reporting, then no report would have been made. One incident relating to loss of money in a prior period was investigated and reported to the Charity

Commission. There were no other incidents to report to the Charity Commission, as there has been: no large donations from an unknown or unverifiable source, no links to terrorism or extremism, no damage to property.

Related parties and relationships with other organisations

SPEAR maintains no relations with, and no transactions were entered into with, related parties during the year 2023/24, with the exception of SET/Quintus Housing Trust as explained above.

Remuneration policy

Pay and remuneration of the charity's key management personnel is set according to SPEAR's Remuneration Policy and Procedure, which applies to all employees, is regularly reviewed and benchmarked with comparable roles. The policy includes a pay scale, controls for pay increases and bonuses. All staff are paid at least the London Living Wage.

Funds held as custodian trustee on behalf of others

The charity holds no funds on behalf of others as custodian.

Statement of responsibilities of the trustees

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

Company 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 judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

Trustees' Annual Report

For the year ended 31 March 2024

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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2024 was 11 (2023:11). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the strategic report has been approved by the trustees on 2 December 2024 and signed on their behalf by:



Paul Doe, Chair of trustees

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Opinion

We have audited the financial statements of SPEAR Housing Association Limited (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 2024 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on SPEAR Housing Association Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report. We have nothing to report in respect of the following matters in relation to which 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.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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, and for such internal control as the trustees determine

Independent auditor's report

To the members of

SPEAR Housing Association Limited

is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Fleur Holden (Senior statutory auditor)

Date 13 December 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

SPEAR Housing Association Limited

Statement of financial activities (incorporating income and expenditure account)

For the year ended 31 March 2024

| | | SPEAR | | SPEAR | 2024 | 2023 |
|--|------|------------------|----------------|----------------------------------|------------------|------------------|
| | Note | Unrestricted | Restricted | Endowment Trust Restricted | Total | Total |
| | | £ | £ | £ | £ | £ |
| Income from: | | | | | | |
| Donations and legacies | 3 | 199,932 | - | - | 199,932 | 212,672 |
| Charitable activities | 4 | 3,636,902 | 733,341 | - | 4,370,243 | 5,009,204 |
| Investments | 5 | 114,063 | - | - | 114,063 | 27,596 |
| Total income | | 3,950,897 | 733,341 | - | 4,684,238 | 5,249,472 |
| Expenditure on: | | | | | | |
| Raising funds | 6 | 176,751 | - | - | 176,751 | 174,113 |
| Charitable activities | 6 | 3,482,280 | 726,191 | 24,883 | 4,233,354 | 4,811,190 |
| Total expenditure | | 3,659,031 | 726,191 | 24,883 | 4,410,105 | 4,985,303 |
| Net income / (expenditure) for the year | 7 | 291,866 | 7,150 | (24,883) | 274,133 | 264,169 |
| Net movement in funds | | 291,866 | 7,150 | (24,883) | 274,133 | 264,169 |
| Reconciliation of funds: | | | | | | |
| Total funds brought forward | | 4,062,285 | 6,250 | 3,934,815 | 8,003,350 | 7,739,181 |
| Total funds carried forward | | 4,354,151 | 13,400 | 3,909,932 | 8,277,483 | 8,003,350 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

SPEAR Housing Association Limited

Balance sheet

Company no. 06396687

As at 31 March 2024

| | Note | £ | 2024 £ | £ | 2023 £ |
|---|------|------------------|-------------------------|------------------|-------------------------|
| Fixed assets: | | | | | |
| Tangible assets | 10 | | 1,269,191 | | 1,276,958 |
| Investments | | | 3,640 | | 3,640 |
| | | | <u>1,272,831</u> | | <u>1,280,598</u> |
| Current assets: | | | | | |
| Debtors | 11 | 1,140,711 | | 1,218,799 | |
| Short term deposits | | 2,874 | | 2,874 | |
| Cash at bank and in hand | | 6,766,674 | | 6,668,540 | |
| | | <u>7,910,259</u> | | <u>7,890,213</u> | |
| Liabilities: | | | | | |
| Creditors: amounts falling due within one year | 12 | (905,607) | | (1,167,461) | |
| Net current assets | | | <u>7,004,652</u> | | <u>6,722,752</u> |
| Total assets less current liabilities | | | <u>8,277,483</u> | | <u>8,003,350</u> |
| Total net assets | | | <u><u>8,277,483</u></u> | | <u><u>8,003,350</u></u> |
| The funds of the charity: | | | | | |
| Restricted income funds | 14 | | 13,400 | | 6,250 |
| Endowment fund | | | 3,909,932 | | 3,934,815 |
| Unrestricted income funds: | | | | | |
| Designated funds | | | | | |
| Designated general funds – planned maintenance | | 1,381,704 | | 1,268,152 | |
| Designated general funds – property development | | 953,691 | | 953,691 | |
| General funds | | <u>2,018,756</u> | | <u>1,840,442</u> | |
| Total unrestricted funds | | | <u>4,354,151</u> | | <u>4,062,285</u> |
| Total charity funds | | | <u><u>8,277,483</u></u> | | <u><u>8,003,350</u></u> |

Approved by the trustees on 2 December 2024 and signed on their behalf by:



Paul Doe
Chair of Trustees

Statement of cash flows

For the year ended 31 March 2024

Reconciliation of net income to net cash flow from operating activities

| | 2024 £ | 2023 £ |
|---|----------------|---------------|
| Net income for the reporting period (as per the statement of financial activities) | 274,133 | 264,169 |
| Depreciation charges | 37,702 | 41,037 |
| Interest from investments | (114,063) | (27,596) |
| (Increase) / Decrease in debtors | 78,088 | (493,716) |
| Increase / (Decrease) in creditors | (261,854) | 252,271 |
| Net cash provided by operating activities | 14,006 | 36,165 |

| | Note | 2024 £ | £ | 2023 £ | £ |
|--|------|-----------|------------------|-----------|------------------|
| Cash flows from operating activities | | | | | |
| Net cash provided by operating activities | | | 14,006 | | 36,165 |
| Cash flows from investing activities: | | | | | |
| Interest from investments | | 114,063 | | 27,596 | |
| Additions to fixed assets | | (29,935) | | (59,059) | |
| Net cash provided by/(used in) investing activities | | | 84,128 | | (31,463) |
| Change in cash and cash equivalents in the year | | | 98,134 | | 4,702 |
| Cash and cash equivalents at the beginning of the year | | | 6,671,414 | | 6,666,712 |
| Cash and cash equivalents at the end of the year | 16 | | 6,769,548 | | 6,671,414 |

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies

a) Statutory information

SPEAR Housing Association is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is 89 Heath Road, Twickenham, Middlesex, TW1 4AW

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These accounts consist of the accounts of SPEAR Housing Association Limited and the SPEAR Endowment Trust (previously known as Quintus Housing Trust), charity number 1122206-1, an unincorporated charity. The Charity Commission issued a linking direction for the two charities in 2018.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Rental Income and service charges are recognised on a receivable basis in the period to which it relates, net of any losses from voids and bad debts for arrears.

Volunteers provide their time free of charge and no amount has been included in these financial statements to reflect this. Our volunteers services enable Spear to enhance the services we offer clients other than just that provided for by local authority and NHS contracts.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in encouraging third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of our charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on an estimate, based on income, of the amount attributable to each activity.

i) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. Governance costs are apportioned on the basis of staff time attributable to each activity, as outlined above.

j) Fund accounting

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.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment funds can be used solely for the specific purpose of property acquisition.

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Land is not depreciated.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|--|------------|
| ▪ Buildings and Property components – Almshouses and Housing | 8–75 years |
| ▪ Fixtures & Fittings | 3 years |
| ▪ Computers & Equipment | 3 years |
| ▪ Vehicles | 4 years |

m) Investments

Investments are bank balances held on deposit for more than one year. These are shown at market value.

n) Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

r) Pensions

The pension contributions are paid into Group Personal Pension Plans on behalf of all eligible employees who elect to have such a pension arrangement. This is an individual defined contribution arrangement. The charity's liability is limited to the employer's contributions.

2 Statement of financial activities (incorporating income and expenditure account) – Prior Year

| | SPEAR | | SPEAR Endowment Trust | 2023 |
|-----------------------------|-------------------|-----------------|-----------------------------|------------------|
| | Unrestricted £ | Restricted £ | Restricted £ | Total £ |
| Income from: | | | | |
| Donations and legacies | 212,672 | – | – | 212,672 |
| Charitable activities | 4,521,610 | 487,594 | – | 5,009,204 |
| Investments | 27,596 | – | – | 27,596 |
| Total income | 4,761,878 | 487,594 | – | 5,249,472 |
| Expenditure on: | | | | |
| Raising funds | 174,113 | – | – | 174,113 |
| Charitable activities | 4,308,198 | 481,344 | 21,648 | 4,811,190 |
| Total expenditure | 4,482,311 | 481,344 | 21,648 | 4,985,303 |
| Net income for the year | 279,567 | 6,250 | (21,648) | 264,169 |
| Net movement in funds | 279,567 | 6,250 | (21,648) | 264,169 |
| Reconciliation of funds: | | | | |
| Total funds brought forward | 3,782,718 | – | 3,956,463 | 7,739,181 |
| Total funds carried forward | 4,062,285 | 6,250 | 3,934,815 | 8,003,350 |

Notes to the financial statements

For the year ended 31 March 2024

3 Income from donations and legacies

| | Unrestricted £ | Restricted £ | 2024 Total £ | Unrestricted £ | Restricted £ | 2023 Total £ |
|-----------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Legacies | - | - | - | 27,646 | - | 27,646 |
| Donations | 199,932 | - | 199,932 | 185,026 | - | 185,026 |
| | 199,932 | - | 199,932 | 212,672 | - | 212,672 |

4 Income from charitable activities

| | Unrestricted £ | Restricted £ | 2024 Total £ | Unrestricted £ | Restricted £ | 2023 Total £ |
|---|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Rents and service charges – Supported housing and hostels | 789,727 | - | 789,727 | 1,181,360 | - | 1,181,360 |
| Rents and service charges – SET Housing and almshouses | 217,043 | - | 217,043 | 215,135 | - | 215,135 |
| Service Contracts: | | | | | | |
| LB Kingston | 488,368 | - | 488,368 | 588,193 | - | 588,193 |
| LB Merton | 150,000 | - | 150,000 | 145,000 | - | 145,000 |
| LB Richmond | 904,960 | - | 904,960 | 1,166,481 | - | 1,166,481 |
| LB Sutton | 186,751 | - | 186,751 | 305,924 | - | 305,924 |
| LB Wandsworth | 801,885 | - | 801,885 | 821,262 | - | 821,262 |
| NHS contracts | 98,168 | - | 98,168 | 98,255 | - | 98,255 |
| Grants: | | | | | | |
| The Berkeley Charitable Foundation | - | 89,556 | 89,556 | - | 53,705 | 53,705 |
| Avantia | - | 13,075 | 13,075 | - | 11,624 | 11,624 |
| QSix (formerly PMM) | - | 30,000 | 30,000 | - | 39,583 | 39,583 |
| Other | - | 3,400 | 3,400 | - | 1,200 | 1,200 |
| Sub total | 3,636,902 | 136,031 | 3,772,933 | 4,521,610 | 106,112 | 4,627,722 |

Community Development and Innovation

| | | | | | | |
|----------------------------|---|---------|----------------|---|---------|---------|
| Hampton Fund | - | 22,500 | 22,500 | - | 32,500 | 32,500 |
| Halcrow Foundation | - | - | - | - | 3,750 | 3,750 |
| Comic Relief | - | 32,170 | 32,170 | - | 63,723 | 63,723 |
| City Bridge Trust | - | 39,230 | 39,230 | - | 37,892 | 37,892 |
| The Steel Charitable Trust | - | 10,000 | 10,000 | - | 15,000 | 15,000 |
| Richmond Active Fund | - | - | - | - | 5,000 | 5,000 |
| Bupa Foundation | - | - | - | - | 10,000 | 10,000 |
| HSBC | - | 8,000 | 8,000 | - | 17,525 | 17,525 |
| Heathrow Community Trust | - | 10,000 | 10,000 | - | - | - |
| University of Westminster | - | - | - | - | 1,390 | 1,390 |
| Sub total | - | 121,900 | 121,900 | - | 186,780 | 186,780 |

Homeless Health Link Service

| | | | | | | |
|-------------------------------------|---|---------|----------------|---|--------|--------|
| The 29th May 1961 Charitable Trust | - | 5,000 | 5,000 | - | - | - |
| The National Lottery Community Fund | - | 144,701 | 144,701 | - | 12,046 | 12,046 |
| Sub total | - | 149,701 | 149,701 | - | 12,046 | 12,046 |

Volunteering

| | | | | | | |
|------------------|---|---|---|---|--------|--------|
| Hampton Fund | - | - | - | - | 12,500 | 12,500 |
| Sub total | - | - | - | - | 12,500 | 12,500 |

Notes to the financial statements

For the year ended 31 March 2024

4 Income from charitable activities (continued)

| | Unrestricted | Restricted | 2024 Total | Unrestricted | Restricted | 2023 Total |
|--|--------------|------------|---------------|--------------|------------|---------------|
| | £ | £ | £ | £ | £ | £ |
| Property and maintenance | | | | | | |
| Screwfix Foundation | - | - | - | - | 5,000 | 5,000 |
| Bupa Foundation | - | - | - | - | 5,000 | 5,000 |
| B&Q Foundation | - | 10,000 | 10,000 | - | 5,000 | 5,000 |
| The Edward Gostling Foundation | - | - | - | - | 10,000 | 10,000 |
| The National Lottery Community Fund | - | - | - | - | 10,000 | 10,000 |
| | - | 10,000 | 10,000 | - | 35,000 | 35,000 |
| Core Grants | | | | | | |
| The Wimbledon Foundation and the London Community Foundation | - | 43,750 | 43,750 | - | 37,500 | 37,500 |
| Richmond Parish Lands Charity | - | 39,270 | 39,270 | - | 38,500 | 38,500 |
| The Trillium Trust | - | 10,000 | 10,000 | - | - | - |
| Garfield Weston Foundation | - | 25,000 | 25,000 | - | - | - |
| Swire Charitable Trust | - | - | - | - | 20,000 | 20,000 |
| Comic Relief | - | 88,628 | 88,628 | - | 15,000 | 15,000 |
| The Welland Trust | - | - | - | - | 10,000 | 10,000 |
| Richmond Charities | - | 21,000 | 21,000 | - | 7,000 | 7,000 |
| Nationwide | - | 44,861 | 44,861 | - | - | - |
| City Bridge Foundation | - | - | - | - | 3,756 | 3,756 |
| Sherling Charitable Trust | - | - | - | - | 2,000 | 2,000 |
| Hodge Foundation | - | 6,000 | 6,000 | - | - | - |
| Streets of London | - | 15,000 | 15,000 | - | - | - |
| The Hampton Fund | - | 17,500 | 17,500 | - | - | - |
| Other | - | 4,700 | 4,700 | - | 1,400 | 1,400 |
| Sub total | - | 315,709 | 315,709 | - | 135,156 | 135,156 |
| Total income from charitable activities | 3,636,902 | 733,341 | 4,370,243 | 4,521,610 | 487,594 | 5,009,204 |

5 Income from investments

| | Unrestricted | Restricted | 2024 Total | Unrestricted | Restricted | 2023 Total |
|-----------------|--------------|------------|---------------|--------------|------------|---------------|
| | £ | £ | £ | £ | £ | £ |
| Interest earned | 114,063 | - | 114,063 | 27,596 | - | 27,596 |
| | 114,063 | - | 114,063 | 27,596 | - | 27,596 |

6a Analysis of expenditure (current year)

| | Client Services | | | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | 2024 Total £ | 2023 Total £ |
|-------------------------------|---------------------------------|---------------------------------------|---|----------------------------|----------------------|-----------------------|--------------------|--------------------|--------------------|
| | Supported Service contracts | | | | | | | | |
| | SET Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | | |
| Staff costs (Note 8) | - | 215,765 | 1,911,148 | 101,681 | - | - | 1,064,128 | 3,292,722 | 3,293,197 |
| Premises Costs | 69,939 | - | 448,608 | - | - | - | 134,465 | 653,012 | 1,222,457 |
| Infrastructure Costs | 5,315 | 14,085 | 50,585 | 1,261 | - | - | 121,331 | 192,577 | 201,452 |
| Fundraising Costs | - | - | - | 12,853 | - | - | - | 12,853 | 9,146 |
| Client Costs | - | 62,397 | 123,076 | - | - | - | 19,169 | 204,642 | 215,247 |
| Other Direct Costs | - | - | - | - | - | 54,299 | - | 54,299 | 43,804 |
| | 75,254 | 292,247 | 2,533,417 | 115,795 | - | 54,299 | 1,339,093 | 4,410,105 | 4,985,303 |
| Support costs | 63,595 | 79,581 | 1,137,336 | 58,581 | - | - | (1,339,093) | - | - |
| Governance costs | 2,579 | 3,227 | 46,118 | 2,375 | - | (54,299) | - | - | - |
| Total expenditure 2024 | 141,428 | 375,055 | 3,716,871 | 176,751 | - | - | - | 4,410,105 | |
| Total expenditure 2023 | 168,801 | 216,686 | 4,405,037 | 174,113 | 20,666 | - | - | | 4,985,303 |

6b Analysis of expenditure (prior year)

| | Client Services | | | | | | | 2023 Total £ |
|-------------------------------|---------------------------------------|---|--|-------------------------------|-------------------------|--------------------------|-----------------------|--------------------|
| | Supported Service contracts | | | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | |
| | SET Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | |
| Staff costs (Note 8) | – | 131,559 | 1,983,660 | 104,158 | 17,123 | – | 1,056,697 | 3,293,197 |
| Premises Costs | 99,574 | 70 | 919,780 | – | – | – | 203,033 | 1,222,457 |
| Infrastructure Costs | 9,278 | 1,622 | 52,383 | 1,547 | 60 | – | 136,562 | 201,452 |
| Fundraising Costs | – | – | – | 9,146 | – | – | – | 9,146 |
| Client Costs | – | 27,931 | 172,315 | – | – | – | 15,001 | 215,247 |
| Other Direct Costs | – | – | – | – | – | 43,804 | – | 43,804 |
| | 108,852 | 161,182 | 3,128,138 | 114,851 | 17,183 | 43,804 | 1,411,293 | 4,985,303 |
| Support costs | 58,144 | 53,833 | 1,238,460 | 57,478 | 3,378 | – | (1,411,293) | – |
| Governance costs | 1,805 | 1,671 | 38,439 | 1,784 | 105 | (43,804) | – | – |
| Total expenditure 2023 | 168,801 | 216,686 | 4,405,037 | 174,113 | 20,666 | – | – | 4,985,303 |

Notes to the financial statements

For the year ended 31 March 2024

7 Net income for the year

This is stated after charging:

| | 2024 £ | 2023 £ |
|---|---------------|---------------|
| Depreciation | 37,702 | 41,037 |
| Operating lease rentals: | | |
| Property | 389,979 | 519,711 |
| Auditor's remuneration (excluding VAT): | | |
| Audit | 14,100 | 13,100 |
| | <u>14,100</u> | <u>13,100</u> |

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2023: £0). No charity trustee received payment for professional or other services supplied to the charity (2023: £0).

Staff costs were as follows:

| | 2024 £ | 2023 £ |
|---|------------------|------------------|
| Salaries and wages | 2,557,489 | 2,624,212 |
| Social security costs | 253,913 | 268,368 |
| Employer's contribution to defined contribution pension schemes | 62,861 | 64,563 |
| Staff and volunteer Expenses | 19,922 | 23,658 |
| Contractors and temporary Staff | 276,878 | 185,959 |
| Staff learning and development | 37,719 | 22,668 |
| Recruitment | 54,643 | 76,680 |
| DBS Checks | 2,228 | 1,747 |
| Redundancy and termination costs | 1,415 | 3,793 |
| Other forms of employee benefits | 25,654 | 21,549 |
| | <u>3,292,722</u> | <u>3,293,197</u> |

The following number of employees received employee benefits (excluding pension contributions and employer's national insurance) during the year between:

| | 2024 No. | 2023 No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | 1 | 1 |
| £70,000 – £79,999 | 1 | 1 |
| £90,000 – £99,999 | 1 | 1 |
| | <u>1</u> | <u>1</u> |

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £ 400,091 (2023: £373,290).

Notes to the financial statements

For the year ended 31 March 2024

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was follows:

| | 2024 No. | 2023 No. |
|-------------------------------|-------------|-------------|
| Supported Housing and Hostels | 17 | 22 |
| Supported Service Contracts | 44 | 46 |
| Operational Management | 7 | 8 |
| Central Support | 10 | 10 |
| Raising Funds | 2 | 2 |
| Trust Fundraising | 1 | 1 |
| Communications Manager | 1 | 1 |
| Volunteering | - | 1 |
| | 82 | 91 |

10 Tangible fixed assets

| | Land and buildings – Almshouses £ | Land and buildings – Housing £ | Fixtures, fittings & computer equipment £ | Vehicles £ | Total £ |
|-------------------------------|--|---|---|---------------|------------------|
| Cost | | | | | |
| At the start of the year | 529,999 | 1,118,521 | 114,837 | 16,724 | 1,780,081 |
| Additions in year | 28,085 | 1,850 | - | - | 29,935 |
| At the end of the year | 558,084 | 1,120,371 | 114,837 | 16,724 | 1,810,016 |
| Depreciation | | | | | |
| At the start of the year | 213,971 | 185,847 | 100,169 | 3,136 | 503,123 |
| Charge for the year | 12,941 | 11,942 | 8,638 | 4,181 | 37,702 |
| At the end of the year | 226,912 | 197,789 | 108,807 | 7,317 | 540,825 |
| Net book value | | | | | |
| At the end of the year | 331,172 | 922,582 | 6,030 | 9,407 | 1,269,191 |
| At the start of the year | 316,028 | 932,674 | 14,668 | 13,588 | 1,276,958 |

All of the above assets are used for charitable purposes.

11 Debtors

| | 2024 £ | 2023 £ |
|----------------|------------------|------------------|
| Trade debtors | 1,026,070 | 1,090,992 |
| Staff Loans | 2,542 | 5,934 |
| Prepayments | 44,594 | 47,183 |
| Accrued income | 67,505 | 74,690 |
| | 1,140,711 | 1,218,799 |

Notes to the financial statements

For the year ended 31 March 2024

12 Creditors: amounts falling due within one year

| | 2024 £ | 2023 £ |
|--------------------------------------|----------------|------------------|
| Trade creditors | 98,878 | 183,412 |
| Payroll taxation and social security | 94,577 | 90,859 |
| Holiday pay provision | 40,624 | 42,262 |
| Other creditors and provisions | 179,300 | 183,000 |
| Accruals | 269,058 | 293,425 |
| Deferred income (Note 13) | 223,170 | 374,503 |
| | <u>905,607</u> | <u>1,167,461</u> |

13 Deferred income

| | 2024 £ | 2023 £ |
|---------------------------------------|----------------|----------------|
| Balance at the beginning of the year | 374,503 | 151,538 |
| Amount released to income in the year | (270,702) | (126,871) |
| Amount deferred in the year | 119,369 | 349,836 |
| | <u>223,170</u> | <u>374,503</u> |

Included in the above is £148,581 (2023: £255,341) relating to Amounts Invoiced in advance, and £74,589 (2023: £119,162) being deferred amounts on contracts with future performance obligations.

14a Analysis of net assets between funds (current year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,253,754 | – | 15,437 | – | 1,269,191 |
| Investments | – | – | 3,640 | – | 3,640 |
| Net current assets | 2,656,178 | 2,335,395 | 1,999,679 | 13,400 | 7,004,652 |
| Net assets at the end of the year | <u>3,909,932</u> | <u>2,335,395</u> | <u>2,018,756</u> | <u>13,400</u> | <u>8,277,483</u> |

14b Analysis of net assets between funds (prior year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,248,702 | – | 28,256 | – | 1,276,958 |
| Investments | – | – | 3,640 | – | 3,640 |
| Net current assets | 2,686,113 | 2,221,843 | 1,808,546 | 6,250 | 6,722,752 |
| Net assets at the end of the year | <u>3,934,815</u> | <u>2,221,843</u> | <u>1,840,442</u> | <u>6,250</u> | <u>8,003,350</u> |

15a Movements in funds (current year)

| | At 1 April 2023 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2024 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | | |
| Core charitable services | 6,250 | - | 136,031 | (128,881) | 13,400 |
| Volunteering | - | - | - | - | - |
| Property and maintenance | - | - | 10,000 | (10,000) | - |
| Services grants | - | - | 315,709 | (315,709) | - |
| Community Development & Innovation | - | - | 121,900 | (121,900) | - |
| Homeless Health Link | - | - | 149,701 | (149,701) | - |
| Total restricted funds | 6,250 | - | 733,341 | (726,191) | 13,400 |
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 953,691 | - | - | - | 953,691 |
| Cyclical maintenance fund | 1,268,152 | 113,552 | - | - | 1,381,704 |
| Total designated funds | 2,221,843 | 113,552 | - | - | 2,335,395 |
| General funds | 1,840,442 | (113,552) | 3,950,897 | (3,659,031) | 2,018,756 |
| Total unrestricted funds | 4,062,285 | - | 3,950,897 | (3,659,031) | 4,354,151 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,174,486 | - | - | (11,942) | 1,162,544 |
| Property reinvestment (Housing) | 2,760,329 | - | - | (12,941) | 2,747,388 |
| Total endowment funds | 3,934,815 | - | - | (24,883) | 3,909,932 |
| Total funds | 8,003,350 | - | 4,684,238 | (4,410,105) | 8,277,483 |

The net transfer to the cyclical fund during the year of £113,852 represents a transfer of £115,702 to reflect the increased costs expected for the identified works less £1,850 spent on repairs undertaken in the year.

Movements in funds (continued)

Purposes of restricted funds

Homeless Health Link service

Grants as detailed in note 4 to fund a service to improve the physical and mental health of people experiencing homelessness in Richmond and Kingston.

The Core Charitable Services

Grants as detailed in note 4 to pay for overheads including central services, head office, managing data and IT costs.

Volunteering

A grant which funded a volunteering service in which volunteers were recruited, trained and supported in a range of roles throughout SPEAR.

Property Maintenance and Service grants

– Property Maintenance

Grants as detailed in note 4 to pay for a range of property and maintenance costs incurred by SPEAR in providing housing to clients.

– Services grants

Grants as detailed in note 4 to support the broad range of services provided by SPEAR.

Community Development & Innovation

Grants as detailed in note 4 to fund work supporting young people and adults who are homeless to develop their confidence and life skills, to improve their wellbeing, to undertake training and education, and to secure employment.

15b Movements in funds (prior year)

| | At 1 April 2022 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2023 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | | |
| Core charitable services | - | - | 106,112 | (99,862) | 6,250 |
| Volunteering | - | - | 12,500 | (12,500) | - |
| Property and maintenance | - | - | 35,000 | (35,000) | - |
| Service grants | - | - | 135,156 | (135,156) | - |
| Community Development & Innovation | - | - | 186,780 | (186,780) | - |
| Homeless Healthlink | - | - | 12,046 | (12,046) | - |
| Total restricted funds | - | - | 487,594 | (481,344) | 6,250 |
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 953,691 | - | - | - | 953,691 |
| Cyclical maintenance fund | 1,127,752 | 140,400 | - | - | 1,268,152 |
| Total designated funds | 2,081,443 | 140,400 | - | - | 2,221,843 |
| General funds | 1,701,275 | (140,400) | 4,761,878 | (4,482,311) | 1,840,442 |
| Total unrestricted funds | 3,782,718 | - | 4,761,878 | (4,482,311) | 4,062,285 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,185,609 | - | - | (11,123) | 1,174,486 |
| Property reinvestment (Housing) | 2,770,854 | - | - | (10,525) | 2,760,329 |
| Total endowment funds | 3,956,463 | - | - | (21,648) | 3,934,815 |
| Total funds | 7,739,181 | - | 5,249,472 | (4,985,303) | 8,003,350 |

16 Analysis of cash and cash equivalents

| | At 1 April 2023 £ | Cash flows £ | At 31 March 2024 £ |
|--|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | 6,668,540 | 98,134 | 6,766,674 |
| Notice deposits (less than three months) | 2,874 | – | 2,874 |
| Total cash and cash equivalents | 6,671,414 | 98,134 | 6,769,548 |

17 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

| | Property 2024 £ | 2023 £ |
|--------------------|-----------------------|----------------|
| Less than one year | 156,924 | 215,753 |
| One to five years | 233,055 | 272,642 |
| Over five years | – | – |
| | 389,979 | 488,395 |

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

19 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

20 Related Party Transactions

There are no related party transactions to disclose for this financial year (2023: 0).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

SPEAR HOUSING ASSOCIATION LIMITED

England & Wales - Charity number 1122206

Accounts

Company number: 06396687
Charity Number: 1122206

SPEAR Housing Association Limited

Report and financial statements
For the year ended 31 March 2023

SPEAR Housing Association Limited

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For the year ended 31 March 2023

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SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2023

Company number 06396687
Country of incorporation United Kingdom

Charity number 1122206
Country of registration England & Wales

Registered office and operational address 89 Heath Road
Twickenham
TW1 4AW

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

| | |
|---------------------|-----------------------------|
| Paul Doe | Chair |
| Duncan Richford | Vice Chair |
| Jack Stephen | |
| Fiona Barrett | |
| Kai Bilimoria | |
| Nigel Bloomer | |
| Charlotta Campanale | |
| Jonathan Cardy | |
| Alex Doig | |
| Grant Healy | |
| Wim Overeynder | (resigned 8 September 2022) |
| Christine Reay | |

Company Secretary Tim Fallon

| | | |
|---------------------------------|--------------------|--------------------------------------|
| Key management personnel | Tim Fallon | Chief Executive |
| | Susan Kent | Finance Director |
| | Mark Taylor | Head of Operations |
| | Charlotte Treversh | Head of Human Resources |
| | Helen Whittaker | Director of Fundraising & Engagement |

SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2023

Bankers

CAF Bank Limited
25 Kings Hill Avenue
West Malling
Kent
ME19 4JQ

Solicitors

Russell Cooke LLP
Bishop's Palace House
Kingston-Upon-Thames
KT1 1QN

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108-114 Golden Lane
LONDON
EC1Y 0TL

Message from the Chair and CEO

The year ended 31 March 2023 was the first of three years of the Government's updated Rough Sleeping strategy with funding awarded to Local Authorities for the whole period. Whilst services have continued to adapt in response to needs and the requirements of local authority commissioners, this more sustainable funding has been largely beneficial to SPEAR in enabling it to develop its medium term plans with greater certainty, albeit in an economic environment that has become more challenging.

SPEAR has continued to develop its work supporting rough sleepers placed into their own self-contained accommodation through "Housing First" and Rough Sleepers Accommodation Programme. The continuing expansion of this work offers valuable opportunities for Rough Sleepers to have the opportunity to make life changes from a settled home, with SPEAR's support on their individual journeys.

The year saw the evolution of health services at SPEAR with opportunities for Rough Sleepers to attend health days, community based drop in days, connecting rough sleepers with necessary health care. Increasing partnership working with the NHS in the year has been beneficial for this work and also allowed individuals with limited digital skills to undertake training so that they can access health services in an increasingly digitalised world. This complements the existing work undertaken on skills development and involvement, which is generously supported by donors.

As the year developed the challenges of an emerging cost of living crisis and higher inflation in the wider economy became apparent. SPEAR is well aware of the risks of increased homelessness such an economic climate poses, what is less immediately obvious is the very real concern that this generates for many people who have previously experienced homelessness. SPEAR continues to be here to support those who are impacted. It has been heartening to see the support from donors in response to the increased costs that SPEAR is incurring and their generosity enables SPEAR to continue its essential work and face what is predicted to be a more financially difficult year in 2023/24.

As ever, none of our work would have been possible without tremendous support from Local Authorities, commissioners, supporters, funders and volunteers – we would like to thank them all. We are also very aware of the tremendous dedication of the staff at SPEAR and would like to thank them for all their efforts including their great response to severe weather situations where we have helped Local Authorities provide emergency responses. We would also like to thank our Trustees for their time and commitment in providing guidance to SPEAR in a year where at times it felt like the economic certainties of previous years were being fundamentally changed.

It is the individual stories that bring the work of SPEAR to life. "Nicola*" became homeless at 18 and initially slept on friend's floors for a couple of years before having no choice other than to sleep on the streets.

“I was lonely and I was really just giving up on everything”

Finding “Nicola” and helping her secure a room in a shared house made a big impact.

“It was one little room and it was the best feeling in the world to have a roof over your head”

From this foundation SPEAR worked with “Nicola” to help her regain her confidence and make new friends.

Other SPEAR clients who have accessed health services have commented,

“Everything is focused on the user which is great, great access to services that didn’t initially come here, great for mental health.”

“When I was on the streets and homeless and I was leading an unmanageable lifestyle and you know my life was all over the place to go the doctors and all that was difficult...you can’t cope with life.”

“Nicola’s” story and these comments illustrate why the services of SPEAR are so essential to enabling individuals at a low point in their lives to rebuild their futures; we look forward to helping more individuals in the coming year.

*Not her real name

Paul Doe, Chair of Trustees

Tim Fallon, CEO

Trustees' Report

The trustees present their report and the audited financial statements for the year ended 31 March 2023.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with the, the Companies Act 2006, the memorandum and articles of association and the Statement of Recommended Practice (SORP 2019)– Accounting and Reporting by Charities; applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

The objectives of the charity are:

- The relief of persons in need who are homeless or at risk of becoming homeless, including, but not limited to, those with substance misuse problems by providing accommodation, services and advice so as to help increase the independence and decrease the marginalisation in society of such persons; and
- To undertake research into homelessness for the public benefit.

The trustees review the aims, objectives, and activities of the charity regularly. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and who it tries to help are described below. All its charitable activities focus on homeless individuals and are undertaken to further SPEAR's charitable purposes for the public benefit. It is not considered that there are any private benefits or significant detrimental impact from its work. The trustees consider that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance.

Our Approach and Values

SPEAR is a charity for people experiencing homelessness in South West London.

We build communities in which those people suffering from homelessness have a place to call home and the help they need to lead a fulfilling independent life.

We recognise that homelessness is much more than just a housing issue, so we provide a range of support services to help our clients reach their full potential, always operating from our values:

Working together: We work alongside service users, partners, staff, and volunteers to design and provide services that meet the needs of those experiencing homelessness. Together we overcome challenges.

Aspirational: We aim high, aspiring to achieve the very best outcomes for our clients. We see potential in everyone, and encourage our clients to achieve their own goals, dreams, and ambitions. We aspire to the highest standards of professionalism.

Respectful: We respect everyone, regardless of their background or circumstances. We view everyone as an individual with their own personal journey. We always listen to and value people's views.

Determined: We work tirelessly to support people experiencing homelessness to recover from their personal issues. We break down the barriers they face.

Visionary: We try new and innovative ways to provide long-term solutions and reduce the isolation of homelessness. We are always willing to take a new approach, learning from what works (and what doesn't) and use this to guide our work.

Diversity, inclusion and equity

Diversity, inclusion and equity are at the heart of what SPEAR does and it is important that all people representing our organisation including staff, volunteers and peer mentors represent SPEAR's values in this area. We are committed to ensuring that our services are accessible and reach all members of the communities we serve and that all our clients are treated fairly and respectfully. Where possible, we record information around the diversity of our clients on our database so we can better understand the demographics of the community we are working with and adapt our services accordingly. We have an open complaints process that can be accessed by clients and volunteers who wish to raise any concerns.

SPEAR is an inclusive employer. We are committed to maintaining a culture of diversity, inclusion and equity. We do not tolerate discrimination, harassment or victimisation. Everyone we work with is treated equally and with respect, irrespective of race, colour, religion, national origin, sex, disability, age, marital status or sexual orientation

Our Beneficiaries

SPEAR is an inclusive organisation supporting a range of people experiencing homelessness in South West London. We work with young people, aged 16 – 25 and adult men and women, including women who have experienced domestic abuse. We support people off the streets and those at imminent risk of homelessness into accommodation, including supported hostels, shared houses, and independent flats. We assist people with their physical and mental health, addiction issues and their skills, education, and employment – helping them sustain their tenancies, pursue personal goals and aspirations, and move towards more independent living.

The 16 almshouses and 8 flats owned by the SPEAR Endowment Trust (SET) provide long term homes for those whose financial circumstances necessitate assistance with their housing, normally older individuals with a connection to London or the surrounding area.

Our clients are at the centre of our work and the Service Involvement Group, is just one of the ways that SPEAR collects feedback upon its services. SPEAR encourages people to train as accredited Peer Mentors in order to support and help others with some clients volunteering and others progressing into employment at SPEAR and elsewhere.

Achievements and Performance

Our key impacts on homelessness in 2022–23:

During the year 844 people accessed SPEAR's services of which 21% were female. Homelessness can impact people of all ages and 105 of the people SPEAR worked with were under the age of 25.

SPEAR delivers outreach services intended to locate and assist those who are street homeless on behalf of four London Boroughs, Kingston, Richmond, Wandsworth and Sutton. The key to these services is flexibility to varying demand, prompt location of individuals and establishing relationships of trust that support and encourage people to move into accommodation. Some are ready immediately, for others only sustained work will re-establish trust which in turn will encourage them to take the next step back into accommodation. During the year SPEAR worked with 414 verified rough sleepers and provided supported housing for 272 and brokered accommodation for others.

As well as providing accommodation directly SPEAR continues to deliver essential support with the Housing First and Rough Sleepers Accommodation Programmes in Kingston, Richmond and Wandsworth whilst starting a new service in Sutton. These intensive services enable entrenched rough sleepers to access accommodation as a foundation to rebuilding their lives and to then receive support to sustain their tenancies and address the issues that contributed to rough sleeping in the first place. A total of 35 of these properties were available throughout the year with a further 5 being provided in Sutton.

The work of the Homeless Health Link team is varied. 231 people were supported to improve their health and it is calculated that the use of emergency health services such as Accident and Emergency was reduced by 54% amongst those that SPEAR support. For some homeless people registering with a GP can be a challenge as there can be an expectation that patients provide an address, even when this is resolved practical problems of how to receive letters remain. However, there are ways to ensure that all are able to access health services and 331 people are registered with a GP.

As well as providing practical help to individuals the service has also evaluated the barriers to accessing health services and been able to establish that as well as the lack of an address other challenges are money (no phone credit to make an appointment no money to get there), information (lack of digital skills in an increasingly digital world), confidence (some people don't believe that they deserve support and care) and trust due to previous negative experiences with individuals and institutions.

One participant in a multi week course designed to enable individuals to develop essential digital skills to enable their access to health care services commented

“The programme is run very well for people learning from the ground up. If I had not signed up for the programme, I would not be able to do anything digitally and would not have done it for the rest of my life. All my previous work was manual. This is all new to me, and I will always be learning. But the support you have given me has guided me well, and I look forward to continuing this learning journey with SPEAR.”

Thanks to the generosity of donors SPEAR is able to offer a range of services to develop individual's skills and confidence beyond those supporting health. 38 young people were supported into education, training and employment whilst amongst the older cohort 41 people developed their skills 13 gained employment and 35 contributed to their local community through volunteering.

Our Volunteers

The generosity of our volunteers with their time and skills significantly enhances the services that SPEAR is able to provide to its clients. Volunteer roles during the financial year included: peer mentor volunteering support, fundraising support, befriending/mentoring, outreach volunteers, digital mentoring, and a range of skills training, including cooking. We also had incredible valuable professional support, including: communications, health services, hairdressing and property maintenance – all from individuals offering their expertise and skills.

Volunteers have been central to the delivery of SPEAR health days which are popular and well attended. These enable clients to readily access health services in an informal community setting whilst also providing access to other services and advice.

In addition SPEAR has worked with a range of corporate partners on volunteering days with teams undertaking significant gardening and decorating jobs as well as assisting with fundraising. SPEAR benefits from the support of corporate partnerships beyond volunteering, but it is always good to have the opportunity to work together on a hands on practical project.

Additionally, our Trustees continued to provide expertise and governance throughout the financial year.

- 80 people (2022: 126) volunteered their time to support in some capacity.
- Volunteers donated 2,230 (2022: 3,997) hours of their time.
- We estimate that volunteering roles contributed over £26,643 (2022: £ 44,175) of value to SPEAR.

Whilst there has been a reduction in total volunteer numbers and hours a greater focus on specific skills and corporate partnership means that all our volunteers have added real value to the work that SPEAR was able to undertake. They have ensured that clients had a wider range of opportunities than could be offered solely through the provision of local authority and NHS commissioned services, for that and their generosity of time we are very grateful.

Our Supporters

We rely on the generosity of our supporters to help fund our work and remain truly grateful to all our supporters for helping us to raise vital funds. Voluntary income comes from donations made by individuals, companies, trusts and foundations, community groups, schools and from legacy gifts.

Over the last year we have seen an increase in our income from trusts and foundations, a vital source of funding to support different programmes of work across the charity. We have also been successful with continuation funding from the National Lottery Community Fund, with a multi-year grant due to start in 23/24.

A key focus for our fundraising over the last year has been to explore ways of reaching new donors. Our winter appeal was a great success with 42% of online donations coming from new supporters. Over the last year we have been really impressed by the generosity of individuals who have fundraised for us; running marathons, sponsored night walks, sleepouts, organising bake sales and quizzes are just some of the amazing activities our supporters have taken part in.

Thank you to everyone who has supported SPEAR.

Financial review

SPEAR reported a net surplus in the year of £ 264,169 (2022: £ 195,666).

Total incoming resources for the year reduced slightly to £ 5,249,472 from £ 5,406,699, a decrease of 3% (2022: increase 5%).

In summary, income comprises:

- 60% (2022: 55%) commissioned services from the NHS and the London Boroughs of Richmond, Wandsworth, Kingston, Sutton and Merton;
- 9% (2022: 12%) from Trusts for specific related homeless services;
- 27% (2022: 28%) from rent, service charge and housing benefit income on housing, hostels and supported housing;
- 4% (2022: 5%) from donations, legacies and events organised by our fundraising team;
- less than 1% (2022: less than 1%) bank and investments interest receivable.

Unrestricted income for the year marginally decreased to £ 4,761,878 from £ 4,815,330, last year, a decrease of 1%. The most significant contributory factors were a decrease in rent and service charge income from supported housing schemes where less properties were in management, which was largely offset by an increase in contractual income for the provision of charitable services.

Restricted income for the year decreased to £ 487,594 from £ 591,369 last year, a decrease of 18%. A significant three year programme funded by the National Lottery Community Fund had drawn to a close in the year ended 31 March 2022. SPEAR has been pleased to secure a further three year programme which starts in April 2023, however this was the single most significant factor in the change between the years, overall other restricted income increased in the year ended 31 March 2023.

Our expenditure for the year decreased to £ 4,985,303 from £ 5,211,033 last year, a decrease of £ 225,730 or 4%. Staff costs represented 66% (2022: 67%) of expenditure, with average headcount decreasing to 91 from 98.

Analysis of our expenditure shows that we spent 69% (2022: 70%) on charitable activities, 28% (2022: 25%) on support costs, 2% (2022: 4%) on fundraising, and 1% (2022: 1%) on governance.

This decrease in expenditure reflects changes in SPEAR's activities with the provision of less shared accommodation at the same time as some other charitable activities have increased.

Total funds increased by 3% to £ 8,003,350 from £ 7,739,181.

Cash and cash equivalents – Total cash and cash equivalents at 31 March 2023 totalled £ 6,671,414 (2022: £ 6,666,712). £ 36,165 was generated from operating activities (2022: £ 478,815), £ 59,059 (2022: £ 8,717) was spent on capital expenditure and £ 27,596 of investment income (2022: £ 804), lead to a net increase in cash and cash equivalents of £ 4,702 (2022: £ 514,359).

Reserves policy and going concern

Trustees have examined the requirement for free reserves i.e. unrestricted funds not invested in tangible fixed assets or designated for specific purposes. As reported in previous years, the Trustees are aiming at free reserves to cover operational activities from unrestricted income for at least 3 months, moving to 6 months over time. As of 31 March 2023, the unrestricted general reserves, totalled £ 1,808,546 which represents approximately 4.3 months of expected average expenditure (at 31 March 2022: unrestricted general funds were £1,678,885, being approximately 3.8 months of expected average spend).

At 31 March 2023 SPEAR had designated reserves as follows:

- Future property cyclical maintenance to cover obligations totalling £ 1,268,152 (2022: £ 1,127,752). The required sums were reviewed based on potential planned repairs and renewals and to take account of works undertaken.
- An amount of £ 953,691 (2022: £ 953,691), designated to cover the legal and refurbishment costs of property acquisition which cannot be funded under the terms of the restricted endowment fund. SPEAR intends to expend these funds over the medium term and has determined its approach to property acquisition subsequent to the year end.

The Reserves Policy is reviewed annually by the Audit and Risk Committee and approved by the Trustees.

Restricted Funds may only be used for the purposes specified by the donor and only expenditure meeting these criteria is allocated to each fund. Any grants which remain unspent at the year-end will be held as restricted reserves subject to any specific funding terms attached to the grants. These may only be used for the projects in accordance with the terms of the grants received.

SPEAR Endowment Trust

During 2018, Quintus Housing Trust became part of the SPEAR family, changing its name to the "SPEAR Endowment Trust" (SET). SET's financial results have been included in the SPEAR accounts since the year ended 31 March 2019.

At 31 March 2023 the Endowment Fund amounted to £ 3,934,815 (31 March 2022: £ 3,956,463). £ 1,248,702 of this is held in the 24 properties owned by SET with the balance held as cash. The cash funds will enable us to seek out potential property acquisitions within South-West London to provide much needed accommodation for our service users.

Over the medium-term SPEAR intends to supplement the endowment with a capital appeal, grants and loans to enable it to buy more properties than with the endowment alone.

Principal risks and uncertainties

SPEAR has an approach to risk management designed to ensure that there is an on-going process for identifying, evaluating and managing the significant risks faced by SPEAR. Risks are assessed for their likelihood and potential impact and the Audit & Risk Committee and Board focuses their work on those risks which are identified as most significant. For all of these risks the potential to mitigate risk is considered and where proportionate, action is taken. A wide variety of strategies are used to mitigate risk through appropriate policies and procedures, spreading risk through sufficient diversity of activity and funders and seeking to lay off risk through insurance.

Principal Risks during the year were identified as:

Staff fail to adhere to policies and procedures: SPEAR's policies and procedures have been designed to ensure that clients are safe and their support personalised, that their data is secure and that staff provide services in a professional manner that protects their own, clients, volunteers and members of the public's health and safety. The risk of staff failing to follow these procedures appropriately is that there are poor outcomes which could place clients, volunteers, donors, members of the public or staff at risk. SPEAR seeks to mitigate these risks through ensuring that it has

appropriate skills, the publication of policies and procedures and the induction and training of staff.

Risk of loss of contractual income: Contractual income to support the provision of services for the homeless can vary as strategic priorities change and services can be subject to tendering. The risk of the changing priorities is that if SPEAR fails to adapt its services on a timely basis it could incur additional costs and not fully meet commissioning requirements. SPEAR seeks to mitigate these risks by aiming to have an agile culture and sustain good relationships with its key commissioners and funders.

Risk of financial deficits threatening the financial sustainability of SPEAR: SPEAR delivers a range of commissioned services that offer limited scope for generating financial surpluses and which are characterised by being short term in nature. It is exposed to the same wider operating environment as other organisations including high inflation but due to the importance of fundraising could be adversely impacted by a downturn in giving. It benefits from having gained financial strength when SPEAR Endowment Trust joined the group and seeks to make the best use of these assets, but much of this financial strength is either restricted to providing homes in accordance with the Trust deed or will be required to maintain the existing almshouses and housing. However, longer financial deficits over a number of years could put the long term future of SPEAR at risk. SPEAR seeks to mitigate these risks by keeping the financial performance of contracts and the organisation under regular review as well as assessing the financial impact of taking on new services.

Difficulty in recruiting and retaining staff: The nature of most of SPEAR's services is they are heavily dependent upon recruiting and retaining staff able to problem solve and work in some challenging situations. Recruitment of staff in London is difficult for many organisations beyond those working in social care, a sector whose funding does not enable particularly competitive salaries. The risk of difficulties in recruiting and retaining is that existing staff teams are stretched, services become reliant upon expensive temporary staff which in turn impacts both the financial performance and quality of services. SPEAR seek to mitigate these risks through the work of its Human Resources team, by seeking innovative ways to recruit and with a longer term plans for offering more competitive salaries

Fundraising practices review

All fundraising practices are framed within the values and principles of the organisation. SPEAR regularly monitors fundraised income against budget, diversity of income and fundraising ratios to ensure the organisation is able to make informed decisions regarding activities.

SPEAR does not raise funds through telephone or door to door fundraising or work with external agencies to do so. SPEAR's relationship with its supporters is very important to it and it does not put any undue pressure on its supporters to donate to the charity. Many of SPEAR's supporters want to know how their gifts are making a difference. SPEAR ensures that supporters are given a choice in whether they would like to be kept updated about its work. If any of SPEAR's donors do not wish to receive future communication from SPEAR then it is made clear in supporter newsletters, mailings and on SPEAR's website how they can let SPEAR know their decision. SPEAR does not sell or exchange lists of data with any other charities or companies for their marketing or fundraising purposes. SPEAR is committed to being transparent about how it collects and uses personal data, and to meeting its data protection obligations in accordance with General Data Protection Regulations (GDPR) and domestic laws, SPEAR's privacy statement can be found on its website.

We received no complaints about our fundraising practices in 2022–23.

Plans for the future

- SPEAR intends to carry on adapting the nature of its services in line with the Government's Strategy for Rough Sleepers, which will aim to work in tandem with both existing rough sleepers and preventative work for those at risk of homelessness.
- SPEAR aims to further expand its services offered under Housing First which looks to ensure that Rough Sleepers are accommodated in self contained homes with all the necessary support to address any underlying issues, that may be complex, that lead to rough sleeping.
- Acquiring properties to provide more independent accommodation to homeless people, including use of the endowment and designated funds to acquire and /or renovate appropriate properties, which should also further strengthen the financial viability of SPEAR.
- Provide a range of preventative health services and work to reduce barriers to SPEAR clients accessing necessary services on a timely basis.
- Further develop the work evidencing the continuous improvement of quality of services provided by SPEAR.
- Broaden the range of opportunities in activities, training, volunteering, participation and employment available to SPEAR clients so they can personalise their involvement with SPEAR with the support of fundraising partners.

- Continue to review how evolving technology can best improve service delivery and the efficient management of the charity.

Structure and governance

The organisation is a charitable company limited by guarantee, incorporated on 11 October 2007 and registered as a charity on 7 January 2008.

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.

At the year end the Board comprised of 11 members. No trustees received remuneration for their roles or were paid for any other activity relating to the charity in the year.

The Board is supported in discharging these responsibilities through the following sub-committees:

- Audit and Risk Committee.
- Personnel & Quality Assurance Committee; and
- Operations Committee

This facilitates a greater depth of governance across all key areas of the charities activities, finances and internal infrastructure, policies and procedures.

Overall operational management of SPEAR is delegated to the Chief Executive. Throughout the year, the trustees, the Chief Executive, and the wider Senior Management Team monitored effectiveness and best practice. The Board approves SPEAR's strategic and annual business plans; annual budgets; extraordinary expenditure in excess of agreed limits; strategic decisions; policies; employment terms and conditions, remuneration levels of key management personnel with reference to existing pay scales within the organisation and the housing sector in which SPEAR operates; and all decisions relating to governance.

All trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity during the year.

Appointment of trustees

New trustees are recruited through advertising with the objective of ensuring an appropriate mix of skills, and candidates are asked to attend an interview with the Chair and another trustee. Trustees have agreed that future trustee recruitment will aim to increase diversity within the Board. During the year no new Trustees were appointed (year end 31 March 2022: none).

Trustee induction and training

On appointment, all Trustees undergo a formal induction process and training needs of trustees are reviewed regularly with a view to ensuring that trustees are kept up to date with their responsibilities.

Serious Incident Reporting to the Charity Commission

SPEAR's work with clients, some of whom can be vulnerable, is intended to enable any underlying issues that are contributing to their homelessness to be addressed. However, not all clients achieve good outcomes. Where there has been an incident or an adverse outcome this is recorded and is reviewed by senior staff and trustees. Consideration is given as to whether the circumstances require reporting to the Charity Commission.

There were no serious safeguarding incidents that required reporting in the year. One incident relating to loss or money was investigated and reported to the Charity Commission subsequent to the period. There were no other incidents to report to the Charity Commission, as there has been: no large donations from an unknown or unverifiable source; no links to terrorism or extremism; no damage to property.

Related parties and relationships with other organisations

SPEAR maintains no relations with, and no transactions were entered into with, related parties during the year 2022/23, with the exception of SET/Quintus Housing Trust as explained above.

Remuneration policy

Pay and remuneration of the charity's key management personnel is set according to SPEAR's Remuneration Policy and Procedure, which applies to all employees, is regularly reviewed and benchmarked with comparable roles. The policy includes a pay scale, controls for pay increases and bonuses. All staff are paid at least the London Living Wage.

Funds held as custodian trustee on behalf of others

The charity holds no funds on behalf of others as custodian.

Statement of responsibilities of the trustees

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

Company 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 judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March

SPEAR Housing Association Limited

Trustees' Annual Report

For the year ended 31 March 2023

2023 was 12 (2022:12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 12 December 2023 and signed on their behalf by:

Paul Doe
Chair of trustee

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Opinion

We have audited the financial statements of SPEAR Housing Association Limited (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 2023 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on SPEAR Housing Association Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Finance Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano (Senior statutory auditor)

DATE: 15 December 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

SPEAR Housing Association Limited

Statement of financial activities (incorporating income and expenditure account)

For the year ended 31 March 2023

| | Note | SPEAR | | SPEAR Endowment Trust | | 2023 | 2022 |
|--|------|------------------|----------------|-----------------------|------------------|------------------|------------------|
| | | Unrestricted | Restricted | Unrestricted | Restricted | Total | Total |
| | | £ | £ | £ | £ | £ | £ |
| Income from: | | | | | | | |
| Donations and legacies | 3 | 212,672 | - | - | - | 212,672 | 249,539 |
| Charitable activities | 4 | 4,521,610 | 487,594 | - | - | 5,009,204 | 5,156,356 |
| Investments | 5 | 27,596 | - | - | - | 27,596 | 804 |
| Total income | | 4,761,878 | 487,594 | - | - | 5,249,472 | 5,406,699 |
| Expenditure on: | | | | | | | |
| Raising funds | 6 | 174,113 | - | - | - | 174,113 | 291,570 |
| Charitable activities | 6 | 4,308,198 | 481,344 | - | 21,648 | 4,811,190 | 4,919,463 |
| Total expenditure | | 4,482,311 | 481,344 | - | 21,648 | 4,985,303 | 5,211,033 |
| Net income / (expenditure) for the year | 7 | 279,567 | 6,250 | - | (21,648) | 264,169 | 195,666 |
| Net movement in funds | | 279,567 | 6,250 | - | (21,648) | 264,169 | 195,666 |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | | 3,782,718 | - | - | 3,956,463 | 7,739,181 | 7,543,515 |
| Total funds carried forward | | 4,062,285 | 6,250 | - | 3,934,815 | 8,003,350 | 7,739,181 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

SPEAR Housing Association Limited

Balance sheet

Company no. 06396687

As at 31 March 2023

| | Note | £ | 2023 £ | £ | 2022 £ |
|---|------|------------------|-------------------------|------------------|-------------------------|
| Fixed assets: | | | | | |
| Tangible assets | 10 | | 1,276,958 | | 1,258,936 |
| Investments | | | 3,640 | | 3,640 |
| | | | <u>1,280,598</u> | | <u>1,262,576</u> |
| Current assets: | | | | | |
| Debtors | 11 | 1,218,799 | | 725,083 | |
| Short term deposits | | 2,874 | | 2,874 | |
| Cash at bank and in hand | | 6,668,540 | | 6,663,838 | |
| | | | <u>7,890,213</u> | <u>7,391,795</u> | |
| Liabilities: | | | | | |
| Creditors: amounts falling due within one year | 12 | (1,167,461) | | (915,190) | |
| Net current assets | | | <u>6,722,752</u> | | <u>6,476,605</u> |
| Total assets less current liabilities | | | <u>8,003,350</u> | | <u>7,739,181</u> |
| Total net assets | | | <u><u>8,003,350</u></u> | | <u><u>7,739,181</u></u> |
| The funds of the charity: | | | | | |
| Restricted income funds | 14 | | 6,250 | | - |
| Endowment fund | | | 3,934,815 | | 3,956,463 |
| Unrestricted income funds: | | | | | |
| Designated funds | | | | | |
| Designated general funds – planned maintenance | | 1,268,152 | | 1,127,752 | |
| Designated general funds – property development | | 953,691 | | 953,691 | |
| General funds | | <u>1,840,442</u> | | <u>1,701,275</u> | |
| Total unrestricted funds | | | <u>4,062,285</u> | | <u>3,782,718</u> |
| Total charity funds | | | <u><u>8,003,350</u></u> | | <u><u>7,739,181</u></u> |

Approved by the trustees on 12 December 2023 and signed on their behalf by:

Paul Doe
Chair of Trustees

Statement of cash flows

For the year ended 31 March 2023

Reconciliation of net income to net cash flow from operating activities

| | 2023 | 2022 |
|---|----------------|-----------|
| | £ | £ |
| Net income for the reporting period (as per the statement of financial activities) | 264,169 | 195,666 |
| Depreciation charges | 41,037 | 39,750 |
| Dividends, interest and rent from investments | (27,596) | (804) |
| (Increase) / Decrease in debtors | (493,716) | 434,615 |
| Increase / (Decrease) in creditors and deferred income | 252,271 | (190,412) |
| Net cash provided by operating activities | 36,165 | 478,815 |

| | Note | 2023 | £ | 2022 | £ |
|--|------|----------|------------------|---------|-----------|
| | | £ | | £ | |
| Cash flows from operating activities | | | | | |
| Net cash provided by operating activities | | | 36,165 | | 478,815 |
| Cash flows from investing activities: | | | | | |
| Dividends, interest and rents from investments | | 27,596 | | 804 | |
| Disposals / (additions) to investments | | - | | 43,457 | |
| Additions to fixed assets | | (59,059) | | (8,717) | |
| Net cash (used in) / provided by investing activities | | | (31,463) | | 35,544 |
| Change in cash and cash equivalents in the year | | | 4,702 | | 514,359 |
| Cash and cash equivalents at the beginning of the year | | | 6,666,712 | | 6,152,353 |
| Cash and cash equivalents at the end of the year | 16 | | 6,671,414 | | 6,666,712 |

1 Accounting policies

a) Statutory information

SPEAR Housing Association is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is 89 Heath Road, Twickenham, Middlesex, TW1 4AW

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These accounts consist of the accounts of SPEAR Housing Association Limited and the SPEAR Endowment Trust (previously known as Quintus Housing Trust), charity number 1122206-1, an unincorporated charity. The Charity Commission issued a linking direction for the two charities in 2018.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Rental Income and service charges are recognised on a receivable basis in the period to which it relates, net of any losses from voids and bad debts for arrears.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in encouraging third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of our charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

i) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. Governance costs are apportioned on the basis of staff time attributable to each activity, as outlined above.

j) Fund accounting

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.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment funds can be used solely for the specific purpose of property acquisition

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Land is not depreciated.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|--|------------|
| ▪ Buildings and Property components – Almshouses and Housing | 8–75 years |
| ▪ Fixtures & Fittings | 3 years |
| ▪ Computers & Equipment | 3 years |
| ▪ Vehicles | 4 years |

m) Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

q) Pensions

The pension contributions are paid into Group Personal Pension Plans on behalf of all eligible employees who elect to have such a pension arrangement. This is an individual defined contribution arrangement. The charity's liability is limited to the employer's contributions.

2 Statement of financial activities (incorporating income and expenditure account) – Prior Year

| | SPEAR | | SPEAR Endowment Trust | | 2022 |
|-----------------------------|-------------------------------|-----------------------------|-----------------------|------------------|------------------|
| | Restated Unrestricted £ | Restated Restricted £ | Unrestricted £ | Restricted £ | Total £ |
| Income from: | | | | | |
| Donations and legacies | 249,539 | – | – | – | 249,539 |
| Charitable activities | 4,564,987 | 591,369 | – | – | 5,156,356 |
| Investments | 804 | – | – | – | 804 |
| Total income | 4,815,330 | 591,369 | – | – | 5,406,699 |
| Expenditure on: | | | | | |
| Raising funds | 291,570 | – | – | – | 291,570 |
| Charitable activities | 4,290,932 | 608,734 | – | 19,797 | 4,919,463 |
| Total expenditure | 4,582,502 | 608,734 | – | 19,797 | 5,211,033 |
| Net income for the year | 232,828 | (17,365) | – | (19,797) | 195,666 |
| Net movement in funds | 232,828 | (17,365) | – | (19,797) | 195,666 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | 3,549,890 | 17,365 | – | 3,976,260 | 7,543,515 |
| Total funds carried forward | 3,782,718 | – | – | 3,956,463 | 7,739,181 |

Notes to the financial statements

For the year ended 31 March 2023

3 Income from donations and legacies

| | Unrestricted £ | Restricted £ | 2023 Total £ | Unrestricted £ | Restricted £ | 2022 Total £ |
|-----------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Legacies | 27,646 | - | 27,646 | 2,130 | - | 2,130 |
| Donations | 185,026 | - | 185,026 | 247,409 | - | 247,409 |
| | 212,672 | - | 212,672 | 249,539 | - | 249,539 |

4 Income from charitable activities

| | Unrestricted £ | Restricted £ | 2023 Total £ | Unrestricted £ | Restricted £ | 2022 Total £ |
|---|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Rents and service charges – Supported housing and hostels | 1,181,360 | - | 1,181,360 | 1,321,043 | - | 1,321,043 |
| Rents and service charges – SET Housing and almshouses | 215,135 | - | 215,135 | 218,646 | - | 218,646 |
| Service Contracts: | | | | | | |
| LB Kingston | 588,193 | - | 588,193 | 422,425 | - | 422,425 |
| LB Merton | 145,000 | - | 145,000 | 152,193 | - | 152,193 |
| LB Richmond | 1,166,481 | - | 1,166,481 | 1,171,806 | - | 1,171,806 |
| LB Sutton | 305,924 | - | 305,924 | 328,617 | - | 328,617 |
| LB Wandsworth | 821,262 | - | 821,262 | 914,203 | - | 914,203 |
| NHS contracts | 98,255 | - | 98,255 | - | - | - |
| Grants: | | | | | | |
| COVID grants | - | - | - | 36,054 | - | 36,054 |
| Hampton Fund | - | - | - | - | 5,000 | 5,000 |
| The Berkeley Charitable Foundation | - | 53,705 | 53,705 | - | - | - |
| Avantia | - | 11,624 | 11,624 | - | - | - |
| QSix (formerly PMM) | - | 39,583 | 39,583 | - | 50,000 | 50,000 |
| Richmond Parish Lands Charity | - | - | - | - | 24,189 | 24,189 |
| Other | - | 1,200 | 1,200 | - | 2,027 | 2,027 |
| Sub total | 4,521,610 | 106,112 | 4,627,722 | 4,564,987 | 81,216 | 4,646,203 |

Other Services**Community Development and Innovation**

| | | | | | | |
|-------------------------------------|----------|----------------|----------------|----------|----------------|----------------|
| Hampton Fund | - | 32,500 | 32,500 | - | 18,750 | 18,750 |
| The National Lottery Community Fund | - | - | - | - | 61,000 | 61,000 |
| The Drapers' Charitable Fund | - | - | - | - | 15,000 | 15,000 |
| Halcrow Foundation | - | 3,750 | 3,750 | - | 11,250 | 11,250 |
| Comic Relief | - | 63,723 | 63,723 | - | 42,104 | 42,104 |
| City Bridge Trust | - | 37,892 | 37,892 | - | 11,250 | 11,250 |
| The Steel Charitable Trust | - | 15,000 | 15,000 | - | - | - |
| The Hobson Charity | - | - | - | - | 5,000 | 5,000 |
| Richmond Active Fund | - | 5,000 | 5,000 | - | - | - |
| Other | - | - | - | - | 137 | 137 |
| Bupa Foundation | - | 10,000 | 10,000 | - | - | - |
| The Steel Charitable Trust | - | - | - | - | 5,000 | 5,000 |
| HSBC | - | 17,525 | 17,525 | - | - | - |
| The Albert Hunt Trust | - | - | - | - | 5,000 | 5,000 |
| Heathrow Community Trust | - | - | - | - | 1,001 | 1,001 |
| University of Westminster | - | 1,390 | 1,390 | - | - | - |
| The Berkeley Charitable Foundation | - | - | - | - | 15,119 | 15,119 |
| Sub total | - | 186,780 | 186,780 | - | 190,611 | 190,611 |

Homeless Health Link Service

| | | | | | | |
|-------------------------------------|----------|---------------|---------------|----------|----------------|----------------|
| The National Lottery Community Fund | - | 12,046 | 12,046 | - | 172,640 | 172,640 |
| Sub total | - | 12,046 | 12,046 | - | 172,640 | 172,640 |

Volunteering

| | | | | | | |
|------------------|----------|---------------|---------------|----------|---------------|---------------|
| Hampton Fund | - | 12,500 | 12,500 | - | 26,250 | 26,250 |
| Sub total | - | 12,500 | 12,500 | - | 26,250 | 26,250 |

Notes to the financial statements

For the year ended 31 March 2023

4 Income from charitable activities (continued)

| | Unrestricted £ | Restricted £ | 2023 Total £ | Unrestricted £ | Restricted £ | 2022 Total £ |
|--|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Property and maintenance | | | | | | |
| Screwfix Foundation | - | 5,000 | 5,000 | - | - | - |
| Bupa Foundation | - | 5,000 | 5,000 | - | - | - |
| B&Q Foundation | - | 5,000 | 5,000 | - | - | - |
| The Edward Gostling Foundation | - | 10,000 | 10,000 | - | - | - |
| The National Lottery Community Fund | - | 10,000 | 10,000 | - | - | - |
| | - | 35,000 | 35,000 | - | - | - |
| Core Grants | | | | | | |
| The Wimbledon Foundation and the London Community Foundation | - | 37,500 | 37,500 | - | 33,125 | 33,125 |
| Richmond Parish Lands Charity | - | 38,500 | 38,500 | - | 42,875 | 42,875 |
| The Albert Hunt Trust | - | - | - | - | 7,000 | 7,000 |
| Garfield Weston Foundation | - | - | - | - | 25,000 | 25,000 |
| Swire Charitable Trust | - | 20,000 | 20,000 | - | - | - |
| Comic Relief | - | 15,000 | 15,000 | - | - | - |
| The Welland Trust | - | 10,000 | 10,000 | - | - | - |
| Richmond Charities | - | 7,000 | 7,000 | - | - | - |
| Heathrow Community Trust | - | - | - | - | 2,500 | 2,500 |
| City Bridge Foundation | - | 3,756 | 3,756 | - | - | - |
| Sherling Charitable Trust | - | 2,000 | 2,000 | - | - | - |
| The Richmond Charities | - | - | - | - | 5,000 | 5,000 |
| Other | - | 1,400 | 1,400 | - | 5,152 | 5,152 |
| Sub total | - | 135,156 | 135,156 | - | 120,652 | 120,652 |
| Total income from charitable activities | 4,521,610 | 487,594 | 5,009,204 | 4,564,987 | 591,369 | 5,156,356 |

5 Income from investments

| | Unrestricted £ | Restricted £ | 2023 Total £ | Unrestricted £ | Restricted £ | 2022 Total £ |
|-----------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Interest earned | 27,596 | - | 27,596 | 804 | - | 804 |
| | 27,596 | - | 27,596 | 804 | - | 804 |

6a Analysis of expenditure (current year)

| | Client Services | | | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | 2023 Total £ | 2022 Total £ |
|-------------------------------|---------------------------------|---------------------------------------|---|----------------------------|----------------------|-----------------------|--------------------|------------------|-----------------|
| | SET Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | | |
| Staff costs (Note 8) | - | 131,559 | 1,983,660 | 104,158 | 17,123 | - | 1,056,697 | 3,293,197 | 3,470,465 |
| Premises Costs | 99,574 | 70 | 919,780 | - | - | - | 203,033 | 1,222,457 | 1,253,384 |
| Infrastructure Costs | 9,278 | 1,622 | 52,383 | 1,547 | 60 | - | 136,562 | 201,452 | 205,219 |
| Fundraising Costs | - | - | - | 9,146 | - | - | - | 9,146 | 6,271 |
| Client Costs | - | 27,931 | 172,315 | - | - | - | 15,001 | 215,247 | 192,169 |
| Other Direct Costs | - | - | - | - | - | 43,804 | - | 43,804 | 83,525 |
| | 108,852 | 161,182 | 3,128,138 | 114,851 | 17,183 | 43,804 | 1,411,293 | 4,985,303 | 5,211,033 |
| Support costs | 58,144 | 53,833 | 1,238,460 | 57,478 | 3,378 | - | (1,411,293) | - | - |
| Governance costs | 1,805 | 1,671 | 38,439 | 1,784 | 105 | (43,804) | - | - | - |
| Total expenditure 2023 | 168,801 | 216,686 | 4,405,037 | 174,113 | 20,666 | | | 4,985,303 | - |
| Total expenditure 2022 | 135,616 | 412,249 | 4,344,841 | 291,570 | 26,757 | - | - | | 5,211,033 |

6b Analysis of expenditure (prior year)

| | Client Services | | | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | 2022 Total £ |
|-------------------------------|---------------------------------|---------------------------------------|---|----------------------------|----------------------|-----------------------|--------------------|--------------------|
| | SET Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | |
| Staff costs (Note 8) | – | 255,869 | 2,051,989 | 167,395 | 19,827 | – | 975,385 | 3,470,465 |
| Premises Costs | 82,903 | 3,994 | 950,227 | 1,016 | 203 | – | 215,041 | 1,253,384 |
| Infrastructure Costs | 323 | 15,238 | 82,614 | 3,469 | 296 | – | 103,279 | 205,219 |
| Fundraising Costs | – | – | – | 6,271 | – | – | – | 6,271 |
| Client Costs | 350 | 25,102 | 154,913 | 959 | – | – | 10,845 | 192,169 |
| Other Direct Costs | – | 23,061 | 5,521 | – | – | 54,943 | – | 83,525 |
| | 83,576 | 323,264 | 3,245,264 | 179,110 | 20,326 | 54,943 | 1,304,550 | 5,211,033 |
| Support costs | 49,581 | 85,294 | 1,055,716 | 107,795 | 6,164 | – | (1,304,550) | – |
| Governance costs | 2,459 | 3,691 | 43,861 | 4,665 | 267 | (54,943) | – | – |
| Total expenditure 2022 | 135,616 | 412,249 | 4,344,841 | 291,570 | 26,757 | – | – | 5,211,033 |

Notes to the financial statements

For the year ended 31 March 2023

7 Net income for the year

This is stated after charging:

| | 2023 £ | 2022 £ |
|---|---------------|---------------|
| Depreciation | 41,037 | 39,750 |
| Operating lease rentals: | | |
| Property | 519,711 | 535,666 |
| Auditor's remuneration (excluding VAT): | | |
| Audit | 13,100 | 11,400 |
| | <u>13,100</u> | <u>11,400</u> |

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £0). No charity trustee received payment for professional or other services supplied to the charity (2022: £0).

Staff costs were as follows:

| | 2023 £ | 2022 £ |
|---|------------------|------------------|
| Salaries and wages | 2,624,212 | 2,797,860 |
| Social security costs | 268,368 | 268,612 |
| Employer's contribution to defined contribution pension schemes | 64,563 | 69,760 |
| Staff and volunteer Expenses | 23,658 | 30,300 |
| Contractors and temporary Staff | 185,959 | 183,418 |
| Staff learning and development | 22,668 | 32,659 |
| Recruitment | 76,680 | 52,528 |
| DBS Checks | 1,747 | 2,711 |
| Redundancy and termination costs | 3,793 | 6,250 |
| Other forms of employee benefits | 21,549 | 26,367 |
| | <u>3,293,197</u> | <u>3,470,465</u> |

The following number of employees received employee benefits (excluding pension contributions and employer's national insurance) during the year between:

| | 2023 No. | 2022 No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | 1 | – |
| £70,000 – £79,999 | 1 | – |
| £80,000 – £89,999 | – | 1 |
| £90,000 – £99,999 | 1 | – |
| | <u>1</u> | <u>–</u> |

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £ 373,290 (2022: £ 317,759).

Notes to the financial statements

For the year ended 31 March 2023

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was follows:

| | 2023 No. | 2022 No. |
|-------------------------------|-------------|-------------|
| Supported Housing and Hostels | 22 | 23 |
| Supported Service Contracts | 46 | 48 |
| Operational Management | 8 | 9 |
| Central Support | 10 | 12 |
| Raising Funds | 2 | 3 |
| Trust Fundraising | 1 | 1 |
| Communications Manager | 1 | 1 |
| Volunteering | 1 | 1 |
| | 91 | 98 |

10 Tangible fixed assets

| | Land and buildings – Almshouses £ | Land and buildings – Housing £ | Fixtures, fittings & computer equipment £ | Vehicles £ | Total £ |
|-------------------------------|--|---|---|---------------|------------------|
| Cost | | | | | |
| At the start of the year | 505,069 | 1,107,737 | 108,216 | – | 1,721,022 |
| Additions in year | 24,930 | 10,784 | 6,621 | 16,724 | 59,059 |
| At the end of the year | 529,999 | 1,118,521 | 114,837 | 16,724 | 1,780,081 |
| Depreciation | | | | | |
| At the start of the year | 203,446 | 174,724 | 83,916 | – | 462,086 |
| Charge for the year | 10,525 | 11,123 | 16,253 | 3,136 | 41,037 |
| At the end of the year | 213,971 | 185,847 | 100,169 | 3,136 | 503,123 |
| Net book value | | | | | |
| At the end of the year | 316,028 | 932,674 | 14,668 | 13,588 | 1,276,958 |
| At the start of the year | 301,623 | 933,013 | 24,300 | – | 1,258,936 |

All of the above assets are used for charitable purposes.

11 Debtors

| | 2023 £ | 2022 £ |
|----------------|-----------|-----------|
| Trade debtors | 1,090,992 | 413,150 |
| Staff Loans | 5,934 | 2,084 |
| Prepayments | 47,183 | 75,477 |
| Accrued income | 74,690 | 234,372 |
| | 1,218,799 | 725,083 |

Notes to the financial statements

For the year ended 31 March 2023

12 Creditors: amounts falling due within one year

| | 2023 £ | 2022 £ |
|--------------------------------------|------------------|----------------|
| Trade creditors | 183,412 | 156,026 |
| Payroll taxation and social security | 90,859 | 142,175 |
| Holiday pay provision | 42,262 | 64,205 |
| Other creditors and provisions | 183,000 | 157,571 |
| Accruals | 293,425 | 243,675 |
| Deferred income (Note 13) | 374,503 | 151,538 |
| | <u>1,167,461</u> | <u>915,190</u> |

13 Deferred income

| | 2023 £ | 2022 £ |
|---------------------------------------|----------------|----------------|
| Balance at the beginning of the year | 151,538 | 554,460 |
| Amount released to income in the year | (126,871) | (554,460) |
| Amount deferred in the year | 349,836 | 151,538 |
| Balance at the end of the year | <u>374,503</u> | <u>151,538</u> |

Included in the above is £255,341 (2022: £62,000) relating to Amounts Invoiced in advance, and £119,162 (2022: £89,538) being deferred amounts on contracts with future performance obligations.

14a Analysis of net assets between funds (current year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,248,702 | - | 28,256 | - | 1,276,958 |
| Investments | - | - | 3,640 | - | 3,640 |
| Net current assets | 2,686,113 | 2,221,843 | 1,808,546 | 6,250 | 6,722,752 |
| Net assets at the end of the year | <u>3,934,815</u> | <u>2,221,843</u> | <u>1,840,442</u> | <u>6,250</u> | <u>8,003,350</u> |

14b Analysis of net assets between funds (prior year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,234,636 | - | 24,300 | - | 1,258,936 |
| Investments | - | - | 3,640 | - | 3,640 |
| Net current assets | 2,721,827 | 2,081,443 | 1,673,335 | - | 6,476,605 |
| Net assets at the end of the year | <u>3,956,463</u> | <u>2,081,443</u> | <u>1,701,275</u> | <u>-</u> | <u>7,739,181</u> |

15a Movements in funds (current year)

| | At 1 April 2022 £ | Income & gains £ | Expenditure & losses £ | At 31 March 2023 £ |
|------------------------------------|-------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | |
| Core charitable services | - | 106,112 | (99,862) | 6,250 |
| Volunteering | - | 12,500 | (12,500) | - |
| Property and maintenance | - | 35,000 | (35,000) | - |
| Services grants | - | 135,156 | (135,156) | - |
| Community Development & Innovation | - | 186,780 | (186,780) | - |
| Homeless Health Link | - | 12,046 | (12,046) | - |
| Total restricted funds | - | 487,594 | (481,344) | 6,250 |

| | At 1 April 2022 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2023 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 953,691 | - | - | - | 953,691 |
| Cyclical maintenance fund | 1,127,752 | 140,400 | - | - | 1,268,152 |
| Total designated funds | 2,081,443 | 140,400 | - | - | 2,221,843 |
| General funds | 1,701,275 | (140,400) | 4,761,878 | (4,482,311) | 1,840,442 |
| Total unrestricted funds | 3,782,718 | - | 4,761,878 | (4,482,311) | 4,062,285 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,185,609 | - | - | (11,123) | 1,174,486 |
| Property reinvestment (Housing) | 2,770,854 | - | - | (10,525) | 2,760,329 |
| Total endowment funds | 3,956,463 | - | - | (21,648) | 3,934,815 |
| Total funds | 7,739,181 | - | 5,249,472 | (4,985,303) | 8,003,350 |

Movements in funds (continued)

Purposes of restricted funds

Homeless Health Link service

Grants from National Lottery Community Fund fund a service to improve the physical and mental health of people experiencing homelessness in Richmond and Kingston.

The Core Charitable Services

Grants as detailed in note 4 to pay for overheads including central services, head office, managing data and IT costs.

Volunteering

A grant from Hampton Fund funds a volunteering service in which volunteers are recruited, trained and supported in a range of roles throughout SPEAR.

Property Maintenance and Service grants

– Property Maintenance

Grants as detailed in note 4 to pay for a range of property and maintenance costs incurred by SPEAR in providing housing to clients.

– Services grants

Grants as detailed in note 4 to support the broad range of services provided by SPEAR.

Community Development & Innovation

Grants as detailed in note 4 to fund work supporting young people and adults who are homeless to develop their confidence and life skills, to improve their wellbeing, to undertake training and education, and to secure employment.

15b Movements in funds (prior year)

| | At 1 April 2021 £ | Income & gains £ | Expenditure & losses £ | At 31 March 2022 £ |
|---------------------------------------|-------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | |
| Core charitable services | 7,500 | 120,652 | (128,152) | - |
| Volunteering | - | 26,250 | (26,250) | - |
| Supported Housing and services grants | 7,065 | 81,216 | (88,281) | - |
| Community Development & Innovation | 2,800 | 190,611 | (193,411) | - |
| Homeless Healthlink | - | 172,640 | (172,640) | - |
| Total restricted funds | 17,365 | 591,369 | (608,734) | - |

| | At 1 April 2021 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2022 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 953,691 | - | - | - | 953,691 |
| Cyclical maintenance fund | 1,129,972 | - | - | (2,220) | 1,127,752 |
| Total designated funds | 2,083,663 | - | - | (2,220) | 2,081,443 |
| General funds | 1,466,227 | - | 4,815,330 | (4,580,282) | 1,701,275 |
| Total unrestricted funds | 3,549,890 | - | 4,815,330 | (4,582,502) | 3,782,718 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,194,966 | - | - | (9,357) | 1,185,609 |
| Property reinvestment (Housing) | 2,781,294 | - | - | (10,440) | 2,770,854 |
| Total endowment funds | 3,976,260 | - | - | (19,797) | 3,956,463 |
| Total funds | 7,543,515 | - | 5,406,699 | (5,211,033) | 7,739,181 |

16 Analysis of cash and cash equivalents

| | At 1 April 2022 £ | Cash flows £ | At 31 March 2023 £ |
|--|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | 6,663,838 | 4,702 | 6,668,540 |
| Notice deposits (less than three months) | 2,874 | - | 2,874 |
| Total cash and cash equivalents | 6,666,712 | 4,702 | 6,671,414 |

17 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

| | Property 2023 £ | 2022 £ |
|--------------------|-----------------------|----------------|
| Less than one year | 215,753 | 277,851 |
| One to five years | 272,642 | 375,188 |
| Over five years | - | 36,048 |
| | 488,395 | 689,087 |

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

19 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

20 Related Party Transactions

There are no related party transactions to disclose for this financial year (2022: 0).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

SPEAR HOUSING ASSOCIATION LIMITED

England & Wales - Charity number 1122206

Accounts

Company number: 06396687
Charity Number: 1122206

SPEAR Housing Association Limited

Report and financial statements
For the year ended 31 March 2022



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SPEAR Housing Association Limited

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SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2022

Company number 06396687
Country of incorporation United Kingdom

Charity number 1122206
Country of registration England & Wales

Registered office and operational address 89 Heath Road
Twickenham
TW1 4AW

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

| | |
|---------------------|-----------------------------|
| Paul Doe | Chair |
| Duncan Richford | Vice Chair |
| Jack Stephen | |
| Fiona Barrett | |
| Kai Bilimoria | |
| Nigel Bloomer | |
| Charlotta Campanale | |
| Jonathan Cardy | |
| Alex Doig | |
| Grant Healy | |
| Wim Overeynder | (resigned 8 September 2022) |
| Christine Reay | |

Company Secretary Tim Fallon

Key management personnel Tim Fallon

| | |
|------------|--|
| Mark Gay | Interim Finance Director (resigned 8 December 2021) |
| Susan Kent | Finance Director (appointed 7 March 2022) |

| | |
|-----------------|---|
| Heidi Shrimpton | Head of Fundraising & Communications (left 31 December 2021) |
|-----------------|---|

| | |
|-----------------|--|
| Helen Whittaker | Director of Fundraising & Engagement (appointed 1 March 2022) |
|-----------------|--|

| | |
|-----------------|--|
| Lesleigh Bounds | Director Strategic Operations (left 11 June 2021) |
|-----------------|--|

Message from the Chair and CEO

21/22 saw the continuing impact of Covid on rough sleeping. In March 2020 SPEAR's Outreach teams had played a key role in the 'Everyone In' initiative to provide all rough sleepers with a place to stay safe at the beginning of the pandemic. Throughout 21/22 we continued to support many people placed in hotels and temporary accommodation through this initiative while continuing our usual Outreach work.

21/22 also saw, in 3 LA areas, the first full year of SPEAR staff supporting rough sleepers placed in their own self-contained accommodation through 'Housing First' initiatives funded by the Rough Sleepers Accommodation Programme (RSAP).

Sep 22 saw the launch of the Government's updated Rough Sleeping strategy. This was combined with confirmation of funding for 3 years instead of one for many of our services, starting from April 22. This presented the prospect of more sustainable funding for the work we do but was coupled with the uncertainty of many of services being subject to formal retendering after 31Mar23.

At the time of writing the effects of the very large increases in fuel costs and the general high inflation environment are beginning to be seen: the number of rough sleepers is increasing, the people we support in accommodation are having to choose heating or eating. SPEAR itself is facing significant increases in costs, including staffing, that are not funded.

None of our work this year would have been possible without tremendous support from Local Authorities, commissioners, supporters, funders and volunteers – we would like to thank them all.

Both of us are regularly reminded of the vital nature of the work that SPEAR undertakes and the opportunities it provides to the people we work with, through a mixture of commissioned and fundraised services. There are many, individual stories at SPEAR; one which illustrates wonderfully well the type of work we do, is that of Jess.

Jess had been subject to extreme violence and was targeted in her home after reporting the crimes. Scared for her life she became homeless. Several years of life on the streets led to drug usage. Following an arrest, she was linked to a programme to quit drugs and found accommodation at SPEAR's accommodation for women.

"It was warm, comfortable and welcoming. My workers gave me lots of support and they felt like friends, people I could trust and talk to about anything. I hadn't done well at school and they helped me pass an English qualification, then a course on Health and Social Care because I like caring for people."

SPEAR Housing Association Limited

Message from the Chair and CEO

For the year ended 31 March 2022

Jess started volunteering to help other SPEAR clients with their health needs. She then took an opportunity to join SPEAR's six-month Peer Mentoring course which she successfully completed. She explained that

"You got to experience working one on one with a client, which helps you get ready for employment. You feel more confident because you know what to do."

Jess's volunteering continued after she had completed the course and when a job came up in SPEAR's peer mentoring team, she was ready for employment. Today she is employed in a full-time role supporting clients to sustain their tenancies, where her lived experience is invaluable.

The factors that lead to people sleeping rough persist. In the year and years ahead SPEAR will continue to adapt and respond equally to challenges and opportunities so that we continue to meet this important need.

Paul Doe, Chair of Trustees

Tim Fallon, CEO

Trustees' Report

The trustees present their report and the audited financial statements for the year ended 31 March 2022.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

The objectives of the charity are:

- The relief of persons in need who are homeless or at risk of becoming homeless, including, but not limited to, those with substance misuse problems by providing accommodation, services and advice so as to help increase the independence and decrease the marginalisation in society of such persons; and
- To undertake research into homelessness for the public benefit.

The trustees review the aims, objectives, and activities of the charity regularly. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and who it tries to help are described below. All its charitable activities focus on homeless individuals and are undertaken to further SPEAR's charitable purposes for the public benefit. It is not considered that there are any private benefits or significant detrimental impact from its work. The trustees consider that they have complied with the duty in section 4 of the Charities Act 2006 to have due regard to public benefit guidance.

Our Approach and Values

SPEAR is a charity for people experiencing homelessness in South West London.

We build communities in which those people suffering from homelessness have a place to call home and the help they need to lead a fulfilling independent life.

We recognise that homelessness is much more than just a housing issue, so we provide a range of support services to help our clients reach their full potential, always operating from our values:

Working together: We work alongside service users, partners, staff, and volunteers to design and provide services that meet the needs of those experiencing homelessness. Together we overcome challenges.

Aspirational: We aim high, aspiring to achieve the very best outcomes for our clients. We see potential in everyone, and encourage our clients to achieve their own goals, dreams, and ambitions. We aspire to the highest standards of professionalism.

Respectful: We respect everyone, regardless of their background or circumstances. We view everyone as an individual with their own personal journey. We always listen to and value people's views.

Determined: We work tirelessly to support people experiencing homelessness to recover from their personal issues. We break down the barriers they face.

Visionary: We try new and innovative ways to provide long-term solutions and reduce the isolation of homelessness. We are always willing to take a new approach, learning from what works (and what doesn't) and use this to guide our work.

Diversity, inclusion and equity

Diversity, inclusion and equity are at the heart of what SPEAR does and it is important that all people representing our organisation including staff, volunteers and peer mentors represent SPEAR's values in this area. We are committed to ensuring that our services are accessible and reach all members of the communities we serve and that all our clients are treated fairly and respectfully. Where possible, we record information around the diversity of our clients on our database so we can better understand the demographics of the community we are working with and adapt our services accordingly. We have an open complaints process that can be accessed by clients and volunteers who wish to raise any concerns.

SPEAR is an inclusive employer. We are committed to maintaining a culture of diversity, inclusion and equity. We do not tolerate discrimination, harassment or victimisation. Everyone we work with is treated equally and with respect, irrespective of race, colour, religion, national origin, sex, disability, age, marital status or sexual orientation

Our Beneficiaries

SPEAR is an inclusive organisation supporting a range of people experiencing homelessness in South West London. We work with young people, aged 16 – 25 and adult men and women, including women who have experienced domestic abuse. We support people off the streets and those at imminent risk of homelessness into accommodation, including supported hostels, shared houses, and independent flats. We assist people with their physical and mental health, addiction issues and their skills, education, and employment – helping them sustain their tenancies, pursue personal goals and aspirations, and move towards more independent living.

The 16 almshouses and 8 flats owned by the SPEAR Endowment Trust (SET) provide long term homes for those whose financial circumstances necessitate assistance with their housing, normally older individuals with a connection to London or the surrounding area.

Our clients are at the centre of our work and the Service Involvement Group, who meet regularly is just one of the ways that SPEAR collects feedback upon its services. A Client Satisfaction Survey undertaken in March–May 2021 contacted 577 clients of whom 142 completed the survey. Getting in touch with so many people would not have been possible without the incredible help of our volunteers. The survey showed that 88% of respondents were happy with the overall services SPEAR supports them with. In terms of improving SPEAR's services, participants suggested better access to counselling and more mental health training for staff. Areas that SPEAR will seek to develop further in the future.

SPEAR encourages people to train as accredited Peer Mentors in order to support and help others with some clients volunteering and others progressing into employment at SPEAR and elsewhere.

Achievements and Performance

Our key impacts on homelessness in 2021–22:

2020/21 was an exceptional year because of COVID and its impact on homelessness; in a number of areas of activity levels and performance have returned to more usual levels in 2021/22.

1,006 (2021: 1,017) people accessed SPEAR's services

- 198 people or 20% were female (2021: 19%)

- 94 people or 9% (2021: 14%) were under the age of 25

Providing Housing:

- We worked with 476 (2021: 686) verified rough sleepers across 4 boroughs
- We provided supported housing for 286 (2021: 200) people and
- Brokered accommodation for another 216 (2021: 307) people.
-

Improving Health:

- We supported over 247 people (2021: 81) to improve their health.
- 51 people registered with a GP (2021: 144)
- We reduced the use of emergency health services such as A&E attendances by 54% (2021: 45%) amongst the clients with whom we worked.

Women's Services:

- We provided supported housing tenancies to 13 women (2021: 32)

Young People's Services:

- 5 (2021: 48) young people were supported into education, training, and employment

Community Development and Innovation:

- We supported 200 (2021: 257) homeless people to develop their skills
- 20 (2021: 34) people gained employment
- 140 (2021: 108) people have engaged in pre-employment training
- 39 (2021: 75) people contributed to their local community through volunteering

During the year the work of the Homeless Health Link team was externally evaluated and reported upon. Two extracts from the report illustrate the nature and impact of the work.

"I've been [with HHLS] for about four, maybe five months now. In that short amount of time, I've had the most help I've ever had in the past 10 years." (HHLS Client)

"I think when the client realises they've actually got someone in their life, who is interested in seeing them improve their health, their physical and mental health. And that's like the sole motive of that person, I think they really respond well to that ... we get to see them build their confidence. At first, they tend to be in very severe depression, very nervous but over the months, we see them build up their confidence as they get to trust us and start getting their lives together. It's good to see clients gaining confidence in getting back in control." (HHLS Staff)

Our Volunteers

The generosity of our volunteers with their time continues to make our work stronger. Their breadth of skills significantly enhances the services that SPEAR is able to provide to its clients. Volunteer roles during the financial year included: peer mentor volunteering support, fundraising support, volunteer drivers, befriending/mentoring, outreach volunteers, digital mentoring, clothing pop up, and a range of skills training, including cooking. We also had incredible valuable professional support, including: communications, health services and property maintenance – all from individuals offering their expertise and skills.

SPEAR also worked with a number of corporate partners on corporate volunteering days where teams brought their energy, enthusiasm and skills to a range of tasks including decorating at supported housing and rejuvenating gardens. Their recognition of the social importance of work with those who have experienced homelessness is encouraging and we seek to forge longer term relationships to further benefit SPEAR's clients.

Additionally, our Trustees continued to provide expertise and governance throughout the financial year.

- 126 people (2021: 120) volunteered their time to support in some capacity.
- Volunteers donated 3,997 (2021: 1,895) hours of their time.
- We estimate that volunteering roles contributed over £44,175 (2021: £ 31,514) of value to SPEAR.

All our volunteers have added real value to the work that SPEAR was able to undertake and ensured that clients had a wider range of opportunities than could be offered solely through the provision of local authority commissioned services, for that and their generosity of time we are very grateful.

Our Supporters

We would like to thank all our supporters who made donations to SPEAR during 2021/22 including those who left us a gift in their will. As a charity we are reliant on voluntary contributions to support our work and we remain truly grateful to all our supporters for their continued generosity.

It is through this generosity that we are able to provide the life enhancing experiences for our clients, adding value to our statutory services. Voluntary income has come from a wide range of supporters including local schools and faith groups, local community groups, active members of our communities who have taken part in sponsored events such as bike rides and marathons, generous donors who give cash gifts as well as regular standing

orders, trusts and foundations as well as through the generosity of our corporate partners. You have all been truly amazing and made a huge difference to people's lives – thank you.

Financial review

SPEAR reported a net surplus in the year of £ 195,666 (2021: £ 239,698).

Total incoming resources for the year increased to £ 5,406,699 from £ 5,115,330, an increase of 5% (2021: increase 26%).

In summary, income comprises:

- 55% (2021: 54%) commissioned services from London Boroughs of Richmond, Wandsworth, Kingston, Sutton and Merton;
- 12% (2021: 11%) from Trusts for specific related homeless services;
- 28% (2021: 25%) from rent, service charge and housing benefit income on housing, hostels and supported housing;
- 5% (2021: 10%) from donations, legacies and events organised by our fundraising team;
- less than 1% (2021: 1%) bank and investments interest receivable.

Unrestricted income for the year increased to £ 4,815,330 from £ 4,077,502 last year, an increase of 12%. This arose principally from the increase in rent and service charge income from supported housing schemes where additional properties had been brought into management.

Restricted income for the year decreased to £ 591,369 from £ 639,656 last year, a decrease of 8%. The previous year had benefited from high levels of COVID grants, the funding for this additional expenditure available in the year ended 31 March 2022 was lower and was a main factor in the decrease.

Our expenditure for the year increased to £ 5,211,033 from £ 4,915,632 last year, an increase of £ 295,401 or 6%. Staff costs represented 67% (2021: 68%) of expenditure, with average headcount decreasing to 98 from 101.

Analysis of our expenditure shows that we spent 70% (2021: 69%) on charitable activities, 25% (2021: 25%) on support costs, 4% (2021: 5%) on fundraising, and 1% (2021: 1%) on governance.

This increase in expenditure reflects growth with increased activity and continuous support for established housing schemes and rough sleeper services which operate across South West London.

Total funds increased by 3% to £ 7,739,181 from £ 7,543,515.

Cash and cash equivalents – Total cash and cash equivalents at 31 March 2022 totalled £ 6,666,711 (2021: £ 6,152,353). £ 478,815 was generated from operating activities (2021: £ 438,411), £ 8,717 (2021: £ 29,000) was spent on capital expenditure and £43,437 of realised investments acquired in the previous year, lead to a net increase in cash and cash equivalents of £ 514,359 (2021: £ 369,979).

Reserves policy and going concern

Trustees have examined the requirement for free reserves i.e. unrestricted funds not invested in tangible fixed assets or designated for specific purposes. As reported in previous years, the Trustees are aiming at free reserves to cover operational activities from unrestricted income for at least 3 months, moving to 6 months over time. As of 31 March 2022, the unrestricted general reserves, totalled £ 1,699,055 which represents approximately 3.9 months of expected average expenditure (at 31 March 2021: unrestricted general funds were £1,466,227, being approximately 3.4 months of expected average spend).

At 31 March 2022 the Company had designated reserves as follows:

- Future property cyclical maintenance to cover obligations totalling £ 1,129,972 (2021: £ 1,129,972). The required sums are reviewed annually based on potential planned repairs and renewals.
- An amount of £ 953,691 (2021: £ 953,691), designated to cover the legal and refurbishment costs of property acquisition which cannot be funded under the terms of the restricted endowment fund. SPEAR intends to expend these funds over the medium term.

The Reserves Policy is reviewed annually by the Audit and Risk Committee and approved by the Trustees.

Restricted Funds may only be used for the purposes specified by the donor and only expenditure meeting these criteria is allocated to each fund. Any grants which remain unspent at the year-end will be held as restricted reserves subject to any specific funding terms attached to the grants. These may only be used for the projects in accordance with the terms of the grants received.

SPEAR Endowment Trust

During 2018, Quintus Housing Trust became part of the SPEAR family, changing its name to the "SPEAR Endowment Trust" (SET). SET's financial results are included in the SPEAR accounts since the year ended 31 March 2019.

At 31 March 2022 the Endowment Fund amounted to £ 3,956,463 (31 March 2021: £ 3,976,260). £1,236,646 of this is held in the 24 properties owned by SET with the balance held as cash. The cash funds will enable us to seek out potential property acquisitions within South-West London to provide much needed accommodation for our service users and /or bases from which to operate.

Over the medium-term SPEAR intends to supplement the endowment with a capital appeal, grants and loans to enable it to buy more properties than with the endowment alone.

Principal risks and uncertainties

SPEAR has an approach to risk management designed to ensure that there is an on-going process for identifying, evaluating and managing the significant risks faced by SPEAR. Risks are assessed for their likelihood and potential impact and the Audit & Risk Committee and Board focuses their work on those risks which are identified as most significant. For all of these risks the potential to mitigate risk is considered and where proportionate, action is taken. A wide variety of strategies are used to mitigate risk through appropriate policies and procedures, spreading risk through sufficient diversity of activity and funders and seeking to lay off risk through insurance.

Principal Risks during the year were identified as:

Staff fail to adhere to policies and procedures: SPEAR's policies and procedures have been designed to ensure that clients are safe and their support personalised, that their data is secure and that staff provide services in a professional manner that protects their own, clients, volunteers and members of the public's health and safety. The risk of staff failing to follow these procedures appropriately is that there are poor outcomes which could place clients, volunteers, donors, members of the public or staff at risk. SPEAR seeks to mitigate these risks through ensuring that it has appropriate skills, the publication of policies and procedures and the induction and training of staff.

Risk of loss of contractual income: Contractual income to support the provision of services for the homeless can vary as strategic priorities change and services can be subject to tendering. The risk of the changing priorities is that if SPEAR fails to adapt its services on a timely basis it could incur additional costs and not fully meet commissioning requirements. SPEAR seeks to mitigate these risks by aiming to have

an agile culture and sustain good relationships with its key commissioners and funders.

Risk of financial deficits threatening the financial sustainability of SPEAR: SPEAR delivers a range of commissioned services that offer little if any scope for generating financial surpluses. It is exposed to the same operating environments as other organisations including high inflation. It benefits from having gained financial strength when SPEAR Endowment Trust joined the group, but much of this financial strength is either restricted to providing homes in accordance with the Trust deed or will be required to maintain the existing almshouses and housing. However, longer financial deficits over a number of years could put the long term future of SPEAR at risk. SPEAR seeks to mitigate these risks by keeping the financial performance of contracts and the organisation under regular review as well as assessing the financial impact of taking on new services.

Difficulty in recruiting and retaining staff: The nature of most of SPEAR's services is they are heavily dependent upon recruiting and retaining staff able to problem solve and work in some challenging situations. Recruitment of staff in London is difficult for many organisations beyond those working in social care, a sector whose funding does not enable particularly competitive salaries. The risk of difficulties in recruiting and retaining is that existing staff teams are stretched, services become reliant upon expensive temporary staff which in turn impacts both the financial performance and quality of services. SPEAR seek to mitigate these risks through the work of its Human Resources team and by seeking innovative ways to recruit.

Fundraising practices review

All fundraising practices are framed within the values and principles of the organisation. SPEAR regularly monitors fundraised income against budget, diversity of income and fundraising ratios to ensure the organisation is able to make informed decisions regarding activities.

SPEAR does not raise funds through telephone or door to door fundraising or work with external agencies to do so. SPEAR's relationship with its supporters is very important to it and it does not put any undue pressure on its supporters to donate to the charity. Many of SPEAR's supporters want to know how their gifts are making a difference. SPEAR ensures that supporters are given a choice in whether they would like to be kept updated about its work. If any of SPEAR's donors do not wish to receive future communication from SPEAR then it is made clear in supporter newsletters, mailings and on SPEARs website how they can let SPEAR know their decision. SPEAR does not sell or exchange lists of data with any other charities or companies for their marketing or fundraising purposes. SPEAR is committed to being transparent about how it collects and uses personal data, and to

meeting its data protection obligations in accordance with General Data Protection Regulations (GDPR) and domestic laws, SPEAR's privacy statement can be found on its website.

We received no complaints about our fundraising practices in 2021–22.

Plans for the future

- SPEAR intends to carry on adapting the nature of its services in line with the Government's Strategy for Rough Sleepers, which will aim to work in tandem with both existing rough sleepers and preventative work for those at risk of homelessness.
- SPEAR will seek to further expand its services offered under Housing First which looks to ensure that Rough Sleepers are accommodated in self contained homes with all the necessary support to address any underlying issues, that may be complex, that lead to rough sleeping.
- Acquiring properties to provide more independent accommodation to homeless people, including use of the endowment and designated funds to acquire and /or renovate appropriate properties, which should also further strengthen the financial viability of SPEAR.
- Look to secure longer term funding with partners for the preventative health services offered by SPEAR, which have been developed with the support of fundraising grants.
- Further develop the work evidencing the continuous improvement of quality of services provided by SPEAR.
- Broaden the range of opportunities in activities, training, volunteering and employment available to SPEAR clients so they can personalise their involvement with SPEAR with the support of fundraising partners.
- Continue to review how evolving technology can best improve service delivery and the efficient management of the charity.

Structure and governance

The organisation is a charitable company limited by guarantee, incorporated on 11 October 2007 and registered as a charity on 7 January 2008.

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.

At the year end the Board comprised of 12 members. No trustees received remuneration for their roles or were paid for any other activity relating to the charity in the year.

The Board is supported in discharging these responsibilities through the following sub-committees:

- Audit and Risk Committee.
- Personnel & Quality Assurance Committee; and
- Operations Committee

This facilitates a greater depth of governance across all key areas of the charities activities, finances and internal infrastructure, policies and procedures.

Overall operational management of SPEAR is delegated to the Chief Executive. Throughout the year, the trustees, the Chief Executive, and the wider Senior Management Team monitored effectiveness and best practice. The Board approves SPEAR's strategic and annual business plans; annual budgets; extraordinary expenditure in excess of agreed limits; strategic decisions; policies; employment terms and conditions, remuneration levels of key management personnel with reference to existing pay scales within the organisation and the housing sector in which SPEAR operates; and all decisions relating to governance.

All trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity during the year.

Appointment of trustees

New trustees are recruited through advertising with the objective of ensuring an appropriate mix of skills, and candidates are asked to attend an interview with the Chair and another trustee. Trustees have agreed that future trustee recruitment will aim to increase diversity within the Board. During the year no new Trustees were appointed (year end 31 March 2021: none).

Trustee induction and training

On appointment, all Trustees undergo a formal induction process and training needs of trustees are reviewed regularly with a view to ensuring that trustees are kept up to date with their responsibilities.

Serious Incident Reporting to the Charity Commission

SPEAR's work with clients, some of whom can be vulnerable, is intended to enable any underlying issues that are contributing to their homelessness to be addressed. However, not all clients achieve good outcomes. Where there has been an incident or an adverse outcome this is recorded and is reviewed by senior staff and trustees. Consideration is given as to whether the circumstances require reporting to the Charity Commission. There were no serious safeguarding incidents that required reporting in the year. Nor were there any other incidents to report to the Charity Commission, as there has been: no loss of

money or assets; no large donations from an unknown or unverifiable source; no links to terrorism or extremism; no damage to property.

Related parties and relationships with other organisations

SPEAR maintains no relations with, and no transactions were entered into with, related parties during the year 2021/22, with the exception of SET/Quintus Housing Trust as explained above.

Remuneration policy

Pay and remuneration of the charity's key management personnel is set according to SPEAR's Remuneration Policy and Procedure, which applies to all employees, is regularly reviewed following external expert advice. The policy includes a pay scale, controls for pay increases and bonuses, and benchmarking with comparable roles. All staff are paid at least the London Living Wage.

Funds held as custodian trustee on behalf of others

The charity holds no funds on behalf of others as custodian.

Statement of responsibilities of the trustees

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

Company 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 judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2022 was 12 (2021:12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 12 December 2022 and signed on their behalf by:



Paul Doe
Chair of trustee

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Opinion

We have audited the financial statements of SPEAR Housing Association Limited (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 2022 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on SPEAR Housing Association Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Finance Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are *unusual or those outside the normal course of business*.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano (Senior statutory auditor)

16 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

SPEAR Housing Association Limited

Statement of financial activities (incorporating income and expenditure account)

For the year ended 31 March 2022

| | Note | SPEAR | | SPEAR Endowment Trust | | 2022 | 2021 |
|--|------|-------------------|-----------------|-----------------------|------------------|------------------|------------------|
| | | Unrestricted £ | Restricted £ | Unrestricted £ | Restricted £ | Total £ | Total £ |
| Income from: | | | | | | | |
| Donations and legacies | 3 | 249,539 | - | - | - | 249,539 | 411,834 |
| Charitable activities | 4 | 4,564,987 | 591,369 | - | - | 5,156,356 | 4,739,758 |
| Investments | 5 | 804 | - | - | - | 804 | 3,738 |
| Total income | | 4,815,330 | 591,369 | - | - | 5,406,699 | 5,155,330 |
| Expenditure on: | | | | | | | |
| Raising funds | 6 | 291,570 | - | - | - | 291,570 | 240,171 |
| Charitable activities | 6 | 4,290,932 | 608,734 | - | 19,797 | 4,919,463 | 4,675,461 |
| Total expenditure | | 4,582,502 | 608,734 | - | 19,797 | 5,211,033 | 4,915,632 |
| Net income / (expenditure) for the year | 7 | 232,828 | (17,365) | - | (19,797) | 195,666 | 239,698 |
| Net movement in funds | | 232,828 | (17,365) | - | (19,797) | 195,666 | 239,698 |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | | 3,549,890 | 17,365 | - | 3,976,260 | 7,543,515 | 7,303,817 |
| Total funds carried forward | | 3,782,718 | - | - | 3,956,463 | 7,739,181 | 7,543,515 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

SPEAR Housing Association Limited

Balance sheet

Company no. 06396687

As at 31 March 2022

| | Note | £ | 2022 £ | £ | 2021 £ |
|---|------|------------------|-------------------------|------------------|-------------------------|
| Fixed assets: | | | | | |
| Tangible assets | 10 | | 1,258,936 | | 1,289,969 |
| Investments | | | 3,640 | | 47,097 |
| | | | <u>1,262,576</u> | | <u>1,337,066</u> |
| Current assets: | | | | | |
| Debtors | 11 | 725,083 | | 1,159,698 | |
| Short term deposits | | 2,874 | | 4,049 | |
| Cash at bank and in hand | | 6,663,838 | | 6,148,305 | |
| | | <u>7,391,795</u> | | <u>7,312,051</u> | |
| Liabilities: | | | | | |
| Creditors: amounts falling due within one year | 12 | (915,190) | | (1,105,602) | |
| Net current assets | | | <u>6,476,605</u> | | <u>6,206,449</u> |
| Total assets less current liabilities | | | <u>7,739,181</u> | | <u>7,543,515</u> |
| Total net assets | | | <u><u>7,739,181</u></u> | | <u><u>7,543,515</u></u> |
| The funds of the charity: | 14 | | | | |
| Restricted income funds | | | - | | 17,365 |
| Endowment fund | | | 3,956,463 | | 3,976,260 |
| Unrestricted income funds: | | | | | |
| Designated funds | | | | | |
| Designated general funds – planned maintenance | | 1,127,752 | | 1,129,972 | |
| Designated general funds – property development | | 953,691 | | 953,691 | |
| General funds | | <u>1,701,275</u> | | <u>1,466,227</u> | |
| Total unrestricted funds | | | <u>3,782,718</u> | | <u>3,549,890</u> |
| Total charity funds | | | <u><u>7,739,181</u></u> | | <u><u>7,543,515</u></u> |

Approved by the trustees on 12 December 2022 and signed on their behalf by:



Paul Doe
Chair of Trustees

SPEAR Housing Association Limited

Statement of cash flows

For the year ended 31 March 2022

Reconciliation of net income to net cash flow from operating activities

| | 2022 £ | 2021 £ |
|---|----------------|----------------|
| Net income for the reporting period (as per the statement of financial activities) | 195,666 | 239,698 |
| Depreciation charges | 39,750 | 45,467 |
| Dividends, interest and rent from investments | (804) | (3,738) |
| Decrease / (Increase) in debtors | 434,615 | (562,533) |
| (Decrease) / Increase in creditors and deferred income | (190,412) | 719,546 |
| Net cash provided by/(used in) operating activities | 478,815 | 438,441 |

| | Note | 2022 £ | £ | 2021 £ | £ |
|---|------|------------|------------------|-----------|------------------|
| Cash flows from operating activities | | | | | |
| Net cash provided by operating activities | | | 478,815 | | 438,441 |
| Cash flows from investing activities: | | | | | |
| Dividends, interest and rents from investments | | 804 | | 3,737 | |
| Disposals / (additions) to investments | | 43,457 | | (43,457) | |
| Additions to fixed assets | | (8,717) | | (28,742) | |
| Net cash provided by / (used in) by investing activities | | | 35,544 | | (68,462) |
| Change in cash and cash equivalents in the year | | | 514,359 | | 369,979 |
| Cash and cash equivalents at the beginning of the year | | | 6,152,353 | | 5,782,374 |
| Cash and cash equivalents at the end of the year | 16 | | 6,666,712 | | 6,152,353 |

1 Accounting policies

a) Statutory information

SPEAR Housing Association is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is 89 Heath Road, Twickenham, Middlesex, TW1 4AW

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These accounts consist of the accounts of SPEAR Housing Association Limited and the SPEAR Endowment Trust (previously known as Quintus Housing Trust), charity number 1122206-1, an unincorporated charity. The Charity Commission issued a linking direction for the two charities in 2018. As a result of the linking direction, comparative information for SPEAR Housing Association Limited and the SPEAR Endowment Trust have been combined from the year-ended 31 March 2019 and have been restated as if the linking direction has always been in existence.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Rental Income and service charges are recognised on a receivable basis in the period to which it relates, net of any losses from voids and bad debts for arrears.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in encouraging third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of our charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

i) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. Governance costs are apportioned on the basis of staff time attributable to each activity, as outlined above.

j) Fund accounting

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.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment funds can be used solely for the specific purpose of property acquisition

Notes to the financial statements

For the year ended 31 March 2022

1 Accounting policies (continued)

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Land is not depreciated.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|--|------------|
| ▪ Buildings and Property components – Almshouses and Housing | 8–75 years |
| ▪ Fixtures & Fittings | 3 years |
| ▪ Computers & Equipment | 3 years |

m) Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

q) Pensions

The pension contributions are paid into Group Personal Pension Plans on behalf of all eligible employees who elect to have such a pension arrangement. This is an individual defined contribution arrangement. The charity's liability is limited to the employer's contributions.

2 Statement of financial activities (Incorporating income and expenditure account) – Prior Year

| | SPEAR | | SPEAR Endowment Trust | | 2021 Total £ |
|---------------------------------|-------------------------------|-----------------------------|-----------------------|------------------|--------------------|
| | Restated Unrestricted £ | Restated Restricted £ | Unrestricted £ | Restricted £ | |
| Income from: | | | | | |
| Donations and legacies | 411,834 | - | - | - | 411,834 |
| Charitable activities | 4,100,102 | 639,656 | - | - | 4,739,758 |
| Investments | 3,738 | - | - | - | 3,738 |
| Total income | 4,515,674 | 639,656 | - | - | 5,155,330 |
| Expenditure on: | | | | | |
| Raising funds | 240,171 | - | - | - | 240,171 |
| Charitable activities | 3,995,901 | 660,041 | - | 19,519 | 4,675,461 |
| Total expenditure | 4,236,072 | 660,041 | - | 19,519 | 4,915,632 |
| Net income for the year | 279,602 | (20,385) | - | (19,519) | 239,698 |
| Net movement in funds | 279,602 | (20,385) | - | (19,519) | 239,698 |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | 3,270,288 | 37,750 | - | 3,995,779 | 7,303,817 |
| Total funds carried forward | 3,549,890 | 17,365 | - | 3,976,260 | 7,543,515 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

3 Income from donations and legacies

| | Unrestricted £ | Restricted £ | 2022 Total £ | Unrestricted £ | Restricted £ | 2021 Total £ |
|-----------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Legacies | 2,130 | - | 2,130 | 9,622 | - | 9,622 |
| Donations | 247,409 | - | 247,409 | 402,212 | - | 402,212 |
| | <u>249,539</u> | <u>-</u> | <u>249,539</u> | <u>411,834</u> | <u>-</u> | <u>411,834</u> |

4 Income from charitable activities

| | Unrestricted £ | Restricted £ | 2022 Total £ | Restated Unrestricted £ | Restated Restricted £ | 2021 Total £ |
|---|-------------------|-----------------|--------------------|-------------------------------|-----------------------------|--------------------|
| Rents and service charges - Supported housing and hostels | 1,321,043 | - | 1,321,043 | 1,034,102 | - | 1,034,102 |
| Rents and service charges - SET Housing and almshouses | 218,646 | - | 218,646 | 203,574 | - | 203,574 |
| Supported Service Contracts: | | | | | | |
| LB Kingston | 422,425 | - | 422,425 | 496,602 | - | 496,602 |
| LB Merton | 152,193 | - | 152,193 | 113,072 | - | 113,072 |
| LB Richmond | 1,171,805 | - | 1,171,805 | 1,124,947 | - | 1,124,947 |
| LB Sutton | 328,617 | - | 328,617 | 416,513 | - | 416,513 |
| LB Wandsworth | 914,203 | - | 914,203 | 649,756 | - | 649,756 |
| Grants: | | | | | | |
| Coronavirus Job Retention Scheme (furlough scheme) | - | - | - | 38,936 | - | 38,936 |
| COVID grants | 36,054 | - | 36,054 | - | - | - |
| Hampton Fund | - | 5,000 | 5,000 | - | 12,250 | 12,250 |
| Heathrow Community Trust (COVID) | - | - | - | - | 7,500 | 7,500 |
| Homelessness Reponse Fund (COVID) | - | - | - | - | 99,740 | 99,740 |
| London Funders Community Trust | - | - | - | - | 5,000 | 5,000 |
| QSix (formerly PMM) | - | 50,000 | 50,000 | - | 35,417 | 35,417 |
| Richmond Parish Lands Charity | - | 24,188 | 24,188 | - | 31,400 | 31,400 |
| Other | - | 2,027 | 2,027 | - | 3,094 | 3,094 |
| Sub total | 4,564,987 | 81,216 | 4,646,202 | 4,077,502 | 194,400 | 4,271,903 |

Other Services

Community Development and Innovation

| | | | | | | |
|-------------------------------------|----------|----------------|----------------|----------|----------------|----------------|
| Hampton Fund | - | 18,750 | 18,750 | - | 23,125 | 23,125 |
| The National Lottery Community Fund | - | 61,000 | 61,000 | - | - | - |
| The Drapers' Charitable Fund | - | 15,000 | 15,000 | - | - | - |
| Halcrow Foundation | - | 11,250 | 11,250 | - | - | - |
| Comic Relief | - | 42,104 | 42,104 | - | 15,812 | 15,812 |
| City Bridge Trust | - | 11,250 | 11,250 | - | 31,037 | 31,037 |
| 29th May Charitable Trust | - | - | - | - | 5,000 | 5,000 |
| The Hobson Charity | - | 5,000 | 5,000 | - | - | - |
| Masons Middlesex | - | - | - | - | 2,000 | 2,000 |
| Other | - | 137 | 137 | - | 500 | 500 |
| John Laing Charitable Trust | - | - | - | - | 23,000 | 23,000 |
| The Steel Charitable Trust | - | 5,000 | 5,000 | - | - | - |
| Streetsmart | - | - | - | - | - | - |
| The Albert Hunt Trust | - | 5,000 | 5,000 | - | - | - |
| Heathrow Community Trust | - | 1,001 | 1,001 | - | 9,005 | 9,005 |
| Postcode Community Trust | - | - | - | - | - | - |
| Garfield Weston Foundation | - | - | - | - | 10,000 | 10,000 |
| The Berkeley Charitable Foundation | - | 15,119 | 15,119 | - | 15,120 | 15,120 |
| Sub total | - | 190,611 | 190,611 | - | 134,599 | 134,599 |

Homeless Health Link Service

| | | | | | | |
|-------------------------------------|----------|----------------|----------------|----------|----------------|----------------|
| The National Lottery Community Fund | - | 172,640 | 172,640 | - | 125,406 | 125,406 |
| Sub total | - | 172,640 | 172,640 | - | 125,406 | 125,406 |

Volunteering

| | | | | | | |
|------------------|----------|---------------|---------------|----------|---------------|---------------|
| Hampton Fund | - | 26,250 | 26,250 | - | 13,125 | 13,125 |
| Sub total | - | 26,250 | 26,250 | - | 13,125 | 13,125 |

4 Income from charitable activities (continued)

| | Unrestricted £ | Restricted £ | 2022 Total £ | Restated Unrestricted £ | Restated Restricted £ | 2021 Total £ |
|--|-------------------|-----------------|--------------------|-------------------------------|-----------------------------|--------------------|
| Core Grants | | | | | | |
| The Wimbledon Foundation and the London Community Foundation | - | 33,125 | 33,125 | - | 50,000 | 50,000 |
| Richmond Parish Lands Charity | - | 42,875 | 42,875 | 22,600 | 25,375 | 47,975 |
| The Albert Hunt Trust | - | 7,000 | 7,000 | - | - | - |
| Garfield Weston Foundation | - | 25,000 | 25,000 | - | - | - |
| Hampton Fund | - | - | - | - | 5,000 | 5,000 |
| Make Some Noise | - | - | - | - | 55,000 | 55,000 |
| Comasonic Benevolent Fund | - | - | - | - | 4,000 | 4,000 |
| The Berkeley Charitable Foundation | - | - | - | - | 10,000 | 10,000 |
| Heathrow Community Trust | - | 2,500 | 2,500 | - | 2,500 | 2,500 |
| City Bridge Trust | - | - | - | - | 11,250 | 11,250 |
| Other COVID (Wandsworth LA) | - | - | - | - | 4,000 | 4,000 |
| The Richmond Charities | - | 5,000 | 5,000 | - | 5,000 | 5,000 |
| Other | - | 5,152 | 5,152 | - | - | - |
| Sub total | - | 120,652 | 120,652 | 22,600 | 172,125 | 194,725 |
| Total income from charitable activities | 4,564,987 | 591,369 | 5,156,356 | 4,100,102 | 639,656 | 4,739,758 |

5 Income from Investments

| | Unrestricted £ | Restricted £ | 2022 Total £ | Unrestricted £ | Restricted £ | 2021 Total £ |
|-----------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Interest earned | 804 | - | 804 | 3,738 | - | 3,738 |
| | 804 | - | 804 | 3,738 | - | 3,738 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

6a Analysis of expenditure (current year)

| | Client Services | | | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | 2022 Total £ | 2021 Total £ |
|-------------------------------|---------------------------------|---------------------------------------|---|----------------------------|----------------------|-----------------------|--------------------|------------------|------------------|
| | Supported Service contracts | | | | | | | | |
| | SET Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | | |
| Staff costs (Note 8) | - | 255,869 | 2,051,989 | 167,395 | 19,827 | - | 975,384 | 3,470,465 | 3,325,948 |
| Premises Costs | 82,903 | 3,994 | 950,227 | 1,016 | 203 | - | 215,041 | 1,253,384 | 1,037,720 |
| Infrastructure Costs | 323 | 15,238 | 82,614 | 3,469 | 296 | - | 103,279 | 205,219 | 202,762 |
| Fundraising Costs | - | - | - | 6,271 | - | - | - | 6,271 | 2,358 |
| Client Costs | 350 | 25,102 | 154,913 | 959 | - | - | 10,845 | 192,168 | 286,111 |
| Other Direct Costs | - | 23,061 | 5,521 | - | - | 54,943 | - | 83,525 | 60,733 |
| | 83,577 | 323,264 | 3,245,264 | 179,110 | 20,326 | 54,943 | 1,304,550 | 5,211,033 | 4,915,632 |
| Support costs | 49,581 | 85,294 | 1,055,717 | 107,795 | 6,164 | - | (1,304,550) | - | - |
| Governance costs | 2,459 | 3,691 | 43,861 | 4,665 | 267 | (54,943) | - | - | - |
| Total expenditure 2022 | 135,616 | 412,249 | 4,344,841 | 291,570 | 26,757 | - | - | 5,211,033 | 4,915,632 |
| Total expenditure 2021 | 177,503 | 329,089 | 4,143,894 | 241,907 | 23,238 | - | - | - | 4,915,632 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

6b Analysis of expenditure (prior year)

| | Client Services | | | | | | | 2021 Total £ |
|--------------------------------|---|--|------------------|-------------------------------|-------------------------|--------------------------|-----------------------|--------------------|
| | Supported Service contracts | | | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | |
| Housing and Almshouses £ | Health and Community Development £ | Outreach, hostels and housing services £ | | | | | | |
| Staff costs (Note 8) | - | 234,197 | 1,916,321 | 127,287 | 19,163 | - | 1,028,979 | 3,325,948 |
| Premises Costs | 118,236 | 3,112 | 793,436 | 1,267 | 247 | - | 121,421 | 1,037,720 |
| Infrastructure Costs | 6,822 | 9,734 | 105,761 | 5,718 | 473 | - | 74,253 | 202,762 |
| Fundraising Costs | - | - | - | 2,358 | - | - | - | 2,358 |
| Client Costs | 406 | 15,581 | 270,125 | - | - | - | - | 286,111 |
| Other Direct Costs | - | - | - | - | - | 60,733 | - | 60,733 |
| | 125,464 | 262,624 | 3,085,644 | 136,631 | 19,883 | 60,733 | 1,224,653 | 4,915,632 |
| Support costs | 48,763 | 62,280 | 1,011,818 | 98,648 | 3,144 | - | (1,224,653) | - |
| Governance costs | 2,418 | 3,089 | 50,179 | 4,892 | 156 | (60,733) | - | - |
| Total expenditure 2021 | 176,645 | 327,993 | 4,147,641 | 240,171 | 23,183 | - | - | 4,915,632 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

7 Net income (expenditure) for the year

This is stated after charging:

| | 2022 £ | 2021 £ |
|---|---------------|---------------|
| Depreciation | 39,750 | 45,467 |
| Operating lease rentals: | | |
| Property | 535,666 | 512,875 |
| Auditor's remuneration (excluding VAT): | | |
| Audit | 11,400 | 10,850 |
| | <u>11,400</u> | <u>10,850</u> |

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Staff costs were as follows:

| | 2022 £ | 2021 £ |
|---|------------------|------------------|
| Salaries and wages | 2,797,860 | 2,646,223 |
| Social security costs | 268,612 | 242,140 |
| Employer's contribution to defined contribution pension schemes | 69,760 | 67,594 |
| Staff and volunteer Expenses | 30,300 | 27,313 |
| Contractors and temporary Staff | 183,418 | 152,232 |
| Coronavirus Job Retention Scheme (furlough scheme) | - | 38,936 |
| Provision for deferred staffing costs | - | 84,319 |
| Staff learning and development | 32,659 | 13,139 |
| Recruitment | 52,528 | 29,640 |
| DBS Checks | 2,711 | 992 |
| Redundancy and termination costs | 6,250 | - |
| Other forms of employee benefits | 26,367 | 23,422 |
| | <u>3,470,465</u> | <u>3,325,948</u> |

The following number of employees received employee benefits (excluding pension contributions and employer's national insurance) during the year between:

| | 2022 No. | 2021 No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | - | 2 |
| £80,000 – £89,999 | 1 | 1 |
| | <u>1</u> | <u>1</u> |

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £ 317,759 (2021: £ 316,336).

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was follows:

| | 2022 No. | 2021 No. |
|-------------------------------|-------------|-------------|
| Supported Housing and Hostels | 23 | 27 |
| Supported Service Contracts | 48 | 47 |
| Operational Management | 9 | 9 |
| Central Support | 12 | 12 |
| Raising Funds | 3 | 3 |
| Trust Fundraising | 1 | 1 |
| Communications Manager | 1 | 1 |
| Volunteering | 1 | 1 |
| | 98 | 101 |

10 Tangible fixed assets

| | Land and buildings – Almshouses £ | Land and buildings – Housing £ | Fixtures & fittings £ | Computer equipment £ | Total £ |
|--------------------------|--|---|-----------------------------|----------------------------|------------|
| Cost | | | | | |
| At the start of the year | 502,849 | 1,107,737 | 114,456 | 53,175 | 1,778,217 |
| Additions in year | 2,220 | – | – | 6,497 | 8,717 |
| Disposals in year | – | – | (65,342) | (570) | (65,912) |
| At the end of the year | 505,069 | 1,107,737 | 49,114 | 59,102 | 1,721,022 |
| Depreciation | | | | | |
| At the start of the year | 193,006 | 165,367 | 97,377 | 32,498 | 488,248 |
| Disposals in year | – | – | (65,342) | (570) | (65,912) |
| Charge for the year | 10,440 | 9,357 | 15,623 | 4,330 | 39,750 |
| At the end of the year | 203,446 | 174,724 | 47,658 | 36,258 | 462,086 |
| Net book value | | | | | |
| At the end of the year | 301,623 | 933,013 | 1,456 | 22,844 | 1,258,936 |
| At the start of the year | 309,843 | 942,370 | 17,079 | 20,677 | 1,289,969 |

All of the above assets are used for charitable purposes.

11 Debtors

| | 2022 £ | 2021 £ |
|----------------|----------------|------------------|
| Trade debtors | 413,150 | 950,027 |
| Other debtors | – | 120 |
| Staff Loans | 2,084 | 3,025 |
| Prepayments | 75,477 | 80,607 |
| Accrued income | 234,372 | 125,919 |
| | 725,083 | 1,159,698 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

12 Creditors: amounts falling due within one year

| | 2022 £ | 2021 £ |
|--------------------------------------|----------------|------------------|
| Trade creditors | 156,026 | 143,973 |
| Payroll taxation and social security | 142,175 | - |
| Holiday pay provision | 64,205 | 94,980 |
| Other creditors and provisions | 157,571 | 156,081 |
| Accruals | 243,675 | 156,108 |
| Deferred income (Note 13) | 151,538 | 554,460 |
| | <u>915,190</u> | <u>1,105,602</u> |

13 Deferred income

| | 2022 £ | 2021 £ |
|---------------------------------------|----------------|----------------|
| Balance at the beginning of the year | 554,460 | 83,500 |
| Amount released to income in the year | (554,460) | (33,500) |
| Amount deferred in the year | 151,538 | 504,460 |
| Balance at the end of the year | <u>151,538</u> | <u>554,460</u> |

Included in the above is £ 62,000 (2021: £ 262,803) relating to Amounts Invoiced in advance, and £ 89,538 (2021: £291,657) being deferred amounts on contracts with future performance obligations.

14a Analysis of net assets between funds (current year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|-----------------------------------|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,234,636 | - | 24,300 | - | 1,258,936 |
| Investments | - | - | 3,640 | - | 3,640 |
| Net current assets | 2,721,827 | 2,081,443 | 1,673,335 | - | 6,476,605 |
| Net assets at the end of the year | <u>3,956,463</u> | <u>2,081,443</u> | <u>1,701,275</u> | <u>-</u> | <u>7,739,181</u> |

14b Analysis of net assets between funds (prior year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|-----------------------------------|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,252,213 | - | 37,756 | - | 1,289,969 |
| Investments | - | - | 47,097 | - | 47,097 |
| Net current assets | 2,724,047 | 2,083,663 | 1,381,374 | 17,365 | 6,206,449 |
| Net assets at the end of the year | <u>3,976,260</u> | <u>2,083,663</u> | <u>1,466,227</u> | <u>17,365</u> | <u>7,543,515</u> |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

15a Movements in funds (current year)

| | At 1 April 2021 £ | Income & gains £ | Expenditure & losses £ | At 31 March 2022 £ |
|---------------------------------------|-------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | |
| Core charitable services | 7,500 | 120,652 | (128,152) | - |
| Volunteering | - | 26,250 | (26,250) | - |
| Supported Housing and services grants | 7,065 | 81,216 | (88,281) | - |
| Community Development & Innovation | 2,800 | 190,611 | (193,411) | - |
| Homeless Healthlink | - | 172,640 | (172,640) | - |
| Total restricted funds | 17,365 | 591,369 | (608,734) | - |

| | At 1 April 2021 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2022 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 953,691 | - | - | - | 953,691 |
| Cyclical maintenance fund | 1,129,972 | - | - | (2,220) | 1,127,752 |
| Total designated funds | 2,083,663 | - | - | (2,220) | 2,081,443 |
| General funds | 1,466,227 | - | 4,815,330 | (4,580,282) | 1,701,275 |
| Total unrestricted funds | 3,549,890 | - | 4,815,330 | (4,582,502) | 3,782,718 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,194,966 | - | - | (9,357) | 1,185,609 |
| Property reinvestment (Housing) | 2,781,294 | - | - | (10,440) | 2,770,854 |
| | 3,976,260 | - | - | (19,797) | 3,956,463 |
| Total funds | 7,543,515 | - | 5,406,699 | (5,211,033) | 7,739,181 |

Movements in funds (continued)

Purposes of restricted funds

Homeless Health Link service

Grants from National Lottery Community Fund fund a service to improve the physical and mental health of people experiencing homelessness in Richmond and Kingston.

The Core Charitable Services

Grants as detailed in note 4 to pay for overheads including central services, head office, managing data and IT costs.

Volunteering

A grant from Hampton Fund funds a volunteering service in which volunteers are recruited, trained and supported in a range of roles throughout SPEAR.

Supported Housing Schemes:

- Sandycombe Road Supported Housing Scheme

This grant from the Richmond Parish Lands Charity funds a supported housing scheme in Richmond.

- Rosa House Supported Housing Scheme

A grant from Richmond Parish Lands Charity funds a supported housing scheme in Richmond.

- Ringwood Way Supported Housing Scheme

A grant from Hampton Fund funds a supported housing scheme worker.

Community Development Innovation

Grants as detailed in note 4 to fund work supporting young people and adults who are homeless to develop their confidence and life skills, to improve their wellbeing, to undertake training and education, and to secure employment.

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

15b Movements in funds (prior year)

| | At 1 April 2020 £ | Income & gains £ | Expenditure & losses £ | At 31 March 2021 £ |
|---------------------------------------|-------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | |
| Core charitable services | 3,750 | 172,125 | (168,375) | 7,500 |
| Volunteering | 4,375 | 13,125 | (17,500) | - |
| Supported Housing and services grants | 17,000 | 194,400 | (204,335) | 7,065 |
| Community Development & Innovation | 12,625 | 134,599 | (144,424) | 2,800 |
| Homeless Healthlink | - | 125,406 | (125,406) | - |
| Total restricted funds | 37,750 | 639,656 | (660,041) | 17,365 |

| | At 1 April 2020 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2021 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 956,691 | - | - | (3,000) | 953,691 |
| Cyclical maintenance fund | 1,195,406 | - | - | (65,434) | 1,129,972 |
| Total designated funds | 2,152,097 | - | - | (68,434) | 2,083,663 |
| General funds | 1,118,191 | - | 1,714,784 | (1,366,748) | 1,466,227 |
| Total unrestricted funds | 3,270,288 | - | 1,714,784 | (1,435,182) | 3,549,890 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,204,045 | - | - | (9,079) | 1,194,966 |
| Property reinvestment (Housing) | 2,791,734 | - | - | (10,440) | 2,781,294 |
| | 3,995,779 | - | - | (19,519) | 3,976,260 |
| Total funds | 7,303,817 | - | 2,354,440 | (2,114,742) | 7,543,515 |

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2022

16 Analysis of cash and cash equivalents

| | At 1 April 2021 £ | Cash flows £ | At 31 March 2022 £ |
|--|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | 6,148,305 | 515,533 | 6,663,838 |
| Notice deposits (less than three months) | 4,049 | (1,175) | 2,874 |
| Total cash and cash equivalents | 6,152,353 | 514,358 | 6,666,712 |

17 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

| | Property 2022 £ | 2021 £ |
|--------------------|-----------------------|------------------|
| Less than one year | 277,851 | 442,282 |
| One to five years | 375,188 | 480,020 |
| Over five years | 36,048 | 83,548 |
| | 689,087 | 1,005,850 |

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

19 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

20 Related Party Transactions

There are no related party transactions to disclose for this financial year (2021: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

SPEAR HOUSING ASSOCIATION LIMITED

England & Wales - Charity number 1122206

Accounts

Company number: 06396687
Charity Number: 1122206

SPEAR Housing Association Limited

Report and financial statements
For the year ended 31 March 2021

SPEAR Housing Association Limited

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For the year ended 31 March 2021

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SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2021

Company number 06396687
Country of incorporation United Kingdom

Charity number 1122206
Country of registration England & Wales

Registered office and operational address
9 Briar Road
Twickenham
TW2 6RB

Trustees Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

| | |
|---------------------|------------------------------|
| Paul Doe | Chair |
| Duncan Richford | Vice Chair |
| Jack Stephen | |
| Fiona Barrett | |
| Kai Bilimoria | |
| Nigel Bloomer | |
| Charlotta Campanale | |
| Jonathan Cardy | |
| Alex Doig | |
| Grant Healy | |
| Wim Overeynder | |
| Christine Reay | |
| Rachel Smith | (resigned 20 September 2020) |

Company Secretary Tim Fallon

| | | |
|---------------------------------|-----------------|---|
| Key management personnel | Tim Fallon | Chief Executive (appointed 11 May 2020) |
| | Susan Philpott | Interim Chief Executive (to 8 May 2020) |
| | Mark Gay | Interim Finance Director (1 April 2020 to 8 December 2021) |
| | Nadine Clewes | Interim Finance Director (appointed 9 December 2021) |
| | Donna Marshall | Finance Director (died 9 April 2020) |
| | Heidi Shrimpton | Head of Fundraising & Communications (left 31 December 2021) |
| | Lesleigh Bounds | Director Strategic Operations (left 11 June 2021) |

SPEAR Housing Association Limited

Reference and administrative information

For the year ended 31 March 2021

| | |
|-----------------|--|
| Mark Taylor | Acting Operations Director (appointed June 2021) |
| Malcolm Tyndall | Interim Director of Fundraising & Engagement (appointed 20 December 2021 – permanent postholder due to start 1 March 2022) |

Bankers

CAF Bank Limited
25 Kings Hill Avenue
West Malling
Kent
ME19 4JQ

Solicitors

Russell Cooke LLP
Bishop's Palace House
Kingston-Upon-Thames
KT1 1QN

Auditor

Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
Invicta House
108–114 Golden Lane
LONDON
EC1Y 0TL

Message from the Chair and CEO

Welcome to SPEAR's Annual Report for 2020/21. According to the CHAIN (Combined Homelessness and Information Network) Report, although the numbers of rough sleepers across London went up by 3% last year, they are double that of five years ago – with over 11,000 people found sleeping rough across London.

At SPEAR, a record number of 1,017 people accessed SPEAR's services last year. During this challenging time, homelessness charities, including SPEAR, worked in partnership with Local Authorities to respond to the crisis of supporting rough sleepers off the streets, whilst preventing the spread of Covid-19.

Following the 'Everyone In' initiative, which commenced at the end of March 2020 to provide all rough sleepers with a place to stay safe amidst the pandemic and lockdowns, our SPEAR teams worked tirelessly and swiftly to find emergency accommodation for rough sleepers such as B&Bs, hotels and university lets; whilst also brokering longer-term accommodation and support across our standard SPEAR services, including hostels, shared houses (HMOs) and independent flats. Our Outreach Workers worked with a higher number of people with complex needs and entrenched rough sleepers, challenging our resources. Across our services, we continued to provide vital support such as confidence building, peer mentoring, training and skills, employment, and physical and mental health support, but had to adapt some of these services to make them Covid-19 safe.

Our Service Users (clients) played a key role in shaping our services, with two client surveys conducted by volunteers and SPEAR clients to gain feedback. Over 88% of the clients who responded said they were happy with the overall services SPEAR provides. We also identified where further support is needed, such as the teaching of more computer skills, healthy cooking, sport and access to counselling.

None of our work would have been possible without the tremendous support from the Local Authorities, commissioners, supporters, funders and volunteers. Like many charities, we faced the loss of community and corporate events but were overwhelmed at how this was replaced by Covid-19 grants, individual donors and online community support. New funding partnerships from the Local Authorities were commissioned, our existing funders adapted to support our emerging Covid-19 needs and we welcomed new funders on board. We were even involved in the 'Make Some Noise' campaign on Global's Radio stations – with one of our clients headlined on prime-time Classic FM, Heart, Capital Xtra and LBC.

This combined support enabled our charity to increase income in 2020/21, meaning we could continue to respond to the high numbers of people needing help. Financially, we felt the stresses and strains of the pandemic with many unbudgeted costs emerging, but due to overwhelming support and some unexpected and generous donations and grants, we covered our costs and ended the year with a surplus.

Message from the Chair and CEO

For the year ended 31 March 2021

Our Volunteers too were remarkable, offering additional and niche support, such as sorting and delivering food parcels and other essentials and processing donated laptops for our clients. Some helped with our Client Covid-19 Survey, befriending and mentoring while others are now setting up healthy eating cookery classes and yoga classes. Even our clothing volunteers found new ways to deliver their service.

We know we face more hurdles ahead as new challenges emerge. The pandemic highlighted the importance of digital inclusion and many of our properties are not yet fully resourced to enable this for our clients – we need new and additional Wi-Fi systems as well as more training and equipment.

Special measures were put in place during Covid to help prevent homelessness through tenants being evicted for rent arrears. With these measures ending in May 2021, tenants with rent arrears are no longer protected. These challenges alongside the mental health impact of the pandemic and relationships breaking down are all factors contributing to homelessness. We urgently need longer-term accommodation solutions, and more bed spaces and properties available to house people impacted by homelessness.

This has been a year like no other and the importance of supporting those people experiencing homelessness is as pressing as ever. We ask all of you to continue to find ways to support SPEAR, so that we can endeavour to stay strong and resilient for those in most need of our help. Together, we strive to End Homelessness.

Paul Doe, Chair of Trustees

Tim Fallon, CEO

Trustees' Report

The trustees present their report and the audited financial statements for the year ended 31 March 2021.

Reference and administrative information set out on pages 1 and 2 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

The objectives of the charity are:

- The relief of persons in need who are homeless or at risk of becoming homeless, including, but not limited to, those with substance misuse problems by providing accommodation, services and advice so as to help increase the independence and decrease the marginalisation in society of such persons; and
- To undertake research into homelessness for the public benefit.

The trustees review the aims, objectives, and activities of the charity regularly. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

The charity's main activities and who it tries to help are described below. All its charitable activities focus on homeless individuals and are undertaken to further SPEAR's charitable purposes for the public benefit.

Our Approach and Values

SPEAR is a charity for people experiencing homelessness in South West London.

We build communities in which those people suffering from homelessness have a place to call home and the help they need to lead a fulfilling independent life.

We recognise that homelessness is much more than just a housing issue, so we provide a range of support services to help our clients reach their full potential, always operating from our values:

Working together: We work alongside service users, partners, staff, and volunteers to design and provide services that meet the needs of those experiencing homelessness. Together we overcome challenges.

Aspirational: We aim high, aspiring to achieve the very best outcomes for our clients. We see potential in everyone, and encourage our clients to achieve their own goals, dreams, and ambitions. We aspire to the highest standards of professionalism.

Respectful: We respect everyone, regardless of their background or circumstances. We view everyone as an individual with their own personal journey. We always listen to and value people's views.

Determined: We work tirelessly to support people experiencing homelessness to recover from their personal issues. We break down the barriers they face.

Visionary: We try new and innovative ways to provide long-term solutions and reduce the isolation of homelessness. We are always willing to take a new approach, learning from what works (and what doesn't) and use this to guide our work.

Diversity, inclusion and equity

Diversity, inclusion and equity are at the heart of what SPEAR does and it is important that all people representing our organisation including staff, volunteers and peer mentors represent SPEAR's values in this area. We are committed to ensuring that our services are accessible and reach all members of the communities we serve and that all our clients are treated fairly and respectfully. Where possible, we record information around the diversity of our clients on our database so we can better understand the demographics of the community we are working with and adapt our services accordingly. We have an open complaints process that can be accessed by clients and volunteers who wish to raise any concerns.

SPEAR is an inclusive employer. We are committed to maintaining a culture of diversity, inclusion and equity. We do not tolerate discrimination, harassment or victimisation. Everyone we work with is treated equally and with respect, irrespective of race, colour, religion, national origin, sex, disability, age, marital status or sexual orientation. We have set up a Diversity Strategy Group and also started more processes for collecting feedback and information around diversity, inclusion and equity from our staff, volunteers and clients in order to improve our services for the future.

Our Beneficiaries and Achievements

SPEAR is an inclusive organisation supporting a range of people experiencing homelessness in South West London. We work with young people, aged 16 – 25 and adult men and women, including women who have experienced domestic violence. We support people off the streets and those at imminent risk of homelessness into accommodation, including supported hostels, shared houses, and independent flats. We assist people with their physical and mental health, addiction issues and their skills, education, and employment – helping them sustain their tenancies, pursue personal goals and aspirations, and move towards more independent living. Our clients are at the centre of our work and we have a Service Involvement Group who meet regularly and feedback on our services. This includes encouraging people to train as accredited Peer Mentors in order to support and help others.

Achievements and Performance

Our key impacts on homelessness in 2020–21:

1,017 (2020: 950) people accessed SPEAR's services

- 196 people or 19% were female (2020: 23%)
- 148 people or 14% (2020: 14%) were under the age of 25

Providing Housing:

- We worked with 686 (2020: 620) verified rough sleepers across 4 boroughs
- We provided supported housing for 200 (2020: 210) people and also brokered
- Accommodation for another 307 people

Improving Health:

- We supported over 81 people (2020: 104) to improve their health. We are supporting a current caseload of over 175 clients with their health
- 144 people registered with a GP (2020: 72)
- We reduced the use of emergency health services such as A&E attendances by 45% (2020: 56%)

Trustees' Annual Report

For the year ended 31 March 2021

Women's Services:

- We provided supported housing tenancies to 32 women (2020: 48)

Young People's Services:

- 48 (2020: 33) young people were supported into education, training, and employment

Community Development and Innovation:

- We supported 257 (2020: 181) homeless people to develop their skills
- 34 (2020: 15) people gained employment
- 106 (2020: 27) people have engaged with in-house training
- 108 (2020: 61) people have engaged in pre-employment training
- 75 (2020: 22) people contributed to their local community through volunteering

Covid-19 Crisis:

Following the Government's "Everyone In" directive announced at the start of the pandemic in March 2020, SPEAR quickly reacted to move people from the streets to safe, more self-contained locations where they could adequately practice measures to self-isolate. We worked with a large number of rough sleepers with a range of complex needs covering a wide geographic area.

SPEAR also made the Covid vaccine available to clients through regular drop-in vaccine opportunities (in partnership with the NHS). At the time of writing this report, 184 SPEAR clients have had the Covid-19 vaccine and this continues to increase.

Listening to our clients

SPEAR conducted a Client Satisfaction Survey in March-May 2021 to receive feedback on how clients felt about the services and programmes provided to them. This was particularly important as clients have been through some very difficult times during the Covid Pandemic. Clients were asked how they think SPEAR could improve and on ideas for future programmes.

577 clients were contacted and 142 completed the survey. Getting in touch with so many people would not have been possible without the incredible help of our volunteers.

From the results, we are happy to report:

- 88% of clients are happy with the overall services SPEAR supports them with.
- Over 80% of clients feel they can quickly get in touch with their SPEAR support worker and see them as often as needed.
- 89% of clients felt they could talk with their support worker about their circumstances and any issues they are facing.

Trustees' Annual Report

For the year ended 31 March 2021

Clients suggested a range of multi-disciplinary activities, with healthy cooking workshops and fitness sessions being most popular. They also suggested more face-to-face trips, computer skills and gardening. Young people would like to do more sports.

In terms of improving SPEAR's services, participants suggested better access to counselling and more mental health training for staff.

STORIES FROM OUR YOUNG PEOPLE (aged 16 – 25)

Both Radek and Sam were supported in SPEAR's Young Person's Hostel. We hear more about how they navigate through growing up into young adults – with the support of SPEAR:

Radek's Story – Experiencing homelessness as a LGBT+ person – speaking out during LGBT+ History Month

Tell us a bit about yourself

Hi I'm Radek. I'll be 20 years old in March, have Romany Gypsy heritage and I am gay. I was part of a large family and community, I played with my cousins a lot when I was young. I knew I was gay from a very young age but had to hide it, it was frowned upon in the community and your family would disown you. Success in the community means getting married and having lots of children to continue your family, my cousins were having babies, but I couldn't do that. I was in an awkward situation, it felt like I had a spotlight on me and it was really scary.

I think my cousins knew, I was bullied a lot for acting femininely. A few years went by and my family gradually stopped talking to me. I met a guy, we started dating and that's when I came out. It was difficult to tell my mum because she shared the same prejudices, she didn't accept it for a very long time.

My mum often kicked me out of my home so I had to sleep under the bridge for a year or so. I also sought refuge at my friend's house. My mum had a new boyfriend who is also Romany Gypsy and he did not accept me, which caused more friction in the family. I felt like I was pushed out onto the streets.

How are you coping now?

The difference between now and living with my family is I can receive support and be more outgoing. While I was living in SPEAR's youth hostel I went on trips to the theatre, to the cinema, and to visit the Media, Art and Design campus at the University of Westminster for a tour. I am a founding member of our Art Club, and use my skills and time to support peers with their creative projects. My SPEAR key worker has helped me to access support around budgeting, employment, and living independently.

Trustees' Annual Report

For the year ended 31 March 2021

It's still hard having to share accommodation with other people who are not the same as me. Some people can be closed-minded. I have received homophobic comments.

My mum only recently started to accept that I'm gay, I think because she realises I can't change who I am and I am still her child. We spend time more with each other and I feel we're now on the same page about a lot of things, whereas before I had to hide things from her. I can open up about dating and ask her for relationship advice.

What are you looking forward to?

I've realised from moving to different hostels that no matter where you go, even in life, there is always a small number of people that treat you negatively, but you can't let it get to you. I'd rather move on than be sad for the rest of my life. The good thing is there are even more people that agree with you. I'm grateful to have good friends around me who are supportive and have put me up when I had nowhere to go. They are just as close to me as family.

I'd like to find a permanent job, I'm creative want to do something related to the arts at a gallery or museum. Before the pandemic, I really enjoyed the art club at SPEAR to create and experiment different styles of art. During lockdown I was invited to an online introductory session on Philosophy where we took the example of Theseus' Ship as a way of discussing identity, which led to introspecting our own identities as humans and persons. SPEAR is helping me to sign up to more workshops when lockdown ends as well as supporting me to polish my CV and apply for jobs.

What does LGBT+ History Month mean to you?

It's really good to shed light on people who don't receive as much recognition or who were persecuted for being different. You aren't really taught in schools about LGBT+ people, I feel more exposure would encourage people to learn about famous LGBT+ people who made historic contributions, such as Alan Turing who cracked the Enigma code and invented the first computer.

Sam's Story – shared in SPEAR's December Seasonal Letter

My name is Sam and 2020 has been a very strange year for me. I know I'm not alone in experiencing unexpected hardship when lockdown changed everything. There have been real lows and some really good experiences, I know it's a cliché, but 'rollercoaster' is probably the best way to sum it up.

So, did Lockdown make me homeless? Well no, not exactly – that happened years ago when I had a 'relationship breakdown'. Not with my partner – no, this hurt far worse. It was with my family, when I found that I had to leave and look after myself – I was only 16.

Trustees' Annual Report

For the year ended 31 March 2021

Would you have seen me as homeless? Some people thought I did ok. After all I didn't end up on the street, so most people didn't see me as homeless. I was able to support myself by getting jobs and yes – I had a roof over my head, but I was definitely homeless. I was doing what you call 'sofa surfing', moving from friend to friend, staying for a bit, then moving on when you know that you really are starting to get in the way. I had no space to call my own, no place to call home and never any idea how long I could stay.

Everybody deserves a place to call home, don't they?

But physically I was ok, after all not on the street; but in my head, a different story – confused and on my own. I know now that it was depression, not really understanding why I'd been rejected. Why couldn't I be like other 16-year olds and live with my family? Without somewhere of my own I just couldn't get past it.

So how long? Well I'm 22 this year. Six years and no change – still working, still travelling from sofa to sofa. Then came March 16th 2020: Lockdown. Social Distancing. Not really compatible with being an extra body in a small flat is it? So, six years after becoming homeless I actually became what people think of as homeless, you know sleeping rough on the streets.

This suddenly felt very real and kind of unreal at the same time. I couldn't even spend time at work, as working in the service industry meant I'd lost my job as well. No place to live, no money and no place to go. I know it seems a lifetime ago, but if you can remember that first week of lockdown all you could hear was "Stay at Home to Save Lives". Well, how could I? You couldn't even ask for help, as the streets were deserted. This really was my lowest moment. You have no idea how scary it was out in the open and I just felt I was sure to catch Covid.

Without being able to look after myself properly, would I be able to survive it?

What some call an Outreach Shift, I call a lifesaver. Just imagine it, going to sleep in a dark corner after several nights of doing the same, no hope that anything would change. Imagine my surprise when being woken up in the middle of the night by some stranger saying that she could get me somewhere to stay.

I can't exaggerate how amazing it was meeting Jo, a SPEAR Outreach Worker, while I was huddled asleep out of sight in Richmond. I don't know what would have happened if I'd not been found. How did Jo know where I was?

Perhaps someone saw me and told SPEAR? if that was you, thanks for reaching out.

A place to call my own. Jo told me the good news, SPEAR was out and about in SW London getting everyone in. Everyone who was homeless on the street was being given a place to live. This time social distancing was on my side. After six years of being on someone else's sofa or floor I could be

Trustees' Annual Report

For the year ended 31 March 2021

by myself – which was great until the door closed behind me. Four walls of a hotel room and just the TV for company. Off the streets, but definitely still homeless.

So, three months of solitude? It could have been like that, but SPEAR not only helped me to isolate; they also mean what they say about homelessness to independence. They made sure I had the basics – enough food and toiletries. Volunteers would give me a call once a week, a chance to have a chat to someone other than myself. Their health team made sure I was signed up with a doctor, so that if anything happened I could get help. But it wasn't just my physical health they took care of. They used this time to help me start looking at what had started all this and really work through things and deal with my feelings.

Moving On. It wasn't too long before they found me somewhere more stable to live, but that wasn't the end. They kept working with me, giving me cooking lessons, helping me look for jobs, and even music workshops. It was so good to do something for fun – to be treated as a person, with my own hobbies, hopes and ambitions. They've now given me a laptop and are starting me on online courses. After six years of barely getting by,

I now have something I thought I'd lost – hope and a future. SPEAR have given me back my dignity.

I know from talking to SPEAR, this has been the busiest year they've ever had. They've not only helped me, but they've supported more people than ever. With lockdown there was so much we needed, but you have come through for SPEAR, again and again. You really changed my life.

As my story ends somebody else's is beginning. As I said at the start, a 'rollercoaster' year but ending in a good place. However, looking at the news of job losses and evictions starting up, I know that other people's stories are just starting. If you can help SPEAR, you really will change people's lives for the better.

Our Volunteers and Supporters

We wouldn't be able to help the lives of the people experiencing homelessness without the incredible support of our trustees, volunteers and supporters. Our volunteers make our work stronger and bring new skills. The entirety of the last financial year coincided with the Covid-19 pandemic shut down and this immediately impacted our ability to run a full volunteering programme. Due to the need of social distancing and Covid-19 safety measures, many volunteering activities were by individual volunteers on a one-to-one basis, rather than some of our standard group volunteer activities. However, our volunteering programme was adapted to be very focussed on urgent need emerging such as food parcel deliveries, sorting essential supplies, and supporting digital inclusion and the wellbeing of our clients. We were amazed at how our volunteers adapted to provide a bespoke and high-quality service, even though some of our overall number of volunteering hours reduced due to reduced group activity.

Trustees' Annual Report

For the year ended 31 March 2021

- 120 people (2020: 154) volunteered their time to support in some capacity.
- Volunteers donated 1,895 (2020: 3,726) hours of their time.
- 59 SPEAR clients/peer mentors volunteered 734 (2020: 369) hours of their time (13 peer mentors and 46 client volunteers). One peer mentor volunteer in particular amassed 477 hours alone.
- We estimate that volunteering roles contributed over £31,514 (2020: £ 57,000) of value to SPEAR.

Volunteer roles during this Covid-19 financial year included: peer mentor volunteering support, fundraising support, volunteer drivers, befriending/mentoring, outreach volunteers, digital mentoring and digital maintenance support, clothing pop up support, property maintenance, gardeners, media and communication professionals. Additionally, our Trustees continued to provide expertise and governance throughout the financial year.

We also had incredible valuable professional support, including: communications, film & photography and property maintenance – all offering their expertise and skills. This helped us save money and professionalise our services. Volunteers produced many pro-bono SPEAR films about our work, particularly focussed around our response to the Covid-19 pandemic – available on SPEAR's YouTube channel.

Award Winning

Two Awards were won this year for volunteering and we were delighted that both of these were won by SPEAR clients.

Andy White, a peer mentor volunteer who was previously homeless, contributed an astonishing 474 hours volunteering and was presented an Award at the Kingston Mayor's Community Awards for "outstanding service to the Royal Borough during the coronavirus pandemic".

Meanwhile volunteer Kas, who was also previously homeless, achieved the UK Youth Inspiring Hope Young Person Award, which had over 350 nominees. The group described Kas's "tireless work supporting and uplifting residents in their young persons' hostel throughout the pandemic".

Communication and Online Support

The lack of physical events and activities due to Covid restrictions, both on the client side and supporter side, has made it challenging to generate content. Nevertheless, the Communications team has adapted and innovated to keep followers engaged and generate new interest, evident in the increase of website and social media figures. Press releases and newsletters have reached almost 99,000 email boxes. More resources given to manage our free Google Ads Grant has resulted SPEAR ads being shown over 153,000 times on Google. With the help of corporate and individual volunteers, we have been able to publish at least one client or staff interview each month in written and video formats. This year, the Communications remit has also spread to cover internal staff

communication and on-site messaging with the installation of a digital display at the Hub for clients, visitors and staff.

Finally, nearly £100,000 was raised online from online events and individual donations, with more people embracing digital giving and online events during the Pandemic year (2020: £51,000 online). This was the highest ever raised online, demonstrating the importance of effective online communications. We also benefitted from the Global, Make Some Noise campaign which not only raised £55,000 for SPEAR but also highlighted our work to new global audiences. Other significant radio coverage included the Robert Elms Show on BBC London Radio.

- 39,915 people visiting our website (2020: 29,285)
- 2,514 Twitter followers (2020: 2,291)
- 1,025 Instagram followers (2020: 800)
- Plus, increased followers on Facebook, LinkedIn and YouTube

Financial review

SPEAR reported a net surplus in the year of £ 239,698 (2020: deficit £ 511,512).

Total incoming resources for the year increased to £ 5,155,330 from £ 4,081,271, an increase of 26% (2020: increase 27%).

In summary, income comprises:

- 54% (2020: 55%) commissioned services from London Boroughs of Richmond, Wandsworth, Kingston, Sutton and Merton;
- 11% (2020: 9%) from Trusts for specific related homeless services;
- 25% (2020: 28%) from rent, service charge and housing benefit income on hostels and supported housing;
- 10% (2020: 7%) from donations, legacies and events organised by our fundraising team;
- less than 1% (2020: 1%) bank and investments interest receivable.

Unrestricted income for the year increased to £ 1,714,784 from £ 1,485,281 last year, an increase of 15%. This arose principally from the increase in one off large donations from generous benefactors, plus an increase in rent and service charge income from hostels, supported housing schemes and owned housing and Almshouses, increasing our short term HMO's in Sutton offset by some loss of rental income due to COVID affecting use of shared bedspaces to allow social distancing.

Restricted income for the year increased to £ 3,440,546 from £ 2,595,990 last year, an increase of 32%. This arose principally from the expansion of rough sleeper services across the London Boroughs with SPEAR being commissioned to deliver Next Steps Accommodation programme (NSAP) and Rough Sleepers Accommodation programme (RSAP), plus an increase in specific grants over the COVID period supporting SPEAR delivery of services during a challenging period.

Our expenditure for the year increased to £ 4,915,632 from £ 4,592,783 last year, an increase of £ 322,000 or 7%. Staff costs represented 67% (2020: 68%) of expenditure, with average headcount decreasing to 101 from 109.

Analysis of our expenditure shows that we spent 69% (2020: 71%) on charitable activities, 25% (2020: 22%) on support costs, 5% (2020: 4%) on fundraising, and 1% (2020: 3%) on governance.

This increase in expenditure reflects growth with increased activity and continuous support for established housing schemes and rough sleeper services which operate across South West London.

Total funds increased by 3% to £ 7,543,515 from £ 7,303,817 following the £ 240,000 one-off surplus in the year, following the disappointing higher than expected deficit in the previous year.

Cash and cash equivalents – Total cash and cash equivalents at 31 March 2021 totalled £ 6,152,353 (2020: £ 5,782,374). £ 438,000 was generated from operating activities (2020: used in operations £ 808,000), £ 29,000 (2020: £ 66,000) on capital expenditure and £ 43,000 in additional investments, leading to a net increase in cash and cash equivalents of £ 370,000 (2020: reduction of £ 854,406).

Reserves policy and going concern

Trustees have examined the requirement for free reserves i.e. unrestricted funds not invested in tangible fixed assets or designated for specific purposes. As reported in previous years, the Trustees are aiming at free reserves to cover operational activities from unrestricted income for at least 3 months, moving to 6 months over time. As of 31 March 2021, the unrestricted general reserves, totalled £ 1,428,471, which represents approximately 3.4 months of expected average expenditure (at 31 March 2020: unrestricted general funds were £1,080,017, being approximately 3 months of expected average spend).

At 31 March 2021 the Company had designated reserves as follows:

- Future property cyclical maintenance to cover obligations totalling £ 1,129,972 (2020: £ 1,195,406). The required sums are reviewed annually based on potential planned repairs and renewals.
- An amount of £ 953,691 (2020: £ 956,691), designated to cover the legal and refurbishment costs of property acquisition which cannot be funded under the terms of the restricted endowment fund. SPEAR intends to expend these funds over the medium term.

The Reserves Policy is reviewed annually by the Audit and Risk Committee and approved by the Trustees.

Restricted Funds may only be used for the purposes specified by the donor and only expenditure meeting these criteria is allocated to each fund. Any grants which remain unspent at the year-end will be held as restricted reserves subject to any specific funding terms attached to the grants. These may only be used for the projects in accordance with the terms of the grants received.

SPEAR Endowment Trust

During 2018, Quintus Housing Trust became part of the SPEAR family, changing its name to the "SPEAR Endowment Trust" (SET). SET's financial results are included in the SPEAR accounts since the year ended 31 March 2019.

The asset base of the SPEAR group has been significantly strengthened due to the merger, with access to a permanent endowment in two parts. First, an initial 23 additional units of accommodation over 5 sites; secondly, £ 4m in restricted funds to be used for the purchase of property with a transfer of £ 2.4m funds designated to meet acquisition and improvement costs and maintenance obligations. These funds will enable us to seek out potential property acquisitions within South-West London to provide much needed accommodation for our service users and /or bases from which to operate.

At 31 March 2021 the Endowment Fund amounted to £ 3,976,260 (31 March 2020: £ 3,995,779).

The most recent property candidate, explored in 19/20 and 20/21 was a large property that would have spent approx. 40% of the endowment; however, the purchase did not proceed. During the Covid period, property acquisition activity was largely put on hold; SPEAR was fully engaged in dealing with emergency measures to support a large increase in homelessness. SPEAR is currently sourcing external property expertise to assist us to spend the endowment. Over the medium-term SPEAR intends to supplement the endowment with a capital appeal, grants and loans to enable it to buy more properties than with the endowment alone.

Principal risks and uncertainties

SPEAR's Audit & Risk Committee reviews major risks facing the charity. The Committee reviews a Risk Register, which was updated during the year, updating the full Trustee Board as required.

The overriding challenge at the end of the financial year was to ensure organisational, homelessness support service and financial stability following the COVID-19 pandemic and lockdown which started in March 2020.

Principal Risks during the year were identified as:

| Risk | Response |
|---|---|
| Loss of commissioned / contracted service income or loss –making contracts leading to financial instability | SPEAR regularly reviews financial as well as operational metrics on a contract by contract basis. The budgeting processes involve input and responsibility by budget owners. |
| Not realising occupancy and / or rental income targets to cover costs of operation of housing stock | SPEAR is implementing stronger financial controls and review over rental income and housing management policy. Operational and senior managers now meet weekly to manage voids and arrears. |
| Client Safeguarding | SPEAR has effective policies & procedures to manage safeguarding and other incidents. All cases are reported to the SMT and Board. |
| Health and Safety compliance | <p>Following the Grenfell Tower tragedy all possible steps have been taken to mitigate fire risks; and compliance reviews are ongoing.</p> <p>All services and premises are risk assessed for compliance with H&S requirements, including COVID, using an HSE template.</p> |
| Repeated annual financial deficits threatening the sustainability of SPEAR | <p>A break-even budget has been set for 21/22.</p> <p>Financial reporting has been improved to monitor the performance of all activities of SPEAR versus budget.</p> <p>The Trustees review the level of Reserves to ensure the Company is appropriately funded and has sufficient cashflow for ongoing operations.</p> |
| Short-term nature (less than 12 months) of funding for SPEAR services | Staffing, property and other expenditure commitments are matched to funding periods wherever possible. |

COVID-19

The COVID-19 pandemic and the subsequent lockdown in March 2020 presented an unprecedented set of challenges for our work with homeless, vulnerable and socially excluded people. Our priority throughout the crisis has been the safety and wellbeing of our clients and staff. The COVID-19 pandemic presents special risks to the people we work with, many of whom have long-term physical health conditions and/or compromised immune systems, meaning that they are at great risk of harm if they contract the virus. Protecting people living and working in our hostels and supported accommodation, much of which is ill-suited to social distancing and self-isolation, was an immediate concern. We were also committed to maintaining services for people living in the community who were already vulnerable and isolated, and who relied on us for ongoing support.

In the period following year-end SPEAR has experienced significant additional costs and reduced income directly attributable to the coronavirus pandemic. In the year we have managed to offset these through securing COVID-19 related funding from a mixture of sources: Central Government, local authorities and donations from charitable trusts, organisations, and individuals.

Fundraising practices review

All fundraising practices are framed within the values and principles of the organisation. Where expenditure is required to generate income, there is an analysis of the return on investment to ensure the organisation is able to make informed decisions regarding activities.

The SPEAR fundraising team are internal, and the organisation does not use external professional fundraisers. We do not employ the services of any fundraising agencies or third parties, nor have we run a telephone or door to door fundraising campaign. Our relationship with our supporters is very important to us and we do not wish for our supporters to feel under any pressure to donate to the charity. Where we partner with corporates, due diligence is conducted on the organisations and the amount of time and effort we as a charity needed to put in, versus the income we would likely receive. Clear parameters and responsibilities are then agreed between partners.

We have ensured we are in line with the GDPR data protection regulations and all other relevant codes of conduct. Our privacy statement can be found on our website at the link below:

<https://www.spearlondon.org/about-us/privacy-statements/>

We received no complaints about our fundraising practices in 2020-21.

Plans for the future

- In 2020/21 (as in previous years), SPEAR was commissioned by four Local Authorities (LAs) to deliver services under year 3 of the Government's Rough Sleeper Initiative (RSI 3).
- In March 2020, as part of the Government's 'Everyone in' initiative, SPEAR was commissioned by three LAs to find and verify rough sleepers, assist them into temporary hotels and accommodation and support them while they were isolating.
- In September 2020 the Government announced funding allocations to Local Authorities for a follow-on programme of temporary accommodation and support to March 2021 called the Next Steps Accommodation Programme (NSAP). SPEAR was commissioned by three LAs to deliver this programme. We took on temporary properties and additional staff to support homeless people in this period.
- In October 2020, the Government announced funding allocations to LAs for a longer-term programme of accommodation and support up to March 2024 called the Rough Sleepers Accommodation Programme (RSAP). SPEAR was commissioned by three LAs to deliver this programme. The LAs secured suitable properties and SPEAR took on additional staff to support homeless people over this period.
- In November 2020 an RSI 4 programme was announced and SPEAR was again commissioned by four Local Authorities to deliver services under this and other homelessness programmes in the year 2021/22.
- In November 2021 the Government launched what is expected to be a multi-year 3-year funding programme to address rough sleeping – RSI 2022 – 25 ("RSI 5"). Full details of this new programme have not yet been announced. However, multi-year funding will greatly assist SPEAR's financial stability, ability to plan and staff recruitment & retention.

Looking further ahead, we are also planning to improve our service provision and build our partnerships across South London by:

- Acquiring properties to provide more independent accommodation to homeless people, including use of the endowment and designated funds to acquire and /or renovate appropriate properties.
- Fundraising for services to homeless people that complement commissioned services (digital inclusion, health & wellbeing, volunteering, employability).
- Leasing properties to provide more shared supported housing schemes where commissioning requires these.
- Increasing the number of current and ex-SPEAR service users volunteering and working at SPEAR.
- Reviewing how technology can improve service delivery and the efficient management of the charity.

Structure, governance, management and remuneration policy

The organisation is a charitable company limited by guarantee, incorporated on 11 October 2007 and registered as a charity on 7 January 2008.

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.

At the year end the Board comprised of 12 members. No trustees received remuneration for their roles or were paid for any other activity relating to the charity in the year.

The Board is supported in discharging these responsibilities through the following sub-committees:

- Audit and Risk Committee.
- Personnel & Quality Assurance Committee; and
- Operations Committee

This facilitates a greater depth of governance across all key areas of the charities activities, finances and internal infrastructure, policies and procedures.

Overall operational management of SPEAR is delegated to the Chief Executive. Throughout the year, the trustees, the Chief Executive, and the wider Senior Management Team monitored effectiveness and best practice. The Board approves SPEAR's strategic and annual business plans; annual budgets; extraordinary expenditure in excess of agreed limits; strategic decisions; policies; employment terms and conditions, remuneration levels of key management personnel with reference to existing pay scales within the organisation and the housing sector in which SPEAR operates; and all decisions relating to governance.

All trustees give their time voluntarily and receive no benefits from the charity. No expenses were reclaimed from the charity during the year.

Trustees agreed that future trustee recruitment will aim to increase diversity within the Board.

Serious Incident Reporting

There are no incidents to report, as there has been: no loss of money or assets; no large donations from an unknown or unverifiable source; no links to terrorism or extremism; no damage to property.

Appointment of trustees

New trustees are recruited through advertising, and candidates are asked to attend an interview with the Chair and another trustee. During the year no new Trustees were appointed (year end 31 March 2020: 4), and one resigned.

Trustee induction and training

On appointment, all Trustees undergo a formal induction process and training needs of trustees are reviewed regularly with a view to ensuring that trustees are kept up to date with their responsibilities.

Related parties and relationships with other organisations

SPEAR maintains no relations with, and no transactions were entered into with, related parties during the year 2020/21, with the exception of SET/Quintus Housing Trust as explained above.

Remuneration policy

Pay and remuneration of the charity's key management personnel is set according to SPEAR's Remuneration Policy and Procedure, which applies to all employees, is regularly reviewed following external expert advice. The policy includes a pay scale, controls for pay increases and bonuses, and benchmarking with comparable roles. All staff are paid at least the London Living Wage.

Funds held as custodian trustee on behalf of others

The charity holds no funds on behalf of others as custodian.

Statement of responsibilities of the trustees

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

Company 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 judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements

Trustees' Annual Report

For the year ended 31 March 2021

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2021 was 12 (2020: 13). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 17 January 2022 and signed on their behalf by:

Paul Doe
Chair of trustees

Thank You to Supporters and Volunteers

We would like to thank every donation of time, energy, financial support and gifts in kind.

COVID-19

This year covered the unprecedented Covid-19 period. Supporters and volunteers adapted and continued to support us through virtual events such as the 2.6 Challenge, a virtual Comedy Night, crowd funding appeals and generous individual giving. In addition, existing trust funders and new Covid-19 emergency funders were generous and flexible with grants. Volunteering too has taken a new approach but with some great successes such as virtual befriending, digital inclusion and food distribution projects. We have been overwhelmed at your support.

Your Generosity – Individuals, Community, Faith, Corporates, Trusts

Over £1.1m was raised for the 2020/21 year from fundraising including unrestricted voluntary donations from individuals and community, trusts and foundations, restricted funds, grants and Covid grants. This is compared to £ 756,000 raised overall in 2019/20.

Online giving doubled from the previous year (raising nearly £100,000) and our standing orders increased by 27% – these one-off and regular donations are very important to our sustainability. Our loyal and new trusts and foundations continued to generously support us and when required were adaptable with their funds, to adapt to Covid-19 needs.

The fundraising team worked with over 800 financial supporters in 2020/21 ranging from individuals, community groups, education, corporates and trusts and foundations.

Over 200 supporters gave hundreds of physical gifts to our charity from food donations, IT equipment, clothing and other essentials across many SPEAR locations.

People and funders generously responded to the urgent pandemic crisis impacting homelessness. Some unexpected, major unrestricted donations such as a donation for £99,999 and for £45,000 were kindly received by the charity. In addition, a number of Covid grants were successfully applied for – ranging from £1,000 up to £99,740. This also included the Global's Make Some Noise grant and campaign, highlighting our work to new audiences on Global's radio stations. These much needed Covid grants enabled the charity to cover vital additional unplanned Covid costs.

The charity also gratefully received a legacy of around £10,000. We wholeheartedly thank those who think of our charity for a legacy donation.

Trustees' Annual Report

For the year ended 31 March 2021

Our fundraising is vital to raise money for our core services, ensuring our efficiency, reliance and sustainability and allowing our charity to be flexible to need. Also, for funding specific services such as: Community Development and Innovation (Skills Development), Homeless Health Link Service, some houses with multiple occupancy, Young Person's (Springboard) Programme, Peer Mentoring, Wandsworth Rough Sleeper Outreach Worker posts.

We would like to thank all our supporters for their generosity over the last financial year. In particular we would like to give a special mention to:

The 2.6 Challenge, 29th May 1961 Charity, 90Ten, Agility Eco Services, Albert Hunt Trust, Avantia, Barnes Fund, Berkeley Foundation, Burntwood School, Belron Ronnie Lubner Charitable Foundation, Bloss & Beamer Memorial Trust, Calypso Browning Trust, Charlotte Wade Charity, Christ Church Teddington, City Bridge Trust, Comic Relief, CoMasonic Benevolent Fund, Crossword Cybersecurity, CVC Capital Partners, Department for Culture, Media and Sport (DCMS), Draper's Charitable Trust, Fine & Country Foundation, Garfield Weston Foundation, Global 'Make Some Noise', Halcrow Foundation, Hampton Fund, Hayburn Trust, Heathrow Community Trust, Howdens, John Laing Charitable Trust, Just Enjoy Yoga, Kate and Sarah Clothing Project, London Borough of Wandsworth Covid Response, London Community Foundation, London Funders, London Homeless Collective, Lotus and Laurel Yoga, Masonic Charitable Foundation, Ministry of Housing, Communities and Local Government (MHCLG), National Lottery Community Fund, People Against Dirty, People's Postcode Trust, PMM, QSix, Richmond Community Facebook Group, Richmond Parish Lands Charity, Seven Hills, Southeastern Asset Management International (UK) Ltd, St Andrew's Church Ham, St George Plc, St James Twickenham, St Michael and All Angels, Streets of London, Surbiton High School, The Comms Co, The Margaret and David Walker Trust, The Masonic Province of Middlesex, The Queen's C of E Primary School, The Richmond Charities, The Trillium Trust, Tokio Marine Kiln, Waitrose, Wasteland, Whitton Baptist Church, Wilful Choir, Wimbledon Foundation Homelessness Fund.

Partners and statutory funding partnerships

We would like to acknowledge and thank the partners and commissioners we worked with:

Ministry of Housing, Community and Local Government (MHCLG), Greater London Authority (GLA), and local authority partners: London Boroughs of Richmond, Wandsworth, Kingston, Sutton and Merton for their contributions during a year in which SPEAR has increased the scale of its operations to meet growing demand from local people experiencing homelessness.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Opinion

We have audited the financial statements of SPEAR Housing Association Limited (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

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 2021 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on SPEAR Housing Association Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the Finance Committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

Independent auditor's report

To the members of

SPEAR Housing Association Limited

- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano (Senior statutory auditor)

18 January 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

SPEAR Housing Association Limited

Statement of financial activities (incorporating income and expenditure account)

For the year ended 31 March 2021

| | Note | SPEAR | | SPEAR Endowment Trust | | 2021 | 2020 |
|--|------|------------------|------------------|-----------------------|------------------|------------------|------------------|
| | | Unrestricted | Restricted | Unrestricted | Restricted | Total | Total |
| | | £ | £ | £ | £ | £ | £ |
| Income from: | | | | | | | |
| Donations and legacies | 3 | 411,834 | - | - | - | 411,834 | 208,608 |
| Charitable activities | 4 | 1,299,212 | 3,440,546 | - | - | 4,739,758 | 3,851,569 |
| Investments | 5 | 3,738 | - | - | - | 3,738 | 21,094 |
| Total income | | 1,714,784 | 3,440,546 | - | - | 5,155,330 | 4,081,271 |
| Expenditure on: | | | | | | | |
| Raising funds | 6 | 240,171 | - | - | - | 240,171 | 176,968 |
| Charitable activities | 6 | 1,195,011 | 3,460,931 | - | 19,519 | 4,675,461 | 4,415,815 |
| Total expenditure | | 1,435,182 | 3,460,931 | - | 19,519 | 4,915,632 | 4,592,783 |
| Net income / (expenditure) for the year | 7 | 279,602 | (20,385) | - | (19,519) | 239,698 | (511,512) |
| Net movement in funds | | 279,602 | (20,385) | - | (19,519) | 239,698 | (511,512) |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | | 3,270,288 | 37,750 | - | 3,995,779 | 7,303,817 | 7,815,329 |
| Total funds carried forward | | 3,549,890 | 17,365 | - | 3,976,260 | 7,543,515 | 7,303,817 |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

SPEAR Housing Association Limited

Balance sheet

Company no. 06396687

As at 31 March 2021

| | Note | £ | 2021 £ | £ | 2020 £ |
|---|------|------------------|------------------|------------------|------------------|
| Fixed assets: | | | | | |
| Tangible assets | 10 | | 1,289,969 | | 1,306,694 |
| Investments | | | 47,097 | | 3,640 |
| | | | <u>1,337,066</u> | | <u>1,310,334</u> |
| Current assets: | | | | | |
| Debtors | 11 | 1,159,698 | | 597,166 | |
| Short term deposits | | 4,049 | | 6,619 | |
| Cash at bank and in hand | | 6,148,305 | | 5,775,755 | |
| | | <u>7,312,051</u> | | <u>6,379,540</u> | |
| Liabilities: | | | | | |
| Creditors: amounts falling due within one year | 12 | (1,105,602) | | (386,057) | |
| Net current assets | | | <u>6,206,449</u> | | <u>5,993,483</u> |
| Total assets less current liabilities | | | <u>7,543,515</u> | | <u>7,303,817</u> |
| Total net assets | | | <u>7,543,515</u> | | <u>7,303,817</u> |
| The funds of the charity: | | | | | |
| Restricted income funds | 14 | | 17,365 | | 37,750 |
| Endowment fund | | | 3,976,260 | | 3,995,779 |
| Unrestricted income funds: | | | | | |
| Designated funds | | | | | |
| Designated general funds – planned maintenance | | 1,129,972 | | 1,195,406 | |
| Designated general funds – property development | | 953,691 | | 956,691 | |
| General funds | | <u>1,466,227</u> | | <u>1,118,191</u> | |
| Total unrestricted funds | | | <u>3,549,890</u> | | <u>3,270,288</u> |
| Total charity funds | | | <u>7,543,515</u> | | <u>7,303,817</u> |

Approved by the trustees on 17 January 2022 and signed on their behalf by:

Paul Doe
Chair of Trustees

SPEAR Housing Association Limited

Statement of cash flows

For the year ended 31 March 2021

Reconciliation of net income (expenditure) to net cash flow from operating activities

| | 2021 £ | 2020 £ |
|---|----------------|------------------|
| Net income (expenditure) for the reporting period (as per the statement of financial activities) | 239,698 | (511,512) |
| Depreciation charges | 45,467 | 58,250 |
| Dividends, interest and rent from investments | (3,737) | (21,094) |
| (Increase) in debtors | (562,533) | (375,956) |
| Increase in creditors and deferred income | 719,546 | 41,876 |
| Net cash provided by/(used in) operating activities | 438,441 | (808,436) |

| | Note | 2021 £ | £ | 2020 £ | £ |
|--|------|------------------|---|------------------|---|
| Cash flows from operating activities | | | | | |
| Net cash provided by/(used in) operating activities | | 438,441 | | (808,436) | |
| Cash flows from investing activities: | | | | | |
| Dividends, interest and rents from investments | | 3,737 | | 19,887 | |
| Additions to investments | | (43,457) | | - | |
| Additions to fixed assets | | (28,742) | | (65,857) | |
| Net cash (used in) / provided by investing activities | | (68,462) | | (45,970) | |
| Change in cash and cash equivalents in the year | | 369,979 | | (854,406) | |
| Cash and cash equivalents at the beginning of the year | | 5,782,374 | | 6,636,780 | |
| Cash and cash equivalents at the end of the year | 16 | 6,152,353 | | 5,782,374 | |

1 Accounting policies

a) Statutory information

SPEAR Housing Association is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is 9 Briar Road, Twickenham, TW2 6RB.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

These accounts consist of the accounts of SPEAR Housing Association Limited and the SPEAR Endowment Trust (previously known as Quintus Housing Trust), charity number 1122206-1, an unincorporated charity. The Charity Commission issued a linking direction for the two charities in 2018. As a result of the linking direction, comparative information for SPEAR Housing Association Limited and the SPEAR Endowment Trust have been combined from the year-ended 31 March 2019 and have been restated as if the linking direction has always been in existence.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Rental Income and service charges are recognised on a receivable basis in the period to which it relates, net of any losses from voids and bad debts for arrears.

f) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in encouraging third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of our charity and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. The cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

i) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. Governance costs are apportioned on the basis of staff time attributable to each activity, as outlined above.

j) Fund accounting

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.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Endowment funds can be used solely for the specific purpose of property acquisition

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Land is not depreciated.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

| | |
|--|------------|
| ▪ Buildings and Property components – Almshouses and Housing | 8–75 years |
| ▪ Fixtures & Fittings | 3 years |
| ▪ Computers & Equipment | 3 years |

m) Debtors

Trade and other debtors are recognised at the settlement amount. Prepayments are valued at the amount prepaid.

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

p) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

q) Pensions

The pension contributions are paid into a Group Personal Pension Plan on behalf of all eligible employees who elect to have such a pension arrangement. This is an individual defined contribution arrangement. The charity's liability is limited to the employer's contributions.

r) Reclassification of Charitable income and expenditure

The notes for charitable income and expenditure have been reclassified in the year to show a summary of stratification of SPEAR's main activities.

2 Statement of financial activities (Incorporating income and expenditure account) – Prior Year

| | SPEAR | | SPEAR Endowment Trust | | 2020 Total £ |
|--------------------------------|-------------------|------------------|-----------------------|------------------|--------------------|
| | Unrestricted £ | Restricted £ | Unrestricted £ | Restricted £ | |
| Income from: | | | | | |
| Donations and legacies | 208,608 | – | – | – | 208,608 |
| Charitable activities | 1,255,579 | 2,595,990 | – | – | 3,851,569 |
| Investments | 21,094 | – | – | – | 21,094 |
| Total income | 1,485,281 | 2,595,990 | – | – | 4,081,271 |
| Expenditure on: | | | | | |
| Raising funds | 176,968 | – | – | – | 176,968 |
| Charitable activities | 1,798,732 | 2,597,965 | – | 19,118 | 4,415,815 |
| Total expenditure | 1,975,700 | 2,597,965 | – | 19,118 | 4,592,783 |
| Net (expenditure) for the year | (490,419) | (1,975) | – | (19,118) | (511,512) |
| Transfers between funds | – | – | – | – | – |
| Net movement in funds | (490,419) | (1,975) | – | (19,118) | (511,512) |
| Reconciliation of funds: | | | | | |
| Total funds brought forward | 3,760,707 | 39,725 | – | 4,014,897 | 7,815,329 |
| Total funds carried forward | 3,270,288 | 37,750 | – | 3,995,779 | 7,303,817 |

Notes to the financial statements

For the year ended 31 March 2021

3 Income from donations and legacies

| | Unrestricted £ | Restricted £ | 2021 Total £ | Unrestricted £ | Restricted £ | 2020 Total £ |
|-----------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Legacies | 9,622 | - | 9,622 | 21,417 | - | 21,417 |
| Donations | 402,212 | - | 402,212 | 187,191 | - | 187,191 |
| | 411,834 | - | 411,834 | 208,608 | - | 208,608 |

4 Income from charitable activities

| | Unrestricted £ | Restricted £ | 2021 Total £ | Unrestricted £ | Restricted £ | 2020 Total £ |
|---|-------------------|------------------|--------------------|-------------------|------------------|--------------------|
| Rents and service charges – Supported housing and hostels | 1,034,102 | - | 1,034,102 | 965,334 | - | 965,334 |
| Rents and service charges – SET Housing and almshouses | 203,574 | - | 203,574 | 179,275 | - | 179,275 |
| Supported Service Contracts: | | | | | | |
| LB Kingston | - | 496,602 | 496,602 | - | 497,334 | 497,334 |
| LB Merton | - | 113,072 | 113,072 | - | 236,526 | 236,526 |
| LB Richmond | - | 1,124,947 | 1,124,947 | 37,925 | 908,963 | 946,889 |
| LB Sutton | - | 416,513 | 416,513 | - | 123,167 | 123,167 |
| LB Wandsworth | - | 649,756 | 649,756 | - | 438,343 | 438,343 |
| Grants: | | | | | | |
| Coronavirus Job Retention Scheme (furlough scheme) | 38,936 | - | 38,936 | - | - | - |
| Richmond Parish Lands Charity | - | 31,400 | 31,400 | - | 31,400 | 31,400 |
| Hampton Fund | - | 12,250 | 12,250 | - | 13,050 | 13,050 |
| QSix (formerly PMM) | - | 35,417 | 35,417 | - | 50,000 | 50,000 |
| Homelessness Reponse Fund (COVID) | - | 99,740 | 99,740 | - | - | - |
| Heathrow Community Trust (COVID) | - | 7,500 | 7,500 | - | - | - |
| London Funders Community Trust | - | 5,000 | 5,000 | - | - | - |
| Other | - | 3,094 | 3,094 | 1,000 | 2,000 | 3,000 |
| Sub total | 1,276,612 | 2,995,291 | 4,271,903 | 1,183,535 | 2,300,784 | 3,484,319 |

Other Services**Community Development and Innovation**

| | | | | | | |
|-----------------------------|----------|----------------|----------------|----------|----------------|----------------|
| Hampton Fund | - | 23,125 | 23,125 | - | 22,500 | 22,500 |
| Comic Relief | - | 15,812 | 15,812 | - | - | - |
| City Bridge Trust | - | 31,037 | 31,037 | - | 28,950 | 28,950 |
| 29th May Charitable Trust | - | 5,000 | 5,000 | - | - | - |
| Masons Middlesex | - | 2,000 | 2,000 | - | - | - |
| Other | - | 500 | 500 | - | 2,225 | 2,225 |
| John Laing Charitable Trust | - | 23,000 | 23,000 | - | - | - |
| Streetsmart | - | - | - | - | 5,800 | 5,800 |
| Albert Hunt Trust | - | - | - | - | 5,000 | 5,000 |
| Heathrow Community Trust | - | 9,005 | 9,005 | - | 10,006 | 10,006 |
| Postcode Community Trust | - | - | - | - | 15,000 | 15,000 |
| Garfield Weston Foundation | - | 10,000 | 10,000 | - | 10,000 | 10,000 |
| Berkeley Foundation | - | 15,120 | 15,120 | - | 29,646 | 29,646 |
| Sub total | - | 134,599 | 134,599 | - | 129,127 | 129,127 |

Homeless Health Link Service

The National Lottery Community Fund (note £ 61,000 in Deferred Income, 2019: £30,000)

| | | | | | | |
|------------------|----------|----------------|----------------|----------|----------------|----------------|
| | - | 125,406 | 125,406 | - | 125,979 | 125,979 |
| Sub total | - | 125,406 | 125,406 | - | 125,979 | 125,979 |

Volunteering

| | | | | | | |
|------------------|----------|---------------|---------------|----------|---------------|---------------|
| Hampton Fund | - | 13,125 | 13,125 | - | 17,500 | 17,500 |
| Sub total | - | 13,125 | 13,125 | - | 17,500 | 17,500 |

Notes to the financial statements

For the year ended 31 March 2021

4 Income from charitable activities (continued)**Core Grants**

| | | | | | | |
|--|-----------|-----------|------------------|-----------|-----------|-----------|
| Wimbledon Foundation Homelessness Fund | - | 50,000 | 50,000 | 50,000 | - | 50,000 |
| Richmond Parish Lands Charity | 22,600 | 25,375 | 47,975 | 15,000 | 22,600 | 37,600 |
| Hampton Fund | - | 5,000 | 5,000 | - | - | - |
| Make Some Noise | - | 55,000 | 55,000 | - | - | - |
| Comasonic Benevolent Fund | - | 4,000 | 4,000 | - | - | - |
| Berkeley Foundation | - | 10,000 | 10,000 | - | - | - |
| Heathrow Community Trust | - | 2,500 | 2,500 | - | - | - |
| City Bridge Trust | - | 11,250 | 11,250 | - | - | - |
| Other COVID (Wandsworth LA) | - | 4,000 | 4,000 | - | - | - |
| Richmond Charities | - | 5,000 | 5,000 | - | - | - |
| Other | - | - | - | 7,044 | - | 7,044 |
| Sub total | 22,600 | 172,125 | 194,725 | 72,044 | 22,600 | 94,644 |
| Total income from charitable activities | 1,299,212 | 3,440,546 | 4,739,758 | 1,255,579 | 2,595,990 | 3,851,569 |

5 Income from investments

| | Unrestricted | Restricted | 2021 Total | Unrestricted | Restricted | 2020 Total |
|-----------------|--------------|------------|---------------|--------------|------------|---------------|
| | £ | £ | £ | £ | £ | £ |
| Interest earned | 3,738 | - | 3,738 | 21,094 | - | 21,094 |
| | 3,738 | - | 3,738 | 21,094 | - | 21,094 |

6a Analysis of expenditure (current year)

| | Client Services | | | | | | | | | | | | | 2021 Total £ | 2020 Total £ |
|-------------------------------|--|--------------------------------|---|------------------|----------------|------------------|----------------|-----------------------|-----------------------|-------------------------------|-------------------------|--------------------------|-----------------------|--------------------|--------------------|
| | Supported Service contracts | | | | | | | | | | | | | | |
| | Supported housing and hostels £ | Housing and Almshouses £ | Health and Community Development £ | LB Kingston £ | LB Merton £ | LB Richmond £ | LB Sutton £ | Cross Borough £ | LB Wandsworth £ | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | | |
| Staff costs (Note 8) | 336,776 | – | 234,197 | 229,512 | 252,051 | 466,459 | 163,233 | 51,540 | 416,750 | 127,287 | 19,163 | – | 1,028,979 | 3,325,948 | 3,122,570 |
| Premises Costs | 740,050 | 118,236 | 3,112 | 6,240 | – | 4,793 | 1,685 | 37,308 | 3,361 | 1,267 | 247 | – | 121,421 | 1,037,720 | 856,083 |
| Infrastructure Costs | 50,908 | 6,822 | 9,734 | 8,814 | – | 19,538 | 3,521 | 13,601 | 9,380 | 5,718 | 473 | – | 74,253 | 202,762 | 193,075 |
| Fundraising Costs | – | – | – | – | – | – | – | – | – | 2,358 | – | – | – | 2,358 | 3,732 |
| Client Costs | 15,790 | 406 | 15,581 | 29,883 | – | 27,572 | – | 204 | 165,272 | – | – | – | – | 286,111 | 319,540 |
| Other Direct Costs | – | – | – | – | – | – | – | – | – | – | – | 60,733 | – | 60,733 | 97,783 |
| | 1,143,524 | 125,464 | 262,624 | 274,449 | 252,051 | 518,362 | 168,235 | 267,721 | 461,302 | 136,631 | 19,883 | 60,733 | 1,224,653 | 4,915,632 | 4,592,783 |
| Support costs | 258,158 | 48,763 | 62,280 | 128,510 | 27,084 | 271,220 | 118,336 | 46,087 | 162,423 | 98,648 | 3,144 | – | (1,224,653) | – | – |
| Governance costs | 12,803 | 2,418 | 3,089 | 6,373 | 1,343 | 13,450 | 5,869 | 2,286 | 8,055 | 4,892 | 156 | (60,733) | – | – | – |
| Total expenditure 2021 | 1,414,484 | 176,645 | 327,993 | 409,332 | 280,478 | 803,033 | 292,440 | 316,093 | 631,779 | 240,171 | 23,183 | – | – | 4,915,632 | 4,592,783 |
| Total expenditure 2020 | 1,728,889 | 182,847 | 267,383 | 482,644 | 402,262 | 746,084 | 135,534 | – | 447,512 | 177,376 | 22,252 | – | – | – | 4,592,783 |

6b Analysis of expenditure (prior year)

| | Client Services | | | | | | | | | | | | 2020 Total £ | 2019 Total £ |
|-------------------------------|--|--------------------------------|---|------------------|----------------|------------------|----------------|-----------------------|-------------------------------|-------------------------|--------------------------|-----------------------|--------------------|--------------------|
| | Supported Service contracts | | | | | | | | | | | | | |
| | Supported housing and hostels £ | Housing and Almshouses £ | Health and Community Development £ | LB Kingston £ | LB Merton £ | LB Richmond £ | LB Sutton £ | LB Wandsworth £ | Cost of raising funds £ | Volunteer costs £ | Governance Costs £ | Support Costs £ | | |
| Staff costs (Note 8) | 569,777 | 18,412 | 222,066 | 274,766 | 356,093 | 467,171 | 26,387 | 253,537 | 113,674 | 17,410 | - | 803,279 | 3,122,570 | 2,232,370 |
| Premises Costs | 645,763 | 92,560 | 161 | 1,107 | 170 | 11,590 | - | 467 | - | - | - | 104,587 | 856,083 | 761,464 |
| Infrastructure Costs | 55,759 | 9,744 | 4,963 | 13,836 | 115 | 23,708 | 1,297 | 1,158 | 1,725 | 144 | - | 80,626 | 193,075 | 179,668 |
| Fundraising Costs | - | - | - | - | - | - | - | - | 3,732 | - | - | - | 3,732 | 5,014 |
| Client Costs | 24,905 | - | 24,717 | 83,871 | 3,602 | 104,642 | 4,984 | 65,174 | - | - | - | 7,644 | 319,540 | 74,397 |
| Other Direct Costs | - | - | - | - | - | - | - | - | - | - | 97,783 | - | 97,783 | 107,774 |
| | 1,296,204 | 120,716 | 251,585 | 373,579 | 359,980 | 607,111 | 32,669 | 320,336 | 119,131 | 17,554 | 97,783 | 996,137 | 4,592,783 | 3,360,687 |
| Support costs | 391,120 | 48,015 | 10,234 | 100,474 | 40,767 | 124,161 | 102,114 | 119,812 | 55,145 | 4,295 | - | (996,137) | - | - |
| Governance costs | 41,565 | 14,115 | 5,565 | 8,591 | 1,515 | 14,812 | 751 | 7,365 | 3,100 | 404 | (97,783) | - | - | - |
| Total expenditure 2020 | 1,728,889 | 182,847 | 267,383 | 482,644 | 402,262 | 746,084 | 135,534 | 447,512 | 177,376 | 22,252 | - | - | 4,592,783 | 3,360,687 |

Notes to the financial statements

For the year ended 31 March 2021

7 Net income (expenditure) for the year

This is stated after charging:

| | 2021 £ | 2020 £ |
|---|-------------------|-------------------|
| Depreciation | 45,467 | 58,250 |
| Operating lease rentals: | | |
| Property | 512,875 | 460,359 |
| Auditor's remuneration (excluding VAT): | | |
| Audit | 10,850 | 14,700 |
| Other services | - | - |
| | <u> </u> | <u> </u> |

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

Staff costs were as follows:

| | 2021 £ | 2020 £ |
|---|------------------|------------------|
| Salaries and wages | 2,551,243 | 2,281,996 |
| Social security costs | 242,140 | 210,627 |
| Employer's contribution to defined contribution pension schemes | 67,594 | 59,696 |
| Holiday pay expense | 94,980 | - |
| Staff Expenses | 27,297 | 39,424 |
| Contractors and temporary Staff | 152,232 | 373,153 |
| Coronavirus Job Retention Scheme (furlough scheme) | 38,936 | - |
| Provision for deferred staffing costs | 84,319 | - |
| Staff learning and development | 13,139 | 53,914 |
| Recruitment | 29,640 | 82,554 |
| DBS Checks | 992 | 1,540 |
| Volunteer expenses | 16 | 3,230 |
| Other forms of employee benefits | 23,422 | 16,437 |
| | <u>3,325,948</u> | <u>3,122,570</u> |

The following number of employees received employee benefits (excluding pension contributions and employer's national insurance) during the year between:

| | 2021 No. | 2020 No. |
|-------------------|-------------------|-------------------|
| £60,000 – £69,999 | 2 | 2 |
| £80,000 – £89,999 | 1 | - |
| | <u> </u> | <u> </u> |

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £ 316,336 (2020: £ 330,004).

Notes to the financial statements

For the year ended 31 March 2021

9 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was follows:

| | 2021 No. | 2020 No. |
|-------------------------------|-------------|-------------|
| Supported Housing and Hostels | 27 | 43 |
| Supported Service Contracts | 47 | 47 |
| Operational Management | 9 | 6 |
| Central Support | 12 | 8 |
| Raising Funds | 3 | 2 |
| Trust Fundraising | 1 | 1 |
| Communications Manager | 1 | 1 |
| Volunteering | 1 | 1 |
| | 101 | 109 |

10 Tangible fixed assets

| | Land and buildings – Almshouses £ | Land and buildings – Housing £ | Fixtures & fittings £ | Computer equipment £ | Total £ |
|--------------------------|--|---|-----------------------------|----------------------------|------------------|
| Cost | | | | | |
| At the start of the year | 502,849 | 1,104,525 | 113,340 | 28,761 | 1,749,475 |
| Additions in year | – | 3,212 | 1,116 | 24,414 | 28,742 |
| At the end of the year | 502,849 | 1,107,737 | 114,456 | 53,175 | 1,778,217 |
| Depreciation | | | | | |
| At the start of the year | 183,927 | 154,927 | 82,306 | 21,621 | 442,781 |
| Charge for the year | 9,079 | 10,440 | 15,071 | 10,877 | 45,467 |
| At the end of the year | 193,006 | 165,367 | 97,377 | 32,498 | 488,248 |
| Net book value | | | | | |
| At the end of the year | 309,843 | 942,370 | 17,079 | 20,677 | 1,289,969 |
| At the start of the year | 318,922 | 949,598 | 31,034 | 7,141 | 1,306,694 |

All of the above assets are used for charitable purposes.

11 Debtors

| | 2021 £ | 2020 £ |
|----------------|------------------|----------------|
| Trade debtors | 950,027 | 381,295 |
| Other debtors | 120 | 1,227 |
| Staff Loans | 3,025 | 6,711 |
| Prepayments | 80,607 | 55,498 |
| Accrued income | 125,919 | 152,435 |
| | 1,159,698 | 597,166 |

Notes to the financial statements

For the year ended 31 March 2021

12 Creditors: amounts falling due within one year

| | 2021 £ | 2020 £ |
|--------------------------------------|------------------|----------------|
| Trade creditors | 143,973 | 57,630 |
| Payroll taxation and social security | – | 55,677 |
| Holiday pay provision | 94,980 | – |
| Other creditors and provisions | 156,081 | 64,247 |
| Accruals | 156,108 | 125,003 |
| Deferred income (Note 13) | 554,460 | 83,500 |
| | <u>1,105,602</u> | <u>386,057</u> |

13 Deferred income

| | 2021 £ | 2020 £ |
|---------------------------------------|----------------|---------------|
| Balance at the beginning of the year | 83,500 | 20,000 |
| Amount released to income in the year | (33,500) | (10,000) |
| Amount deferred in the year | 504,460 | 73,500 |
| Balance at the end of the year | <u>554,460</u> | <u>83,500</u> |

Included in the above is £ 262,803 (2020: £ nil) relating to Amounts Invoiced in advance, and £ 291,657 (2020: £ 83,500) being deferred amounts on contracts with future performance obligations.

14a Analysis of net assets between funds (current year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,252,213 | – | 37,756 | – | 1,289,969 |
| Investments | – | – | 47,097 | – | 47,097 |
| Net current assets | 2,724,047 | 2,083,663 | 1,381,374 | 17,365 | 6,206,449 |
| Net assets at the end of the year | <u>3,976,260</u> | <u>2,083,663</u> | <u>1,466,227</u> | <u>17,365</u> | <u>7,543,515</u> |

14b Analysis of net assets between funds (prior year)

| | Endowment £ | Designated £ | General unrestricted £ | Restricted £ | Total funds £ |
|--|------------------|------------------|------------------------------|-----------------|---------------------|
| Tangible fixed assets | 1,268,519 | – | 38,174 | – | 1,306,694 |
| Investments | – | – | 3,640 | – | 3,640 |
| Net current assets | 2,727,260 | 2,152,097 | 1,076,377 | 37,750 | 5,993,484 |
| Net assets at the end of the year | <u>3,995,779</u> | <u>2,152,097</u> | <u>1,118,191</u> | <u>37,750</u> | <u>7,303,817</u> |

15a Movements in funds (current year)

| | At 1 April 2020 £ | Income & gains £ | Expenditure & losses £ | At 31 March 2021 £ |
|---------------------------------------|-------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | |
| Core charitable services | 3,750 | 172,125 | (168,375) | 7,500 |
| Volunteering | 4,375 | 13,125 | (17,500) | - |
| Supported Housing and services grants | 17,000 | 194,400 | (204,335) | 7,065 |
| Community Development & Innovation | 12,625 | 134,599 | (144,424) | 2,800 |
| LB Kingston | - | 496,602 | (496,602) | - |
| LB Merton | - | 113,072 | (113,072) | - |
| LB Richmond | - | 1,124,947 | (1,124,947) | - |
| LB Sutton | - | 416,513 | (416,513) | - |
| LB Wandsworth | - | 649,756 | (649,756) | - |
| Homeless Healthlink | - | 125,406 | (125,406) | - |
| Total restricted funds | 37,750 | 3,440,546 | (3,460,931) | 17,365 |

| | At 1 April 2020 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2021 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 956,691 | - | - | (3,000) | 953,691 |
| Cyclical maintenance fund | 1,195,406 | - | - | (65,434) | 1,129,972 |
| Total designated funds | 2,152,097 | - | - | (68,434) | 2,083,663 |
| General funds | 1,118,191 | - | 1,714,784 | (1,366,748) | 1,466,227 |
| Total unrestricted funds | 3,270,288 | - | 1,714,784 | (1,435,182) | 3,549,890 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,204,045 | - | - | (9,079) | 1,194,966 |
| Property reinvestment (Housing) | 2,791,734 | - | - | (10,440) | 2,781,294 |
| | 3,995,779 | - | - | (19,519) | 3,976,260 |
| Total funds | 7,303,817 | - | 5,155,330 | (4,915,632) | 7,543,515 |

Movements in funds (continued)

Purposes of restricted funds

MHCLG, GLA, Rough Sleeper Initiative, Next Steps Accommodation Programmes and Rough Sleeper Accommodation Programmes

Government funding to reduce levels of rough sleeping as part of the Rough Sleepers Initiative strategy; supporting outreach, tenancy support, health support and other measures.

Supported Living Allowance, Housing Preventative Support and Supporting People grants

Domestic Violence/Complex Needs

MHCLG grant administered by Richmond council on behalf of a tri-Borough initiative with Kingston and Merton councils to provide specialist accommodation and support to homeless women that have been victims of domestic violence and abuse, and that have complex support needs associated to their experience of abuse.

Wandsworth Outreach

PMM (QSix) funds Outreach Workers in SPEAR's rough sleeper outreach service for the London Borough of Wandsworth.

Homeless Health Link service

Grants from National Lottery Community Fund and Richmond Parish Lands Charity fund a service to improve the physical and mental health of people experiencing homelessness in Richmond and Kingston.

The Core Charitable Services

This grant from the Richmond Parish Lands Charity, Wimbledon Foundation Homelessness Fund, Hampton Fund, Make Some Noise, Comasonis Benevolent Fund, Berkeley Foundation, City Bridge Trust, Heathrow Community Trust and Richmond Charities pay for overheads including central services, head office, managing data and IT costs.

Volunteering

A grant from Hampton Fund funds a volunteering service in which volunteers are recruited, trained and supported in a range of roles throughout SPEAR.

Supported Housing Schemes:

– Sandycombe Road Supported Housing Scheme

This grant from the Richmond Parish Lands Charity funds a supported housing scheme for men in Richmond.

– Rosa House Supported Housing Scheme

A grant from Richmond Parish Lands Charity funds a supported housing scheme for women in Richmond.

– Ringwood Way Supported Housing Scheme

A grant from Hampton Fund funds a supported housing scheme worker and set up costs of a property.

Community Development Innovation

Grants from Comic Relief, Albert Hunt Trust, Berkeley Foundation, City Bridge Trust, the funding arm of The City of London Corporation's charity, Bridge House Estates, Garfield Weston Foundation, Hampton Fund, Heathrow Community Fund, People's Postcode Community Trust, Masons Middlesex, John Laing Charitable Trust, 29th May Charitable Trust, fund work supporting young people and adults who are homeless to develop their confidence and life skills, to improve their wellbeing, to undertake training and education, and to secure employment.

Notes to the financial statements

For the year ended 31 March 2021

15b Movements in funds (prior year)

| | At 1 April 2019 £ | Income & gains £ | Expenditure & losses £ | At 31 March 2020 £ |
|---|-------------------------|------------------------|------------------------------|--------------------------|
| Restricted funds: | | | | |
| Core Charitable Services | – | 22,600 | (18,850) | 3,750 |
| Volunteering | 4,375 | 17,500 | (17,500) | 4,375 |
| Sandycombe Road Supported Housing Scheme | – | 17,000 | (17,000) | – |
| Rosa House Supported Housing Scheme | – | 14,400 | (14,400) | – |
| Skills Development Fund (CDI) | 7,850 | 129,127 | (124,352) | 12,625 |
| Domestic Violence Services – Richmond | – | 57,561 | (57,561) | – |
| London Borough of Richmond – Supporting People contract – Penny Wade House | – | 93,058 | (93,058) | – |
| London Borough of Richmond – Service Level Agreement – Penny Wade House | – | 96,868 | (96,868) | – |
| London Borough of Merton – Supporting People contract/Housing Management Grant | – | (128,348) | 128,348 | – |
| London Borough of Richmond – Supporting People contract Lower Grove Rd | – | 48,605 | (48,605) | – |
| Rough Sleeper Outreach Services – SLA & SP | – | 185,457 | (185,457) | – |
| Fresh Start | – | 35,620 | (35,620) | – |
| Rapid Housing Pathway (Richmond, Wandsworth, Kingston & Sutton) | – | 449,248 | (449,248) | – |
| Wandsworth outreach – QSIx | 20,000 | 50,000 | (58,500) | 11,500 |
| MHCLG Kingston | – | 268,501 | (268,501) | – |
| MHCLG Richmond/Barnes Workhouse Fund | – | 312,296 | (306,796) | 5,500 |
| MHCLG Wandsworth | – | 299,427 | (299,427) | – |
| MHCLG Merton | – | 108,178 | (108,178) | – |
| MHCLG Sutton | – | 123,167 | (123,167) | – |
| Homeless Healthlink | 7,500 | 125,979 | (133,479) | – |
| Total restricted funds | 39,725 | 2,326,244 | (2,328,219) | 37,750 |

| | At 1 April 2019 £ | Transfers between fund £ | Income & gains £ | Expenditure & losses £ | At 31 March 2020 £ |
|------------------------------------|-------------------------|--------------------------------|------------------------|------------------------------|--------------------------|
| Unrestricted Funds | | | | | |
| Designated funds: | | | | | |
| Designated development fund | 1,290,994 | (311,000) | – | (23,303) | 956,691 |
| Cyclical maintenance fund | 1,231,303 | – | – | (35,897) | 1,195,406 |
| Total designated funds | 2,522,297 | (311,000) | – | (59,200) | 2,152,097 |
| General funds | 1,238,410 | 311,000 | 1,485,281 | (1,916,500) | 1,118,191 |
| Total unrestricted funds | 3,760,707 | – | 1,485,281 | (1,975,700) | 3,270,288 |
| Endowment Funds | | | | | |
| Property reinvestment (Almshouses) | 1,213,124 | – | – | (9,079) | 1,204,045 |
| Property reinvestment (Housing) | 2,801,773 | – | – | (10,039) | 2,791,734 |
| | 4,014,897 | – | – | (19,118) | 3,995,779 |
| Total funds | 7,815,329 | – | 3,811,525 | (4,323,037) | 7,303,817 |

16 Analysis of cash and cash equivalents

| | At 1 April 2020 £ | Cash flows £ | At 31 March 2021 £ |
|--|-------------------------|-----------------|--------------------------|
| Cash at bank and in hand | 5,775,755 | 372,549 | 6,148,305 |
| Notice deposits (less than three months) | 6,619 | (2,570) | 4,049 |
| Total cash and cash equivalents | 5,782,374 | 369,979 | 6,152,353 |

17 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

| | Property 2021 £ | 2020 £ | Equipment 2021 £ | 2020 £ |
|--------------------|-----------------------|-----------|------------------------|-----------|
| Less than one year | 442,282 | 322,316 | - | 7,056 |
| One to five years | 480,020 | 616,381 | - | 2,280 |
| Over five years | 83,548 | 131,048 | - | - |
| | 1,005,850 | 1,069,745 | - | 9,336 |

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

19 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.