

Company number: 06396687

Charity number: 1122206

SPEAR Housing Association Limited

(Known and operating as SPEAR)

Report and financial statements

For the year ended 31 March 2016

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SPEAR Housing Association Limited
Legal & administrative information
For the year ended 31 March 2016

Company number 06396687

Charity number 1122206

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:

Jack Stephen	Chair
Paul Gannon	Treasurer
Charles Barrie Hatch	Secretary
Grant Healy	
Geraldine Stanford	(Resigned 12 January 2016)
Lorraine Clifton	(Resigned 31 October 2016)
Frances Bouchier	(Resigned 14 November 2016)
Jeremy Theobald	(Joined 23 November 2015)
Katy Kiely	(Joined 23 November 2015)
Duncan Richford	(Joined 23 May 2016)
Charlotte Campanale	(Joined 28 September 2016)
Alex Doig	(Joined 11 October 2016)

Key management personnel	Stuart Nevill	Chief Executive
	Lesleigh Bounds	Operations Director
	Syed Ali Naqi	Finance Director

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

Auditors Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
Invicta House, 108-114 Golden Lane
LONDON
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FOREWORD

As we approach our thirtieth anniversary next year, we are taking stock and reflecting on current challenges and our future direction.

SPEAR was set up in 1987 after two rough sleepers died on the banks of the River Thames in Richmond. Nearly 30 years on, the threat of homeless people dying is still very real. Last year, we saw more street homeless people than ever before and more people with complex physical and mental health issues.

Our work has evolved and grown over the years. SPEAR began by providing accommodation in one building in Richmond – Penny Wade House. Today, our services span five boroughs and offer personalised support to address people's housing, health and employment needs.

Last year, we increased our supported housing provision again and launched a new programme to help homeless people engage effectively with health care appropriate to their circumstances and particular needs. We also introduced a new service for homeless women, increased the capacity of our young people's support accommodation in Merton and offered new training and employment opportunities to SPEAR clients. Internally, we also invested in the expertise of our staff team and further developed our Personnel and Quality Assurance processes.

We have a strong vision for how SPEAR can best support homeless people in our fourth decade of operation – addressing clients' housing, health and employment needs will continue to be our core approach. We want to further strengthen our service provision for homeless young people, for women and for homeless people with challenging health needs. We will continue to evolve to respond to new challenges and opportunities in the funding environment.

Central to SPEAR's future is your support. As a partner, donor, volunteer or fellow member of the community, you make our work possible. Thank you for everything you do. We hope you enjoy reading about the impact of your support and that you continue to work with us over the coming year.



A handwritten signature in black ink, appearing to read 'Jack Stephen'.

Jack Stephen
Chair



A handwritten signature in black ink, appearing to read 'Stuart Nevill'.

Stuart Nevill
Chief Executive

ABOUT SPEAR

SPEAR is a charity for homeless people in South West London. Since we were founded in 1987, we have built communities in which everyone has a place to call home. This means the most vulnerable members of our community can receive the help they need to lead a fulfilling life.

Homelessness is much more than just a housing issue. It can have devastating consequences on a person's health and wellbeing, making them vulnerable and isolated from society.

In 2015/16, we helped over 500 people to rebuild their lives through a range of accommodation and support services and gave around 2,000 people housing advice. Our services included:

- **Rough sleeper outreach** services in Richmond and Sutton
- An **advice line** for people facing or experiencing homelessness
- Emergency and longer term **accommodation**, plus support in people's own homes
- Support for individuals' **mental and physical health** needs and **addictions**
- **Skills development** services
- Accommodation and support for **women, young people** and those in contact with the criminal justice system
- Contributions to **local authority homelessness strategies** to help shape the future of homelessness provision in South West London

Key achievements in 2015/16

- Our outreach teams supported 126 homeless clients from the streets into accommodation
- We provided 168 supported tenancies to homeless people
- We helped 137 homeless people to access better health care
- 113 homeless people developed their skills or prepared for employment
- 70 volunteers gave over 3,700 hours of their time
- We regained our quality assurance quality mark (ISO 9001)
- We became accredited as a London Living Wage employer
- We launched our innovative Homeless Health Link Service
- We secured funding to implement a service for vulnerable homeless women with experience of domestic violence and related mental health issues

HOMELESSNESS EXPLAINED

- The number of **new street homeless** people verified by SPEAR in Richmond doubled in the last four years, rising from 68 to 137 in 2015/16
- The number of new street homeless **women** increased from 8 to 26 a year in the same period
- The number of new street homeless people **under the age of 35** increased from 19 to 48 in the same period

Complex health and social care needs

72% of people living in SPEAR supported accommodation had a **mental health issue**

60% had an **alcohol or substance misuse issue**. Many of these clients also had poor mental health. Over 50% of this group were not receiving any support from mental health agencies when we started working with them

40% of clients had a recent history of **offending**. The majority of these clients also had a mental health issue

30% of clients had a significant **physical health issue** and the majority of these had a mental health issue. 40% of this group were not receiving any treatment for their health condition when we started working with them

38% of clients had a **debt** problem

23% of clients had experienced or perpetrated **domestic violence**

The demographics of our clients

Gender:

- 79% male
- 21% female

Age:

- 9% of our clients are aged under 21
- 30% are aged 21 to 35
- 24% are aged 36 to 45
- 32% are aged 46 to 60
- 5% are aged over 61

Ethnicity:

- 56% White British
- 14% White European
- 10% Black British
- 7% Asian British
- 5% Mixed Race British

STREET HOMELESSNESS AND HOUSING

SPEAR's Rough Sleeper Outreach Teams go out onto the streets at night and very early in the morning to find people sleeping rough in Richmond and Sutton. Their main aim is to make clients safe by finding them somewhere to stay, identifying health problems that need treatment and linking people up with social and community services.

We provide emergency and longer term accommodation. Our specialist accommodation helps people with complex needs (a combination of mental health, physical health and substance use issues), victims of domestic violence and young people leaving care or in contact with the criminal justice system. In 2015/16 we operated with 62 shared supported housing units and 32 independent supported housing units.

As well as providing accommodation, we support people in their own homes. Together with other vulnerable people, those who have been homeless often have difficulty budgeting, paying their bills and using their time meaningfully. That means they are at high risk of losing their homes.

Our Tenancy Sustainment Teams help people to learn the skills and develop the confidence they need to live independently and be active in their community. We also support people with specific needs – for example, helping older people with physical health problems to install the equipment they need to live as independently as possible.



Staff and clients at a SPEAR House of Multiple Occupancy

STREET HOMELESSNESS AND HOUSING (cont.)

2015/16 achievements

- 90% of SPEAR's supported tenancies were successfully sustained
- In Richmond we provided or brokered accommodation for 102 street homeless clients
- We supported 25 people in Richmond to reconnect to their country of origin or their home area in the UK
- In Sutton, we provided or brokered accommodation for 30 street homeless clients. We supported a further 9 people at imminent risk of homelessness

Living on the street – Mark's story

My journey to the streets started with a period of mental health problems, and a breakdown. Unable to maintain rent payments I was evicted. I found myself rough sleeping in the Ham area, for a period of four months.

I found it overwhelmingly difficult to deal with my circumstances, and just could not see a way out of my situation. It was only when a SPEAR Outreach worker met up with me, that I began to see life did not have to be like that. I was able to live in one of the SPEAR shared houses, but I did not have the confidence to leave my room or interact with other people.

Alerted by fellow residents, the Head of the Skills Team spent time with me and explained SPEAR services and I slowly grew to trust him. I slowly began to feel able to talk to others and join in some SPEAR activities. I started with the book club, then became one of the first members of the Client Involvement Group and I have even used my IT skills to help edit their bimonthly newsletter.

I've taken on other activities too such as speaking at events for SPEAR and participating in fundraising events. These activities have really helped me to build my confidence and improve my quality of life day to day.

**One of our Key Workers at Penny Wade House,
working with one of our residents**



YOUTH HOMELESSNESS

SPEAR's hostel for young homeless people in Merton reopened in April 2015 following a redevelopment project that increased the capacity from 9 to 16 beds. The staff team expanded to manage the larger project, providing more support to the many young people living at the hostel.

SPEAR also operates a small hostel for young homeless people in Richmond. In 2015/16 we reviewed the remarkable outcomes of all the young people who had lived at the hostel over the previous eight years:

- 100% of residents with a criminal justice order completed it successfully
- 97% moved out of the hostel with no rent arrears
- 93% who received family mediation support reported an improvement in their family relationships
- 61% volunteered while living at the hostel
- 58% secured employment
- 48% gained a qualification

A case worker's perspective

Amy had been sleeping rough after fleeing violence and abuse at home. When I first met her, she appeared traumatised and had little more than the clothes she was wearing. She was isolated and scared but over time she started to feel safe and talk about her experiences.

I referred her to health professionals to help her anxiety and sleeplessness, as well as to specialist agencies to help her address the trauma she had experienced before becoming homeless. Amy was supported each day during her initial weeks with SPEAR and is now planning to move into independent accommodation and pursue her ambition to be a teacher.

Amy said to me:

“SPEAR has helped me to understand I am not to blame for my situation. I feel for the first time that I have hope for my future.”

OUR WORK WITH HOMELESS WOMEN

Most of the street homeless women we work with need specialised support to address experiences of trauma, exploitation and violence. As such, mental health problems, self-harm and eating disorders are common.

We operate three shared supported housing projects just for women, with all-female staff, with two of these projects opening early in 2016.

In 2015/16, we worked with 105 women, including 26 new street homeless women and provided supported housing to 51 new women.

We also launched a new service designed specifically to address the impact of domestic violence on homeless women's mental health and wellbeing.



Staff and clients

Regaining trust: Susan's perspective

"I was evicted very suddenly from my home and, with nowhere else to go, found myself sleeping rough in Richmond. Various agencies seemed to offer support, but none of them really helped me. It was disappointing and quite scary, especially as a woman on the streets, and I despaired of ever getting my life back on track.

After a long and traumatic process, I was finally referred to SPEAR. I was placed in the Richmond hostel and the way that two of the key workers there believed in me and in my word gave me the determination to slowly start to regain my life. SPEAR helped me regain my trust in people and recognised that my issues were urgent and quickly found a way to deal with them."

HEALTH AND HOMELESSNESS

SPEAR launched the Homeless Health Link service in 2015/16. Health assessments had revealed that our clients commonly experienced mental and physical health conditions and alcohol and substance misuse problems and often used emergency services unnecessarily. Yet many people were not receiving adequate support to address their health issues. When asked, many of our clients said they did not feel confident knowing how or where to seek help.

The Homeless Health Link Team had three key aims:

1. To connect people with primary care by registering them with GPs, dentists and podiatrists
2. To advocate for homeless people in health care settings to ensure they get the correct diagnosis, understand their treatment and that care for multiple conditions is joined up
3. To help health and social care providers to better understand the needs of homeless people



Exercise and sport programme in association with St Mary's University

An evaluation in 2015/16 indicated that the service:

- **Improved engagement with primary health care, secondary health care and specialist health care**
 - Over 50% increase in the number of homeless people accessing mental health and addiction services
 - Over 100 homeless people registered with GPs
- **Reduced inappropriate use of emergency and hospital services**
 - 35% reduction in use of A&E
 - 23% reduction in use of ambulances
 - 50% reduction in hospital admissions
- **Improved people's mental and physical health**
 - 39% reduction in suicidal thinking
 - 35% reduction in self-harm
 - 40% reduction in breathing problems, chest pains, fainting or blackouts
- **Reduced alcohol and substance misuse**
 - 28% reduction in consumption of 10+ units alcohol/day
 - 32% reduction in use of illicit drugs

HEALTH AND HOMELESSNESS (cont.)

Taking a trauma-informed care approach

We trained all SPEAR staff in trauma-informed care, embedding an understanding by all our staff of the lifelong effects of historical complex trauma on homeless people. A common side effect of trauma is difficulty in forming healthy and trusting relationships, which is why many homeless people avoid engaging with health professionals. A trauma-informed care approach helps our clients to feel safe and empowered in all their interactions with us and with other services. This in turn improves their self-esteem and motivates them to improve their own health.

A Health Link worker's perspective

When I first met Martin, he explained he had served in the Gulf War and desperately wanted support to address the post-traumatic stress disorder that had contributed to him becoming homeless. However, he had a fear of engaging with mainstream mental health services as he did not like talking about his war experiences to a professional he had never met before. This had made him increasingly hopeless and suicidal. I was so relieved he managed to make contact with SPEAR's Homeless Health Link service and we were able to help him.

Martin said to me:

"It's the first time someone referred to what 'we' were going to do together. Knowing I had someone beside me, enabled me to ask health services for what I needed."



Free NHS Health Checks at Twickenham Drop In

TRAINING AND EMPLOYMENT

Finding work is an effective route out of homelessness. However, complex issues, low skills and social disadvantage prevent many of SPEAR's homeless clients from moving on with their lives.

SPEAR provides people with personalised support to overcome their problems and transform their lives. In 2015/16, 113 people took up one or more of the range of activities we offered:

- 59 people completed **confidence-building activities** such as art club, book club, group discussions, cooking and gardening
- 41 clients completed **internal training** and 46 clients undertook **external training** in IT, numeracy, literacy, life skills and accredited courses such as peer mentoring
- 19 people completed **work placements** in local business or **volunteering**, for example supporting events, maintaining hostel gardens, reception work at hostels and peer support roles
- 56 people completed **pre-employment activities** such as looking for work through our Job Club or developing CV writing and interview skills
- **Employment brokerage and support** helped 9 clients into work

We work in close partnership with the local community, in particular education providers, volunteers and employers, to offer flexible training and work placements. In 2015/16, we developed a range of training courses in partnership with Richmond Adult Community College, specifically designed for SPEAR clients who were unfamiliar with a mainstream learning environment. The programme is also integrated with wider support for people's housing and health needs so they can make sustainable steps forward with their lives.



Clients take part in a bicycle repair course

CLIENT INVOLVEMENT

Client-led activities are at the heart of SPEAR's Training and Employment Programme. In 2015/16, we scaled up our commitment to client involvement and:

- We set up a group for clients to provide a platform for their ideas and a mechanism to give feedback on the services we provide
- We developed a new accredited peer mentoring course in partnership with Richmond Adult Community College, which 7 SPEAR clients pursued
- We worked with clients to develop a range of new client involvement roles
- We implemented weekly client involvement groups
- We organised two client conferences which celebrated client involvement and provided information on local services

Joe's story

When Joe was just 16, family problems forced him to leave home. He slept on friends' sofas and in his car for four years until SPEAR's Outreach Team found him last year. We managed to find Joe a room in our emergency hostel in Twickenham.

As soon as he had a place to stay, Joe told us that he was desperate to find a job, but he did not know where to look or what he had to offer. The Training and Employment Team found him a place on an Outward Bound course with The Prince's Trust to increase his confidence. Having found his feet, he then felt ready to try some work experience, so his Support Worker helped him find a voluntary role at a community centre, working with disabled children. With recent work experience under his belt, Joe was then in a position to find paid work.

The Training and Employment Team helped Joe learn how to write a CV and then apply for work. We also applied for charitable funds to pay for some new clothes and for travel costs. Joe was offered two jobs – one as a Support Worker in a local hostel and another as a carer for one of the disabled children at the centre where he volunteered. Joe chose the carer role as he enjoyed working with the child and had developed a great relationship with his parents.

Our support hasn't stopped since Joe found work. We've been helping him manage his money so his salary stretches to cover all his bills and food. Joe recently moved into his own council property and is finally supporting himself. We're confident he has a bright future ahead of him, but he knows we're here if he needs further help.

VOLUNTEERING

Volunteers make an extremely valuable contribution to SPEAR in all types of roles, ranging from receptionist to outreach work with rough sleepers.

This year, we increased the mix of skills and experiences offered by volunteers through partnerships with local universities and colleges, Thames Valley Housing Association and the local Community Mental Health Team. We also linked up with The Challenge, a National Citizenship programme for young people, and the Team-Up project, run by Health Education England, which resulted in the SPEAR team being awarded a national volunteering award. Volunteering is also important for our clients and we saw a considerable increase in the number of clients taking up opportunities in 2015/16.

Our volunteers' experiences

"I have enjoyed being well supported, but I have also felt out of my comfort zone once or twice. I have learnt a little more about people and about myself and had a small insight into the world of homelessness." (Outreach and Tenancy Support Volunteer Blog 2015)

"I feel that my ability to volunteer only in bite-sized chunks is appreciated. I don't feel pressured to participate and therefore am more likely to volunteer when I can make the time available." (Volunteer Survey 2016)

"Volunteering is a good 'leveller' when your own work/family life might seem difficult. It makes me feel part of SPEAR and the local community." (Volunteer Survey 2016)

A client volunteer's story



"SPEAR first began helping me about a year ago, so I have been doing what I can to help SPEAR too.

Recently I set myself a really big challenge and took part in Ride London 2016, cycling 100 miles for SPEAR.

Earlier in the year, I also had my first experience as a SPEAR Ambassador at the formal Stakeholders Event. I had to present to over 25 local Councillors, Council Officers and Trustees. I was extremely anxious but managed to overcome my nerves for the event.

I have also signed up on a Peer Mentoring course to help other SPEAR clients. I have come a long way in one year and I am very thankful for the support I have received. It is great now to be able to give some time back to SPEAR."

Photo is of Ride London participants including SPEAR volunteers, SPEAR client and staff member

COMMUNITY PARTNERSHIPS

We value the wide range of relationships we have with individuals and groups across the communities in which we work.

In 2015/16:

- We enjoyed active support from over 70 community groups, companies and schools
 - Charitable income enables SPEAR to deliver benefits far beyond what we would be able to achieve through our main, contracted services
 - All our current Training and Employment Services, for example, are paid for out of donations. In 2015/16, charitable income funded trainee worker posts in Accommodation and Outreach Services to provide extra support to people with severe and complex problems
 - Charitable income also funded emergency items such as a sleeping bag, dry clothing or a night in a B&B, preventing a vulnerable person from spending another cold night on the streets
- We continued to chair the Richmond Homelessness Forum and supported Richmond Council colleagues to deliver elements of the Richmond Corporate Plan and Homelessness Strategy Action Plan
- We represented SPEAR at numerous local fairs and other community events
- We gave more than 30 educational presentations reaching over 4,000 people
- Our website received 15,000+ visitors
- We have over 800 followers on Twitter



Staff and volunteers at local Summer Fairs

OUR THANKS

Each and every supporter

We would like to thank each and every one of you who donated through direct debit, a one-off donation or fundraising event. Your direct donations helped us to plan and ensured our essential services to those suffering from homelessness continue to be sustainable. We can't thank you enough for your personal commitment.

Local authority

SPEAR continued to deliver services in partnership with the local authority, including the London Boroughs of Richmond upon Thames, Merton, Sutton, Wandsworth and Kingston.

Trusts and foundations

Barnes Workhouse Fund, Berkeley Foundation, Hampton Fuel Allotment Charity, Richmond Parish Lands and Streetsmart continued to generously fund a number of our existing operational programmes, including core costs, skills and development and our schemes for trainees – services that are key to us getting our clients supported in their journey with SPEAR.

We gratefully received funding from long-term funders Calypso Browning, Charlotte Wade, Jean and Peter Anderson, Richmond Philanthropic Society, Richard Tait and Stephen Roberts Memorial.

Companies

Around 20 local companies supported SPEAR; some new to SPEAR, giving one-off donations. It was fantastic to see companies and their employees choosing to give back to their community. We also continued our close partnerships with Greggs, Thames Valley Housing, HML Holdings, Waitrose, My Market Insight, Savills, South West Trains and The Challenge Network.

We were delighted that St George renewed their SPEAR partnership for a further three years. They again held their fantastic £10 Challenge and corporate sporting tournament, making them our highest corporate funder.

Events

We enjoyed meeting so many of you at our supporters' events: Supporters took part in a number of successful cycling events, including our first Prudential Ride London event.

We held 11 collection days run by committed volunteers at South West Trains stations, enabling us to raise our profile in the community.

Thank you to those who organised your own fundraising and events for SPEAR including runs, parachute jumps, birthday and wedding donations, pop bands, village dances, sponsored snoozes and £10 challenges.

We were so inspired by your motivation and enthusiasm to support SPEAR.

Support from the community

A range of fabulous local groups supported us, raising funds and helping us to reach new audiences and raise awareness of our cause. For example: Vocality Choir, Richmond Choral Society and MP3 panto, St Mary's University students, Swimathon, Women's Institute, local scout and guide groups, local Guilds, Rotary Clubs and more.

SPEAR also engaged with the local community at fetes and fairs and were honoured to be selected for fair proceeds from Teddington, Kew and St Margaret's fetes.

Twelve schools financially supported SPEAR and many more also gave food. In particular, Newland House School, St Mary's CE School and the Green School raised around or over £3,000 each through their fundraising events. What amazing kids, parents and teachers!

More than 20 churches supported SPEAR. We are extremely thankful to them and their congregations. Churches that supported SPEAR include: Richmond Green URC; St Anne's, Kew; St Michael & All Angels, Barnes; and All Hallows, Twickenham, who raised over £8,000 for SPEAR.



Trustees' annual report

The trustees present their report and the audited financial statements for the year ended 31 March 2016.

The reference and administrative information set out on page 1 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), which are 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, service 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 the 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 the people it tries to help are included in the trustees' report above. All its charitable activities focus on homeless individuals and are undertaken to further SPEAR's charitable purposes for the public benefit.

Beneficiaries of our services

SPEAR supports those who are homeless or at risk of homelessness in South West London. SPEAR works with rough sleepers and provides tenancy support and access to the Private Rented Sector for those who need it. For some clients, there is a personal development aspect to the journey to self-reliance, and SPEAR supports any clients who may have a mental health issue or a drug and alcohol support need. The Young People's Programme works with young homeless people to make a smooth transition into adulthood. These clients may have chaotic or institutional backgrounds or involvement with the criminal justice system.

Financial review

We would like to thank our donors and supporters for their contributions during a year in which SPEAR has increased the scale of its operations to meet growing demand from local homeless people.

SPEAR has increased our expenditure for the year to £1,970,550 from £1,796,304 last year. This almost 10% increase in expenditure reflects growth in accordance with our three-year strategy, with increased activity and continuous support for established housing schemes and a rough sleeper service which operates across the London Boroughs of Richmond upon Thames, Merton, Wandsworth, Kingston and Sutton.

Analysis of SPEAR's expenditure shows that we spent 74% on charitable activities, 19% on support costs, 5% on fundraising and 2% on governance over the last year.

Total incoming resources for the year increased from £1,696,913 to £2,011,289 – a 19% increase (£314,376) from the previous year. The majority (90%) of our income is from local authorities and charitable trusts funding particular services. The fundraising department raised restricted income totalling £171,592 via charitable trusts. The unrestricted income raised by the fundraising department increased by 18% from £173,290 to £205,000. This income was raised by individuals, community groups and the business community, and provides much needed income to ensure our viability as a charity.

The surplus for the year has been added to unrestricted reserve funds to support future charitable activity. The unrestricted funds increased by 12% from £566,091 to £632,023. The restricted reserves have been reduced by 33% from £74,296 to £49,103.

Principal risks and uncertainties

SPEAR's Audit & Risk Committee reviews major risks facing the charity. The committee reviews a Risk Matrix produced by the Senior Management Team on a quarterly basis, updating all trustees and fully discussing at subsequent full Trustee Board meetings.

In 2015/16 the two key risks identified were: the potential for a reduction in income from local authorities; and a competitive tender process for the main homelessness contract SPEAR holds with Richmond Council.

Although the income from local authorities is not guaranteed, feedback from key funding stakeholders is that SPEAR's services are highly valued. SPEAR has invested in two new posts to diversify income sources, and plans are in place for such eventualities.

Reserves policy and ongoing concerns

Trustees have examined the requirement for reserves. Trustees have set targets at free reserves to cover operational activities from unrestricted reserves for at least three months. As of 31 March 2016, unrestricted reserves totalling £583,023 represented 86% of total reserves, which is equivalent to 3.5 months of average expenditure.

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. Unspent grants at the year-end are held as restricted reserves. The restricted reserves held at 31 March 2016 were £79,103 in total.

These may only be used for the projects in accordance with the terms of the grants received.

Plans for the future

SPEAR trustees and Senior Managers are undertaking a strategic review during 2016, which will inform our future strategic aims and objectives for the next three years.

SPEAR is currently recruiting for new trustees to take the place of our longstanding trustees.

SPEAR has been exploring the potential to take on the corporate trusteeship of a Richmond-based charity, which provides housing and support to local older people. We expect the transfer to be completed at the end of 2016.

Structure, governance and management

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

SPEAR 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.

Trustees receive no remuneration, nor were they paid for any other activity relating to the charity in the year. The Board is supported in discharging these responsibilities through an Audit and Risk Committee. 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 monitor effectiveness and best practice through quarterly Trustee Board meetings. The Board approves SPEAR's three-year strategy; an annual business plan; annual budgets; extraordinary expenditure in excess of agreed limits; strategic decisions; policies; employment terms and conditions; 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 local advertising and candidates are asked to attend an interview with a panel of trustees, including the Chair.

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 relation and no transactions were entered with a related party during the year 2015/16.

Remuneration policy for key management personnel

It is SPEAR's policy to provide a fair but flexible remuneration framework, which takes into account the range of areas in which management may wish to recognise SPEAR employees. SPEAR aims to attract and retain a quality workforce and provide staff with remuneration that is both fair and rewarding. SPEAR has registered all its qualifying employees to government's new auto enrolment pension scheme and gained accreditation as a London Living Wage employer.

The Chair of the Board of Trustees is responsible for reviewing the remuneration of the Chief Executive, by benchmarking the salaries of the role in comparable organisations. The Chief Executive is responsible for reviewing the remuneration of senior managers, by benchmarking the salaries of similar roles in comparable organisations.

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 that 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 proper 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 was 8 (2015: 8). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 7 December 2016 and signed on their behalf by

Jack Stephen
Director and Chair of Trustees

We have audited the financial statements of SPEAR Housing Association Limited for the year ended 31 March 2016 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 auditors' 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.

Respective responsibilities of trustees and auditors

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

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

Scope of the audit of the financial statements

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

Opinion on financial statements

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2016 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

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the report of the trustees, the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

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

Noelia Serrano (Senior statutory auditor)

15 December 2016

for and on behalf of Sayer Vincent LLP, Statutory Auditors

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

SPEAR Housing Association Limited

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2016

	Note	Unrestricted £	Restricted £	2016 Total £	Unrestricted £	Restricted £	2015 Total £
Income from:							
Donations and legacies	2	182,899	80,492	263,391	76,434	33,333	109,767
Charitable activities	3	1,619,272	121,100	1,740,372	1,391,088	189,170	1,580,258
Investments	4	7,526	-	7,526	6,888	-	6,888
Total income		1,809,697	201,592	2,011,289	1,474,410	222,503	1,696,913
Expenditure on:							
Raising funds	5	99,275	-	99,275	28,472	30,733	59,205
Charitable activities	5	1,674,490	196,785	1,871,275	1,483,868	253,231	1,737,099
Total expenditure		1,773,765	196,785	1,970,550	1,512,340	283,964	1,796,304
Net income / (expenditure) for the year							
	8	35,932	4,807	40,739	(37,930)	(61,461)	(99,391)
Transfers between funds		-	-	-	10,000	(10,000)	-
Net movement in funds		35,932	4,807	40,739	(27,930)	(71,461)	(99,391)
Reconciliation of funds:							
Total funds brought forward		566,091	74,296	640,387	594,021	145,757	739,778
Total funds carried forward		602,023	79,103	681,126	566,091	74,296	640,387

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 16 to the financial statements.

SPEAR Housing Association Limited

Balance sheet

Company no. 06396687

As at 31 March 2016

	Note	£	2016 £	£	2015 £
Fixed assets:					
Tangible assets	11		2,515		8,702
Current assets:					
Debtors	12	73,621		234,847	
Deposits		400,030		312,150	
Cash at bank and in hand		605,602		309,702	
			1,079,253	856,699	
Liabilities:					
Creditors: amounts falling due within one year	13	(400,642)		(225,014)	
Net current assets			678,611		631,685
Total assets less current liabilities			681,126		640,387
Total net assets			681,126		640,387
The funds of the charity:					
Restricted income funds	16		79,103		74,296
Unrestricted income funds:					
Designated funds		19,000		34,645	
General funds		583,023		531,446	
Total unrestricted funds			602,023		566,091
Total charity funds			681,126		640,387

Approved by the trustees on 7 December 2016 and signed on their behalf by

Jack Stephen
Director and Chair of Trustees

SPEAR Housing Association Limited**Statement of cash flows****For the year ended 31 March 2016**

	Note	2016	2015
		£	£
Cash flows from operating activities	17		
Net cash provided by / (used in) operating activities		376,254	(120,351)
Cash flows from investing activities:			
Dividends, interest and rents from investments		7,526	6,888
Net cash provided by investing activities		7,526	6,888
Change in cash and cash equivalents in the year		383,780	(113,463)
Cash and cash equivalents at the beginning of the year		621,852	735,315
Cash and cash equivalents at the end of the year	18	1,005,632	621,852

1 Accounting policies

a) 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) (effective 1 January 2015) - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (August 2014) and the Companies Act 2006.

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

b) Reconciliation with previously Generally Accepted Accounting Practice (GAAP)

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items is required. The transition date was 1 April 2014. No restatement was required.

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.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

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

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised, please refer to the annual report for more information about their contribution.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) 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.

h) 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.

i) 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.

j) 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.

Heath Road Hostel	1%
Vectis Road Hostel	1%
Grove Road Hostel	4%
Sandycombe Road Hostel	4%
Wilton Road Hostel	20%
Penny Wade House Hostel	29%
Tenancy Support Service	8%
Skills Development Service	8%
Outreach Service	11%
South West London Resettlement Service	12%

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.

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2016

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.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset is shown as a revaluation reserve in the balance sheet.

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:

Fixtures & Fittings	3 years
Computers & Equipment	3 years

o) Debtors

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

p) 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.

q) 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.

r) 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.

2 Income from donations and legacies

	Unrestricted	Restricted	2016 Total	2015 Total
	£	£	£	£
Legacies	52,753	-	52,753	50
Donations	130,146	80,492	210,638	109,717
	<u>182,899</u>	<u>80,492</u>	<u>263,391</u>	<u>109,767</u>

SPEAR has received 4 legacies totalling £52,753 in 2015-16 (2014-15: £50)

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2016

3 Income from charitable activities

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Housing Benefits Income	203,465	-	203,465	196,729
London Borough of Richmond - Supporting People	102,996	-	102,996	102,996
London Borough of Richmond - Service Level Agreement	106,720	-	106,720	106,720
Other Income	10,282	6,300	16,582	28,898
Sub-total for Penny Wade House Hostel	423,463	6,300	429,763	435,343
Housing Benefits Income	126,923	-	126,923	73,433
London Borough of Merton	161,598	-	161,598	192,188
Other Income	3,044	-	3,044	5,894
Sub-total for Wilton Road Hostel	291,565	-	291,565	271,515
Housing Benefits Income	35,937	-	35,937	28,098
London Borough of Merton	5,000	-	5,000	5,000
Other Income	5,409	-	5,409	7,673
Sub-total for Vectis Road Hostel	46,346	-	46,346	40,771
London Borough of Richmond - Supporting People	62,633	-	62,633	43,519
Sub-total for Grove Road Hostel	62,633	-	62,633	43,519
Housing Benefits Income	66,873	-	66,873	58,554
Other Income	11,532	-	11,532	27,800
Sub-total for Heath Road Hostel	78,405	-	78,405	86,354
Housing Benefits Income	35,532	-	35,532	39,766
Richmond Parish Land Charity	-	17,000	17,000	17,000
Other Income	1,908	-	1,908	1,606
Sub-total for Sandycombe Road Hostel	37,440	17,000	54,440	58,372
London Borough of Richmond - Supporting People	60,373	-	60,373	67,732
London Borough of Richmond - Service Level Agreement	56,840	-	56,840	71,883
Other Income	29,137	-	29,137	18,350
Sub-total for Outreach Service	146,350	-	146,350	157,965
London Borough of Richmond - Supporting People	43,125	-	43,125	46,277
London Borough of Richmond - Service Level Agreement	40,600	-	40,600	53,397
Sub-total for Tenancy Support Service	83,725	-	83,725	99,674

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2016

3 Income from charitable activities (continued)

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Hampton Fuel Allotment Charity	-	34,000	34,000	18,500
Richard Tait Charity	-	43,700	43,700	-
St. George plc	-	10,000	10,000	10,000
Other Income	-	10,100	10,100	22,030
Sub-total for Skills Development Service	-	97,800	97,800	50,530
Housing Benefit	34,713	-	34,713	27,054
South West Resettlement Service	281,118	-	281,118	115,336
Other Income	133,514	-	133,514	151,359
Sub-total for South West London Resettlement Service	449,345	-	449,345	293,749
NHS - Drugs & Alcohol Fund	-	-	-	42,466
Sub-total for Drugs & Alcohol Support Service	-	-	-	42,466
Total income from charitable activities	1,619,272	121,100	1,740,372	1,580,258

4 Income from investments

	Unrestricted £	Restricted £	2016 Total £	2015 Total £
Interest earned	7,526	-	7,526	6,888

5 Analysis of expenditure

	Cost of raising funds £	Penny Wade House Hostel £	Wilton Road Hostel £	Vectis Road Hostel £	Grove Road Hostel £	Heath Road Hostel £	Charitable activities			Drugs & Alcohol Support Service £	Skills Development Service £	Veterans Support Service £	South West London Resettlement Service £	Governance costs £	Support costs £	2016 Total £	2015 Total £
							Sandycombe Road Hostel £	Outreach Service £	Tenancy Support Service £								
Staff costs (Note 7)	91,072	298,110	233,488	6,850	41,515	32,860	6,228	102,140	72,956	-	85,725	-	223,037	-	260,815	1,454,796	1,342,459
Fundraising Costs	8,203	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,203	9,847
Premises Costs	-	77,041	47,552	25,767	148	71,373	33,818	705	503	-	-	-	37,000	-	65,877	359,784	320,775
Infrastructure Costs	-	8,572	5,626	145	7,121	1,348	145	3,694	2,638	-	3,643	-	13,624	-	37,077	83,633	79,595
Client Costs	-	4,736	1,404	-	1,007	359	-	4,525	3,233	-	3,783	-	4,047	-	157	23,251	16,835
Other Direct Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	38,681	2,202	40,883	26,793
	99,275	388,459	288,070	32,762	49,791	105,940	40,191	111,064	79,330	-	93,151	-	277,708	38,681	366,128	1,970,550	1,796,304
Support costs	-	107,385	74,104	4,540	15,963	4,540	15,963	39,908	28,485	-	29,620	-	45,620	-	(366,128)	-	-
Governance costs	-	11,217	7,736	387	1,547	387	1,547	4,255	3,094	-	3,868	-	4,643	(38,681)	-	-	-
Total expenditure 2016	99,275	507,061	369,910	37,689	67,301	110,867	57,701	155,227	110,909	-	126,639	-	327,971	-	-	1,970,550	
Total expenditure 2015	59,205	480,519	265,515	26,970	83,847	-	60,835	196,809	176,613	117,535	98,781	5,000	224,675	-	-		1,796,304

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2016

6 Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2016 £	2015 £
Depreciation	6,188	6,188
Operating lease rentals:		
Property	229,044	227,392
Other	-	4,180
Auditors' remuneration (excluding VAT):		
Audit	9,520	13,574
Other services	8,500	-
	<u> </u>	<u> </u>

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

Staff costs were as follows:

	2016 £	2015 £
Salaries and wages	1,281,283	1,166,960
Social security costs	98,425	98,295
Staff Expenses	8,730	2,221
Temporary Staff	9,646	17,510
Staff Training/Support	8,055	22,171
Recruitment	20,092	10,816
CRB Checks	1,216	1,544
Volunteer Expenses	522	221
Employer's contribution to defined contribution pension schemes	24,180	19,441
Other forms of employee benefits	2,647	3,280
	<u>1,454,796</u>	<u>1,342,459</u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2016 No.	2015 No.
£60,000 - £69,999	1	-
	<u> </u>	<u> </u>

The total employee benefits including pension contributions of the key management personnel were £156,303 (2015: £155,848).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2015: £nil). No charity trustee received payment for professional or other services supplied to the charity (2015: £nil).

8 Staff numbers

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

	2016 No.	2015 No.
Raising funds	3	3
Penny Wade House Hostel	11	10
Wilton Road Hostel	6	4
Vectis Road Hostel	1	1
Grove Road Hostel	2	2
Heath Road Hostel	1	1
Outreach	4	4
Tenancy Support	3	3
Skills Development	3	3
Sandycombe Road Hostel	1	1
South West London Resettlement Service	9	4
Drugs & Alcohol Support	-	5
Support	10	7
	54	48

9 Related party transactions

There are no related party transactions for 2016 (2015: none).

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

10 Taxation

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

11 Tangible fixed assets

	Fixtures and fittings £	Computer equipment £	Total £
Cost or valuation			
At the start of the year	8,783	10,536	19,319
At the end of the year	8,783	10,536	19,319
Depreciation			
At the start of the year	6,587	4,030	10,617
Charge for the year	2,196	3,991	6,187
At the end of the year	8,783	8,021	16,804
Net book value			
At the end of the year	-	2,515	2,515
At the start of the year	2,196	6,506	8,702

All of the above assets are used for charitable purposes.

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2016

12 Debtors

	2016	2015
	£	£
Trade debtors	31,870	151,515
Other debtors	3,551	2,900
Prepayments	10,200	15,290
Accrued income	28,000	65,142
	73,621	234,847

13 Creditors: amounts falling due within one year

	2016	2015
	£	£
Trade creditors	28,136	13,009
Taxation and social security	-	53,421
Other creditors	60,557	31,881
Pension Accrual	4,516	-
Accruals	42,230	29,129
Deferred income	265,203	97,574
	400,642	225,014

14 Deferred income

	2016	2015
	£	£
Balance at the beginning of the year	97,574	-
Amount released to income in the year	(97,574)	-
Amount deferred in the year	265,203	97,574
	265,203	97,574

15 Analysis of net assets between funds

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	2,515	-	-	2,515
Net current assets	580,508	19,000	79,103	678,611
Net assets at the end of the year	583,023	19,000	79,103	681,126

16 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	At the end of the year £
Restricted funds:				
Core Charitable Services	11,300	15,917	(18,424)	8,793
Sandycombe Road Project	8,500	17,000	(17,000)	8,500
Skills Development Fund	30,108	97,800	(113,470)	14,438
Volunteering	16,000	12,875	(21,157)	7,718
Trainee Outreach Service	1,734	28,000	(26,734)	3,000
Business Development Pathway Project	6,654	30,000 -	- -	30,000 6,654
Total restricted funds	74,296	201,592	(196,785)	79,103
Unrestricted funds:				
Designated funds:				
Business Development	34,645	-	(34,645)	-
Homeless Health Link Service	-	231,119	(231,119)	-
SWRLs	-	168,227	(149,227)	19,000
Total designated funds	34,645	399,346	(414,991)	19,000
General funds	531,446	1,410,351	(1,358,774)	583,023
Total unrestricted funds	566,091	1,809,697	(1,773,765)	602,023
Total funds	640,387	2,011,289	(1,970,550)	681,126

Purposes of restricted funds**The Charitable Core Services Support Fund**

This fund is used towards the cost of providing core services of the Charity. This was funded again this year by a grant from the Richmond Parish Lands Charity

The Sandycombe Road Project

This fund is for the purpose of supporting the Second Stage Accommodation Scheme provided at the Sandycombe Road Hostel. This is the second stage of the process in the transition back into a sustained lifestyle. To date this scheme has been funded solely by the Richmond Parish Lands Charity

The Skills Development Fund

This fund is used towards the cost of educating clients with skills & development to get back into sustainable living. The training supplied helps each beneficiary to develop key skills to be able to apply for jobs and move towards maintaining a sustained lifestyle. During the year funds have been received from The Richmond Parish Lands Charity, The Hampton Fuel Allotment Charity, Berkeley Foundation and the Monument Trust.

Volunteering

These reserves are used for the purpose of running the volunteering service. Volunteers are sought, trained and retained throughout the year. This year this service has been funded by the Hampton Fuels Allotment Charity.

16 Movements in funds (continued)

The Trainee Outreach Service

This fund supports the provision of the outreach service. The outreach officers go out at night and actively look for rough sleepers & tries to get homeless people back into accommodation. During the year funds were received from the Hampton Fuels Allotment Charity and were used to support a new outreach assistant post.

Business Development

These funds are restricted to recruitment of Head of New Business Development.

The Pathway Project

This fund is provided by The London Borough of Merton & is for the use of evaluating Spear's services to ensure Spear meets the need of homeless people by providing support & encouragement for clients to get back into sustaining an independent life.

Purposes of designated funds

Business Development

These funds are designated to recruitment of Head of New Business Development.

Homeless Health Link service

This fund enables us to support homeless people to improve their physical and mental health and engage effectively with specialist and mainstream health services.

South West London Resettlement Services

This fund is provided for by the South West London Housing Partnership and is to provide accommodation for rough sleepers across four London Boroughs.

17 Reconciliation of net income / (expenditure) to net cash flow from operating activities

	2016 £	2015 £
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	40,739	(99,391)
Depreciation charges	6,187	6,188
Dividends, interest and rent from investments	(7,526)	(6,888)
Decrease/(increase) in debtors	161,226	(98,672)
Increase in creditors	175,628	78,412
Net cash provided by / (used in) operating activities	376,254	(120,351)

18 Analysis of cash and cash equivalents

	At 1 April 2015 £	Cash flows £	At 31 March 2016 £
Cash at bank and in hand	309,702	295,900	605,602
Notice deposits (less than three months)	312,150	87,880	400,030
Total cash and cash equivalents	621,852	383,780	1,005,632

SPEAR Housing Association Limited

Notes to the financial statements

For the year ended 31 March 2016

19 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		Equipment	
	2016	2015	2016	2015
	£	£	£	£
Less than one year	212,600	-	1,450	1,236
One to five years	193,600	45,000	-	
Over five years	-	102,500	-	
	406,200	147,500	1,450	1,236

20 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.

SPEAR Housing Association Limited

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2016

21 Detailed comparatives for the statement of financial activities

	Unrestricted £	Restricted £	2015 Total £
Income from:			
Donations and legacies	76,434	33,333	109,767
Charitable activities	1,391,088	189,170	1,580,258
Other trading activities	-	-	-
Investments	6,888	-	6,888
Other	-	-	-
Total income	1,474,410	222,503	1,696,913
Expenditure on:			
Raising funds	28,472	30,733	59,205
Charitable activities	1,483,868	253,231	1,737,099
Other	-	-	-
Total expenditure	1,512,340	283,964	1,796,304
Net income / expenditure before gains / (losses) on investments	(37,930)	(61,461)	(99,391)
Net gains / (losses) on investments	10,000	(10,000)	-
Net income / expenditure	(27,930)	(71,461)	(99,391)
Transfers between funds	-	-	-
Net income / (expenditure) before other recognised gains and losses	(27,930)	(71,461)	(99,391)
Gains / (losses) on revaluation of fixed assets	-	-	-
Actuarial gains / (losses) on defined benefit pension schemes	-	-	-
Other gains / (losses)	-	-	-
Net movement in funds	(27,930)	(71,461)	(99,391)
Total funds brought forward	594,020	145,758	739,778
Total funds carried forward	566,090	74,297	640,387

22 Impact of Transition to FRS 102 and SORP 2015

There was no impact on charity's reserves due to transition to FRS 102 and SORP 2015