

Company number: 06396687

Charity number: 11222206

Spear Housing Association Limited

(Known and operating as SPEAR)

Report and financial statements

For the year ended 31 March 2015

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Letter from the Chair and Chief Executive

SPEAR has continued to build its effective and unique response to increased street homelessness. We have seen a further increase in the number of people sleeping rough this year and a steep increase in the number of people struggling with other types of homelessness. The proportion of our clients with complex health and social care needs has increased again and we are concerned by the rising number of street homeless women and young people in our services.

In a context of continued funding cuts across the homelessness sector, we are pleased that our income has remained consistent this year. This allows us to continue to deliver our strategic aims of helping the most vulnerable people in our community effectively – people who have often failed to engage with alternative support and who struggle to access mainstream services.

“The proportion of our clients with complex health and social care needs has increased again”

We remain determined to meet the changing needs of our client group with a skilled staff team and targeted services. We are equally determined to ensure that our established and new working arrangements with local partner organisations thrive. This means continued commitment to staff learning, development and supervision. It also means a continued priority for the meaningful human connection between our staff and clients. We recognise that this relationship is a powerful tool for improving self-esteem and motivation, which in turn underpins our clients’ concrete achievements – such as sustaining an independent tenancy, tackling an addiction and gaining employment.

SPEAR has continued to attract new funding from individuals, corporate supporters, community groups, charitable trusts and foundations this year and by developing relationships with local authorities across South West London. We secured funding to implement an innovative service, working over five boroughs, to improve the physical and mental health of homeless people. We also secured new funding to employ a post dedicated to client involvement and peer mentoring. We look forward to these new developments coming to fruition in the year ahead.

We do much more than provide accommodation for street homeless people: we enable partner agencies to work effectively with a group of vulnerable people who would otherwise remain isolated; we improve our clients’ health, help them gain qualifications and secure employment and we contribute to community safety. Our staff, volunteers and clients engage in local events, consultations and forums and speak about homelessness to many local groups and individuals. We provide volunteering opportunities for local people, SPEAR clients and other local partner organisations. These are the ways we deliver the greatest benefit to our clients and our local community.

“We do much more than provide accommodation. We improve our clients’ health, help them gain qualifications and secure employment...”

We recognise the ongoing commitment of our clients, volunteers, staff, donors, local businesses and partners in local authorities, housing associations, trusts and foundations – this shared commitment makes our work possible. We hope that you enjoy reading about the impact your support has had in the pages that follow.

Jack Stephen
Chair



Stuart Nevill
Chief Executive



Our strategy

Our strategy is to be a valued partner in local community responses to homelessness by:

- Delivering long-term and sustainable benefits in our clients' lives.
- Ensuring our services reflect the needs and views of those who use them.
- Making adequate accommodation available to meet local demand.
- Working effectively with our clients with challenging and complex needs.
- Developing new services and partnerships.
- Operating effectively with efficient organisational systems.

Our purpose, approach and values

SPEAR was founded in 1987 by a local resident, Penny Wade, following the deaths of two people sleeping rough by the banks of the river Thames in Richmond.

Nearly thirty years later, SPEAR continues to help build communities in which anyone who is street homeless, or at risk of sleeping rough, can move into secure accommodation quickly, get effective support and work towards their hopes and aspirations. We provide supported accommodation to minimise the length of time people sleep rough, as well as forming the beginning of a pathway out of homelessness.

We also support our clients to:

- Address health issues (including mental health and addiction).
- Build self-esteem and motivation through activities.
- Develop skills, gain qualifications and secure employment.
- Engage effectively with partner organisations.
- Participate in local community events and forums.
- Develop new social networks.



Penny Wade House, our Richmond hostel

In Richmond upon Thames, our unique 'accommodation pathway' model allows us to take a holistic and person-centred approach, providing consistent and skilled supportive relationships in secure accommodation settings. Our approach is underpinned by values of optimism, positive relationships, partnership and respect for our clients' views and experiences. We believe this approach most effectively facilitates improved self-esteem and motivation – which is the foundation of our clients' many achievements – and maximises the benefits we deliver to our clients and the local community.

Homelessness: a problem that isn't going away



Street homelessness in Richmond

We made contact with 131 new rough sleepers this year and worked with a total of 150 street homeless clients. As well as the increase in the number of people sleeping rough, we also found a continuation of trends seen in previous years: more female street homeless clients; increased mental health needs and addictions; and a relatively high (although slightly reduced) number of younger street homeless clients.

Homelessness outside Richmond

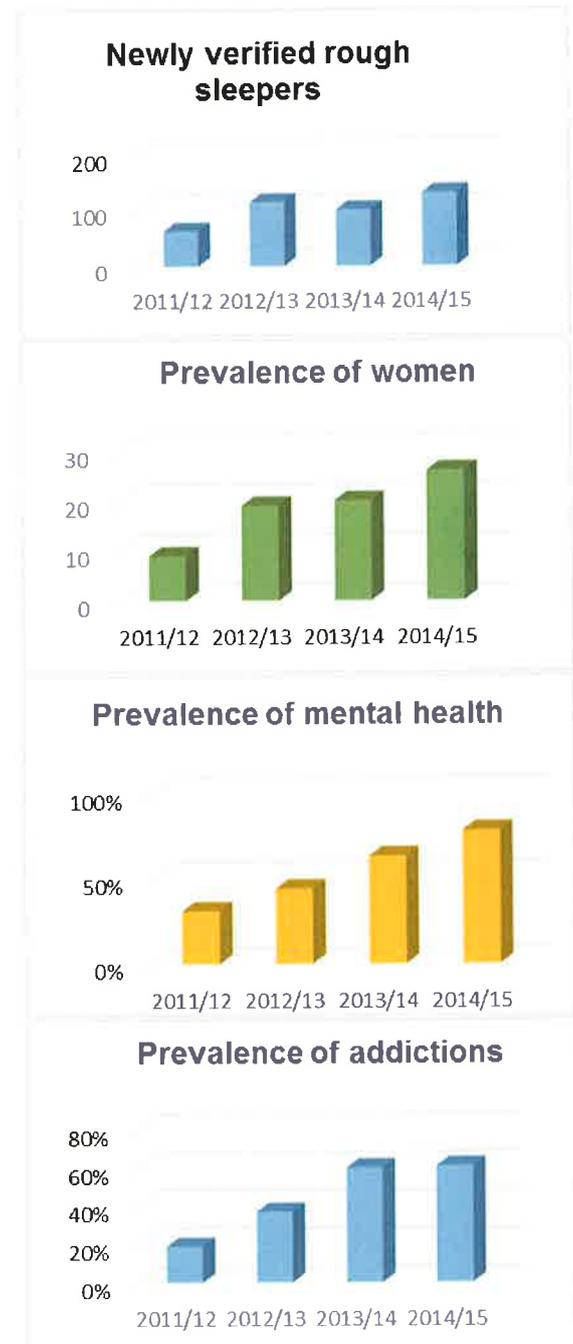
In 2014/15, SPEAR operated a new time-limited service extending our work in Richmond to Wandsworth, Merton and Sutton, assisting homeless people into supported and private sector rented accommodation.

In these three Boroughs, we received over 150 referrals (in a 12-month period). Some were struggling to move into accommodation from the streets and others were trying to move out of supported housing provided by partner organisations.

The SPEAR telephone helpline

SPEAR has a dedicated advice line for people who are homeless or worried about becoming so. In 2014/15, we witnessed a four-fold increase in the volume of calls we received (rising from 500 to around 2,000 calls).

Richmond rough sleeping trends



Highlights of 2014/15

Providing supported accommodation

- 130 adults in Richmond and 20 adults in Merton benefited from supported accommodation.
- 81 tenancies for street homeless people were provided or brokered in Richmond.
- 30 young homeless people (aged 16–19) were provided accommodation in Merton and Richmond.
- We completed a successful 18 month pilot project operating across four South West London boroughs, brokering housing solutions for 130 homeless people (over an 18-month period).

Sustaining tenancies

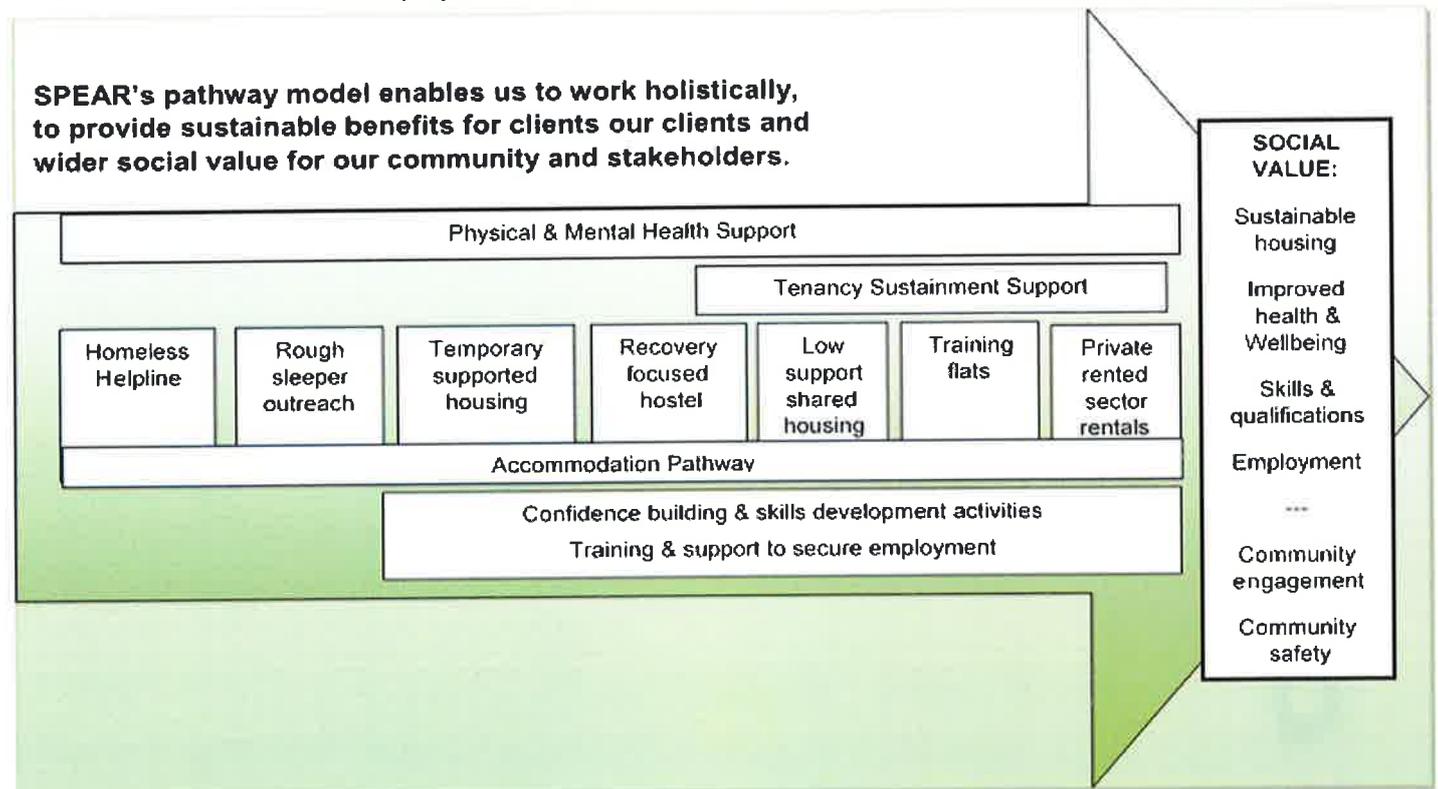
- Over 90% of our clients in supported accommodation successfully sustained their tenancies.
- Over 98% of our clients in independent accommodation successfully sustained their tenancies.

Improving health and wellbeing

- We delivered far-reaching and significant improvements to our clients' health and wellbeing.
- 80% were successfully engaged with GP's and other health services. We also supported many clients to successfully engage with mental health and addiction treatments.

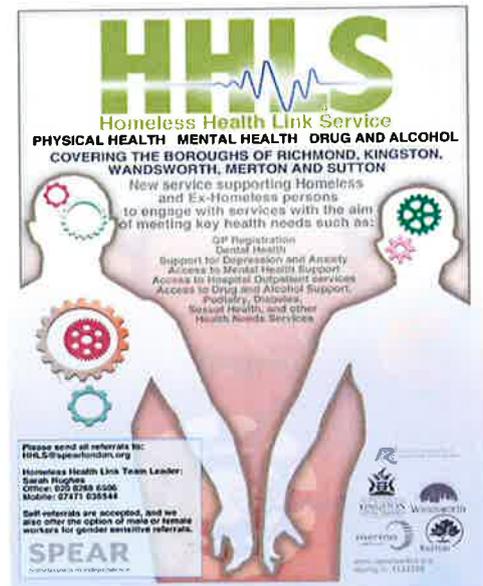
Progression to employment

- We supported over 130 clients in our Skills Development and Progression to Employment programmes
- Over 100 clients engaged in internal and external training
- Around 20 clients took up volunteer placements
- Over 20 clients secured employment



New service developments: responding to client need

- We launched our innovative Homeless Health Link Service, supporting homeless people to improve their physical and mental health and engage effectively with specialist and mainstream health services. We worked with the London Borough of Richmond upon Thames to secure funding from the Department for Communities and Local Government and the service now operates across Richmond, Wandsworth, Kingston, Merton and Sutton.
- We redesigned our principal homelessness services in Richmond, developing a bespoke approach for clients with the most complex needs and challenging behaviour.
- We redeveloped our young people's hostel service in Merton, increasing capacity from nine to 16 units, in partnership with the London Borough of Merton.
- We secured funding from The Richard Tait Charity to employ a specialist Client Involvement Officer, implement a peer mentoring scheme and support the costs of apprenticeship opportunities at SPEAR for people with a history of homelessness.
- We evaluated our 18-month pilot project supporting homeless people into supported and private sector rented accommodation. This was in partnership with the South West London Housing Partnership and the four Boroughs of Richmond upon Thames, Wandsworth, Merton and Sutton. This led to the development of a new supported housing service in this region.



Evaluation of the South West London Project, supporting homeless people into private rented sector accommodation

Around 260 clients were supported by the service:

- 130 clients were provided with information, advice and signposted to other services.
- 130 clients were supported to secure new accommodation
 - Of these, 108 (83%) were supported into accommodation:
 - 76 in private sector rented accommodation
 - 32 in specialist supported accommodation

SPEAR in the community: community involvement

Working with local people and organisations

- SPEAR has active links with 70 local schools, universities, churches and community groups in Richmond upon Thames.
- In 2014/15 we gave over 50 talks to over 5,000 people.
- SPEAR staff, volunteers and clients participated in the Richmond Riverside event, the Twickenham Festival, Town Business Meetings, various village fairs and much more.
- We developed partnerships with new local businesses, including the Royal Botanic Gardens Kew, Greggs, HML Holdings and South West Trains.



Working with South West Trains at the passenger forum event at Waterloo Station

Sharing our work online

- Our website had 13,000 visitors.
- Our Facebook posts were shared with 10,000 people.
- Over 500 people followed us on Twitter.

Working with Richmond Council

- SPEAR chaired the Richmond Homelessness Forum and played a key role in the development and delivery of the 2014/15 Richmond Homelessness Strategy Action Plan.
- SPEAR staff, volunteers and clients participated in Village Plan consultations.
- SPEAR, alongside Richmond Council, secured new funding to spend locally to improve the physical and mental health of homeless people.



Talking to local people at the Richmond Riverside event

“SPEAR partners with local community groups and businesses on many different levels, through volunteer support, education, support to our front line and back room services and fundraising. These multi-layered partnerships are essential for SPEAR's growth and sustainability”

Heidi Shrimpton, Head of Fundraising

Working with young people

- We provided supported accommodation to over 30 young people leaving local authority care.
- Over 90% of these young people were supported to attend colleges.
- We worked with Merton local authority to develop our young person's hostel in Colliers Wood from a 9-bed to a 16-bed project.



A SPEAR client cookery programme

John's story

John* was referred to SPEAR by children's services because of problems in the family home. John has ADHD and mild Tourette's syndrome, and had trouble with other children bullying him. He engaged well with SPEAR staff in supported accommodation and then moved into independent accommodation.

He was actively involved in SPEAR's Skills Development programme and worked for a security company at sporting events. John did so well in his job that he received an award for his work at the Commonwealth Games in Glasgow.

In John's own words: "I really thank SPEAR for taking me in. If it was not for them, I don't know where I would be now."

Working with women

- Around 20% of SPEAR's clients are women.
- Most of our female clients have struggled with homelessness for longer than men, have experienced domestic violence and have significant physical and mental health issues.
- In 2014/15, we employed a specialist women's support worker. We also ran a women's-only supported housing project, support groups and activities.

Jane's story

Jane* was street homeless after a relationship breakdown that stemmed from her mental ill health and alcohol abuse. When she entered SPEAR's supported housing scheme for women, she was actively drinking and self-harming.

After settling in, Jane engaged well with SPEAR staff and then, with our support, also benefited from local mental health services. She started to reduce her alcohol intake and moved on from the project into permanent supported housing with a partner organisation.

Jane still receives floating support from SPEAR and continues to engage with SPEAR's Skills Development programme and women's group. She has also volunteered to cook at SPEAR events.



One of our female and male clients learning about cycle maintenance.

Promoting health and wellbeing

The average mortality age of street homeless men is 47 and for women it is 43. Client health and wellbeing is therefore at the forefront of SPEAR's work, helping to prevent the risk of early mortality among our street homeless clients.

Our staff support clients to address physical health, mental health and addiction issues. They also work with local health agencies to ensure some of the most vulnerable people in our community are able to access local services effectively.

We benefit from partnership working with local hospitals and mental health and addiction services.



SPEAR clients and staff playing at St George's corporate football tournament

- We have good links with over 30 local GP surgeries.
- We support more than 80% of our clients to register and actively engage with a local GP.

Penny Wade House: resident health analysis

Penny Wade House (our rough sleeper hostel in Richmond) offers robust health assessments to all residents and provides direct support, often in partnership with health agencies. Activities in the hostel also promote exercise, healthy eating and sexual health as preventative measures.

In 2014/15:

- 89% of hostel clients had a physical health issue
 - 79% of these clients reported an improvement in their physical health with our support
- 100% of hostel clients had an addiction
 - 77% of these clients started to address their addiction with our support
- 78% of hostel clients had a mental health issue
 - 100% of these clients reported improved mental health with our support
- 34% of hostel clients had a GP when they moved into the hostel
 - The remaining 66% of clients registered with a GP with our support

Progression to employment

Our Progression to Employment programme forms a pathway for clients by helping them to build up their work-related skills. This important area of our work went from strength to strength in 2014/15. We developed new partnerships with Richmond Adult Community Colleague (RACC) and several local businesses, offering clients work placements and employment opportunities. Altogether, 130 clients took part in the programme.

"RACC have worked with SPEAR over a number of years to develop pathways into independence for SPEAR service users, to access mainstream courses in the college in areas such as art, cookery and food hygiene.

Staff at SPEAR have also benefited from workforce development to become trained assessors.

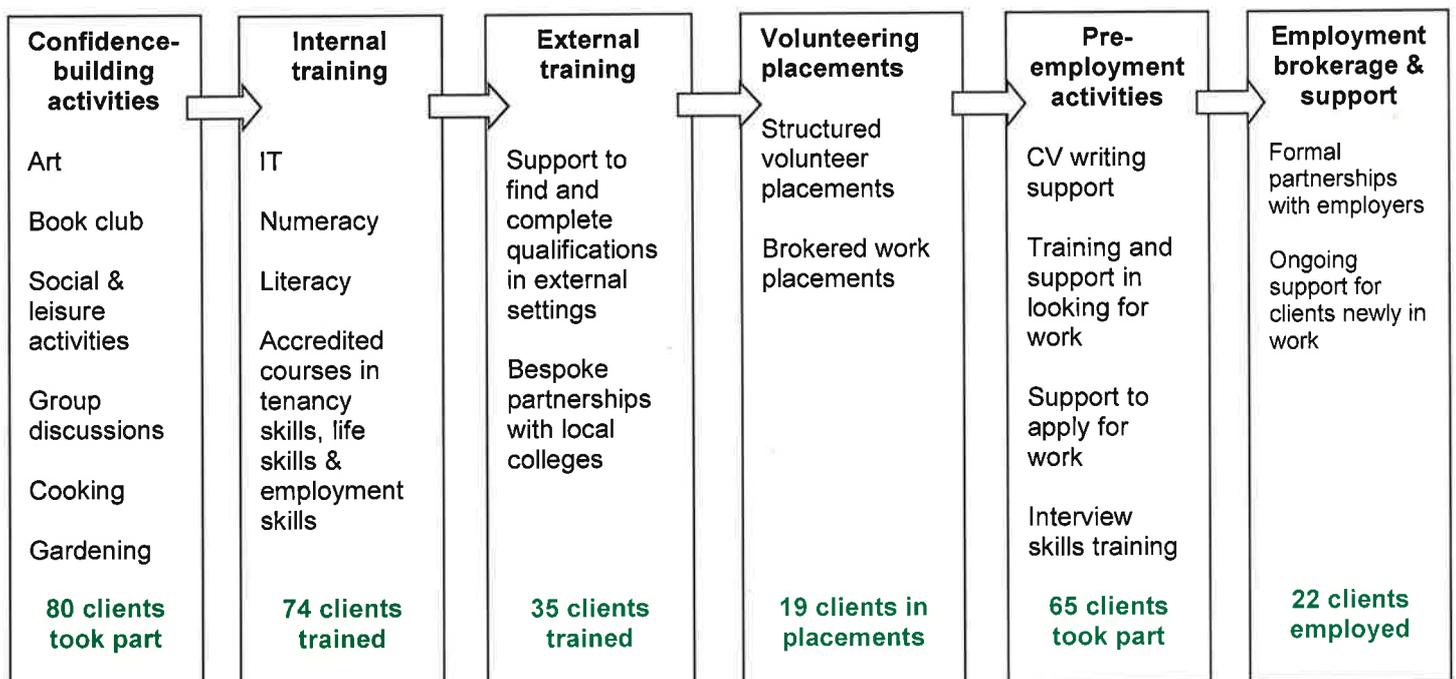
This year RACC and SPEAR are working in partnership by co-producing a special suite of courses which focus on the 'recovery model' as well as developing a peer mentoring course for SPEAR service users."

**Manoj K Nanda, Director of Business Development
Richmond Adult Community College**



Clients and staff on a confidence and team building day

131 clients engaged in our skills and development programme :



Partnering in community safety

We work closely with local police and other criminal justice agencies to promote the safety of our clients and the wider public.

Where clients have experienced the criminal justice system, we help them benefit from stable accommodation and opportunities to develop skills and get back into work.

- Over 90% of our clients in second-stage and independent accommodation, who had a history of offending, did not reoffend last year. This is six times better than the national reoffending rate (for adults released from short term sentences).

The following case study, written by a colleague from a partner agency, illustrates how we work to meet the needs of a homeless client at the same time as addressing antisocial behaviour.



Client's bikes, donated by the local community were ID tagged by police through local funding

David: a case study

"David's* personal history is traumatic and marked by alcoholism, self-harm, suicide attempts, and chaotic and challenging behaviour. His life on the streets (he has been rough sleeping for over 15 years) has been characterised by a cycle of short-term custodial sentences, detoxification and immediate relapse.

David finds it hard to maintain trust in relationships, but despite this has continued to engage with SPEAR. His ability to sustain his current accommodation has only been achieved with the support and partnership of SPEAR and those agencies that have been willing to work with this level of challenging behaviour.

David has only been able to access this level of support because of a consistency of approach and commitment to multi-agency working that extends beyond the normal thresholds of service provision.

Earlier this year, evidence of SPEAR's ability to deliver services informed by individual need was key to the court's decision not to award a further short-term sentence. David has (with difficulty) continued to maintain his accommodation since this time. He is beginning to address some of the issues he faces with the help of a number of agencies.

In my view SPEAR, has clearly demonstrated its value as a partner that is grounded in the community it serves and committed to a person-centred approach."

Colin Lucas
Anti-social Behaviour Officer
Community Safety Partnership
London Borough of Richmond upon Thames

*All client names in this report have been changed to protect privacy

Running a volunteering programme

Our thriving volunteer programme bolsters SPEAR's work, whilst also providing a stepping stone into employment. This year, over 60 volunteers donated over 2,000 hours to SPEAR.

Our volunteers:

- Worked directly with our street homeless and hostel clients.
- Supported clients living in independent accommodation.
- Helped us run our Skills Development programmes.
- Gave talks about SPEAR to various community groups.
- Supported us in receptionist and administrative roles.



Preparing for an art class in the art room at Penny Wade House

We recruit volunteers from the general public and through local community groups. We particularly encourage people who have experienced homelessness (including SPEAR clients) and people who have had mental health issues or addictions. We provide educational and work experience placements through partnerships with local housing associations, hospitals, universities, mental health services and schools.

Volunteers help SPEAR staff immensely. They deliver benefits to the lives of our clients, and also help us promote an understanding of homelessness in our local community.

What our volunteers say

"I've enjoyed being well supported, but I've also felt out of my comfort zone once or twice. I've learnt a little more about people and myself and had a small insight into the world of homelessness."

Ryan
SPEAR Volunteer

"As a recent graduate, my volunteer placement at SPEAR in the fundraising team – supporting the website development, online communications, fundraising and marketing – was fantastic work experience."

Jas
SPEAR Volunteer

"SPEAR offers innovative and creative volunteering opportunities for our Richmond Early Intervention Service users, which is essential for their wellbeing and confidence."

Elif Huseyin
Community Support Worker
Richmond Early Intervention Service
Richmond Royal Hospital

"Working with SPEAR has been a wonderful experience. SPEAR has provided volunteering opportunities for jobseekers to gain valuable skills and experience to update their CV's and give them confidence, enabling them to get closer to securing a job."

Najime Yachou
Employment Engagement Officer
Thames Valley Housing Association

Key objectives and public benefit statement

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.

SPEAR's Board of Trustees regularly monitor and review the charity's achievements in meeting our objectives of tackling and preventing homelessness and promoting independence and social inclusion. The Trustees confirm, in the light of the guidance on public benefit contained in the Charities Act 2006, that SPEAR's strategic aims fully meet the public benefit test and that all of the activities of the charity, described in the

Report of the Trustees, are undertaken in the pursuit of these aims.

Statutory compliance

The report is a Directors' report required by the Companies Act 2006 and is prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. The report has also been prepared in accordance with the Charities Act 2011.

The financial statements have been prepared in accordance with the accounting policies set out within the attached financial statements and comply with current statutory requirements, the charitable company's Memorandum and Articles of Association, applicable laws and requirements of the Statement of Recommended Practice on "Accounting and Reporting by Charities" issued in February 2005.

Structure, governance and management

SPEAR is a registered charity (number 1122206) and a company limited by guarantee (number 1122206) and is governed by its Memorandum and Articles of Association. The board of Trustees, who are also directors of the charity for the purposes of the Companies Act, have overall responsibility for the direction, management and control of the charity.

The Board comprises of 8 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 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 monitored effectiveness and best practice. 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.

New trustees are recruited through local advertising, and candidates are asked to attend an interview with the Chair and another trustee. 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.

Financial review

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

We increased our expenditure for the year to £1,796,304 from £1,715,039 last year. This 5% 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, Merton, Wandsworth and Sutton.

Analysis of our expenditure shows that we spent 89% on charitable activities, 6% on support costs, 4% on fundraising, and 1% on governance.

Total incoming resources for the year decreased to £1,696,913 – a 4% reduction (£62,580) from the previous year. The majority (89%) of our income is from Local Authorities and charitable Trusts funding particular services. The rest of our income is from individuals, community groups and the business community and provides much needed income to ensure our viability as a charity. The biggest drop in income is due to certain projects ending during the year. The income from continuous activities increased 11% during the year.

The deficit for the year reflects a thorough review of charity activities and restructuring costs resulting from this. Unrestricted reserves decreased 5% (£27,930), while restricted funds decreased by 50%.

Reserves Policy

Trustees have examined the requirement for reserves i.e. unrestricted funds not invested in tangible fixed assets or designated for specific purposes. Trustees are aiming at free reserves to cover operational activities from unrestricted income for at least 3 months. As of 31 March 2015 unrestricted reserves represented 88% of total reserves which is equivalent to 4.3 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. Grants which are unspent at the year-end are now held as restricted reserves.

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

Investment Policy

SPEAR is committed to maximising the level of income derived from its reserves whilst incurring minimum risk.

SPEAR manages accounts at 7 different Banks. All the banks that SPEAR holds an account with are protected by the Financial Services Compensation Scheme (up to a value of £85,000 each). The Investments are made in line with SPEAR financial policy, balancing return on investment with liquidity requirements so that should SPEAR encounter unpredictable cash flow the organisation is able to respond at short notice with minimum disruption. Income received through investments decreased by 30%, to £6,888.

SPEAR's Trustees consider the implications of using ethical and socially responsible criteria for selecting Investments.

Risk Management

Trustees form an Audit & Risk Committee which reviews major risks facing the charity. The committee reviews a Risk Map and Management Plan, produced by the Senior Management Team on a quarterly basis, updating the full Trustee Board as required. In 2014-15 the key risks identified related to: the potential for a reduction in income from Local Authorities; and risks related to the expansion of the SPEAR young peoples' hostel in Merton. Appropriate actions to mitigate the impact of these and other minor risks were agreed and monitored.

Future Plans

At the end of 2014-15 SPEAR secured three new sources of funding to be spent in 2015-16 as follows:

- We have implemented a new service, (operating across the London Boroughs of Richmond, Wandsworth, Merton, Kingston and Sutton) which aims to improve their physical and mental health of homeless people
- We also launched a new programme of work to increase client involvement and implement a peer mentoring programme.
- We will be employing a new management post to lead on pursuing new business opportunities.

Following an analysis of changing client need, we are working to secure funding to increase our bespoke provision for homeless women.

The expansion of our young people's hostel in Merton, (from a 9 bed scheme to 16 bed scheme) will be completed in 2015-16.

Statement of trustees' responsibilities

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

Company 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 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. Insofar as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware, and
- 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

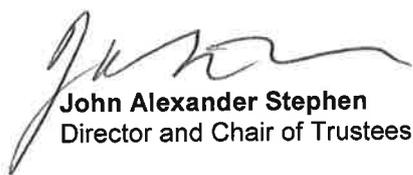
The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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 2014 was 9 (2013: 9). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

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

The report of the directors / trustees has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the board of directors / trustees and signed on its behalf by:



John Alexander Stephen
Director and Chair of Trustees

Date: 10 December 2015

Independent auditors' report

To the members of SPEAR Housing Association Limited

We have audited the financial statements of SPEAR Housing Association Limited for the year ended 31 March 2015 which comprise the statement of financial activities, balance sheet 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 2015 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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.

SPEAR Annual Report and Financial Statements for the year ended 31st March 2015

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)

Date

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

Statement of Financial Activities

(incorporating an income and expenditure account)

For the year ended 31 March 2015

	Note	Restricted £	Unrestricted £	2015 Total £	2014 Total £
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	33,333	76,434	109,767	149,462
Activities for generating funds	3	-	63,523	63,523	55,234
Investment income		-	6,888	6,888	9,562
<i>Incoming resources from charitable activities</i>					
Grants	4	189,170	1,327,565	1,516,735	1,545,235
Total incoming resources		222,503	1,474,410	1,696,913	1,759,493
Resources expended					
<i>Costs of generating funds:</i>					
Costs of generating voluntary income	5	30,733	28,472	59,205	67,361
<i>Charitable activities</i>					
Penny Wade House Hostel		-	473,700	473,700	433,551
Outreach		23,766	170,867	194,633	152,258
Tenancy Support		-	174,437	174,437	146,411
Drug and Alcohol Support		-	113,909	113,909	73,297
Wilton Road Hostel		-	262,614	262,614	252,704
Vectis Road Hostel		-	26,970	26,970	-
Grove Road Hostel		-	82,832	82,832	56,420
Skills Development		67,062	29,833	96,895	94,921
Tenancy Finder		-	-	-	25,677
Veterans Support Service		5,000	-	5,000	98,425
Sandycombe Road		18,083	41,737	59,820	40,139
South West London Housing Project		139,320	82,744	222,064	246,380
<i>Governance costs</i>		-	24,225	24,225	27,495
Total resources expended		283,964	1,512,340	1,796,304	1,715,039
Net (outgoing)/incoming resources before transfers	6	(61,461)	(37,930)	(99,391)	44,454
Gross transfers between funds		(10,000)	10,000	-	-
Net movement in funds		(71,461)	(27,930)	(99,391)	44,454
Reconciliation of funds					
Total funds brought forward		145,758	594,020	739,778	695,324
Total funds carried forward		74,297	566,090	640,387	739,778

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 14 to the financial statements.

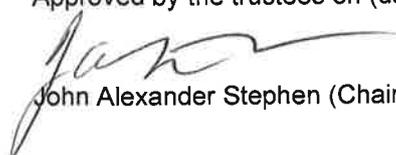
Balance Sheet

As at 31 March 2015

	Note	£	2015 £	2014 £
Fixed assets				
Tangible fixed assets	10		8,702	14,891
Current assets				
Debtors	11	234,847		136,175
Short term deposits		312,150		330,449
Cash at bank and in hand		<u>309,702</u>		<u>404,865</u>
			856,699	871,489
Liabilities				
Creditors: amounts falling due within one year	12	<u>(225,014)</u>		<u>(146,602)</u>
Net current assets			<u>631,685</u>	<u>724,887</u>
Net assets	14		<u><u>640,387</u></u>	<u><u>739,778</u></u>
The funds of the charity				
Restricted funds	14			
In surplus			74,296	145,758
Unrestricted funds			531,446	594,020
Designated funds			<u>34,645</u>	<u>-</u>
Total charity funds			<u><u>640,387</u></u>	<u><u>739,778</u></u>

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on (date) and signed on their behalf by

 10 December 2015
John Alexander Stephen (Chair)

Company No. 06396687

Notes to the financial statements

For the year ended 31 March 2015

1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2005).
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable.
- c) Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier.

Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

- d) 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.
- e) Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.
- f) Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- g) Costs of generating funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- h) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.
- i) 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.
- j) Support costs are proportionally charged to Penny Wade House Hostel, Outreach, Tenancy Support, Drug and Alcohol, Wilton Road Hostel, Grove Road Hostel, Skills Development, Tenancy Finder, Veterans Support, Sandycombe Road and South West London Resettlement services on the basis of average full time equivalent staff numbers.
- k) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Assets are depreciated on a straight line basis over 3 years.

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.
- l) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.
- m) The majority of 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.
- n) The accounts do not include a cash flow statement because the charity, as a small reporting entity, is exempt from the requirement to prepare such a statement under Financial Reporting Standard 1.

Notes to the financial statements

For the year ended 31 March 2015

2. Voluntary income

	Restricted £	Unrestricted £	2015 Total £	2014 Total £
Community groups	-	19,174	19,174	11,363
Corporates	11,783	-	11,783	12,668
Trusts	21,550	11,250	32,800	78,306
Donations from individuals	-	45,960	45,960	46,126
Legacies and bequests	-	50	50	1,000
Total	33,333	76,434	109,767	149,462

Voluntary income decreased by 27% (£39,695) from the previous year. This is mainly due to 40% reduction in income from trusts. Income from community groups has increased by 40%.

3. Activities for generating funds

	Restricted £	Unrestricted £	2015 Total £	2014 Total £
Events	-	36,575	36,575	30,386
Other fundraising activities	-	6,522	6,522	12,622
Hostel charges	-	20,426	20,426	12,226
Total	-	63,523	63,523	55,234

Income from activities for generating funds increased by 15% (£8,289). This is mainly due to increase in hostel income and income from SPEAR led events.

4. Grants for furtherance of charitable activities

	Restricted £	Unrestricted £	2015 Total £	2014 Total £
LBM - Supporting People	-	175,948	175,948	144,723
LBM - Management Fees	-	16,240	16,240	12,640
LBM - Pathway Project	-	-	-	40,000
LBRuT - Supporting People	-	260,524	260,524	260,524
LBRuT - Service Level Agreement	-	232,000	232,000	232,000
LBRuT - Rough Sleepers Accommodation	-	-	-	25,000
Richmond Parish Lands Charity	45,350	-	45,350	63,225
Hampton Fuel Allotment Charity	18,500	-	18,500	39,500
Primary Care Trust	-	42,466	42,466	84,932
South West London Housing Project	125,320	141,375	266,695	166,640
Royal British Legion	-	-	-	81,200
Client Grants	-	4,787	4,787	2,240
Housing Benefit	-	423,634	423,634	377,612
Berkley Foundation/St George plc	-	30,591	30,591	15,000
Total	189,170	1,327,565	1,516,735	1,545,235

Income from grants has decreased by 2% (£28,500).

Notes to the financial statements

For the year ended 31 March 2015

5. Total resources expended

	Fundraising costs	Staff costs	Premises costs	Infrastructure Costs	Client Costs	Other Direct costs	Support costs	2015 Total	2014
	£	£	£	£	£	£	£	£	£
Penny Wade House Hostel	-	255,216	65,459	4,754	1,440	540	146,291	473,700	433,551
Outreach	-	77,023	61,593	3,632	5,662	34	46,689	194,633	152,258
Tenancy Support	-	123,684	79	2,065	1,920	-	46,689	174,437	146,411
Drug and Alcohol Support	-	31,293	2,158	2,462	183	-	77,813	113,909	73,297
Wilton Road Hostel	-	160,534	38,638	1,072	-	118	62,252	262,614	252,704
Vectis Road Hostel	-	1,858	24,808	304	-	-	-	26,970	-
Grove Road Hostel	-	53,975	106	6,815	-	154	21,782	82,832	56,420
Skills Development	-	49,016	-	678	6,738	-	40,463	96,895	94,921
Tenancy Finder	-	-	-	-	-	-	-	-	25,677
Veterans Support Service	142	3,710	-	1,129	19	-	-	5,000	98,425
Sandycombe Road	-	6,226	31,661	145	-	-	21,788	59,820	40,139
South West London	-	133,962	27,559	4,103	413	-	56,027	222,064	246,380
Resettlement Service	-	-	-	-	-	-	-	-	-
Governance Costs	-	-	-	-	-	24,225	-	24,225	27,495
Costs of generating voluntary income	-	59,205	-	-	-	-	-	59,205	67,361
Other resources expended	12,985	386,757	65,434	52,436	460	1,722	(519,794)	-	-
Total resources expended	13,127	1,342,459	320,775	79,595	16,835	26,793	-	1,796,304	1,715,039

Total expenditure increased by 5% (£81,265). This is mainly due to increase in support costs resulting from restructuring and increased activity at housing projects.

Notes to the financial statements

For the year ended 31 March 2015

6. Net (outgoing)/incoming resources for the year

This is stated after charging:

	2015 £	2014 £
Depreciation	6,188	3,001
Operating lease rentals:		
property	227,392	127,753
other	4,180	1,781
Auditors' remuneration:		
audit	<u>13,574</u>	<u>10,500</u>

No Trustee received any remuneration or expenses in the year under review.

7. Staff costs

	2015 £	2014 £
Wages, salaries, NIC	1,265,255	1,227,971
Staff expenses	2,221	3,297
Temporary staff	17,510	30,865
Pensions	19,441	36,098
Death in service insurance	3,280	4,464
Staff training/support	22,171	5,393
Recruitment	10,816	9,114
Contract Staff	-	306
CRB checks	1,544	704
Volunteer expenses	221	1,061
Total staff costs	<u>1,342,459</u>	<u>1,319,273</u>
Total emoluments paid to staff were:	<u>1,282,765</u>	<u>1,259,142</u>

One employee earned £60,000-£70,000 during the year (2014: Nil).

Notes to the financial statements

For the year ended 31 March 2015

8. Staff costs (by service)

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2015 No.	2014 No.
Penny Wade House Hostel	9.4	10.4
Tenancy Support Service	3.0	3.0
Outreach Service	3.0	3.2
Drug and Alcohol Support	5.0	2.1
Wilton Road Young Persons Hostel	4.0	3.7
Grove Road	1.4	-
Skills Development Service	2.6	1.4
Volunteering	0.6	1.3
Rough Sleepers service	0.8	-
Tenancy Finder	-	0.5
Veterans Support Service	-	0.8
St Mary's Project	-	2.0
Sandycombe Road 2nd stage Hostel	1.4	0.1
South West London Resettlement Project	3.6	6.8
Core Support Services	10.0	8.0
	<u>44.8</u>	<u>43.3</u>

9. Taxation

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

10. Tangible fixed assets

	Total £
Cost	
At the start of the year	<u>19,319</u>
At the end of the year	<u>19,319</u>
Depreciation	
At the start of the year	4,429
Charge for the year	<u>6,188</u>
At the end of the year	<u>10,617</u>
Net book value	
At the end of the year	<u>8,702</u>
At the start of the year	<u>14,890</u>

Notes to the financial statements

For the year ended 31 March 2015

11. Debtors

	31 March 2015 £	31 March 2014 £
Trade debtors	151,515	73,620
Other debtors	2,900	2,049
Accrued income	65,142	46,754
Prepayments	15,290	13,752
	<u>234,847</u>	<u>136,175</u>

12. Creditors: amounts falling due within one year

	31 March 2015 £	31 March 2014 £
Trade creditors	13,009	14,001
LB Merton Rent Accruals	31,881	66,286
Accruals	29,129	37,925
Salary/PAYE/NI Accrual	53,421	25,596
Pension Accrual	-	2,794
Deferred income	97,574	-
	<u>225,014</u>	<u>146,602</u>

13. Analysis of net assets between funds

	Restricted funds £	General funds £	Total funds £
Tangible fixed assets	-	8,702	8,702
Net current assets	74,296	557,389	631,685
Net assets at the end of the year	<u>74,296</u>	<u>566,091</u>	<u>640,387</u>

Notes to the financial statements

For the year ended 31 March 2015

14. Movements in funds	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Charitable Core Services Support Fund	5,650	19,152	(13,502)	-	11,300
Sandycombe Road Project	9,583	17,000	(18,083)	-	8,500
Skills Development Fund	64,640	32,531	(67,063)	-	30,108
Volunteering	16,338	13,000	(13,337)	-	16,000
Trainee Outreach Service	10,000	15,500	(23,766)	-	1,734
South West London Housing Partnership	14,000	125,320	(139,320)	-	-
Client Welfare	3,893	-	(3,893)	-	-
Veterans Support Service	5,000	-	(5,000)	-	-
Young People	10,000	-	-	(10,000)	-
The Pathway Project	6,654	-	-	-	6,654
Total restricted funds	145,758	222,503	(283,964)	(10,000)	74,296
Unrestricted Funds	594,020	1,439,765	(1,512,340)	10,000	531,446
Designated Funds	-	34,645	-	-	34,645
Total funds	739,778	1,696,913	(1,796,304)	-	640,387

Notes to the financial statements

For the year ended 31 March 2015

Purpose 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 and sought, trained and retained throughout the year. This year this service has been funded by the Hampton Fuels Allotment Charity

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

The South West London Housing Project

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

Client Welfare

Funds have been received to be spent specifically on sleeping bags & other essentials for rough sleepers.

Veteran Support Service

These restricted funds were given to SPEAR by the Royal British Legion to work with Homeless Veterans of the British Armed Forces in South West London.

Young People

These funds are used specifically to support young people facing homelessness. During the year two grants have been received from Richmond Philanthropic and Zurich Insurance

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 Trustees' Annual Report and Accounts for the year 31 March 2015.

Designated Funds

These funds are not restricted by the funder but designated by SPEAR for use on specific accommodation services.

Notes to the financial statements

For the year ended 31 March 2015

15. Operating lease commitments

The charity had annual commitments at the year end under operating leases expiring as follows:

	2015 £	2014 £
Less than 1 year	1,236	1,781
1 - 2 Years	45,000	-
2 - 5 Years	102,500	89,200
Over 5 years	-	47,552
	<u>148,736</u>	<u>138,533</u>

16. Related Party transactions

There were no related party transactions during the year.

SPEAR Annual Report and Financial Statements for the year ended 31st March 2015

We express our warm THANKS to our various funders and partners in 2014/15

LOCAL AUTHORITY



- **London Borough of Richmond upon Thames** for their continued support which has enabled SPEAR to deliver services to tackle homelessness in Richmond for 28 years.
- **London Borough of Merton** for their long-term support of the Wilton Road Young People's hostel and our other Houses with Multiple Occupancies in Merton.
- **Homeless Heathlink Partnership** supported by Richmond, Merton, Sutton, Wandsworth, Kingston.

TRUSTS AND FOUNDATIONS



- **Richmond Parish Lands Charity** for continually funding supported housing and central management costs.
- **Hampton Fuel Allotment Charity** for continually funding skills development, volunteering and rough sleepers.
- **Barnes Workhouse Fund** for their contribution to our Trainee Rough Sleeper outreach worker.
- **Streetsmart** for their support of our Education, Training and Employment services.
- **Richard Tait Charity** who have enabled us to set up a Peer Mentoring scheme in 2015 - 17
- **The Monument Trust** which funded volunteering, education, training and employment.
- **Richmond Philanthropic Society from the Richmond Charities** for a grant and client training grants.
- Trusts and Foundations including: **Albert Hunt, Stephen Roberts Memorial Trust, Charlotte Wade Trust, Calypso Browning, Jean & Peter Anderson, Ashcroft Charitable Trust, Community Learning.**

INDIVIDUALS

- **Generous individuals from our community** who give one off donations or have supported us for many years on a monthly basis. Your loyalty and commitment is invaluable so we can plan ahead with our services.
- **The SPEAR volunteers**, who make an ongoing contribution to our work. Also **Local MPs and Councillors, Richmond Chamber of Commerce, Richmond Council for Voluntary Service and Richmond and Twickenham Town Business Association** who offer us new networking opportunities.
- **Local Landlords** who have worked with our Private Rented Sector service to clients. Also **Paragon Community Housing Group** and **A2 Dominion**, who are social landlords for supported housing.

CORPORATE AND COMMUNITY



Club of Kew Gardens



- **St George** and the **Berkeley Foundation** who funded our client employment programme, sponsored fundraising events and supported Outreach. Their annual football tournament raised over £27,000!
- **SW Trains** for giving grants and fundraising opportunities to SPEAR and collection days at stations.
- **Greggs** who have given a grant for a media course, food donations and offer employment opportunities.
- **HML Holdings & Thames Valley Housing** who supported us as Charity of the Year. Including volunteering and fundraising events and HML also sponsored our website & publicity materials.
- **Local businesses** such as **British Airways, Hewlett Packard, Holloways of Ludlow, Martin Campbell & Co., Treasury Wine Estates, Kew M&S, Lensbury Hotel, local Waitrose stores, Puket Builders, Reed Exhibitions, Savills Estate Agents** through volunteering, item donations, funding and events.

Over 70 local community groups from schools, universities, societies, rotary and churches have engaged in fundraising, donations or awareness events!

All Hallows Church, Twickenham raised a staggering £6,899 from a Snooze, soup kitchen, church collections, quiz night and many more! The Green School, £3,649 and Waldegrave School, £2,000 from dress down days and other events! Parkshot Singers and Isleworth Baroque for our annual concert!

With so many of you to thank, unfortunately we don't have space to mention you all!

NURSERIES, SCHOOLS & UNIVERSITIES

American International University, Arts Educational Schools, Asquith Day Nursery Teddington, Christ's School, Kerswell Kids, Kew College, Kings House School, Marshgate Primary School, Newlands School, Queens CE School Kew, Reach Academy, Stratford Girls Grammar School, Strawberry Hill Nursery, St Elizabeth's School, St George's Weybridge, Sunflower Montessori School, Stanley County School Teddington, St Marys University, Trafagar Junior School, The Green School, The Mall School, Twickenham Preparatory School, Vineyard School, Waldegrave School.

CHURCHES

All Hallows Twickenham, All Saints Hampton, Christ Church Teddington, Church of St. Mary Magdalene, First Friday Lunch Group St Winefride Kew, Hampton Hill URC, Holy Trinity Church Twickenham, Holy Trinity Church, Wimbledon, Hounslow Methodist Church, Kew Parochial Church Council, Merton Priory Team players, Richmond Green URC, Richmond Local Quaker Meeting, Richmond Team Ministry, Riverside Vineyard Church. St. Andrews PCC of Ham, St. Annes Kew, St.Elizabeth of Portugal Catholic Church, St.James Hampton Hill, St.James's Parish Church Twickenham, St Margaret of Scotland

SPEAR Annual Report and Financial Statements for the year ended 31st March 2015

Catholic Church, St. Mark's & St. John's Teddington, St. Mary with St. Alban Teddington, St. Mary's Richmond, St. Peter's Church, East Sheen, Whitton Baptist Church.

COMMUNITY GROUPS

Age U.K., All Hallows Guides, Community Café, East Sheen Scout Group, Friends and Neighbours Alms House, Ham Amenities Group, Ham & Petersham Sea Scouts, Isleworth Baroque, Parkshot Singers and all choral groups who helped with Christmas Concert, Ismaili faith group, Kew Midsummer Fete, Kew Rotary, Make Mine Mighty (Music Group), Probus Club of Twickenham, Mortlake Trefoil Guild, Richmond Rotary Club, Riverside Scout Group, Spring Grove Morris Men/Group, St. Margaret's Reel Village Dance, St. Mary's University Netball Team, Teddington Society, Twickenham & Hampton Music Festival Committee, Twickenham Trefoil Guild.

SPEAR Annual Report and Financial Statements for the year ended 31st March 2015

Reference and Administrative Information

Company Registration Number:	06396687
Charity Registration Number:	1122206
Registered Address and Principle Office:	89 Heath Road, Twickenham, TW1 4AW
Website:	www.spearlondon.org
Trustees:	John Alexander Stephen (Chair) Paul Gannon (Treasurer) Charles Barrie Hatch (Company Secretary) Frances Bouchier Lorraine Clifton Michael McCall Geraldine Stanford Rupert Miller (resigned 1 st June 2015) Christine de Grasse (resigned 5 th February 2015) Grant Healy (joined 21 st April 2015)
Audit & Risk Committee	Paul Gannon (Chair) John Alexander Stephen Rupert Miller
Chief Executive:	Stuart Nevill
Bankers	CAF Bank Limited 25 Kings Hill Avenue King Hill West Malling Kent ME19 4JQ
Solicitors	Russell Cooke LLP Bishops Palace House Kingston-upon-Thames KT1 2QN
Auditors	Sayer Vincent Chartered accountants and registered auditors 108-114 Golden Lane London EC1Y 0TL