

# SPEAR

*homelessness to independence*

Annual Report and Financial Statements

For the year ended

31<sup>st</sup> March 2013

Company No. 06396687

Charity No. 1122206

**SPEAR**  
**Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013**

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**Reference and Administrative Information**

<b>Company Registration Number:</b>	06396687
<b>Charity Registration Number:</b>	1122206
<b>Registered Address and Principle Office:</b>	89 Heath Road, Twickenham, TW1 4AW
<b>Website:</b>	<a href="http://www.spearlondon.org">www.spearlondon.org</a>
<b>Trustees:</b>	John Alexander Stephen (Chair) Paul Gannon (Treasurer, appointed May 2012) Charles Barrie Hatch (Company Secretary) Frances Bouchier Christine de Grasse Lorraine Clifton Rupert Miller Michael McCall Geraldine Stanford
<b>Chief Executive:</b>	Stuart Nevill
<b>Bankers</b>	CAF Bank Limited 25 Kings Hill Avenue King Hill West Malling Kent ME19 4JQ
<b>Solicitors</b>	Russell Cooke LLP Bishops Palace House Kingston-upon-Thames KT1 2QN
<b>Auditors</b>	Sayer Vincent Chartered accountants and registered auditors 8 Angel Gate City Road London EC1V 2SJ

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### Report of the Trustees

#### Introduction

The Board of Trustees presents their report and the audited financial statements of SPEAR Housing Association Limited (“SPEAR”) for the year ended 31<sup>st</sup> March 2013.

The report is also a Directors’ report required by the Companies Act 2006 and is also prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies. All the Trustees are also Directors of the charitable company. 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 on pages 27-28 of 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 incorporated as a company limited by guarantee (registration no. 06396687) (England and Wales) and is registered as a charity (charity registration no. 1122206). SPEAR’s governing document is the Memorandum and Articles of Association.

SPEAR is governed by a Board of Trustees that sets the overall strategy and direction and meets quarterly to conduct the business of the charity and ensure that its practices are in line with its mission and strategy.

The Board of Trustees retains formal decision-making powers but delegates some of the oversight to sub-committees that also meet quarterly and are responsible for providing advice and guidance to the Board of Trustees.

Approval of the strategy, 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 are retained by the Trustees.

The Board regularly reviews its performance and membership to ensure that it carries out its functions effectively and periodically engages in a systematic governance review.

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

No Trustees received remuneration for their roles or were paid for any other activity relating to the charity in the year.

Day to day activities are delegated to the SPEAR Chief Executive.

#### Risk Management

SPEAR operates an Audit and Risk Committee which meets quarterly. The Chief Executive presents a Risk Plan to this committee. The Risk Plan includes a description of each risk, gives it a score based on likelihood and impact and details the appropriate actions to treat the identified risks. The committee members review the Risk Map, ensuring the actions to manage the risks are appropriate. The Chair of the Audit and Risk Committee presents the Risk Map and the work of the committee to the full Trustee Board at each meeting for further review. The terms of reference of the Audit and Risk Committee are reviewed by the full Trustee Board.

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### Objectives

The Trustees have considered the guidance published by the Charity Commission regarding public benefit and the work of the charity and are content that SPEAR operates in accordance with the guidance. The objects of the charity as stated in the Memorandum and Articles of Association 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 Mission Statement is:

- to enable people who have experienced homelessness to access accommodation and those at risk of homelessness to maintain their accommodation; and
- to support all our service users to the point that they no longer need us.

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

Over 25 years later SPEAR continues to focus on providing suitable accommodation for people who have experienced homelessness together with person centred support to address the causes of their homelessness and the barriers to self-sufficiency.

### Approach

SPEAR recognises that homelessness is rarely just a housing problem. Quality support is of intrinsic value to a homeless person building a better future. It provides a professional and mature relationship which promotes motivation, optimism and self-esteem in a group of people who often have these internal resources in short supply.

To gain the benefit of quality support however, people must be safe and secure off the streets. SPEAR aims to achieve its objects by providing accommodation, quality support and opportunities for education and employment to people who have experienced homelessness in South West London.

This provision of quality support in a safe and suitable housing context enables people who have lost hope to transform their lives. They begin to believe in their own potential, tackle addictions, change destructive habits, work towards education and employment and make a positive contribution to their community.

The main activities of the charity are:

- A range of accommodation services for rough sleepers and other people who have experienced homelessness
- Support to address health and social care issues related to homelessness such as mental distress, relationship problems, addictions and unemployment
- Support to sustain a tenancy and build a stable future
- Support for young people who have experienced homelessness to develop the life skills, tenancy skills and employment skills necessary for a future life as a responsible adult.

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### Achievements and Performance

#### Executive Summary

We worked with more homelessness people this year than at any time in our history. The number of rough sleepers in Richmond doubled and the number of people contacting us worried about the prospect of becoming homeless increased by 50% from the previous year. We witnessed a steep rise in the number of people moving to Richmond seeking accommodation; an increased number of female rough sleepers; and increased numbers of rough sleepers with mental health problems.

Facing these challenges head on, we have developed and grown as a charity: more people than ever before have benefitted from our work; we have driven forward organisational and operational developments; rolled out new homelessness services; planned future developments which will enable us to continue delivering meaningful and sustainable improvements to the lives young and adult people facing homelessness across South West London.

The first of these developments was the re-structure of the SPEAR senior management team, which developed the roles of Resources Director and Finance Manager and created three new Programme areas of service delivery:

- The 'Resettlement Programme' consists of those services which prioritise speedy resettlement off the streets and provides an accommodation pathway leading to independent living.
- The 'Recovery Programme' consists of services which prioritise personal development in the face of significant and challenging support needs.
- The 'Young People's Programme' consists of two young peoples hostels which support the transition into adulthood for young people with complex family, learning and social care needs.

Alongside this new structure, we integrated our previously distinct Employment, Training and Education service into each of the three Programme areas.

Our core services for homeless adults in Richmond were re-modelled through a Local Authority commissioning process with the new contract starting in January 2013. We also launched a new second stage shared housing scheme linked to our hostel Penny Wade House in October 2012 and worked on the development of another two services for rough sleepers which launched at the end of the year, one working across the four Boroughs of Richmond, Merton, Wandsworth, and Sutton.

These developments resulted in improved benefits to people facing or experiencing homelessness, most notably:

- Rough sleeping waiting times dropped to half of what they were the previous year
- We resettled more homeless people into private rented sector accommodation than ever before
- 98% of our clients resettled into private rented sector sustained their tenancies
- Many more people moved through our extended 'accommodation pathway' into sustainable accommodation
- Many more rough sleepers benefited from emergency accommodation during the winter months

We developed and delivered an ambitious business plan, complemented by annual plans for each of the three Programme Areas. These plans delivered benefits in year and also developed the foundation for some key projects which extend into future years, including the development of accredited in-house training in our young people and adult hostels and developing plans to expand both of our young peoples' services.

Our central services also worked hard to deliver aspects of our Business Plan. Most notably: we selected and started work developing a new client database; we launched a new website; improved our fundraising performance; increased our public and media profile; and reviewing governance.

Using our 25<sup>th</sup> anniversary year to look ahead to the future, we also conducted a Strategic Review which together with client, staff and stakeholder consultation informed the development of a 3 year Strategy for 2013-16. Our revised vision, mission, philosophy and values together with our strategic aims articulate who we are and what is most important to us. It reiterates our commitment to delivering meaningful and sustainable benefits in the lives of each of the individual people we work with, in close partnership with local partners.

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### Achievements and Performance (continued)

#### Service Delivery

Over the year SPEAR provided a range of services for vulnerable people in South West London and particularly in the London Boroughs of Richmond upon Thames and Merton. We also started working with rough sleepers in Sutton and Wandsworth at the end of the year. In June 2012, SPEARs services were re-structured into three distinct Programme areas - Resettlement, Recovery and Young People:

The **Resettlement Programme** provides a co-ordinated 'pathway' through a range of services which support people from the streets to sustainable independent accommodation. After working with rough sleepers on the street, these services broker access to accommodation and provide tenancy sustainment support across shared housing, training flats, private and social housing tenancies. The programme aims to make accessible and appropriate supported accommodation available to local people who are experiencing homelessness, working with around 200 clients at any one time. The Programme consists of the following services:

- Rough Sleeper Outreach Service
- Heath Road Project
- Homelessness Helpline
- Tenancy Support Service
- Veterans Support Service
- Private Rented Sector Service
- South West London Rough Sleeper Service

#### **Rough Sleeper Outreach Service:**

This supports rough sleepers across the borough of Richmond to move off the streets and address the issues underlying their homelessness. The service is funded by the **London Borough of Richmond upon Thames**. Major achievements this year included:

- The service grew in response to a doubling in the number of rough sleepers, (compared to 2011-12)
- Over the year, the average time it took to resettle engaging rough sleepers off the streets fell consistently:
  - The average waiting time over the full year was 9 weeks
  - The average waiting time in the last months was 3 weeks
- The service successfully resettled over 80 rough sleepers off the street, more than ever before

#### **Heath Road Project:**

This project provides temporary accommodation to rough sleepers whilst the Rough Sleeper Outreach service brokers a longer term accommodation outcome. The service opened in February 2013 and is funded by the **South West London Housing Partnership** and the **London Borough of Richmond upon Thames**.

#### **Homelessness Helpline:**

The SPEAR helpline provides information, advice and guidance to people facing or experiencing homelessness. The Helpline refer callers to other SPEAR services or signpost them to other services where appropriate. The service is funded through **general donations from the public** and is operated in part by SPEAR **volunteers**. Major achievements this year included:

- The service dealt with 431 callers and conducted over 400 triage assessments
  - The service conducted 270 referrals to one or more SPEAR services
  - 95 other callers were provided homelessness information, advice and guidance

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### Achievements and Performance (continued)

#### Service Delivery (continued)

##### Tenancy Support Service:

This service supports 71 ex-rough sleepers in training (time-limited) tenancies or independent accommodation, supporting them to live independently and progress towards employment. This service is funded by the **London Borough of Richmond upon Thames** and is delivered in partnership with **Richmond upon Thames Churches Housing Trust** and **A2 Dominion**. Major achievements this year included:

- 99% of tenancies were successfully sustained
- Over 60% of clients engaged in volunteering, education, training or employment
- 57% of clients successfully move out of training tenancies within two years

##### Veterans Support Service:

This service supports 50 ex-service people in South West London who are homeless or at risk of homelessness to find secure accommodation and address other health or social care needs. The service is funded by the **Royal British Legion**. Major achievements this year included:

- The service supported over 20 veterans address physical and mental health needs
- The service brokered 17 veterans to maintain their accommodation when their tenancies were at risk
- The service supported 17 veterans to engage in education, training and employment

##### Private Rented Sector Service:

This service supports people to secure and move into private rented sector accommodation. This service is funded by **The Oak Foundation**. Major achievements in the year included:

- Developing relationships with 9 new private landlords
- Increasing private rented sector accommodation in 6 new South West London Boroughs
- Supporting 32 rough sleepers to move directly into a private rented sector accommodation

##### South West London Rough Sleeper Service:

This service supports rough sleepers and those at imminent risk of rough sleeping move into private rented sector accommodation and supports them to sustain their tenancies and engage with other appropriate local support. The service launched in March 2013 and is funded by the **South West London Housing Partnership**.

#### SPEAR Resettlement Programme Case Study

James, (not his real name) became homeless following domestic violence. He then travelled to London and started to sleep rough in Richmond which he was familiar with having worked here previously. Not being from the local area, his access to housing was limited. We referred James to another pan-London organisation who helped him return to his home town. Unfortunately, he experienced more violence and so returned to Richmond to sleep rough.

Despite exploring hostel options outside of Richmond, James refused, saying he felt safer on the streets. He was feeling increasingly depressed and hopeless. James developed relationships with SPEAR staff which mattered to him and this was key for James in re-building his motivation and self-esteem. The SPEAR Outreach Team identified an independent flat and supported James to move in. We set up a support service for him, helping him to furnish his flat, develop his IT skills and work towards his aspirations.

James has now gained a qualification and has gained employment in the construction industry.

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### Achievements and Performance (continued)

#### Service Delivery (continued)

The **Recovery Programme** focuses service delivery on the personal development aspect of some homeless people's journey to self-reliance. Clients in these services may have complex health and social issues including addictions and mental health problems. The programme ensures that our rough sleeper hostel in Richmond our second stage supported housing project and our drug and alcohol service focus on cultivating inner resources through the development of life and social skills in preparation for education, training and employment. The programme works with around 80 clients at any one time. The Programme consists of the following services in Richmond:

- Penny Wade House, (Rough Sleeper Hostel)
- Sandycombe Road Project
- Drug and Alcohol Service

#### **Penny Wade House:**

This 14 bed rough sleeper hostel provides accommodation based support to rough sleepers from Richmond. The service provided in the hostel is funded by the **London Borough of Richmond upon Thames** and is provided in partnership with **Richmond upon Thames Churches Housing Trust**. Major achievements this year included:

- The hostel team started working with rough sleepers waiting to move into the hostel
- The services worked effectively with more people with complex and challenging needs
- 15 rough sleepers moved out of the hostel with 12 successfully moving onto independent accommodation
- The hostel operated with less than a 1% void rate

#### **Sandycombe Road Project:**

This supported housing project provides less supported shared accommodation for 4 ex-rough sleepers who previously lived at Penny Wade House as they prepare to move onto independent living. The service is funded by the **Richmond Parish Lands Charity** and opened in October 2012. Major achievements this year included:

- 4 Penny Wade House residents moved into the project
- All 4 clients engaged in training and education
- The project operated with less than a 1% void rate

#### **Drug and Alcohol Service:**

This service supported people who are facing or experiencing homelessness to reduce, manage, and cease their drug and alcohol use. This service was funded by the **Richmond Primary Care Trust**. Major achievements this year included:

- 100% positive feedback in client survey
- The service treated hard to reach drink and drug users with other complex needs who refused other treatment
- 70% successful completion of treatment provision

#### **SPEAR Recovery Programme Case Study**

Ashley (not his real name) moved into Penny Wade House after sleeping rough in Richmond. He had a long history of violent offending. He also felt depressed and suicidal and heard voices when he drank heavily. He hadn't had stable housing for over 6 years.

Soon after moving in he started to feel better and started to take his psychiatric medication on a consistent basis. He stopped drinking and didn't re-offend during his hostel stay. Ashley became a popular participant in hostel social and skills development activities, he undertook a volunteering role locally, and attended a local gym regularly.

Ashley recently moved out of the hostel into independent accommodation and continues to work towards his employment aspirations.

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### Achievements and Performance (continued)

#### Service Delivery (continued)

The **Young People's Programme** provides services to support young people facing homelessness to make a smooth transition into adulthood. Many of the young people in these services have chaotic or institutional backgrounds and may have had involvement with the criminal justice system. The Programme focuses on preparing young people to move into independent accommodation once they are 18 years old, to engage in training or education, and to progress towards employment. The Programme consists of two young people's hostels in Merton and Richmond and works with around 30 young people a year.

#### **Wilton Road Hostel:**

This service provides supported housing to 9 young people enabling them to develop the skills to live independently. The service is funded by the **London Borough of Merton**. Major achievements at Wilton Road this year included:

- The service worked with over 30 young people through year, supporting over 90% of them to move into second stage lower support or independent accommodation
- 84% of hostel residents successfully progressed to less supported or independent accommodation
- 71% of the young people engaged in education or training

#### **Lower Grove Road Hostel:**

This service provides supported housing to 3 Young People from Richmond enabling them to develop the skills to live independently. The service is funded by the **London Borough of Richmond upon Thames**. Major achievements at Lower Grove Road in the year include:

- The service worked with 8 young people through the year, supporting 7 of them to move into lower support or independent accommodation
- 75% of hostel residents successfully progressed to less supported or independent accommodation
- 100% of the young people engaged in education or training

#### **SPEAR Young Peoples' Programme Case Study**

Jean (not her real name) arrived at SPEAR, fleeing domestic violence and unable to work due to mental health problems. She took medication daily and had regular input from her mental health team. Jean was extremely worried about her housing, and terrified she would be sent home.

Despite reassurance from her SPEAR key worker, she became so anxious that she could only attend meetings with the Council Housing Department if her key worker accompanied her. Jean had wanted to be a Doctor before she became ill, but she now felt that this was impossible and that she would be unable to work for a long time.

Jean's key worker supported her to think about her feelings, other career options and training opportunities. Jean then began to see her situation differently and applied for a number of college courses. She has now accepted a place on a course starting in September.

With SPEAR's support, Jean moved on from our young peoples' hostel into independent housing. She is feeling much better about her future and expects to be discharged from the mental health service in the near future.

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### **Skills Development and Progression to Employment Service:**

This service offers meaningful activities to SPEAR clients and supports them to build confidence and become employment ready.

It is funded by the **Richmond Parish Lands Charity, Monument Trust** and the **Berkeley Foundation**.

This provision was re-modelled in February 2013, so as to operate distinctly within each of the SPEAR Programmes.

Major achievements this year included:

- Supporting 20 people in confidence building activities
- Delivering in-house IT, literacy and numeracy training to 20 clients
- Supporting 46 clients to engage in externally delivered training and education courses
- Supporting 15 clients prepare for and look for work
- Supporting 5 clients to engage in volunteering
- Supporting 8 clients into employment

### **Volunteering:**

SPEAR's volunteers support staff in core as well as in frontline services such as Outreach and Skills Development, using their skills to enable clients to realise their potential. The Volunteering Officer recruits, supports and manages all volunteers.

The volunteer department is largely funded by the **Hampton Fuel Allotment Charity** with additional funding from **Richmond Parish Lands Charity**.

Major achievements and benefits of volunteering include:

- From January to October the nominal value of volunteer hours was £53,330
- Our volunteers provided more than 6,000 hours of to support people who are homeless.
- 20% of current volunteers have experience of using homelessness services themselves.
- Increasing the number of rough sleeper outreach shifts from 2 to 3 per week.
- Supporting fundraising events.
- Supporting clients through mentoring and befriending
- Support our Skills Development activities

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### Achievements and Performance (continued)

#### Organisational Development

We finished the re-structure of the senior management team in June 2012. The key aspects of the re-structure were:

- A new senior post of Resources Director was created to lead fundraising and marketing, personnel and volunteering, facilities management and administration.
- The Finance Manager role was reviewed and joined the senior management team.
- The previous role of Services Manager was replaced by three senior operational management roles. Each of the new Programme Managers took on responsibility for leading the delivery and development of the three key areas of our charitable activities:
  - The Resettlement Programme consists of those services which prioritise speedy resettlement off the streets and provides an accommodation pathway leading to independent living.
  - The Recovery Programme consists of services which prioritise personal development in the face of significant and challenging support needs.
  - The Young People's Programme consists of two young people's hostels which support the transition into adulthood for young people with complex family, learning and social care needs.

New performance management procedures were introduced and we invested in a management development training course to support the new team structure.

The new Programme Managers developed and delivered Programme Plans in year. The principle purpose of the Programme Plans was to develop the service models and staff expertise required by each Programme and to ensure that central functions such as fundraising and volunteer management supported the objectives of the Programmes. The key achievements of each of the plans were:

- The Resettlement Programme developed new procedures which increased the coherence of the SPEAR accommodation pathway and brought new supported accommodation schemes on line. The result was a significant increase in the rate of movement through the pathway into private rented sector accommodation. This in turn helped us to reduce the length of time rough sleepers waited to move off of the streets.
- The Recovery Programme developed new procedures to work with rough sleepers with complex needs before they moved into the Penny Wade House hostel. This increased trust and allowed more work to take place during the hostel stay. The Programme staff also conducted research with clients and with other organisations, developed a partnership and planned an innovative 'Recovery Course' for people who have experienced homelessness, which aims to promote positive identities, hope, self-management, motivation, social interactions, empowerment. This was supported by research and planning around Recovery training for all staff in the Programme.
- The Young Peoples Programme researched and developed an accredited training course to be delivered by staff in both young peoples hostels. The course consists of mandatory and optional AQA accredited modules which promote the development of life skills; tenancy skills; and employment skills.

We re-structured a previously distinct Employment, Training and Education, (ETE) service to fully integrate into each of the three Programmes. Our new approach to ETE was designed to integrate skills development and/or progression to employment activities within the core key-working interventions of all SPEAR services.

A governance review was conducted, which resulted in revised governance policies and procedures and informed the development of the SPEAR Strategy for 2013-16.

We also developed our media profile, through organising events, blogging and tweeting, press articles and by participating in a sector debate 'Re-thinking Homelessness' organised by The Berkeley Foundation, at which SPEAR played a prominent role.

Important work was also undertaken within our central services including the review of key policies; infrastructure investment; staff development; and efficiency drives. These achievements are detailed below:

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**Achievements and Performance (continued)**

**Organisational Development (continued)**

2012-13 Objectives	Achievements
<b>AIM (1): Improve the quality and performance of our services</b>	
1a. Improve policies and procedures	6 key policies were reviewed and updated
1b. Increase client involvement	Clients were involved in policy reviews and the development of the 2013-16 Strategy
1c. Improve data capture & performance reporting	A new client database was procured following a robust tender
1d. Develop staff and volunteer workforce	A staff and volunteer learning and development plan was developed
1e. Improve value for money	Procurement was reviewed and significant efficiencies achieved.  Benchmarking with other homelessness organisations was undertaken
1f. Improve governance	A governance review was undertaken  Governance policies and procedures were reviewed and updated
<b>AIM (2): Develop targeted programmes and pathways to ensure services meet our clients needs effectively</b>	
2a. Develop distinct Recovery, Resettlement & Young Peoples Programmes	Programme plans were developed and delivered
2b. Improve the SPEAR 'resettlement pathway'	Operational procedures were reviewed and updated Performance significantly improved
2c. Develop a structured 'recovery' course for clients	Research was undertaken  A partnership was established with Richmond Adult Community College
2d. Develop a bespoke approach to working with women	Research was undertaken  Specific interventions for women were piloted at Penny Wade House
2e. Integrate 'progression to employment across all services	The re-structuring of the SPEAR employment, training and education provision was successfully achieved
<b>AIM (3): Influence wider policy, strategy and best practice in homeless service provision</b>	
3a. Improve website and promotional material	A new blog was created, and new promotional material was rolled out
3b. Contribute to local, regional and national homelessness initiatives	SPEAR featured prominently in the Berkeley Foundation funded 'Rethinking Homelessness' event, and were very involved in the development of LB Richmond and Merton Homelessness strategy forums
3c. Increase local community engagement	SPEAR's twitter feed encouraged local community involvement and we continued to engage with local churches and community groups as well as attending Summer Fairs
3d. Improve press relations	SPEAR was featured in 1 major article and 7 other articles in Richmond local press
3e. Improve our clients' voice	SPEAR held a public open day, supported by our local MP Vince Cable which included a client presentation
3f. Contribute to homeless provision across South West London	SPEAR secured a new contract to work with rough sleepers across LB Merton, Richmond, Wandsworth & Sutton

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### Future Direction:

The SPEAR 3 Year Strategy 2013-16 was developed this year following a strategic review of client, organisational, environmental and financial issues and which involved extensive client, staff, Trustee and stakeholder feedback.

Our strategy began with a review of our future Vision, Mission, Philosophy and Values:

**Vision:** *We strive for communities in which anyone facing or experiencing homelessness can quickly move into secure accommodation, get effective support, and work towards their hopes and aspirations.*

**Mission:** *To enable homeless people in South and West London find secure accommodation and work towards a positive future.*

The two key aspects of our new vision and mission are a renewed commitment to support people off the street as quickly as possible and to offer services in which our clients develop their confidence, motivation and self-esteem. In focusing on these things, we enable our clients to create secure places to live and to begin to work towards other goals.

Sleeping rough typically leads to worsening health and weakening self-esteem. Offering hope and motivation lies at the very heart of SPEAR, but we are very clear that this is the first step in a long journey. In order to create a sustainable improvement in quality of life, local services must support that onwards journey.

**Philosophy:** *We exist to develop and deliver solutions for people facing or experiencing homelessness within our communities*

*We're committed to investing our passion and energy into developing the very best services from the ground up with local community partners*

*We believe that Homelessness isn't just a housing problem - it has a range of causes and is often an experience of isolation, fear hopelessness or self-doubt*

*That's why, beyond a roof overhead, we promote community involvement and personal development.*

Our new philosophy statement articulates how our approach prioritises a strong community focus, the need to develop and deliver services which are informed by the experience of clients and front-line delivery staff, working with the human experience of homelessness and its associated difficulties.

**Values:** *We are confident that everyone can improve their lives  
We recognise the impact of positive relationships in our work  
We deliver new solutions through community partnerships  
We learn from the experiences of the people we work with*

Our values are a guide for how we approach our work on a day to day basis. Our values call us to bring emotional intelligence, compassion, empathy and an ability to work professionally and with a solution-focused attitude, both with each other and with external partners.

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### Strategic Aims:

Our strategic review together with our revised mission, vision, philosophy and values informed the following Strategic Aims which we set for the next three-year period 2013-16:

1. **Be a valued partner in local community responses to homelessness across South & West London** by: building on our developing relationships with new Local Authorities in South & West London; and contributing to local strategic work to tackle homelessness.
2. **Develop local services into integrated and sustainable community pathways** by: improving local knowledge and relationships in all our areas of operation; developing new complementary services which replicate our 'pathway' model, (of a series of staged services which together promote personal development, sustainable accommodation and employment); and developing volunteering and peer support in all of our areas of operation.
3. **Ensure the design, delivery & evaluation of our services reflect the needs and views of those who use them** by: improving how we engage with clients in planning, delivering and evaluating services; improving client engagement with senior managers and Trustees; increasing peer support opportunities for clients and ex-clients
4. **Make adequate accommodation available to meet the needs of local homeless people** by: identifying the scale and scope of homelessness in all of our areas of operation; developing services and partnerships which reduce rough sleeping times and create accessible accommodation options; and by investing our energy and passion to develop innovative ways of increasing the supply of accommodation.
5. **Find effective ways to support people with challenging and complex need** by: reviewing where current services don't always work; developing new partnerships and service solutions to meet complex and challenging needs more effectively; and investing in staff learning and development
6. **Develop new solutions to homelessness with new and existing partners** by: conducting internal and sector-wide research; and developing effective ways to respond to new business opportunities
7. **Deliver high quality services through effective and efficient organisational systems** by: delivering a refreshed staff learning and development programme; reviewing how we manage our performance; implementing a new quality assurance and internal audit process; and reviewing senior management and governance requirements to deliver our strategy.

Our revised vision, mission, philosophy and values, together with our new 3-Year strategic aims, clearly articulate what SPEAR is about and our direction of travel over the next three years as we navigate changes in our environment, whilst remaining committed to delivering the most benefit we can for the vulnerable people who seek our support every day.

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### Our Thanks:

We would like to take this opportunity to express our warm thanks to our various funders and partners:

- **London Borough of Richmond upon Thames** for their continued support which has enabled SPEAR to deliver services to tackle homelessness in Richmond for the last 25 years
- **London Borough of Merton** for their long-term support of the Wilton Road hostel. This has historically been through MASH and we value the continued commitment to work with the young people of Merton through SPEAR.
- **The South West London Housing Partnership**, particularly the Boroughs of Merton, Richmond, Sutton and Wandsworth, for their funding of our new South West London Resettlement Service.
- **Richmond Parish Lands Charity** for their continued support, which has funded a range of activities including skills development for many years; and which contributes to fund some of our management and overhead expenses and most recently has allowed us to develop an innovative second stage supported housing scheme connected to the Penny Wade House hostel
- **Hampton Fuel Allotment Charity** for their continued support, which has funded skills development and our outreach work with rough sleepers; and which continues to fund our Volunteering operation
- **The Royal British Legion**, which has funded us since 2010 to provide a bespoke service to vulnerable and homeless people who have recently served in the armed forces
- **The Clare King Charitable Trust**, which continues to fund a full time fundraising post
- **The Oak Foundation**, which continues to fund our work to support people who have experienced homelessness to find and sustain private rented sector accommodation
- **The Monument Trust** which funds our work to support people into volunteering, education, training and employment
- **The Adobe Foundation** which funds our work to support young people into independent accommodation
- **St George West London** and the **Berkeley Foundation** who have funded our work to support people who have experienced homelessness to develop employment skills
- Local Landlords who have worked with our Private Rented Sector service to provide much needed independent housing for our clients
- **Richmond upon Thames Churches Housing Trust (RuTCHT)** and **A2 Dominion** who provide housing stock for the tenancy support service, but also work alongside us and offer support and expertise to ensure that we are able to provide a seamless service to our clients
- Local MPs and Councillors who offer ongoing support, particularly **Dr Vince Cable** and **Zac Goldsmith** whose interest in our work is hugely appreciated
- **The Richmond Chamber of Commerce**, **Richmond Council for Voluntary Service** and the **Richmond Athena Group**, who all provide much needed resources and networking opportunities
- All the local individuals, schools, churches, companies and community groups who donate funds to SPEAR each year

Without the support of our local community, our funders, our partners and friends, we would not be able to offer our clients the opportunity and support to transform their lives. We, and they, are very grateful.

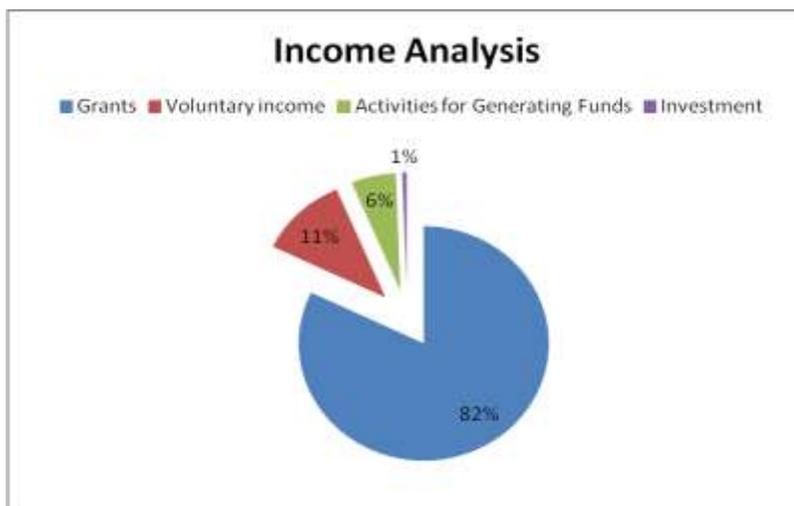
# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### Financial Review

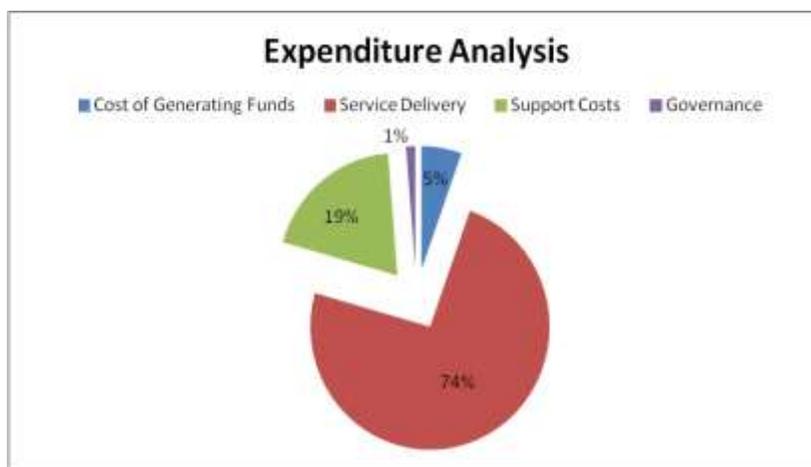
#### Income

Incoming resources during the year to 31st March 2013 were £1,402,625 and resources expended were £1,346,173 resulting in a net surplus of £56,452. Year on year income has reduced by 9%. Grant income decreased by 8%, (£94,467) despite a full year of funding from the London Borough of Merton and three new services which started in the second half of the year. Reduced funding was received from the Oak Foundation and no further funds were incoming from Royal British Legion, Grants Direct, Kingston Mayor's Trust or Streetsmart. Voluntary income decreased by 5% (£7,810) but activities to generate funds increased by 79% (£35,947). Detailed analysis is shown in notes 2, 3, & 4. The proportion of our income from grants remains consistent with the previous year.



#### Expenditure

Expenditure for the year was a total of £1,346,173 which is 5% (£69,527) higher than the previous year. The increased expenditure primarily reflects new service delivery. Although fundraised and voluntary income increased, the costs of generating funds were 1% less than the previous year. Service delivery costs increased by 2% (£18,540) and support costs increased by 27% (£56,476) reflecting the senior management re-structure which completed in June 2012. Governance costs decreased by 26% (£6,086). Detailed analysis is shown in notes 5, 6, 7, 8 & 9.



# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### Balance Sheet

The balance sheet of the charity as at 31<sup>st</sup> March 2013 shows total reserves of £696,911. The surplus of £58,039 has increased reserves by 9%. These funds comprise £152,704 of restricted funds, (a decrease of 32%) and unrestricted funds of £544,207 (an increase of 32%).

### Prior Year Adjustment

A number of grants and trusts previously treated as deferred income and then recognised in the financial year 2012-13 have been reclassified as a brought forward balance. The total adjustment made is £164,860 which increased brought forward restricted reserves from £60,429 to £225,289.

### Reserves Policy

Trustees have examined the requirement for reserves i.e. unrestricted funds not invested in tangible fixed assets or designated for specific purpose. Trustees are aiming at free reserves to cover operational activities from unrestricted income for at least three months with the aim to increase this in the future. As at 31<sup>st</sup> March 2013 unrestricted reserves represented 78% of total reserves which is equivalent to 4.86 months of average expenditure.

The Reserves Policy is reviewed annually by the Finance Sub-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 8 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). 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 increased by 135%, to £8,121.

### Statement of responsibilities of the trustees

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;

## SPEAR

### Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

- 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; and
- 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; 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 2013 was X (2012: 11). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

#### **Auditors**

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

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

John Alexander Stephen  
Director and Chair of Trustees

Date:

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### Independent auditors' report

#### To the members of

#### Spear Housing Association Limited

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We have audited the financial statements of SPEAR Housing Association Limited for the year ended 31 March 2013 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 trustees' report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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 trustees' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2013 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

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

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

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

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

*Pamela Craig (Senior statutory auditor)*

*Date*

*for and on behalf of Sayer Vincent, Statutory Auditors*

*Sayer Vincent, 8 Angel Gate, City Road, LONDON EC1V 2SJ*

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### Statement of Financial Activities *(incorporating an Income and Expenditure Account)*

For the year ended 31 March 2013

	Note	Restricted £	Unrestricted £	2013 Total £	2012 Total £
<b>Incoming resources</b>					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	74,375	86,384	<b>160,759</b>	168,569
Activities for generating funds	3	7,723	73,805	<b>81,528</b>	45,580
Investment income		-	8,121	<b>8,121</b>	3,457
<i>Incoming resources from charitable activities</i>					
Grants	4	123,748	1,028,469	<b>1,152,217</b>	1,246,684
<i>Other incoming resources</i>		-	-	-	81,570
<b>Total incoming resources</b>		<b>205,846</b>	<b>1,196,779</b>	<b>1,402,625</b>	<b>1,545,860</b>
<b>Resources expended</b>					
<i>Costs of generating funds:</i>					
Costs of generating voluntary income	5	30,000	42,923	<b>72,923</b>	73,914
<i>Charitable activities</i>					
Penny Wade House Hostel		20,363	373,003	<b>393,366</b>	384,001
Outreach		25,535	77,249	<b>102,784</b>	91,988
Tenancy Support		8,447	155,577	<b>164,024</b>	158,296
Drug and Alcohol Support		4,108	72,999	<b>77,107</b>	85,107
Wilton Road Hostel		21,305	213,892	<b>235,197</b>	192,238
Grove Road Hostel		2,876	47,551	<b>50,427</b>	55,494
Skills Development		45,430	16,412	<b>61,842</b>	51,034
Tenancy Finder		18,718	15,352	<b>34,070</b>	86,303
Veterans Support Service		79,805	16,507	<b>96,312</b>	65,032
St Mary's Project		-	-	-	10,184
Sandycombe Road		7,405	13,511	<b>20,916</b>	
South West London Housing Project		14,439	5,797	<b>20,236</b>	
<i>Governance costs</i>		-	16,969	<b>16,969</b>	23,055
<b>Total resources expended</b>		<b>278,431</b>	<b>1,067,742</b>	<b>1,346,173</b>	<b>1,276,646</b>
<b>Net incoming resources before transfers</b>	6	<b>(72,585)</b>	129,037	<b>56,452</b>	269,214
Gross transfers between funds				-	-
<b>Net movement in funds</b>		<b>(72,585)</b>	129,037	<b>56,452</b>	269,214
<b>Reconciliation of funds</b>					
<b>Fund Balances at start of year as previously stated</b>		60,429	413,583	<b>474,012</b>	
<b>Prior Year Adjustment</b>		164,860	-	<b>164,860</b>	
Total funds brought forward		225,289	413,583	<b>638,872</b>	369,658
<b>Total funds carried forward</b>		<b>152,704</b>	<b>542,620</b>	<b>695,324</b>	<b>638,872</b>

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

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

Spear Housing Association Limited

Company no. 06396687

### Balance sheet

As at 31 March 2013

	Note	2013 £	2012 £
<b>Fixed assets</b>			
Tangible fixed assets	10	7,355	1,588
<b>Current assets</b>			
Debtors	11	190,607	118,534
Cash at bank and in hand		<u>726,007</u>	<u>719,958</u>
		<u>916,614</u>	<u>838,492</u>
<b>Liabilities</b>			
Creditors: amounts falling due within one year	12	(228,645)	(201,208)
<b>Net current assets</b>		<u>687,969</u>	<u>637,284</u>
<b>Net assets</b>	15	<u>695,324</u>	<u>638,872</u>
<b>The funds of the charity</b>	15		
Restricted funds			
In surplus		152,704	225,289
Unrestricted funds			
Designated funds		-	-
General funds		<u>542,620</u>	<u>413,583</u>
<b>Total charity funds</b>		<u>695,324</u>	<u>638,872</u>

Approved by the trustees on:

Signed on their behalf by:

John Alexander Stephen (Chair)

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### Notes to the financial statements

For the year ended 31 March 2013

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#### 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 a particular purpose.
- 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.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on headcount by service.

- 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.

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### 1. Accounting policies (continued)

- 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.

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### 2. Voluntary income

	Restricted £	Unrestricted £	<b>2013 Total £</b>	2012 Total £
Community groups	-	25,620	<b>25,620</b>	31,468
Corporates	10,000	7,553	<b>17,553</b>	6,516
Trusts	64,375	2,875	<b>67,250</b>	92,761
Donations from individuals		38,855	<b>38,855</b>	33,594
Legacies and bequests	-	11,482	<b>11,482</b>	4,230
<b>Total</b>	<u>74,375</u>	<u>86,384</u>	<u><b>160,759</b></u>	<u>168,569</u>

Voluntary income decreased by 5% (£7,810) from the previous year. This was largely due to reduced trust income recognised in 2012-13 as Adobe Foundation funding came to an end and income from Clare King Trust income reduced for its final year. However a new relationship with a corporate donor, The Berkeley Foundation has increased this income stream for SPEAR by more than £10,000. Donations from individuals increased with one large legacy received during the year.

### 3. Activities for generating funds

	Restricted £	Unrestricted £	<b>2013 Total £</b>	2012 Total £
Events	-	50,141	<b>50,141</b>	12,429
Other fundraising activities	7,723	12,065	<b>19,788</b>	21,150
Hostel charges	-	11,598	<b>11,598</b>	12,001
<b>Total</b>	<u>7,723</u>	<u>73,804</u>	<u><b>81,527</b></u>	<u>45,580</u>

Income from Activities for generating funds increased by 79% (£35,947). The most significant increases in income raised through events was due to:

- SPEAR being chosen as the charity of the year for the Richmond May Fair Ball
- A successful sponsored 'sleep out' event, (The SPEAR Snooze)
- A successful sponsored half marathon

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### 4. Grants for furtherance of charitable activities

	Restricted £	Unrestricted £	<b>2013 Total £</b>	2012 Total £
Grants Direct	-	-	-	6,000
LBM - Supporting People	-	144,725	144,725	120,604
LBM - Management Fees	-	12,450	12,450	11,000
LBRuT - Supporting People	-	268,789	268,789	269,803
LBRuT - Service Level Agreement	-	232,000	232,000	232,000
Richmond Parish Lands Charity	26,875	-	26,875	21,400
Hampton Fuel Allotment Charity	35,000	-	35,000	48,315
Street Smart	-	-	-	8,000
Royal British Legion	-	-	-	130,912
Kingston Mayor's Trust	-	-	-	10,981
Oak Foundation	20,213	-	20,213	79,980
Primary Care Trust	-	84,932	84,932	84,932
LBRUT - Rough Sleepers Accommodation	-	5,000	5,000	
South West London Housing Project	41,660	-	41,660	
Housing Benefit	-	280,574	280,574	222,757
<b>Total</b>	<u>123,748</u>	<u>1,028,469</u>	<u>1,152,217</u>	<u>1,246,684</u>

Income from grants has decreased by 8%, (£94,467):

- Housing Benefit income increased by £57,817 because of a full years' income from our young people's hostel in Merton, (ten months income was received in the previous year) and the opening of a new service in Richmond, (the Sandycombe Road Project).
- Income from the London Borough of Merton increased by £24,121 also because of a full years' income from the young people's hostel.
- Income from the Oak foundation was less than in the previous year as the service they funded was scaled down.
- Income from the Royal British Legion decreased by £130,912 because of all full years income for 2012-13 was recognised in 2011-12 and brought forward as restricted funds.
- Richmond Parish Lands Charity increased their funding by £5,475, supporting our new Sandycombe Road Project and our skills development and progression to employment work.
- SPEAR launched two new rough sleepers services in the last quarter of the year, which generated income recognised in 2012-13 of £46,660, the majority of which is carried forward to 2013-14 as restricted funds.

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### 5. Total resources expended

	Fundraising costs £	Staff costs £	Premises costs £	Infrastructure Costs £	Client costs £	Support costs £	2013 Total £	2012 £
Penny Wade House Hostel	-	247,270	68,523	3,955	2,374	71,244	<b>393,366</b>	384,001
Outreach	-	60,236	7,108	2,960	9,278	23,202	<b>102,784</b>	91,988
Tenancy Support	-	112,347	400	3,432	4,170	43,675	<b>164,024</b>	158,296
Drug and Alcohol Support	-	59,291	-	2,284	8,121	7,411	<b>77,107</b>	85,107
Wilton Road Hostel	-	173,841	24,273	4,028	401	32,654	<b>235,197</b>	192,238
Grove Road Hostel	-	37,790	-	1,674	573	10,390	<b>50,427</b>	55,494
Skills Development	-	35,652	-	579	5,138	20,473	<b>61,842</b>	51,034
Tenancy Finder	-	19,122	-	588	719	13,641	<b>34,070</b>	86,303
Veterans Support Service	-	59,727	-	2,933	3,626	30,026	<b>96,312</b>	65,032
St Mary's Project	-	-	-	-	-	-	-	10,184
Sandycombe Road	-	2,184	17,661	75	254	742	<b>20,916</b>	23,055
South West London Resettlement Service	-	9,861	-	3,551	-	6,824	<b>20,236</b>	23,055
Governance Costs	-	-	-	16,969	-	-	<b>16,969</b>	23,055
Costs of generating voluntary income	8,328	64,595	-	-	-	-	<b>72,923</b>	73,914
<b>Total resources expended</b>	<b>8,328</b>	<b>881,916</b>	<b>117,965</b>	<b>43,028</b>	<b>34,654</b>	<b>260,282</b>	<b>1,346,173</b>	<b>1,322,756</b>

Overall, expenditure increased by 2%, (£23,417) reflecting the introduction of new services and a new senior management team. The major expenditure variances were:

- The Outreach service increased staff capacity by employing a trainee in the last quarter of the year and set up costs for a rough sleeper assessment scheme, (which launched after 31/03/12).
- The increased expenditure (£42,959) at the Wilton Road Hostel reflected a full year of operating costs, (10 months of expenditure was incurred in the previous year). New income received for skills development and progression to employment work was also allocated to Wilton Road.
- The increase in Skills Development expenditure (£10,808) reflects the increase in our operations following new income.
- The decrease in the Tenancy Finder service expenditure, (£52,233) reflects an decrease in income and a scaling down of the service
- The increase in the Veterans Support Service expenditure, (£31,280) reflects a full years operation, (9 months of expenditure was incurred in the previous year).
- Whilst the St Mary's Project ended at the end of last financial year, the South West London Resettlement Service launched in the last quarter of this year

## SPEAR

### Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

#### 6. Net incoming resources for the year

This is stated after charging / crediting:

	<b>2013</b>	2012
	<b>£</b>	£
Depreciation	<b>1,428</b>	1,762
Operating lease rentals:		
▪ property	<b>127,752</b>	80,003
▪ other	<b>567</b>	-
Auditors' remuneration:		
▪ audit	<b>8,500</b>	8,649
▪ other services	<b>1,320</b>	-
Trustees' remuneration	-	-
Trustees' reimbursed expenses	-	-
	<u>                    </u>	<u>                    </u>

Trustees' reimbursed expenses represent the reimbursement of travel and subsistence costs to 31.03.2013 members relating to attendance at meetings of the trustees.

# SPEAR

## Annual Report and Financial Statements for the year ended 31<sup>st</sup> March 2013

### 7. Staff costs

Staff costs were as follows:

	2013	2012
	£	£
Wages, salaries, NIC	1,008,485	972,489
Staff expenses	263	40
Temporary staff	10,485	11,280
Pensions	35,304	32,759
Death in service insurance	3,096	3,388
Staff training/ support	9,632	8,229
Recruitment	2,250	3,634
Locum/ relief shift	1,088	11,466
CRB checks	547	1,011
Volunteer expenses	1,774	1,931
	<b>1,072,924</b>	<b>1,046,227</b>
 Total emoluments paid to staff were:	<b>1,043,789</b>	<b>1,005,248</b>

No employee earned more than £60,000 during the year.

Staffing costs increased by £26,697 which relates to new service provision and the re-structured senior management team.

### 8. Staff costs (by service)

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

	2013	2012
	No.	No.
Penny Wade House Hostel	9.6	9.6
Tenancy Support Service	3.2	3
Outreach Service	1.7	2.2
Drug and Alcohol Support	2.0	2
Wilton Road Young Persons Hostel	4.4	4.4
Lower Grove Road Young Persons Hostel	1.4	1.4
Skills Development Service	1.5	1.5
Volunteering	0.6	0.6
Tenancy Finder	1.0	1.0
Veterans Support Service	2.2	2.0
St. Mary's Project	-	1.0
Sandycombe Road 2nd stage Hostel	0.1	-
South West London Resettlement Project	0.5	-
Core support services	6.5	6.5
	<b>34.7</b>	<b>35.2</b>

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### 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 £
<b>Cost</b>	
At the start of the year	99,348
Additions in year	8,783
Disposals in year	<u>(99,348)</u>
At the end of the year	<u>8,873</u>
<b>Depreciation</b>	
At the start of the year	97,760
Charge for the year	1,428
Disposals in year	<u>(97,760)</u>
At the end of the year	<u>1,428</u>
<b>Net book value</b>	
<b>At the end of the year</b>	<u><u>7,355</u></u>
At the start of the year	<u><u>1,588</u></u>

The additions relate to expenditure on fixtures and fittings required to implement the Sandycombe Road Project and the new Rough Sleeper Assessment Unit.

### 11. Debtors

	2013 £	2012 £
Trade debtors	130,911	82,963
Other debtors	97	2,941
Accrued income	39,131	15,396
Prepayments	<u>20,469</u>	<u>17,234</u>
	<u><u>190,608</u></u>	<u><u>118,534</u></u>

### 12. Creditors: amounts falling due within one year

	2013 £	2012 £
Trade creditors	11,210	19,574
LB Merton Rent Accruals	50,099	32,515
Accruals	22,086	14,751
Salary/ PAYE/ NI Accrual	23,919	19,373
Pension Accrual	8,474	10,113
Deferred income	<u>112,857</u>	<u>104,882</u>
	<u><u>228,645</u></u>	<u><u>201,208</u></u>

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**13. Analysis of net assets between funds**

	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	7,355	<b>7,355</b>
Net current assets	<u>152,704</u>	<u>-</u>	<u>535,265</u>	<u><b>687,969</b></u>
<b>Net assets at the end of the year</b>	<b><u>152,704</u></b>	<b><u>-</u></b>	<b><u>542,620</u></b>	<b><u>695,324</u></b>

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**14. Movements in funds**

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
RPLC - Core Funds	21,083	16,125	(37,208)	-	-
RPLC - Sandycombe Road		7,000	(7,000)	-	-
RPLC - Skills Development		3,750	(69)	-	3,681
HFAC - Volunteering	23,147	17,250	(19,481)	-	20,916
HFAC - Outreach	4,000		(4,000)	-	-
HFAC - Skills Development	2,250	17,750	(6,500)	-	13,500
South West London Housing Partnership		41,659	(13,412)	-	28,247
Clare King Trust		30,000	(30,000)	-	-
Monument Trust	25,000	25,000	(25,000)	-	25,000
Oak Foundation	16,664	20,213	(16,664)	-	20,213
RBL	79,078		(72,564)	-	6,514
Adobe	12,268		(12,267)	-	1
Barnes Workhouse Fund		1,125	(1,125)	-	-
Albert Hunt Charitable Trust		2,000	-	-	2,000
Ashcroft Charitable Trust		250	-	-	250
South Square Trust		1,000	-	-	1,000
Berkley Foundation		10,000	(10,000)	-	-
St Mary's Church	5,638	-	(5,638)	-	-
Saint John Southworth Fund	1,000	-	-	-	1,000
Dorothy Howard Charitable Trust	2,000	-	(2,000)	-	-
The Clothworkers Foundation	645	-	(645)	-	-
Mrs Smith & Mount	5,000	-	-	-	5,000
Garfield Weston	5,000	-	-	-	5,000
Doughty Hanson Charitable Foundation	2,000	-	(2,000)	-	-
29th May 1961 Charitable Trust - Outreach	5,000	-	(5,000)	-	-
29th May 1961 Charitable Trust - Skills Development		5,000	-	-	5,000
Goldsmith's Company Charity	2,000	-	(2,000)	-	-
The Draper's Charitable Trust	5,000	-	-	-	5,000
Thames Community Foundation	5,000	-	-	-	5,000
Heathrow Community and Environmental	688	-	-	-	688
Albert Ryan Trust	2,000	-	-	-	2,000
Rexam	280	-	(280)	-	-
Individuals	548	7,722	(5,576)	-	2,694
<b>Total restricted funds</b>	<b>225,289</b>	<b>205,844</b>	<b>(278,430)</b>	<b>-</b>	<b>152,704</b>

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### 15. Movements in funds (continued)

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>General funds</b>	413,583	1,196,779	(1,067,742)	-	<b>542,620</b>
<b>Total funds</b>	<u>638,872</u>	<u>1,402,623</u>	<u>(1,346,171)</u>	<u>-</u>	<u><b>695,324</b></u>

#### Purposes of restricted funds

##### Richmond Parish Land Charity (RPLC)

Grants of £26,875 were received in 2012-13 towards core funds, skills development and support for the new Sandycombe Road Hostel. A previous grant of £21,083 had been carried forward for mentoring and core costs. £3,681 of the Skills Development funding is carried forward to 2013-14.

##### Hampton Fuel Allotment Charity (HFAC)

Grants of £35,000 were received in 2012-13 to fund volunteering and skills development services up to 31.12.2013. Funds of £29,397 were brought forward from prior year for volunteering, skills development and outreach services. £20,916 is carried forward for volunteering and £13,500 is carried forward for skills development in 2013-14.

##### South West London Housing Partnership

An 18 month grant has been agreed to provide a rough sleeper service across 4 London Boroughs. The first 3 months of the funding was received in 2012-13 of £41,659 of which £28,247 is carried forward into 2013-14.

##### Clare King Trust

A grant of £30,000 was awarded in 2012-13 from the Clare King Trust in order to support the fundraising team. It funds the majority of the salaries of the 2 fundraisers and was fully spent during the financial year.

##### Monument Trust

A grant of £25,000 was granted by Monument Trust jointly to SPEAR and Lift in 2011-12 to support Progression to Employment activities. This was fully spent in 2012-13 and a second year's funding was received which will be carried forward to 2013-14 to continue this work.

##### OAK Foundation

This funding was received to set up a pilot Tenancy Finder Service. The total funding of the project is £125,300. £79,980 was deferred to 2011-12. £63,316 of the deferral was recognised as income and spent during 2011-12. The remaining £16,664 of the fund was carried forward to 2012-13 to continue the service up to 31.10.13. A final sum of £20,213 was granted and received to run the project up to 31.12.13. This is the final payment of the grant.

##### Royal British Legion

This funding was received to set up and run a Veterans Support Service. Total funding for year 1 was £77,089. £49,712 was deferred and spent in 2011-12. A further grant was received for £81,200 in 2011-12. £2,122 of this funding was spent in 2011-12 and £79,078 was carried forward to 2012-13. We received further funding of £81,200 to fund the service operation throughout 2013-14.

##### Adobe Foundation

Funding of £12,268 was brought forward and fully spent on skills development work in 2012-13.

##### Barnes Workhouse Fund

Funding of £1,125 was spent on partial funding of an outreach trainee in 2012-13.

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### **Albert Hunt Charitable Trust**

Funding of £2,000 was received to fund SPEAR's skills development service. It will be carried forward in full to 2013-14.

### **Ashcroft Charitable Trust**

Funding of £250 was received to fund SPEAR's skills development service. It will be carried forward in full to 2013-14.

### **South Square Trust**

Funding of £1,000 was received to fund SPEAR's skills development service. It will be carried forward in full to 2013-14.

### **Berkley Foundation**

Funding of £10,000 was received to fund SPEAR's skills development service. It was fully spent in 2013-14.

### **St Mary's Church**

Funding of £5,638 was carried forward from 2011-12 and spent on client services in 2012-13.

### **Saint John Southworth Fund**

£1,000 was carried from 2011-12 to fund an outreach assistant. This amount is carried forward to 2013-14 to fund the Outreach team.

### **Dorothy Howard Charitable Trust**

A grant of £2,000 was received in 2011-12 to fund a trainee within the Tenancy Support Team. This funding was fully spent in 2013-14

### **The Clothworkers Foundation**

A grant was received to furnish Penny Wade House Hostel with Beds and other furniture. £645 was carried forward and spent in 2012-13.

### **Mrs Smith & Mount Trust**

A grant of £5,000 was received in 2011-12 to fund a Skills Development worker. This amount is carried forward to 2013-14.

### **Garfield Weston**

Funding of £5,000 was received in 2011-12 and restricted to expenditure on Skills Development activities. This amount is carried forward to 2013-14 in full.

### **The Doughty Hanson Charitable Foundation**

£2,000 was brought forward from 2011-12 from the Foundation to pay towards costs incurred around providing its Outreach service. This amount was fully spent in 2012-13.

### **29th May 1961 Charitable Trust**

A grant of £5,000 was brought forward and fully spent to fund the Outreach service. A new grant of £5,000 was received towards funding the skills development service. This is carried forward in full to 2013-14.

### **Goldsmith's Company Charity**

£2,000 was brought forward to fund costs in providing the Outreach service. The full amount is fully spent in 2012-13.

### **The Draper's Charitable Trust**

A grant of £5,000 was brought forward to provide funding for the volunteering service. This amount is carried forward in full to 2013-14.

### **Thames Community Foundation**

A grant of £5,000 was awarded in 2011-12 to support the Skills Development service. The funds are being carried forward again in full to 2013-14.

### **Heathrow Community and Environmental**

A grant was awarded towards setting up and maintaining a garden at Penny Wade House. £688 was carried forward to 2013-14.

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### Albert Ryan Trust

A grant of £2,000 was brought forward to 2012-13 to support the Skills Development Service. This amount will be carried forward in full to 2013-14.

### Rexam

This local business provided £280 towards sleeping bags which was fully spent in 2012-13.

### Individuals

£548 was brought forward from 2011-12 to be spent specifically on sleeping bags. Additional funding for individuals of £7,722 was received and £5,576 spent during the year. £2,694 is carried forward to 2013-14.

## 16. Operating lease commitments

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

	2013 £	2012 £
Less than 1 year	567	-
1 - 2 Years	68,552	-
2 - 5 Years	<u>59,200</u>	<u>67,861</u>
	<u>128,319</u>	<u>67,861</u>

## 17. Related Party Transactions

There were no related party transactions during the year.

## 18. Prior year adjustment

The prior year (2012) balances have been restated to recognise income that had previously been deferred in error. Income has been increased by £164,860 in 2012, leading to an equivalent increase in fund balances at 1 April 2012.