

Company number: 06396687  
Charity Number: 1122206

# SPEAR Housing Association Limited

Report and financial statements  
For the year ended 31 March 2023

# SPEAR Housing Association Limited

## Contents

### For the year ended 31 March 2023

---

Reference and administrative information .....	1
Message from the Chair and CEO .....	3
Trustees' annual report .....	5
Independent auditor's report .....	19
Statement of financial activities (incorporating an income and expenditure account) .....	23
Balance sheet .....	24
Statement of cash flows .....	25
Notes to the financial statements .....	26

## SPEAR Housing Association Limited

### Reference and administrative information

For the year ended 31 March 2023

---

**Company number** 06396687  
**Country of incorporation** United Kingdom

**Charity number** 1122206  
**Country of registration** England & Wales

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

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

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

**Company Secretary** Tim Fallon

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

**SPEAR Housing Association Limited**

**Reference and administrative information**

**For the year ended 31 March 2023**

---

**Bankers**

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

**Solicitors**

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

**Auditor**

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

## Message from the Chair and CEO

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

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

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

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

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

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

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

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

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

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

Other SPEAR clients who have accessed health services have commented,

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

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

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

\*Not her real name

**Paul Doe, Chair of Trustees**

**Tim Fallon, CEO**

## **Trustees' Report**

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

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

## **Objectives and activities**

The objectives of the charity are:

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

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

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

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

## Our Approach and Values

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

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

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

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

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

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

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

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

## Diversity, inclusion and equity

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



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

## **Our Beneficiaries**

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

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

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

## **Achievements and Performance**

### **Our key impacts on homelessness in 2022–23:**

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

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

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

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

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

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

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

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

## Our Volunteers

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

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

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

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

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

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

## Our Supporters

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

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

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

Thank you to everyone who has supported SPEAR.

## **Financial review**

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

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

In summary, income comprises:

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

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

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

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

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

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

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

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

## **Reserves policy and going concern**

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

At 31 March 2023 SPEAR had designated reserves as follows:

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

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

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

## SPEAR Endowment Trust

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

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

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

## Principal risks and uncertainties

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

Principal Risks during the year were identified as:

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

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

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

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

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

## Fundraising practices review

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

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

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

## Plans for the future

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



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

## **Structure and governance**

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

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

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

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

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

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

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

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

## **Appointment of trustees**

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

## **Trustee induction and training**

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

## **Serious Incident Reporting to the Charity Commission**

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

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

## **Related parties and relationships with other organisations**

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

## **Remuneration policy**

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

## **Funds held as custodian trustee on behalf of others**

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

## Statement of responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state-of-affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

In so far as the trustees are aware:

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

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

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

## **SPEAR Housing Association Limited**

### **Trustees' Annual Report**

**For the year ended 31 March 2023**

---

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

#### **Auditor**

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

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

Paul Doe  
Chair of trustee

## Independent auditor's report

To the members of

**SPEAR Housing Association Limited**

---

### Opinion

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

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

## Independent auditor's report

To the members of

**SPEAR Housing Association Limited**

---

### Other Information

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

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

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

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

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

## Independent auditor's report

To the members of

**SPEAR Housing Association Limited**

---

### Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### Auditor's responsibilities for the audit of the financial statements

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

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

### Capability of the audit in detecting irregularities

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

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

## Independent auditor's report

### To the members of

#### SPEAR Housing Association Limited

---

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

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

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

### Use of our report

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

Noelia Serrano (Senior statutory auditor)

DATE: 15 December 2023

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



**SPEAR Housing Association Limited**

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

**For the year ended 31 March 2023**

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

**Balance sheet**

Company no. 06396687

**As at 31 March 2023**

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

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

Paul Doe  
Chair of Trustees

## Statement of cash flows

For the year ended 31 March 2023

## Reconciliation of net income to net cash flow from operating activities

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

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

## 1 Accounting policies

### a) Statutory information

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

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

### b) Basis of preparation

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

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

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

### c) Public benefit entity

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

### d) Going concern

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

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

### e) Income

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

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

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

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

### f) Interest receivable

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

### g) Expenditure and irrecoverable VAT

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

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

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

### h) Allocation of support costs

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

### i) Governance costs

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

### j) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

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

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

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

## Notes to the financial statements

For the year ended 31 March 2023

## 1 Accounting policies (continued)

## k) Operating leases

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

## l) Tangible fixed assets

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

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

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

## m) Debtors

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

## n) Cash at bank and in hand

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

## o) Creditors and provisions

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

## p) Financial instruments

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

## q) Pensions

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

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

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

## Notes to the financial statements

For the year ended 31 March 2023

**3 Income from donations and legacies**

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

**4 Income from charitable activities**

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

**Other Services****Community Development and Innovation**

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

**Homeless Health Link Service**

The National Lottery Community Fund	-	12,046	<b>12,046</b>	-	172,640	172,640
<b>Sub total</b>	<b>-</b>	<b>12,046</b>	<b>12,046</b>	<b>-</b>	<b>172,640</b>	<b>172,640</b>

**Volunteering**

Hampton Fund	-	12,500	<b>12,500</b>	-	26,250	26,250
<b>Sub total</b>	<b>-</b>	<b>12,500</b>	<b>12,500</b>	<b>-</b>	<b>26,250</b>	<b>26,250</b>

## 4 Income from charitable activities (continued)

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

## 5 Income from investments

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

## 6a Analysis of expenditure (current year)

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



6b Analysis of expenditure (prior year)

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

## Notes to the financial statements

## For the year ended 31 March 2023

**7 Net income for the year**

This is stated after charging:

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

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

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

Staff costs were as follows:

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

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

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

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

## Notes to the financial statements

## For the year ended 31 March 2023

**9 Staff numbers**

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

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

**10 Tangible fixed assets**

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

All of the above assets are used for charitable purposes.

**11 Debtors**

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

**12 Creditors: amounts falling due within one year**

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

**13 Deferred income**

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

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

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

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

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

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

## Notes to the financial statements

For the year ended 31 March 2023

## 15a Movements in funds (current year)

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

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

**Movements in funds (continued)**

**Purposes of restricted funds**

**Homeless Health Link service**

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

**The Core Charitable Services**

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

**Volunteering**

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

**Property Maintenance and Service grants**

**– Property Maintenance**

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

**– Services grants**

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

**Community Development & Innovation**

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

## 15b Movements in funds (prior year)

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

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

**16 Analysis of cash and cash equivalents**

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

**17 Operating lease commitments**

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

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

**18 Legal status of the charity**

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

**19 Taxation**

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

**20 Related Party Transactions**

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

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