



## Trustee Recruitment Pack

September 2024

[spearlondon.org/get-involved/join-our-team/](https://spearlondon.org/get-involved/join-our-team/)



## About SPEAR

**SPEAR** (used to stand for *Single Persons Emergency Accommodation in Richmond*)

In 1987 a homeless person sleeping on the river bank in Richmond was found dead. This spurred local resident Penny Wade to set up an emergency accommodation scheme. In 1989, the Penny Wade night shelter then moved to a more permanent accommodation on Kew Road, and is still operating today.

Over the years SPEAR has branched out to cover the boroughs of Richmond, Kingston, Merton, Wandsworth and Sutton. Our services have also increased to support people experiencing homelessness throughout their journey from homelessness to independence.

We work closely with support services, volunteers, local authorities, businesses and individuals in the local community to enable sustainable change in people's lives.



### Our 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.

### Our Mission

To enable people experiencing homelessness in South and West London to find secure accommodation and work towards a positive future.

## Our Approach and Values

We build communities in which 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.

“

SPEAR has helped me learn to love life. I have ambitious plans now.

”

Client

“

SPEAR took me from a dark place and helped me see the horizon, a brighter future

”

Hostel Client

# Our Impact in 2022/23

## 2023 at a glance

### JANUARY

- Government announces end of financial energy support for charities in April.
- Severe Weather Emergency Protocol (SWEP) announced on 16 January as temperatures drop below 0°C.

### FEBRUARY

- Cost-of-living crisis pushes more people into homelessness.

### MARCH

- 53% of rough sleepers in our boroughs were doing so for the first time.
- Tim, our CEO, walks 42.2km in The London Walk.

### APRIL

- Cost-of-living crisis: half of people sleeping rough in London are first timers say Combined Homelessness and Information Network.

### JUNE

- We joined 31 other charities calling on Rishi Sunak for urgent action to end rough sleeping.

### SEPTEMBER

- Hot weather SWEP activated. Our volunteers distribute water, sunscreen, hats and more.

### OCTOBER

- Seven local coffee shops supported us during World Homeless Day.
- SPEAR releases a video to raise awareness and encourage more supporters to help us change lives.

### NOVEMBER

- SWEP activated as temperatures drop below 0°C.

### DECEMBER

- SPEAR is one of first organisations to sign the London Charter to End Rough Sleeping.

### SPEAR's Services



**845**

people accessed SPEAR's services

### Female



**21%**

were female

### Youth Support



**105**

were under the age of 25

### Homelessness



**352**

were verified rough sleepers

### Health



**212**

We supported 212 people to improve their health

### Accommodation



**263**

We provided 263 with SPEAR accommodation

\* 2022/23 figures

## **Introduction from the Chair**

Thank you for your interest in joining our Board of Trustees.

SPEAR is a well-established and well-known charity based in South West London that assists around 800+ rough sleepers and homeless people with excellent quality housing and support.

The charity currently has a Board of eleven trustees, who all serve a maximum of three 3-year terms. A number of our trustees are coming to the end of their terms on the Board, and as a result, we are seeking to recruit skilled and passionate individuals who are prepared to give their time free of charge to ensure our work continues through good governance, inspiration and supportive challenge.

You would be joining SPEAR at a fascinating but challenging time. Our new three-year plan seeks to find ways to use our resources, fundraising, and contract income to break the cycle of homelessness in South West London. We want to lead, participate, and collaborate wherever we can with partners and funders to make homelessness a rare, brief, and non-recurring event in one of the richest cities in the world.

To help us achieve this goal, we particularly wish to recruit those with one or more of the following skills: finance skills from either a commercial or public sector background, people with experience in fundraising and communications, safeguarding, HR and commissioning backgrounds, or those with lived experience of homelessness.

We meet as a Board five times a year and we would also like our new trustees to join one of our three Sub-committees which consider Audit, Finance and Risk, Operations and Personnel and Quality.

We particularly welcome potential trustees from Black, ethnic minority backgrounds and Women to assist us in representing the diversity in the communities we serve.

If you feel you have the experience and the passion we need to take SPEAR forward, then we very much look forward to hearing from you.

**Paul Doe**  
**Chair of Trustees**



## Message from the CEO

We have passionate front-line staff and managers who do their very best to help each homeless person we work with.

We are also determined to do what we can to end homelessness and not just manage it.

The Trustees are legally responsible for the charity; myself and my team work closely with them to make SPEAR as effective as possible

Whatever your background if you have skills, knowledge, experience or insights that will assist us, and can give the time needed, please do apply

**Tim Fallon**  
CEO



## About the Role

We are seeking Trustees to become actively involved in SPEAR's strategic direction, governance and decision-making. Our Board of Trustees is key to our continued success, and we have identified that the following skills would be of particular use to SPEAR:

- Financial management and accounting
- Fundraising
- Property Development
- Safeguarding, becoming our Safeguarding Lead
- Human Resources
- Lived experience of homelessness or otherwise close relationship to someone affected by homelessness.

If you have one or more of the above skills, we want to hear from you!

Trustees have the ultimate responsibility for directing the affairs of SPEAR and ensuring it is solvent, well run and fulfils its duty to our beneficiaries by delivering on our vision, strategic aims and values.

## Terms of Appointment

**Role title:** Trustee.

**Remuneration:** This role is unremunerated; reasonable out of pocket expenses will be reimbursed.

**Term:** Trustees will serve an initial three-year term and be eligible to stand for a further two three-year terms.

**Time Commitment:** Up to five Board meetings per year, plus at least one Committee membership with three to four additional meetings per year. Trustees are also expected to attend occasional public or private events, e.g. supporter/fundraising events, strategic planning Board away days and public profile events. In addition you will be required to prepare in advance of Board meetings by reading all preparatory papers.

Trustees are required to agree to abide by the Trustees' Code of Conduct and to declare as appropriate their business interests.

**Location:** Meeting are held in Twickenham, London and on occasion virtually using Microsoft Teams.

**Reporting to:** Chair of Trustees.

## **Key Objectives of the Trustee Role**

- Take responsibility for the governance of the organisation with the rest of the Board.
- Ensure that all of SPEAR's activities ultimately further the interests of our beneficiaries and the charity's future sustainability.
- Support the Chief Executive and the Senior Management Team to achieve the aims and strategy of the organisation.
- Ensure that effective and productive relationships exist between the Board and all partners and stakeholders.
- Ensure the financial stability of SPEAR and uphold the fiduciary duty invested in the role of Trustee.

## **Specific responsibilities of Trustees**

- Attend meetings of the Board and, in conjunction with other Trustees, make decisions on matters relating to the strategy, policy, financing, functioning, and monitoring of SPEAR.
- In addition, each Trustee is encouraged to serve on one of the Committees.
- Read thoroughly in advance of meetings all papers sent out for discussion, and prepare ideas and contributions accordingly.
- Take an active interest and familiarise yourself with the range of activities and services provided by SPEAR
- Visit SPEAR's projects and services from time to time to assist with client involvement.
- Ensure that SPEAR complies with The Memorandum and Articles of Association; The Charity Commission, Company law and other relevant law.
- Work with the Chair and the CEO to ensure robust corporate governance, in accordance with relevant law and best practice.
- Be prepared to use your range of contacts and acquaintances to promote the work of SPEAR. On occasion this may, subject to agreement, involve representing SPEAR at events, or supporting on an aspect of fundraising.
- Undertake any training and development activity identified as necessary to support performance in the carrying out of the above responsibilities.
- Be adequately informed about the work of SPEAR, monitor significant changes in the external environment.
- Contribute where appropriate specific skills, knowledge and experience.
- Undertake any training and development activity identified as necessary to support performance in the carrying out of the above responsibilities and participate in yearly Board Appraisals, managed by the Chair.
- Declare an interest in any matter in which he or she or any individual or organisation with which he or she is connected stands to gain an advantage and take no part in the decision made by the Board on that matter.
- By agreement perform such tasks as may be requested from time to time by the Board, Chair or Chief Executive.



## Person specification

- Have a commitment to SPEAR's charitable objects, vision, mission, philosophy and values.
- Have relevant skills and experience and be able to apply those in the role of SPEAR Trustee.
- Be committed to the role by attending required meetings, actively participating in meetings, and undertaking work required to ensure that they fully meet their responsibilities as a Trustee.
- Have the ability to work as part of a team.
- Be confident and capable of expressing opinions.
- Be able to listen and debate.
- Strong networking capabilities and being comfortable in an ambassadorial role.
- Be able to contribute to decisions and be responsible for Trustee decision making.
- Have a commitment to ensuring equity, diversity and inclusion in service provision and employment.

## Accessibility

If you require access to this document in alternate formats, or any other adjustments, please contact Charlotte Treversh, HR Director. Email and contact details can be found at the bottom of this page.

## How to apply

Please apply [here](#)

- You will need to upload a CV and supporting statement, which should be a maximum two pages long, setting out why you feel you are a great match.

For a confidential discussion or to find out more about this role, please contact Charlotte on:

 [\*\*charlottetreversh@spearlondon.org\*\*](mailto:charlottetreversh@spearlondon.org)

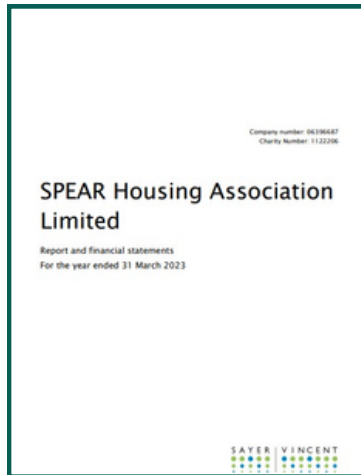
 **020 8138 1916**

The deadline for applications is **Monday, 30th September 2024 at 5.00pm.**

Interviews will take place on 15 and 16 October 2024 with the CEO, Chair of Trustees, Chair of Personnel and Quality Assurance and HR Director.

## Further Information

Click on the images below to open the documents:



**2022/2023 Annual Report and Accounts**



**2022/2023 Impact Report**

You can find more information about SPEAR on our website [here](#).

## Equity, Diversity and Inclusion

We are committed to fostering an environment that values and respects the diverse backgrounds, experiences, and perspectives of all individuals. We believe that equity, diversity, and inclusion are essential to achieving our mission and making a meaningful impact in the communities we serve.

As part of our commitment to EDI, we are actively seeking to diversify our Board of Trustees. We encourage applications from individuals of all backgrounds, particularly those from underrepresented groups, as we believe that a diverse board will better serve our organisation and its beneficiaries.



# SPEAR

*homelessness to independence*

A photograph of two women standing in a room, smiling and talking. The woman on the left has long dark hair and is wearing a blue textured top. The woman on the right has her hair in braids and is wearing a dark green top. They are both looking at each other. The background is a simple indoor setting with a clock on the wall.

**ENABLING SOMEONE TO  
KEEP THEIR HOME MEANS  
MUCH MORE THAN PUTTING  
A ROOF OVER THEIR HEAD**

SPEAR Housing Association Limited

Registered address: 89 Heath Road, Twickenham, TW1 4AW | Charity Registration Number:  
1122206 | Company number: 06396687