Trustee Recruitment Pack

October 2026

SPEAR

ENDING HOMELESSNESS

spearlondon.org/get-involved/join-our-team/

SPEAR
ENDING HOMELESSNESS

About SPEAR

SPEAR is a lifeline to hundreds of people each year who are experiencing, or at risk of, homelessness in London. We were founded almost 40 years ago by Penny Wade, a Richmond resident, who was spurred into action by the deaths of two men who were sleeping rough on the banks of the River Thames.

Through our rough sleeper outreach work, accommodation services, tenancy support and health service, we empower individuals to take their first steps towards independence and lasting stability.

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

We work across six London boroughs; Richmond, Wandsworth, Kingston, Sutton, Merton and Tower Hamlets.

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 London to find secure accommodation and work towards a positive future.

SPEAR
ENDING HOMELESSNESS

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 took me from a dark place and helped me see the horizon, a brighter future"
>
> Hostel Client

SPEAR
ENDING HOMELESSNESS

Our impact in 2025/26

In 2025/26, we helped:

750 people experiencing homelessness, including:

464 people found rough sleeping and given support

254 people through our accommodation-based and floating support

342 people supported to improve their health through our Health Link Service

38 young people aged **17-25**

8 Health and Wellbeing Days supporting an average of **53** people at each event

Our staff helped **82** clients book appointments with healthcare professionals

We attended **215** appointments with clients enabling our support workers to fully understand medical diagnoses and discuss treatment options

SPEAR
ENDING HOMELESSNESS

Introduction from the Interim Chair

Thank you for your interest in joining SPEAR's Board of Trustees. SPEAR is a well-established homelessness charity working across South West London and beyond, supporting around 800 people experiencing homelessness each year with high-quality housing and support.

Our Board currently comprises eleven trustees, each serving a maximum of three three-year terms. With several trustees approaching the end of their terms, we are looking for skilled and passionate individuals who can help shape SPEAR's future through strong governance, insight and constructive challenge.

You would be joining SPEAR at an important time. Our new three-year plan focuses on using our resources, fundraising and contract income effectively, while working collaboratively with partners and funders to help make homelessness rare, brief and non-recurring.

We are particularly seeking people with one or more of the following: accounting or audit expertise, with the capability to Chair our Audit and Risk Committee; fundraising experience; safeguarding expertise, with the ability to act as the Board's Safeguarding Lead; or lived experience of homelessness.

The Board meets five times a year, and trustees are also expected to join one of our three Sub-committees covering Audit, Finance and Risk; Operations; and Personnel and Quality.

We particularly welcome applications from people currently under-represented on charity boards, including women, people from Black, Asian and ethnic minority backgrounds, and people from a wider range of age groups. Previous trustee experience is not essential, and we welcome first-time trustees who can bring new skills, experiences and perspectives.

If you have the experience and passion to help take SPEAR forward, we look forward to hearing from you.

Duncan Richford
Interim Chair of Trustees

Message from the CEO

At SPEAR, our passionate front-line teams and managers work tirelessly to support people experiencing homelessness, helping them rebuild their lives with dignity, purpose and hope.

But our ambition goes further. We don't want simply to respond to homelessness; we want to help make it rare, brief and non-recurring.

Our Trustees are central to that ambition. They bring their experience, insight and challenge to help shape SPEAR's future, working alongside me and our leadership team to ensure we remain effective, ambitious and focused on making the greatest possible difference.

As we look to the future, we want our Board to reflect the diversity of the communities we serve and we welcome people with different backgrounds, perspectives and experiences. You don't need to have been a Trustee before to make a valuable contribution.

If you have skills, experience or lived insight that could help us drive meaningful change — and the commitment to play an active role in our future — we'd love to hear from you.

Together, we can build a future where fewer people experience homelessness, and where everyone has the opportunity to find and keep a safe place to call home.

Tim Fallon
CEO

SPEAR
ENDING HOMELESSNESS

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:

- Qualified Accountant or Auditor, becoming our Audit and Risk Committee Chair
- Fundraising
- Safeguarding, becoming our Safeguarding Lead
- 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 ultimate responsibility for the governance and strategic direction of SPEAR, ensuring the charity is well run, financially sustainable and delivers on its responsibilities to our beneficiaries in line with 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: Board meetings are held in person in Twickenham, London, while Committee meetings are held virtually via Microsoft Teams.

Reporting to: Chair of Trustees.

SPEAR
ENDING HOMELESSNESS

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.

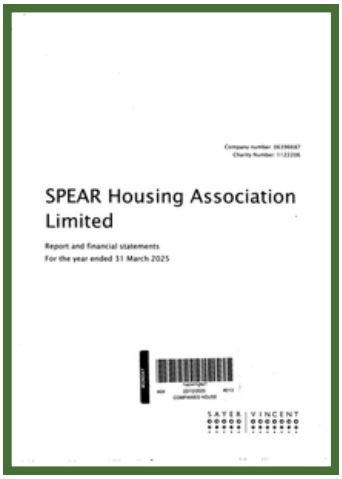
SPEAR
ENDING HOMELESSNESS

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.

Further information

Click on the images below to open the documents:



2025 Annual Report and Accounts

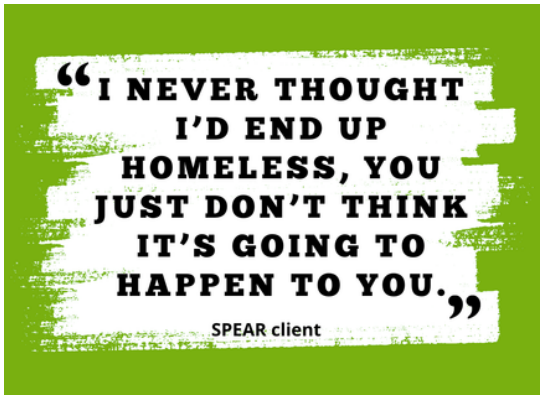
2025/26 Impact Report

You can find more information about SPEAR on our website **here.**

Equity, Diversity and Inclusion

We are committed to creating an inclusive organisation that values and respects different backgrounds, experiences and perspectives. We believe a diverse and inclusive Board strengthens our decision-making and helps us better understand and serve the communities we support.

We are actively seeking to broaden the diversity of our Board and particularly welcome applications from people who are currently under-represented on charity boards, including women, people from Black, Asian and ethnic minority backgrounds, and people from a wider range of age groups.



SPEAR

ENDING HOMELESSNESS

SPEAR Housing Association Limited

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