

**Trustees' annual report and financial statements**  
**for the year ending 31 March 2021 for**

# **Settle Support**

**(a Charitable Incorporated Organisation, registered number 1162399)**

## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Contents**

	Page
Reference and administrative details	2
Trustees' Annual Report	3
Structure, objects and public benefit	3
Mission, background and activities	3
Achievements and performance	9
Future plans	13
Financial review	14
Reserves policy	17
Governance and management	17
Statement of trustees' responsibility	18
Independent Examiner's report	19
Statement of Financial Activities	20
Balance Sheet	21
Statement of Cash Flows	22
Notes to the financial statements	23

## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Reference and administrative details**

Registered name	Settle Support
Charity registered number	1162399
Trustees	Sarah Elizabeth Drummond Ben Lambert Kathleen Mohan Coco Pemberton Robert John Trimble
Chief Executive Officer	Richard Grahame
Principal office address	The Dock, Tobacco Dock, Wapping Lane, London, E1W 1SF
Registered address	The Dock, Tobacco Dock, Wapping Lane, London, E1W 1SF
Independent Examiner	Olayinka Tomori Longmeade Consult Ltd Regus House Victory Way, Admiral's Park, Crossways Dartford, DA2 6QD
Bankers	National Westminster Bank, 9 The Broadway, Stanmore, Middlesex, HA7 4XW

## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Trustees' Annual Report**

#### **Structure, objects and public benefit**

Settle Support (Settle) is a Charitable Incorporated Organisation registered with the Charity Commission (registered number 1162399).

The governing document is a Constitution dated 5 May 2015. Settle registered with the Charity Commission on 24 June 2015.

The objects of Settle, as stated in the Constitution, are, for the public benefit:

1. To relieve those in need by reason of homelessness or adverse housing conditions;  
and
2. To prevent and relieve poverty amongst homeless and formerly homeless people.

In setting objectives and planning activities, the trustees confirm that they have complied with their duty under Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

#### **Mission and activities**

##### **Mission**

Settle's mission is to break the cycle of youth homelessness. We prevent at risk young people from being evicted by equipping them with the skills they need to manage their money, tenancy and wellbeing.

##### **Values**

##### **Young People First**

Young people are at the heart of Settle. We ensure their interests are prioritised above all else - working to overcome barriers in the system.

##### **Grow the good**

We focus on building young people's strengths, not dwelling on their weaknesses. Asset-based approaches underlie all our services.

##### **Good intentions aren't enough**

We're a data driven organisation always striving to do better. We're transparent and take a robust approach to impact measurement.



## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

#### Why we are needed

Youth homelessness is a devastating social issue. In the UK in 2018/19 110,000 young people were homeless or at risk of homelessness.

We've seen an unprecedented increase in demand in 2020/21, with COVID-19 pushing more young people than ever to sleep rough, exacerbating youth unemployment rates and igniting a youth mental health crisis. Youth homelessness was already rising before the pandemic hit. In the decade leading up to 2020 all recorded forms of homelessness had seen sharp increases. The numbers of people recorded as sleeping rough in England increased by 141% between 2010 and 2019.

Across 2019/2020, 121,000 16-24 year olds faced homelessness. However, only 72% of those young people received an initial assessment under the Homelessness Reduction Act, and only 40% had their homelessness successfully prevented or relieved.

We've seen young people put at increased risk of eviction and homelessness over the past year as unemployment and levels of debt have increased dramatically. We saw young people join the programme with significantly higher rent arrears, with an average arrears of £1,194 in 2020/21 compared to £583 reported in 2019/20. During the pandemic, unemployment has risen across all age groups, as national and local lockdowns have closed down large parts of the economy. However, young people have been particularly badly and disproportionately hit. The pandemic has already led to increases in youth unemployment: 582,000 young people aged 16-24 were unemployed in November 2020-January 2021, an increase of 76,000 (or 15%) from the same period the year before.

Well over 50% of the young people we supported last year struggled with their mental health and more than a third couldn't access their usual mental health support services due to oversubscribed services and dangerously long waiting list times. 73% of the safeguarding incidents that we recorded in 2020/21 were related to mental health challenges. With lockdowns exacerbating small support networks and increasing feelings of isolation and loneliness, sadly there was no surprise that a mental health crisis struck young people.

While most of society begins to experience a return to normality the young people we work with face a challenging year ahead. Particularly as government protections such as furlough and the uplift to Universal Credit are removed.

## SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

### Who we work with

We support young people who are moving into their first homes to live the lives they want to lead. Many of the young people we support are leaving the care, criminal justice and homeless systems. Around 11,000 young people leave the care system each year in the UK. We believe all young people leaving the care system and homelessness should have a fair chance of doing well. But with 1 in 4 care leavers homeless at 18, and 14% sleeping rough, we are sadly still far away from this outcome.

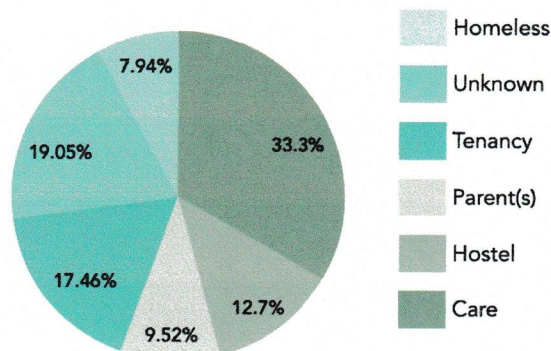
8

The young people we've worked with across the last year include:

21

Average age on the Settle programme

Young people's previous housing situation:



80%

of the young people who started the programme in 2020/21 were on Universal Credit.

## SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

### What we do

Settle's programmes support young people facing difficult transitions to adulthood. They are designed to equip young people with the skills, attitudes and behaviours needed to live independently.

In 2020/21, we expanded our delivery in response to the emerging needs of the young people we work with. All of our work is designed to support young people to manage their money, tenancy and wellbeing and is underpinned by the same approach of being holistic, young person led and using a coaching model. We delivered the following over the year:

#### Settle Programme

Our team of Programme Officers work with young people one-on-one on their goals, and exploring the key areas of Money, Tenancy, and Lifestyle.

#### Settle Plus

Launched in 2020/21, Settle Plus covers the same programme content – alongside longer-term support for young people with more varied needs.

#### Remote Service

Piloted at the beginning of the pandemic, our remote service delivers our one-to-one programme via video or telephone call with young people across the South East.

#### Mental Health Service

We launched this with the Berkeley Foundation, which has generously funded our work for the last two years.

This service provides free private therapy for young people who are struggling with their mental health.

#### Interpreter Service

We offer interpreter support to young people in their Settle Programme sessions, after receiving funding through The London Community Foundation's COVID-19 response fund from The Mohn Westlake Foundation.

#### Alumni Programme

Based on feedback we've received, we are in the process of developing an Alumni Programme.

The focus groups are looking into how we can extend support to young people after the initial programme ends.

#### Advocacy Project

We are scoping out a new advocacy project, which explores how we can amplify the voices of our young people and support them as changemakers on the issues that are important to them.

#### Financial Support

Over the past year we have provided over £14,000 worth of supermarket vouchers, smartphones and sim cards, to help young people facing financial instability and feelings of disconnection.



## SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

### Where we work

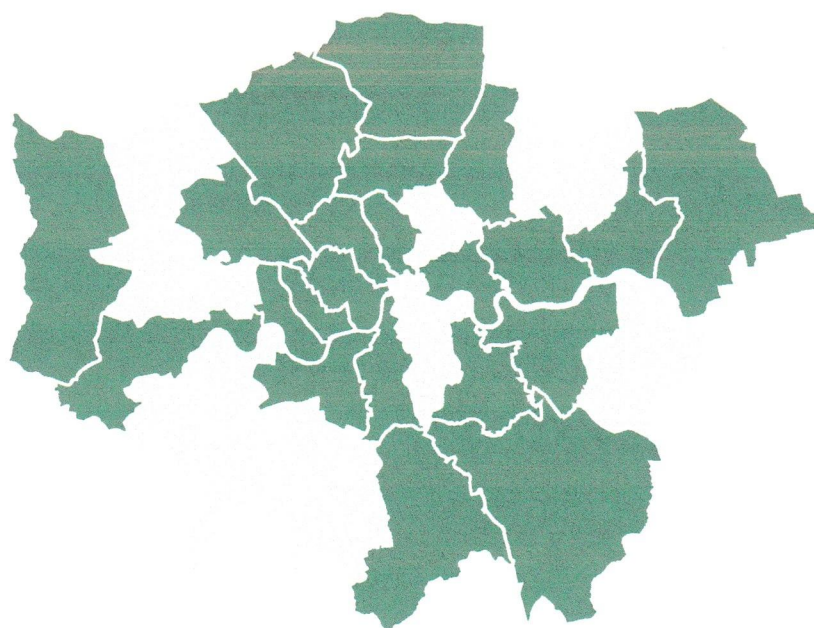
In 2020/21, we've worked across 28 local authorities across Greater London and the South East compared to 17 London Boroughs in 2019/20.

Settle 2020/21 Impact Report - About

9

### Where We Work

Across 2020/21, we've worked across 28 local authorities across Greater London, South East, and the East of England. In comparison, we delivered our programme across 17 London Boroughs in 2019/20.



#### London

London Borough Hammersmith and Fulham  
London Borough of Barking and Dagenham  
London Borough of Barnet  
London Borough of Brent  
London Borough of Bromley  
London Borough of Camden  
London Borough of Croydon  
London Borough of Enfield  
London Borough of Greenwich  
London Borough of Haringey  
London Borough of Havering  
London Borough of Hillingdon  
London Borough of Hounslow  
London Borough of Islington  
London Borough of Lambeth  
London Borough of Lewisham  
London Borough of Newham  
London Borough of Tower Hamlets  
London Borough of Waltham Forest  
London Borough of Wandsworth  
Royal Borough of Kensington Chelsea  
Westminster City Council

#### England

Cambridgeshire County Council  
Hampshire County Council  
Peterborough City Council  
Southampton City Council  
Surrey County Council  
West Sussex County Council

### How we work

#### **We're young people led**

From a delivery perspective, our programme is flexible and it is adapted to each individual to address the issues they want to work on. We also work with young people on their terms – usually visiting them at home, or in nearby cafes if they prefer (although we needed to change to remote working during the year), and we fit sessions around their lives. From an organisational perspective, young people and lived experience are valued and represented within Settle. Young people are invited to be involved in our recruitment process for frontline staff and we have care-experienced individuals in our board and staff team.

#### **We tackle the root causes of youth homelessness**

To break the cycle of homelessness, we focus on developing young people's knowledge and skills to maintain their tenancies. This is because we know the best way to end homelessness is to prevent it from happening in the first place. That's why our approach is a long term

## **SETTLE SUPPORT**

### **YEAR ENDED 31 MARCH 2021**

solution to keep young people in their homes and to prevent them from being evicted and facing homelessness.

#### **We're strength based**

We believe in unlocking the strength and potential of the young adults we work with - not just focusing on their problems. All of our programme team are accredited coaches enabling them to support our young people to set and achieve their own goals.

#### **Our collaborative approach**

We work with both local authorities and housing associations, to ensure we are reaching a range of disadvantaged young people. This means we work with young people who are identified by social services as being at high risk of eviction, as well as those who may have fallen through the gaps. We also work with youth and homelessness charities, referring young people to specialist support services in their local area and sharing our experiences and sector knowledge.

#### **We look after our staff**

We know frontline work can be emotionally challenging so we strive to support our staff through a comprehensive support package. They have access to a free counselling service, headspace subscription, personal leave days, individual professional training budgets and we pay our staff the London Living Wage. We want to support our staff so that they can best help young people at risk of homelessness.



## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Achievements and performance during 2020/21**

This report covers Settle's sixth year in operation from April 2020 to March 2021.

This has been a year like no other where global events have had a profound impact on our society, organisation and the young people we support. The pandemic caused a surge in demand for our work whilst creating great uncertainty in the funding environment.

Against this backdrop we knew young people needed us more than ever and we are incredibly proud of the way our team responded to this challenge. Last year we supported 136 young people of which 107 were new young people on the programme. We delivered 1121 hours of 1-1 support to them. That's respectively 70% and 120% more than the previous year and has allowed us to work more intensively with more young people than ever before.

In addition, we:

- delivered a Covid-19 response project that provided over £14,000 of food vouchers, data and phones to young people facing digital and financial exclusion
- expanded our team to 12
- developed Settle Plus and Settle Remote to support young people with more complex lives and enable expansion out London to the South East

From a financial perspective, we grew and diversified our income – which increased by 62% – by securing new strategic funding and partnerships. This has put Settle in a strong position to continue delivering our mission and preventing more young people from becoming homeless across London and the South East.

### **Strategic Goals and Objectives – 2020/21**

Here is a summary of our progress against our strategic goals and objectives.

#### **Goal 1. Scale our programme and impact**

We have built up a strong evidence base that shows our programme prevents young people from becoming homeless. We now want to scale our programme to reach more young people whilst ensuring the high quality of our programme is maintained.

Objective 1: Deepen our impact

- We delivered a Covid-19 Response Project which provided £14,000 of food vouchers, sim cards and phones to young people in need at the height of the pandemic.

## **SETTLE SUPPORT**

### **YEAR ENDED 31 MARCH 2021**

- We developed 2 new programmes (Settle Remote and Settle Plus) to support young people outside of London and young people with more complex lives in Lambeth.
- We enhanced our programme by securing funding to provide free private therapy and interpreter services to young people who need it.

#### **Outcomes**

- We had a tenancy sustainment rate of 100% in 2020/21 (2019/20: 96%)
- 87% of young people that had an initial assessment attended a second session with us.
- We made 116 onward referrals made to other services, signposting young people to key sources of support. (2019/20: 93 referrals of young people to specialist services)
- 93% of young people agreed or strongly agreed that they feel more confident in managing their tenancy after finishing the programme. (2019/20: 92% agreed or strongly agreed)

#### **Objective 2: Reach more young people**

- We worked with 136 young people in 2020/21, which includes 107 new young people to our programme. We delivered 1121 hours of 1-1 support across our programmes and expanded our work beyond London for the first time. (2019/20: 63 young people and 508 hours)

#### **Objective 3: Strengthen our partnerships**

- We successfully expanded our work with local authorities and consolidated our work with housing associations. We started working with Barnet for the first time and deepened our relationship with Lambeth by developing the Settle Plus programme which will support young people leaving care with more complex lives. We worked with 7 partners during the year. (2019/20: 9 referral partnerships).

#### **Objective 4: Develop our safeguarding culture and practice**

- We appointed Kathy Mohan as our Trustee Safeguarding Lead who has monthly meetings with our Head of Delivery. We also invested in monthly external supervision for our Head of Delivery from a safeguarding expert to ensure we are continually improving our practice.



## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Goal 2. Build a sustainable organisation**

We are committed to investing in our people and systems as we grow to make sure they are fit for purpose and efficient. We also significantly increased and diversified our income to fund our growth ambitions whilst maintaining a responsible level of unrestricted reserves.

#### **Objective 1: Expand our team**

- Our overall team grew to 12 staff during the year and we implemented a new organisational structure to provide a stable platform for future expansion.
- We successfully expanded the programme team to 7 Programme Officers, 1 Programme Manager and 1 Head of Delivery. This has enabled us to work with more young people than ever before whilst maintaining the high quality of our work.(2019/20: 5 Programme Officers and 1 Programme Manager)
- We secured funding for an Operations Manager to support our finance, legal and HR functions as we grow.

#### **Objective 2: Grow and diversify our income to reach more young people**

- We successfully increased our annual turnover to £575,005. (2019/20: £354,650). We also grew our unrestricted reserves in line with our income and met our 3 months reserves target.
- We made good progress towards diversifying our income. In 2020/21 our income split was 85% voluntary income and 15% delivery income, compared to 89% voluntary income and 11% delivery income in 2019/20. This has helped make the organisation more resilient and sustainable by reducing our reliance on grant funding and developing our commercial strategy.

#### **Objective 3: Live our progressive values**

- In May 2020 George Floyd was murdered and forced us to take a long hard look at ourselves in the mirror and recognise that we weren't doing enough to fight racism and prioritise diversity and inclusion work at Settle.
- We developed a Diversity and Inclusion strategy and are reporting against this quarterly at board meetings. We are also sharing updates publicly so we are being transparent about our learnings and progress. You can read more about our diversity and inclusion work on our website – [www.wearesettle.org/developing-settles-equity-diversity-and-inclusion-edi-strategy/](http://www.wearesettle.org/developing-settles-equity-diversity-and-inclusion-edi-strategy/).

## **SETTLE SUPPORT**

### **YEAR ENDED 31 MARCH 2021**

#### **Objective 4: Develop our strategy and governance**

- We completed a 6 month strategy development programme with Spring Impact which will help inform our next 3 year strategy 2022-2025
- We created a finance sub committee to provide our leadership team with more support and challenge around our finances. These meetings are held quarterly.
- We reviewed and developed several of our governance documents to reflect our increased size. These include our table of delegated authority, finance policy and pay and progression policy.

#### **Goal 3. Build our profile and voice**

As a frontline organisation, we know we have a responsibility to give young people a platform to be heard and influence the wider sector. We've started taking steps towards this goal this year.

#### **Objective 1: Co-design our alumni offering**

- With young people facing additional challenges, including financial insecurity and social isolation, whilst requiring more intensive and longer term support, we asked our community of young people to tell us how we could help them further.
- We found there is a strong demand for post-Programme support; we surveyed 34 graduates and received a 53% survey response rate. 78% of respondents were 'very interested' or 'interested' and 22% were 'maybe' interested in being involved in Settle after graduating. 82% of young people wanted work and training opportunities and 64% wanted to meet others who had been on the Settle Programme. The responses highlighted that a peer support system, alongside training and paid employment opportunities, were priorities. We will use these responses to develop our alumni offer in 2021/22.

#### **Objective 2: Advocate on the issues that matter to young people**

- We have started running monthly advocacy meetings to discuss young people's feedback on issues that are impacting them and how we can best advocate for them around this.



## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### What young people say

*"So when I first moved I was really scared and nervous. I thought I can't really have my own house, it's going to be hard for me. I'm going to give up... But knowing I had someone to talk to made me more confident in living alone. I feel more settled down now, whoever named Settle named it right!"*

**– Settle graduate, 2021.**

### What our partners say

*"Our experience of working with Settle is absolutely fantastic. As a provider, they are the dream to be quite honest. We recognise the potential in them."*

**– Strategic Commissioning Manager, Lambeth Council**

### Future Plans

Next year we will continue to focus on our strategic goals and objectives. Here are our priorities:

#### **Goal 1. Scaling our programme and impact**

- Review and improve our evaluation with support from external experts
- Continue to grow our reach and work with more young people
- Embed our new programme team structure
- Partner with more local authority leaving care teams
- Deliver our new pilot programmes and seek renewal funding if they are successful

#### **Goal 2. Build a sustainable organisation**

- Continue to grow and diversify our income
- Launch our next 3 year strategy
- Strengthen our support team through recruiting an Operations Manager
- Recruit new trustees to our board
- Develop our EDI and Environmental strategies to embed our progressive values
- Implemented a new fundraising and sales CRM

#### **Goal 3. Build our profile and voice**

- Develop our Alumni offering by co-design it with young people who've graduated
- Advocate on the issues that matter to our young people
- Share our learning and impact through an impact report

## SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

### Financial review

From a financial perspective, despite the uncertainty resulting from the COVID-19 pandemic, Settle performed well during the year. Increased income enabled the organisation to expand the team (from 4.8 to 9.1 FTE), increase capacity in order to offer young people enhanced levels of support during a challenging period and work with more young people than ever before

A summary of Settle's Statement of Financial Activities for this year and the preceding three years is outlined below.

y/e 31 March; £		2020/21	2019/20	2018/19	2017/18
<b>Income</b>	Grants	511,239	325,256	174,497	28,327
	Contracts	45,732	24,728	42,600	66,701
	Donations	18,034	4,666	12,594	13,823
	<b>Total</b>	<b>575,005</b>	<b>354,650</b>	<b>229,691</b>	<b>108,851</b>
<b>Expenditure</b>	Staff costs	301,598	165,257	95,688	68,412
	Delivery costs	18,550	6,253	7,259	6,107
	Support costs	66,449	38,365	15,604	12,951
	<b>Total</b>	<b>386,597</b>	<b>209,875</b>	<b>118,551</b>	<b>87,470</b>
<b>Surplus</b>	<b>Unrestricted</b>	<b>70,240</b>	<b>23,260</b>	<b>7,644</b>	<b>21,381</b>
	Restricted	118,167	121,515	103,496	-
	<b>Total</b>	<b>188,407</b>	<b>144,775</b>	<b>111,140</b>	<b>21,381</b>
<b>Reserves</b>	<b>Unrestricted</b>	<b>139,507</b>	<b>69,267</b>	<b>46,007</b>	<b>38,363</b>
	Restricted	343,178	225,011	103,496	-
	<b>Total</b>	<b>482,685</b>	<b>294,278</b>	<b>149,503</b>	<b>38,363</b>

The increase in income is largely attributable to the award of a number of new grants, from twelve new funders (2019/20: seven), and an increase in support from existing grant funders.

These grants included a significant element of core funding support, which proved critical during an uncertain period as a result of the COVID-19 pandemic. A number of the new grants

## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

received in 2020/21 were one-year grants and many of these funders have committed to support Settle again in 2021/22.

Following the onset of the COVID-19 pandemic, all activity migrated to remote delivery in order to continue to support the young people we work with, whilst protecting both the young people and staff from the risk of infection. This experience enabled Settle to secure funding from The National Lottery Community Fund and The Hyde Foundation to pilot a remote-support model for young people living outside London. This provided £120,452 of programme and core cost funding.

#### Income:

- **Grants:** Settle consolidated support from existing funders and built relationships with a number of new grant funders:
  - o Settle received 21 restricted grants from 19 funders, amounting to £510,906 (2019/20: twelve grants from twelve funders totalling £323,600). Funders include:

Albert Hunt	The Henry Smith Charity	The National Lottery Community Fund
Beacon Lodge	The Hyde Foundation*	Noting Hill Genesis*
The Berkeley Foundation	John Lyons	Post Code Trust
Charles Hayward	JP MorganChase Foundation	The Tolkein Trust
Criseren	London Community Response Fund	Westminster Foundation
Enterprise Fund	Development Lightbulb Trust	
Garfield Weston Foundation	Lloyds Bank Foundation	

*\* delivery partner*

- o Settle received £229,703 from six existing grant funders
- o Settle secured £281,203 from twelve new funders and one specific fundraising campaign, compared with £163,450 from seven new funders in 2019/20.

Further detail about these grants is provided in Note 9 on Page 26.

- **Contract Income:** Growth reflects increased activity with existing and new delivery partners. Total income from six (2019/20: three) delivery partners (income from delivery partners may be received in the form of a grant and included in grant income) more than doubled to £84,000 in the year (2019/20: £40,000).
- **Donations:** Settle was successful in increasing unrestricted donations to £18,034 (2019/20: £4,666) from individual supporters and companies (and their employees)



## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

including Rothschild and Co, Moody's and Marks Consulting Partners. Settle also received £4,000 in restricted donations from its Christmas fundraising campaign

#### Expenditure:

- **Staff costs:** increased to reflect growth in the size of the team, from 4.8 to 9.1 FTE, primarily in the delivery team, but with additional capacity in fundraising and communications.
- **Delivery costs:** primarily increased as a result of increasing our grant-making programme – providing young people in financial hardship with vouchers or basic smart phones/credits. Primarily in response to increased hardship brought on by COVID-19, Settle distributed £15,799 of grants (2019/20: £1,185) and is grateful to The Lightbulb Trust, The Pret Foundation and Westminster Foundation for funding this activity.
- **Support costs:** Higher support costs reflect underlying growth, service improvement and capacity building, with specific investment in service design, technology (including digital delivery), contract & fundraising management and HR with a focus on sustainable growth.

#### Reserves:

- **Restricted funds:** continued to grow and were significant at the year-end; this is largely due to the timing and tenure of grant income, typically covering 12 months of expenditure - received ahead spend.
- **Unrestricted funds:** Settle was able to increase unrestricted reserves, reflecting the growth in the underlying cost base, as a result of increased donations and contract income. Unrestricted reserves were equivalent to approximately four months of non-discretionary expenditure at year-end.

## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Reserves policy**

The trustees have set a reserves policy whereby the free reserves (unrestricted funds) held by Settle should be equivalent to approximately three months non-discretionary expenditure, which equates to £107,000 (2019/20: £64,000). This would enable current activities to continue in the short-term should funding fall significantly.

At 31 March 2021, free reserves amounted to £139,507 (2019/20: £69,267), whilst this is approximately 4 months non-discretionary expenditure, equivalent to £32,000 (2019/20: £5,000) above the reserves policy target level the trustees consider this prudent in light of the continued growth of the organisation, significant grant funding targets for 2021/22 (particularly with a number of grants due for renewal/replacement towards the end of 2021) and the ongoing uncertainty resulting from the coronavirus pandemic.

### **Going concern**

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The impact of the Covid-19 pandemic on the charity's operations was also considered.

### **Governance and management**

The governing body of the charity is the board of trustees, which, as of 31 March 2021, comprised of five members (2019/20: five). Trustees as of the date of this report or who served during the year were:

Robert Trimble  
Sarah Drummond  
Coco Pemberton  
Kathy Mohan  
Ben Lambert

Trustees are appointed by a resolution passed at a meeting of the charity trustees. In selecting new trustees, the trustees consider the skills, knowledge and experience needed for the effective running of the charity. Prior to appointment new trustees will be provided with a copy of the Constitution, a copy of the Trustees' annual report and financial statements, together with other relevant information.

The board of trustees is responsible for overseeing all aspects of governance and risk. Strategy is led by the board of trustees, working closely with staff team. The staff team, led by Rich Grahame, is responsible for the implementation and delivery of strategy and day-to-day operations of the charity.



## SETTLE SUPPORT

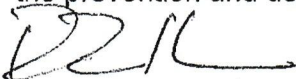
YEAR ENDED 31 MARCH 2021

### Statement of trustees' responsibility in relation to the financial statements

Charity law requires the charity trustees to prepare financial statements for each accounting period which give a true and fair view of the state of affairs of the charity for the income and expenditure for the period. In preparing the 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 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 business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.



**Robert Trimble, Trustee on behalf of the board of trustees**

... November 2021

## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Independent Examiner's report to the trustees of Settle Support**

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet and related notes.

#### **RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER**

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 ("the Charities Act") and that an independent examination is needed. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- to state whether particular matters have come to my attention

#### **BASIS OF INDEPENDENT EXAMINER'S STATEMENT**

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

#### **INDEPENDENT EXAMINER'S STATEMENT**

In connection with my examination, no material matters have come to my attention which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



**Olayinka Tomori ACA DChA**

**23 November 2021**

**Longmeade Consult Ltd  
Regus House, Victory Way,  
Admiral's Park, Kent, DA2 6QD**

# SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

## Statement of Financial Activities (incorporating an income and expenditure account)

	<i>Notes</i>	<b>2020/21 Unrestricted Funds</b>	<b>2020/21 Restricted Funds</b>	<b>2020/21 Total</b>	<b>2019/20 Total</b>
		£	£	£	£
<b>Income from:</b>					
Grants		333	510,906	511,239	325,256
Contract income (charitable activities)		45,732	-	45,732	24,728
Donations		14,034	4,000	18,034	4,666
<b>Total Income</b>	<b>9</b>	<b>60,099</b>	<b>514,906</b>	<b>575,005</b>	<b>354,650</b>
	<b>2-5</b>				
<b>Expenditure:</b>					
<b><i>Costs of raising funds:</i></b>					
Marketing & fundraising		-	3,244	3,244	1,686
Staff costs	<b>2</b>	-	42,280	42,280	22,907
<b><i>Charitable activity – Preventing homelessness:</i></b>					
Staff costs	<b>2</b>	(120)	259,438	259,318	142,350
Delivery costs		42	2,710	2,752	5,068
Young Person grants		0	15,799	15,799	1,184
Staff recruitment, training & expenses		18	10,589	10,607	9,851
Insurance		-	1,261	1,261	766
Office costs		-	7,038	7,038	7,949
IT & telecoms		-	16,111	16,111	16,012
Development projects		(152)	16,900	16,748	-
Accounting & legal fees		152	11,288	11,440	2,102
<b>Total Expenditure</b>		<b>(60)</b>	<b>386,658</b>	<b>386,598</b>	<b>209,875</b>
<b>Net Income</b>		<b>60,159</b>	<b>128,248</b>	<b>188,407</b>	<b>144,775</b>
Transfers between funds	<b>9</b>	10,081	(10,081)	-	-
<b>Net movement in funds</b>		<b>70,240</b>	<b>118,167</b>	<b>188,407</b>	<b>144,775</b>
<b>Reconciliation of funds</b>	<b>9,10</b>				
Total funds brought forward		69,267	225,011	294,278	149,503
<b>Total funds carried forward</b>		<b>139,507</b>	<b>343,178</b>	<b>482,685</b>	<b>294,278</b>

See Note 11 for the comparative Statement of Financial Activities. The accompanying notes form part of these financial statements.



# SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

## Balance Sheet for Settle Support at 31 March 2021

	Notes	2020/21 Total Funds £	2019/20 Total Funds £
<b>Fixed assets:</b>			
Tangible fixed assets	6	367	333
<b>Total fixed assets</b>		<b>367</b>	<b>333</b>
<b>Current assets:</b>			
Debtors	7	36,334	23,082
Cash		480,385	303,185
<b>Total current assets</b>		<b>516,719</b>	<b>326,267</b>
<b>Liabilities:</b>			
Creditors: amounts falling due within 1 year	8	(34,401)	(32,322)
<b>Net current assets</b>		<b>482,318</b>	<b>293,945</b>
<b>Total net assets</b>		<b>482,685</b>	<b>294,278</b>
<b>The funds of the charity:</b>			
Restricted income funds	9, 10	343,178	225,011
Unrestricted funds		139,507	69,267
<b>Total charity funds</b>		<b>482,685</b>	<b>294,278</b>

The accounts were approved by the board of trustees and approved for issue on 16 November 2021.



**Robert Trimble**  
Trustee on behalf of the board of trustees

The accompanying notes form part of these financial statements.

## SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

### Statement of Cash Flows at 31 March 2021

	Note	2020/21 £	2019/20 £
<b>Cash flows from operating activities:</b>			
Net cash provided by (used in) operating activities	A	177,750	136,389
<b>Cash flows from investing activities:</b>			
Purchase of fixed assets		(550)	-
Net cash provided by (used in) investing activities		(550)	-
Change in cash and cash equivalents in the reporting period		177,200	136,389
Cash and cash equivalents at the beginning of the reporting period		303,185	166,796
<b>Cash &amp; cash equivalents at the end of the reporting period</b>	<b>B</b>	<b>480,385</b>	<b>303,185</b>

#### A. Reconciliation of Net Income to Net Cash Flow from Operating Activities

	2020/21 £	2019/20 £
Net income for the reporting period	188,407	144,775
Add back: Depreciation charges	516	334
(increase) in debtors	(13,252)	(10,483)
Increase in creditors	2,079	1,763
<b>Net cash provided by (used in) operating activities</b>	<b>177,750</b>	<b>136,389</b>

#### B. Analysis of Cash and Cash Equivalents

	2020/21 £	2019/20 £
Cash in hand and in bank	480,385	303,185
Other cash equivalents	-	-
<b>Total cash and cash equivalents</b>	<b>480,385</b>	<b>303,185</b>

## **SETTLE SUPPORT**

**YEAR ENDED 31 MARCH 2021**

### **Notes to the financial statements**

#### **1. Basis of preparation and accounting policies**

##### **Basis of preparation**

- a) These accounts (financial statements) have been prepared under the historic cost convention, on a going concern basis, with items recognised at cost or transaction value, unless otherwise stated in the relevant note(s), in accordance with:

- (i) The Charities Act 2011
- (ii) The Financial Reporting Standard applicable in the UK and the Republic of Ireland, published on 16 July 2014
- (iii) Accounting & Reporting by Charities: Statement of Recommended Practice (Charities SORP FRS102) (effective January 2015)

to comply with the revised layout of the financial statements required by the Charities SORP (FRS102).

- b) The charity meets the definition of a public benefit entity as defined by FRS 102.
- c) The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. This included giving due consideration to the impact of the Covid-19 pandemic on income and expenditure as well as its long-term effect on the charity.

##### **Accounting policies**

- d) Fund accounting

Unrestricted funds are those that can be expended at the discretion of the trustees in the furtherance of the objects of the charity.

Restricted funds are those that may only be used for specific purposes. Restrictions arise when specified by the donor, or when funds are raised for specific purposes.

The purposes of the funds are shown in Note 9.

- e) Income

Income is recognised and included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to the income, receipt is probable and the monetary value can be measured with sufficient reliability. Income that Settle has received, but is not entitled to recognise, is treated as deferred income.

Bank interest and Gift Aid is recognised on receipt.



## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

#### f) Expenditure and liabilities

Expenditure is recognised on the accruals basis. The charity is not registered for VAT, thus all costs are shown inclusive of VAT charged.

Liabilities are recognised as soon as there is a legal or constructive obligation to pay.

Governance costs include the costs of preparation and examination of the statutory accounts, the cost of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters.

#### g) Tangible fixed assets

Tangible assets are capitalised if they can be used for more than one year, and cost at least £500. They are valued at cost or, if gifted, at their value on receipt.

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:

Computer equipment	3 years
Office equipment	5 years
Fixtures and fittings	5 years

Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

The charity does not currently have any capitalised tangible fixed assets.

#### h) Current assets and liabilities

- (i) Debtors are recognised at the settlement amount due.
- (ii) Prepayments are valued at the amount prepaid.
- (iii) Cash comprises bank deposits repayable on demand and any short-term highly liquid deposits
- (iv) Creditors 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 are normally recognised at their settlement amount, usually the invoice amount.
- (v) Accrued charges are normally valued at their settlement amount.

#### i) Taxation

The charity is not liable to income tax or capital gains tax on its charitable activities.

#### j) Pensions



## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

Settle enrolled in the Defined Contribution NEST Pension scheme with effect from 1 November 2017.

#### 2. Employees & staff costs

Total staff costs were £301,598 (2019/20: £165,257), comprising:

	2020/21 £	2019/20 £
Salaries	268,603	137,478
Pension costs	5,240	2,800
Social security costs	20,575	12,685
Employee costs	298,418	152,963
Consultancy agreement costs	7,180	12,294
<b>Total staff costs</b>	<b>301,598</b>	<b>165,257</b>

Settle employed 9.1 full-time equivalent staff during the year (2019/20: 4.8). No employees earned over £60,000 (2019/20: 0).

Key management personnel: Total employee benefits (including employers' NI and pension contribution) of the CEO was £62,591 (2019/20: £45,312).

#### 3. Trustees' remuneration, benefits and expenses

During the year none of the trustees received any remuneration or any other benefits from the charity (2019/20: 0 trustees, £0).

During the year no trustee expenses were incurred (2019/20: 0 trustees, £0).

#### 4. Related party transactions

During the year Settle engaged We Are Snook, the service design consultancy, to deliver a research project to help Settle improve its remote programme delivery during the pandemic. A trustee of Settle is also the CEO of We Are Snook. We Are Snook was chosen to deliver the project as they were best positioned to deliver the outcomes required of this work within the timescales required. The cost of the project was £12,425.

In 2019/20 there were no related party transactions.

#### 5. Independent examination fees

## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

The fees payable to the independent examiner in relation to conducting the independent examination was £900 (excluding VAT) (2019/20: £900 excluding VAT).

#### 6. Tangible fixed assets

	Computer equipment £	Total £
<b>Cost</b>		
Opening balance	1,000	1,000
Additions during the year	550	550
Closing balance	1,550	1,550
<b>Accumulated depreciation</b>		
Opening balance	667	667
Charge for the year	516	516
Closing balance	1,183	1,183
<b>Net book value at 31 March 2021</b>	<b>367</b>	<b>367</b>
Net book value at 31 March 2020	333	333

#### 7. Debtors

	31 March 2021 £	31 March 2020 £
Debtors	20,395	21,951
Prepayments and accrued income	15,939	1,131
<b>Total</b>	<b>36,334</b>	<b>23,082</b>

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

	31 March 2021 £	31 March 2020 £
Accruals	4,776	3,015
Creditors	11,175	-
Deferred income	18,450	29,307
<b>Total</b>	<b>34,401</b>	<b>32,322</b>

## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

Income was deferred based on the level of activity still to be performed under contracts at the year-end. Deferred income of £29,307 as at 31 March 2020 were all released in the year ended 31 March 2021.

#### 9. Restricted funds

During the year Settle received 21 restricted grants (including one specific fundraising campaign) from 19 funders (2019/20: twelve grants from twelve funders), amounting to £514,906 (2019/20: £323,600) for the following:

Restricted Grant	Purpose	2020/21 £
The National Lottery Community Fund	Remote delivery pilot & core costs	91,859
JP MorganChase Foundation	Programme delivery costs	77,500
The Henry Smith Charity	CEO costs	44,000
The Tolkien Trust	Core costs	40,000
Lloyds Bank Foundation	Core costs	35,000
Lloyds Bank Foundation	COVID response	5,110
John Lyon's Charity	Programme delivery costs	31,000
The Hyde Foundation	Remote delivery pilot	28,593
The Hyde Foundation	Support for Hyde Housing tenants	10,000
Charles Hayward Foundation	Programme delivery costs	25,000
Beacon Lodge Charitable Trust	Programme delivery costs	25,000
The Berkeley Foundation	Mental Health support costs	20,000
People's Postcode Trust	Programme Manager costs	20,000
Notting Hill Genesis	Programme delivery costs	13,500
Enterprise Development Fund	Income capacity building	12,500
The Lightbulb Trust	Young Person grants	10,000
London Community Response Fund	Interpreter services	6,480
The CriSeren Foundation	Operations Manager costs	6,000
Westminster Foundation	Young Person grants	4,364
The Albert Hunt Trust	Core costs	5,000
Christmas Campaign	Programme delivery costs	4,000
<b>Total</b>		<b>514,906</b>

**SETTLE SUPPORT****YEAR ENDED 31 MARCH 2021*****Restricted Funds - 2019/20 Comparative***

Restricted Grant	Purpose	2019/20 £
JP MorganChase Foundation	Programme delivery costs	85,950
Nationwide Building Society	Programme delivery costs	50,000
Lloyds Bank Foundation	Core costs	35,000
The Berkeley Foundation	Programme delivery costs	29,100
The Henry Smith Charity	CEO costs	29,000
Garfield Weston Foundation	Programme Manager costs	25,000
Notting Hill Genesis	Programme delivery costs	15,450
Maureen & Derek Morton Trust	Case management and 20/21 work	15,100
The Hyde Foundation	Support for Hyde Housing tenants	15,000
The Fore	Programme Manager costs	15,000
The Collective Foundation	Programme delivery costs	5,000
The Pret Foundation	Grants for young people	4,500
Southern Housing Group	SHG project (refund)	(500)
<b>Total</b>		<b>323,600</b>



## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

The open and closing restricted fund balances and movement in restricted funds during the year are outlined below:

	Balance b/fwd 1 April 2020 £	Income £	Expenditure £	Transfer £	Balance at 31 March 2021 £
JP Morgan Chase Foundation	73,955	77,500	(46,795)	-	104,660
Nationwide Building Society	47,779	-	(26,633)	-	21,146
The Berkeley Foundation	30,687	-	(30,687)	-	-
The Berkeley Foundation	-	20,000	-	-	20,000
Lloyds Bank Foundation	16,305	35,000	(24,695)	-	26,610
Lloyds Bank Foundation	-	5,110	(4,503)	-	607
The Hyde Foundation	12,500	10,000	(6,473)	-	16,027
The Hyde Foundation	-	28,593	(368)	-	28,225
Maureen & Derek Morton Trust	10,081	-	-	(10,081)	-
Notting Hill Genesis	9,494	13,500	(22,994)	-	-
Garfield Weston Foundation	9,460	-	(9,460)	-	-
The Henry Smith Charity	7,214	44,000	(34,693)	-	16,521
The Collective Foundation	3,790	-	(3,790)	-	-
The Pret Foundation	3,746	-	(749)	-	2,997
The National Lottery Community Foundation	-	91,859	(91,859)	-	-
The Tolkien Trust	-	40,000	(23,001)	-	16,999
John Lyon's Charity	-	31,000	(13,626)	-	17,374
Charles Hayward Foundation	-	25,000	(4,629)	-	20,371
Beacon Lodge Charitable Trust	-	25,000	(4,934)	-	20,066
People's Postcode Trust	-	20,000	(8,293)	-	11,707
Enterprise Development Fund	-	12,500	(11,183)	-	1,317
The Lightbulb Trust	-	10,000	(10,000)	-	-
London Community Response Fund	-	6,480	-	-	6,480
The Albert Hunt Trust	-	5,000	(2,689)	-	2,311
The CriSeren Foundation	-	6,000	(240)	-	5,760
Westminster Foundation	-	4,364	(4,364)	-	-
Christmas Campaign	-	4,000	-	-	4,000
<b>Total restricted funds</b>	<b>225,011</b>	<b>514,906</b>	<b>(386,658)</b>	<b>(10,081)</b>	<b>343,178</b>

## SETTLE SUPPORT

### YEAR ENDED 31 MARCH 2021

The transfer between funds represents a grant which was initially deemed to be restricted but subsequently confirmed as unrestricted.

#### *Restricted Funds (Comparative Statement 2019/20)*

	Balance b/fwd 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
JP Morgan Chase Foundation	30,663	85,950	(42,658)	73,955
Nationwide Building Society	-	50,000	(2,221)	47,779
Lloyds Bank Foundation	-	35,000	(18,695)	16,305
The Berkeley Foundation	28,100	29,100	(26,513)	30,687
The Henry Smith Charity	-	29,000	(21,786)	7,214
Garfield Weston Foundation	-	25,000	(15,540)	9,460
Notting Hill Genesis	-	15,450	(5,956)	9,494
Maureen & Derek Morton Trust	-	15,100	(5,019)	10,081
The Hyde Foundation	12,500	15,000	(15,000)	12,500
The Fore	7,500	15,000	(22,500)	-
The Collective Foundation	-	5,000	(1,210)	3,790
The Pret Foundation	-	4,500	(754)	3,746
The Funding Network	20,975	-	(20,975)	-
NatWest	2,165	-	(2,165)	-
School for Social Entrepreneurs	667	-	(667)	-
Southern Housing Group	926	(500)	(426)	-
<b>Total restricted funds</b>	<b>103,496</b>	<b>323,600</b>	<b>(202,085)</b>	<b>225,011</b>

#### 10. Analysis of net assets between funds

	Restricted Funds 31 March 2021 £	Unrestricted Funds 31 March 2021 £	Total 31 March 2021 £	Total 31 March 2020 £
Tangible fixed assets	367	-	367	333
Current assets	358,762	157,957	516,719	326,267
Creditors: amounts falling due within 1 year	(15,951)	(18,450)	(34,401)	(32,322)
<b>Total</b>	<b>343,178</b>	<b>139,507</b>	<b>482,685</b>	<b>294,278</b>

**SETTLE SUPPORT****YEAR ENDED 31 MARCH 2021*****Analysis of net assets between funds - Comparative 2019/20***

	Restricted Funds 31 March 2020 £	Unrestricted Funds 31 March 2020 £	Total 31 March 2020 £	Total 31 March 2019 £
Tangible fixed assets	333	-	333	667
Current assets	227,132	99,135	326,267	179,395
Creditors: amounts falling due within 1 year	(2,454)	(29,868)	(32,322)	(30,559)
<b>Total</b>	<b>225,011</b>	<b>69,267</b>	<b>294,278</b>	<b>149,503</b>



# SETTLE SUPPORT

YEAR ENDED 31 MARCH 2021

## 11. Comparative Statement of Financial Activities (2019/20)

	2019/20 Unrestricted Funds £	2019/20 Restricted Funds £	2019/20 Total £
<b>Income from:</b>			
Grants	1,656	323,600	325,256
Contract income (charitable activities)	24,728	-	24,728
Donations	4,666	-	4,666
<b>Total Income</b>	<b>31,050</b>	<b>323,600</b>	<b>354,650</b>
<b>Expenditure on:</b>			
Staff costs	7,529	157,728	165,257
Delivery costs	-	5,068	5,068
Young Person grants	216	968	1,184
Staff recruitment, training & expenses	-	9,851	9,851
Insurance	-	766	766
Office costs	(52)	8,001	7,949
Marketing	-	1,686	1,686
IT & telecoms	97	15,915	16,012
Accounting & legal fees	-	2,102	2,102
<b>Total Expenditure</b>	<b>7,790</b>	<b>202,085</b>	<b>209,875</b>
<b>Net Income</b>	<b>23,260</b>	<b>121,515</b>	<b>144,775</b>
Transfers between funds	-	-	-
<b>Net movement in funds</b>	<b>23,260</b>	<b>121,515</b>	<b>144,775</b>
<b>Reconciliation of funds</b>			
Total funds brought forward	46,007	103,496	149,503
Total funds carried forward	<b>69,267</b>	<b>225,011</b>	<b>294,278</b>