

# Pembroke College Settlement

Directors' and Trustees'  
report and accounts

for the year ended 31 March 2021







The Trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ended 31st March 2021, which are also prepared to meet the requirements for a directors' report for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statements 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) (effective 1 January 2019).

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# Foreword

At the start of this year, on 1 April 2020, we'd just been plunged into lockdown by the coronavirus pandemic: the greatest crisis that most of us can remember.

Inner-city areas like Walworth were hit hard: for the surrounding three boroughs (Southwark, Lewisham and Lambeth), deaths involving Covid-19 reached 108.5 per 100,000 of population at the height of the first wave in April (the average across England was 53.9).

No single statistic can do justice to the pandemic's unequal impact. Many of our neighbours in Walworth were able to adapt quickly, but others were thrown into crisis. While we've all been experiencing the same storm, we haven't all been in the same boat.

But while the pandemic exacerbated pre-existing inequalities, it also brought neighbours together around a common cause. Over the past 12 months – faced by the most challenging of circumstances – our community has shown incredible strength, resilience, solidarity, and love.

At the outset of the crisis, like so many other places across the country, we saw a huge groundswell of community spirit and mutual aid, with hundreds of local people stepping forward to help their neighbours in whatever way they could.

Even more remarkably, through all the ups and downs of the crisis, that community spirit here in Walworth has shown no sign of flagging.

Pembroke House jumped into action as soon as lockdown hit. At the start of April, we'd already set up an emergency Food Hub, kick-started a programme of virtual activities, and begun working with partners to inspire a coordinated local response to Covid-19.

Over the past year, this work has gone from strength to strength. Thanks to the skill, dedication and hard work of an incredible team of volunteers and staff, we're now in a position to look beyond the immediate, emergency response, to the part we can play in Walworth's long-term recovery from the crisis.

But none of the achievements showcased in the following pages would have been possible without the commitment and generosity of our participants, neighbours, volunteers, partners, funders, donors and supporters.

Our thanks to each and every one of you for the part you've played this year.



**Chris Smith**  
(The Rt Hon Lord Smith of Finsbury)  
Chair of Trustees



**Mike Wilson**  
Executive Director





# Strategic report for the year ending 31 March 2021

## The settlement response to Covid-19

This year, the coronavirus pandemic has led to profound changes in Pembroke House's work.

Normally filled with varied activity and different groups of people, our buildings have been closed to the public and repurposed as food distribution centres.

Normally working in-person to bring people and organisations together across traditional divides, our team has had to find new ways to connect with the neighbourhood in a time of lockdowns and social distancing.

But although our work has changed dramatically this year, the values underpinning it have not. Throughout, our response to Covid-19 has remained informed by the same principles that led a small band of Cambridge students to establish Pembroke House more than 135 years ago.

Our founders were shocked by growing inner-city poverty and inequality, and saw that traditional solutions – whether from state, market or philanthropy – were struggling to make an impact.

Recognising that they had as much to learn as they had to give, they came to Walworth in 1885, founding one of the first settlements – a place for them to live, work and solve problems alongside local people – comprising a house (the Residency), a chapel, and a hall for communal activities.

After growing and spreading across the country and further afield, the initial drive of the settlement movement declined after the establishment of the modern welfare state – a welfare state that translated into wider policy and practice many of the models of social and community work that were first pioneered in settlements.

Many settlements closed or adapted; Pembroke House survived, and is unusual in retaining both its Residency (still housing up to six members of our team) and the chapel (now the parish church of St Christopher's, Walworth, which shares our building).

While Walworth is in many ways a very different place from the neighbourhood our founders came to in 1885, the four pillars of the settlement approach still held true as we faced the pandemic this year:

### 1. Residency:

we are deeply embedded in our community as neighbours, not just as charity workers. When the pandemic struck, we were well-positioned to understand the challenges facing the neighbourhood. Speaking to participants and other local residents, it was clear that access to food and other essential goods would be the greatest of many challenges facing our community.

### 2. Neighbourhood:

we work across Walworth to build knowledge and inspire collective action. Having developed strong relationships with a range of local partners, we were able to help broker a cross-sector response in Walworth and coordinate wider action across Southwark.

### 3. Activities:

settlements were founded in response to poverty and deprivation, but they've always been about so much more: providing space for people to meet, take part in shared activity and enjoy life together. While providing emergency food parcels was the most urgent challenge this year, we also kept providing opportunities for people to connect with each other, to grow and learn together, and to give back and contribute to their community – the things, in other words, that make life worth living.

### 4. Learning:

the settlement approach has always involved trying things out and learning as we go: reflecting on what works and changing what doesn't. When the crisis hit, we could rapidly redirect our activity towards an emergency response, and we then continued to develop this work over the year, with our learning from the pandemic informing longer-term plans for recovery in Walworth.

## A 21st century settlement

But this year has also been a wake-up call. The pandemic has exposed and exacerbated the struggles that many local families face – but it didn't cause them.

Despite the growth in our activity over the past ten years – and indeed despite all our work over the past 135 years – Walworth remains an area of vast and growing inequality.

Just as our founders did, we need to be clear-sighted – not just celebrating what works, but confronting what doesn't.

The past year has only reinforced something we've known for a while: that we won't solve deep-rooted challenges through traditional charity work alone.

We need to forge a new approach – adapting our settlement values to the challenges of today. And while Pembroke House doesn't have all the answers – no single organisation or approach does – we do believe we have a role to play in bringing people together to find new solutions.

As a **21st century settlement**, we want to broker new partnerships to address the root causes of inequality, not just its symptoms.

We can all have a part to play: from local residents and volunteers to donors, funders and partners from across the charitable, business and public sectors alike.

With hundreds of residents coming together with the local authority, civil society and the private sector to support their neighbours through the Covid crisis, the foundations for this new collaboration have been strengthened this year.

As we emerge from the crisis, we are determined to build on what we've achieved and learned together this year, redoubling our efforts to build a stronger and more equal Walworth.



## Strategic Plan 2018-2021: progress against objectives

In April 2018, we set out six strategic objectives for the following three years. Highlights against each objective are outlined below; despite the disruptions of the pandemic, we have been able to make good progress against all six. Further details are set out in the review of activities, achievements and performance.

### 1. Invest in our foundational relationships – with the Walworth community, Pembroke College, Cambridge and St Christopher's Church.

#### 2020-2021 highlights:

- Connected with thousands more local residents through our emergency Food Hub, greatly increasing our presence and reach across the neighbourhood.
- Increased awareness of our work among the Pembroke College community. Many members made vital and generous contributions to our Covid-19 appeal.

### 2. Reorient our 'project work' – providing opportunities to connect with each other and local services, try new things, learn, and test out ideas.

#### 2020-2021 highlights:

- Successfully moved Pembroke House's long-standing music and dance projects to online delivery.
- Developed a new programme of digital activities – the virtual Walworth Living Room – which provided a host of ways for local people to stay active and connected during difficult times.
- Rose to the challenge of developing engaging and meaningful on-screen activities. The lessons from this period will continue to inform our work, even as in-person sessions resume.

### 3. To expand our work in partnership – making connections between our work and that of other local groups, organisations and institutions.

#### 2020-2021 highlights:

- Collaborated with a range of partners to develop the Walworth Community Food Hub, receiving referrals from over 40 local groups and organisations.
- Strengthened our partnership with Southwark Council, which included working alongside Councillors and officers to develop a single, borough-wide route for referrals for support during lockdown.
- Forged new links with a range of businesses – from Walworth and further afield – who generously supported our emergency response to Covid-19 with donations and in-kind support.

### 4. To share our learning widely – reflect on our work, hoping to inspire new thinking and new practice in Walworth and further afield.

#### 2020-2021 highlights:

- Played an increasingly vocal role in wider debates, developing links with partners such as the Greater London Authority and sharing our learning through interviews, podcast appearances, speaking invitations and more.
- Raised our profile in the media, securing local and national press interest in the settlement model.

### 5. Develop our organisational capacity and financial sustainability – making the most of core cost investments to lay strong foundations for the future.

#### 2020-2021 highlights:

- Successfully reached our Covid-19 funding appeal target of £160,000.
- Launched a new giving scheme – the Pembroke House Society – at our AGM in November, looking to increase our long-term resilience.

### 6. Review our premises needs and develop our site – explore minor developments to our existing site as well as opportunities to expand our footprint in the immediate vicinity.

#### 2020-2021 highlights:

- Rapidly adapted both our buildings – Pembroke House and the Walworth Living Room – for new, emergency uses.
- Continued to develop plans to refurbish All Saints Hall, home of the Walworth Living Room, and secured additional funding for the capital project from Southwark Council's Local CIL Fund.

## Activities, achievements and performance

In normal times our work takes place across two sites – our original building at Pembroke House and our new centre, the Walworth Living Room – as well as out in the wider neighbourhood.

Things have been a little different this year. While closed to the public to keep people safe, both sites have remained in use as emergency food distribution centres. Some regular activities have been put on hold, but many have continued in new guises online, and we've found new ways to keep in touch and work together to build a better Walworth.

Our activity is organised under the following six headings:

- **Social front door:** Creating local connections and relationships through the social space of the Walworth Living Room
- **Programmes:** Activities and programmes that provide opportunities for residents to try new things and learn together
- **Neighbourhood:** Working with partners to build a stronger, more connected Walworth
- **Further afield:** Connecting our work in Walworth with reforms in wider policy and practice
- **Raising funds:** How we secure the funding to deliver our work
- **Governance:** How the charity is managed and overseen



## Social front door

We shut our buildings – including the Walworth Living Room’s open-access social space and community cafe – when the first lockdown hit in March 2020.

In the days that followed, we spoke to other local organisations and to more than 100 of our own participants. Across the board, access to food was the biggest concern by far. The Council expected food insecurity to increase sharply, affecting 30% of local adults and 25% of children. And this was a crisis that would play out in households whose doors were closed by lockdown, with individuals and families unable to access support in the ways they usually could.

In response, we rapidly converted Pembroke House into an emergency distribution centre: the Walworth Community Food Hub.

We delivered our first food parcel on 1 April, and by the end of that week, we had over 300 local households registered to receive regular deliveries.

The Hub quickly grew to a six-day-a-week operation. Each day, a team of local residents would arrive at our building to pack the food parcels. An army of volunteer cycle couriers – following a one-way system and observing strict Covid safety protocols – would then collect the parcels and carry them on their backs to households right across the neighbourhood, receiving their route via a smartphone app.

At the height of demand we were delivering to 566 households – 1,700 individuals – a week. Overall, across the year, we delivered **260 tonnes of food** in more than **30,000 parcels**.

Throughout, the majority of our stock was generously donated by FareShare, the surplus food redistribution charity, supplemented by food purchased from local traders at East Street Market.

Parcels contained a balanced mix of items, including meat, fish, dairy, eggs, fruit, vegetables and some ready-to-eat meals.

Over the summer, the Hub moved to the Walworth Living Room, which, during the first lockdown, had been used by the Council as a centre to distribute food parcels to Southwark residents on shielding lists.

Regular parcels from our Hub have made a vital contribution to local people’s physical health and wellbeing. But from the outset, for volunteers and recipients alike, the Hub has been about joy, connection, stimulation and surprise – so much more than just survival.

In normal times, the Walworth Living Room – a space where people and groups from right across our community feel welcome and at home – acts as a ‘social front door’ to a range of activities, services and means of support. While the pandemic placed this temporarily on hold, the Food Hub has continued our work of bringing people together and providing an entry point to community involvement. As some of our neighbours told us:

- “ You all are showing us that we are not alone. I appreciate the amazing community spirit.”
- “ The moment I was furloughed, I knew I wanted to make myself useful. Pembroke House offered an immediate way to help in our community and has been an incredible force of good both in the people it helps and for the family of volunteers who come in each day to distribute the donations.”
- “ What you are doing and what you are giving me hope for the future on so many levels.”
- “ This group of people have not only got me through these difficult times personally, but each of them are giving something back to the community while they can and have proven a vital lifeline to those in the community who are vulnerable.”





## Programmes

This year, we found new, creative ways to connect and learn together while face-to-face activities were paused.

Our music and dance programmes for children and young people quickly shifted to successful online delivery. The vast majority of our Pembroke Academy of Music (PAM) participants were able to access classes online, and with PAM providing much-needed structure, focus and individual attention, attendance rates were even higher than in normal times. A generous grant from the Newcomen Collett Foundation allowed us to purchase laptops for participants who needed them. In our 2020 monitoring questionnaire, 94% of parents and carers said that PAM had made their child feel less isolated during lockdown.

While our usual programme of concerts and trips was inevitably curtailed by Covid restrictions, we continued our partnership with The Multi-Story Orchestra, who ran a series of online workshops and invited PAM to provide the choir for a digital world premiere of a new piece, in a recording that was published online.

Although not able to sit exams, many participants progressed by at least one grade level, and we were delighted to learn that one child was awarded a full music and academic sixth-form scholarship to Charterhouse School.

dt17 (dance-theatre for children aged 9-13) also continued online throughout the year, with a focus on addressing the impact of lockdown on participants' mental health and wellbeing. As well as weekly classes teaching dance, movement and social skills, we set up a blog with resources that participants could access between sessions. Overall attendance rose by 34% over the year.

Inclusive Dance (for young people aged 16-25 with learning disabilities) similarly adapted to virtual delivery. We ran classes without a break throughout the first lockdown and parents reported that this was a lifeline, with one telling us: 'This class is so important, without it [my son] wouldn't know what to do. It is the highlight of his week.'

We also ran individual workshops (with a focus on reaching particularly isolated participants), provided tailored support (such as regular check-in phone calls and signposting to other activities and services), and began developing a new, permanent digital repository of resources that will be available for participants to access between classes (including once in-person sessions have resumed).

Recognising that lockdown would have an enormous impact on people's health and wellbeing, we set up a new programme of online activities. With weekly sessions including music for babies and toddlers, meditation, yoga, sewing, knitting and creative writing, the virtual Walworth Living Room provided new ways for neighbours to support and connect with one another while staying active and learning new things.

As one regular participant in our online choir said: 'I want to thank you all SO much for the joy of Walworth Warblers. It was the most uplifting thing for me during the dark lockdown days.'

While many local people were able to access online activities without difficulty, we know that this did raise barriers to participation for some. We therefore also explored how to stay connected to our neighbours in other ways, for instance by running telephone mindfulness sessions and setting up mutual-support phone circles.





## Volunteers

We were bowled over by the numbers of local people stepping up to support their community during this time of crisis, and we saw a huge expansion in the number of local people volunteering with us this year.

The biggest contribution has been to the Food Hub, where over 750 local residents signed up to help out. Over the course of the year, **over 400 local people volunteered almost 25,000 hours at the Hub, cycling 90,000km** while delivering food parcels to their neighbours.

But volunteers have given generously of their time and skills in so many other ways, assisting with comms, fundraising and administration, delivering and supporting our programme of online activities, and designing and editing graphics, videos, leaflets and more.

At Community Southwark's annual Southwark Stars awards ceremony, two of our volunteers – Lucas Tomlins and Theresa Giffard – were recognised for their outstanding contributions to the community.

And as we've always known, volunteering isn't just about giving something back. Most said that their volunteering gave them a sense of accomplishment and built confidence, and many of our volunteers have discovered new things about themselves and their neighbourhood. As Becky told us:

“ I really enjoyed being a rider and found it very rewarding. We delivered to some real characters, particularly in one old people's home. Sometimes you could see people welling up when I delivered because they were so appreciative that they hadn't been forgotten and that was really heart-warming. They hadn't had much interaction and, to be honest, neither had I, so I was happy to chat!”

“ It was also quite eye opening for me. I live a stone's throw away, but I had never gone into the estates we were delivering to.”

And as Sean said:

“ I love the way this has enabled me to connect with people in my local community, having something purposeful to do at a time when it's possible to feel an inability to influence events. It's been great exercise and every shift brings moments to treasure from the encounters with people on the rounds and at the hub.”

Our residential volunteers, who live next door to Pembroke House, supported a range of projects and activities this year. Annick Metefia and Anthony Blair have helped out at the Walworth Community Food Hub, and Frances Foley supported our events, including by running a series of neighbourhood meetings – Learning in Lockdown – delivered through the virtual Walworth Living Room. We also said farewell to Anna-Marie Mašková and welcomed James Creed as the new PAM residential volunteer.

Rich Mason deserves particular tribute for setting up the Food Hub's network of volunteer cycle couriers and creating the infrastructure that enabled them to deliver parcels to hundreds of households across Walworth each week. Having left the Residency, he has gone on to set up a new cooperative food delivery enterprise that works with restaurants and other partners across London.



## Case study – Theresa's story

Theresa first came to the Walworth Living Room in 2019 and was soon helping us run activities, including setting up a new creative writing group.

So when we paused activities at the beginning of lockdown, she was keen to find new ways to get involved and started doing shifts every week at the Food Hub, taking in and sorting deliveries.

It's a demanding role. In order to keep everyone safe and respect social distancing, we can only have a small team of volunteers in the building at any one time, and a lot of food is delivered. But she said:

“ It's good for the soul. People are doing it because they want to and that's just great. It's a really positive way to move forward in these times and makes you realise that people really care. There's such a lovely energy.”

She also worked hard to keep her creative writing group going. She called members of the group regularly to make sure that everyone was okay, and later started to run online sessions.

It was a learning process, especially as the technology could be a challenge for some of the members, but it was also a real lifeline at a time when many were feeling isolated.

We shared poems written by the group on our Facebook and Twitter accounts, and copies of some were also included in parcels from the Walworth Community Food Hub. The whole group was delighted when a recipient got in touch with us to share a poem he'd written in response.



## Neighbourhood

The urgency of the Covid crisis led to a huge increase in successful partnership working across Walworth.

Through the Walworth Community Food Hub, we have collaborated with other organisations who are interested in working together to tackle food insecurity in our neighbourhood. We built the Hub with a range of local partners and received referrals from 40 local organisations – from Southwark Council, GPs and schools to community groups, charities, tenants' associations and the local mutual aid group.

As well as traditional public- and charitable-sector partners, we have also collaborated with businesses in Walworth and from further afield.

We received valuable donations and in-kind support from a range of partners including Lendlease, Business in the Community, Liebherr, Spexmo, Compass Group, Pfizer, Google, Bermondsey Employment Skills & Training, Serve On, Costa, BP, Burger King and London Green Cycles.

At the Food Hub, we were grateful to receive a number of generous donations that brought additional variety to the parcels. A partnership with Fooditude, a commercial catering company, saw their team prepare thousands of fresh-cooked meals for delivery; we worked with local supermarkets and businesses including the Mercato Metropolitano food hall and Ethiopian restaurant Beza; and other partners included Innocent Smoothies, the OXO Tower Restaurant, FEAST, Food Republic, Grazing, Infinity Foods, Bestway, Bonappetit, George Abrahams (Smithfield Market), and JP&L Exotics (Billingsgate Market).

But food insecurity wasn't caused by Covid-19, and before the crisis hit, 25% of local people were regularly skipping meals. While our Food Hub has been necessary in extraordinary times, it's a scandal that even in ordinary times, thousands of our neighbours struggle to feed themselves and their families.

In the long term, beyond our emergency response to the pandemic, we want to bring about a more just and humane society, where food aid isn't needed. This vision isn't new – but too often in the past, people, organisations and institutions have worked independently, rather than together. We all have a part to play, but we need to work together in new ways to make a difference.

So in September, we began a new type of conversation about the future. *We Need To Talk*, a public discussion event held over Zoom, brought together people who wouldn't normally meet – from volunteers and food parcel recipients to funders, businesses, service providers and local councillors.

**Together, we began considering how to build a neighbourhood that works together to tackle the root causes of food insecurity: poverty and inequality.**

Over 100 local people joined the call, and the event left us buzzing with ideas. To explore these in more detail, we then brought participants together for deeper, one-to-one follow-up discussions, which have informed our longer-term plans for tackling food insecurity as a neighbourhood. See page 18 for more details.

This year we also continued to support and work with the Walworth Group: an emerging partnership that seeks to bring about long-term, lasting change to the structural patterns of inequality in our neighbourhood. As well as working with members including Creation Trust, Burgess Sports and Notting Hill Genesis on emergency food provision, we provided capacity and support to the Group as it developed its Terms of Reference, elected a seven-strong steering committee (which includes our Executive Director, Mike Wilson), and began working together on topics including food insecurity, community facilities, equality and diversity, and high street renewal.

For the duration of lockdown, we also ran a new local website, which provided details of where to get support, take part in activities and volunteer – as well as information about changes brought

about by Covid-19, such as details of shop opening hours and specific times set aside for vulnerable people and key workers.

## Further afield

The drivers of the inequality that we see locally often originate far from Walworth, and we know that we won't make a long-term difference in this neighbourhood without finding ways to connect with, and influence, policy and practice further afield.

At the start of the year, we worked with local agencies including Southwark Council and the Southwark Clinical Commissioning Group to help develop a single, borough-wide route for referrals for support during lockdown – the Southwark Covid-19 Community Hub – and we rapidly built a new centralised referral system from scratch for the Council and partners.

Over the course of the year we have remained closely involved in continuing to develop and review this new service, looking to ensure that partnership working is sustained beyond the current emergency and that a legacy Community Support Alliance develops into a permanent, long-term resource in the borough.

Through our work with the Walworth Community Food Hub, we have also been increasingly involved in borough and regional food policy. Our Director of Projects, Ali Kaviani, has been leading a core strand of Southwark's new Food Security Action Plan, and we have been selected by the Greater London Authority (GLA) as one of ten partnerships to be part of their Food Roots Incubator Programme.

Executive Director Mike Wilson was also appointed by the GLA as a Civil Society Fellow as part of the Civic Futures Programme – exploring how civil society and local government can work most effectively together on post-Covid recovery plans – and Pembroke House featured as a case study in the GLA's report on Connective Social Infrastructure, shining a spotlight on the Walworth Living Room and identifying us as a 'strong example of successful relationship-building within a local community,

showing how a 130-year history as a Settlement House can be leveraged and provide a strong basis to creatively promote social integration.'

The success of Pembroke House's emergency response to Covid-19 brought increasing interest in the settlement model from charities, policy makers and service commissioners across the country. Mike gave interviews to the Good Charity Bad Charity and Compass podcasts (the latter in a joint appearance with the Shadow Secretary of State for Communities and Local Government), and appeared at the King's Fund's Leading Beyond Covid-19 virtual conference.

National press features about the Walworth Community Food Hub also appeared in the *Daily Mirror* (in an article written by Pembroke House Resident Anthony Blair) and on the *Daily Mail* podcast, as well as on BBC News London, in the local *Southwark News* and in the Cambridge student newspaper *Varsity*. Meanwhile, a pre-pandemic performance at Pembroke House's Lunch Club featured in a BBC documentary about the Young Vic theatre's artistic director, Kwame Kwei-Armah, that was aired in August.

Adapting to changed circumstances, this year we held two popular and successful virtual events to connect with our community and showcase our work. In May, our Live from the Distribution Hub call gave a glimpse into our frontline work and an opportunity to hear from some of the amazing staff and volunteers making it happen.

In November, we held our first ever virtual AGM. As well as looking back to 2019 – to remember life before face masks, hand sanitising and social distancing – we hosted a panel discussion focusing on lessons from the community response to Covid-19 and practical steps needed to build a better Walworth post-pandemic. Facilitated by Pembroke House Resident Frances Foley, the conversation featured Alice Macdonald (Local Councillor & Cabinet Member for Equalities and Communities), David Stock (CEO at Southwark Disablement Association), and Cathy Deplessis (Director at Southwark Pensioners' Centre).



As part of our programme of reflection and learning, this year we welcomed Mattias Koli, PhD student at King's College London, to Pembroke House. He will be based at the Residency while undertaking an in-depth research project exploring 'What does the 21st century Settlement look like?'

Our new website, which launched this year, offers a much-improved platform for communicating about our work and the settlement principles that underpin it.

### Our plans for the future

Over the coming year, we will build on our emergency response to the pandemic, bringing together charity, business and public-sector partners to build a stronger, more equal Walworth.

### The importance of the neighbourhood

Over the past year, we've all had to rediscover our local neighbourhoods. Waves of lockdowns have seen us confined to our homes, shopping and exercising in the immediate area. Neighbours have found themselves forging new connections: from joining mutual aid WhatsApp groups, to simply bumping into each other on the street.

Through initiatives like the Walworth Community Food Hub, we have also seen how neighbours can come together, at scale, to support one another through the worst of a crisis.

While the pandemic has brought many changes to Pembroke House's work, it has also reaffirmed our commitment to the neighbourhood as the right focus for our activities. Spurred on by the similarities between the Charles Booth maps of poverty (created when we were first founded in the 1880s) and the structural patterns of inequality seen in today's equivalent, the Indices of Multiple Deprivation, over recent years we have increasingly reoriented our work towards making a long-term difference at the

neighbourhood level: aiming to 'change the map' of inequality in Walworth.

It's clear that we can't do this on our own. We need to work together with residents and partners across Walworth who can bring different pieces of the jigsaw together. So over the coming year, we will continue to support the Walworth Group as it grows and develops. We will provide administrative capacity to help ensure the Group is well-managed, reach out across the neighbourhood to broaden and diversify our membership, and support the partnership as we refine and develop our structure and governance model, looking to become more transparent, representative and accountable to the community.

The experience of the pandemic has underlined the importance of the neighbourhood as an effective unit of change, and the unprecedented collaboration and partnership-working that we've seen over the past 12 months have offered a glimpse of the collective power that can be mobilised when a neighbourhood joins together to tackle its greatest challenges.

### The 'settlement funnel'

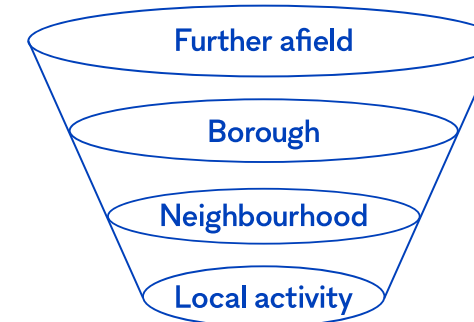
But no neighbourhood can solve all problems on its own. Walworth is influenced by factors well beyond the boundaries of its three wards. No matter how successful our local work is, we won't make a longer-term difference unless we make meaningful links to policy and practice further afield.

And the problem is also true the other way around: many national or regional policies, as good as the individual ideas may be, struggle to make a difference in the 'real world' of neighbourhoods like Walworth.

The past year has shown that it's crucial to bridge these gaps and find new ways for the local and the centre to work together. It was only through coordination with borough-level, London-wide and national initiatives that our neighbourhood response to Covid could gain access to the right goods and resources. And

it was only by relying on our local intelligence and ability to act swiftly and nimbly that these resources could get to those who needed them most in the early stages of the crisis.

### The Settlement Funnel



Over the past years, we've conceptualised this approach through the 'settlement funnel': while we are rooted by our local activities, we want to see an impact at the neighbourhood level, and we can only do this by creating the right links with initiatives at the borough level and further afield.

While effective collaboration often occurs *within* individual tiers, successful partnerships *between* different tiers – up and down the funnel – are much less common.

At their best, settlements have been places that bridge these divides, bringing local intelligence into the heart of wider policy, and bringing national questions into the heart of local neighbourhoods.

We believe that a central tenet of the 21st century settlement approach is to forge new alliances between individuals and initiatives at different levels of this funnel, uniting them in a common endeavour that can make a long-term difference in Walworth.

Guided by this focus on the neighbourhood, and by the 'settlement funnel' approach, we will focus on the following four core areas of work as we emerge from the pandemic.





## 1 Food

As lockdown lifts and we begin to reopen our buildings, we will start to shift away from our emergency Covid response, slowly winding down our Food Hub and stopping deliveries at the end of August 2021.

But we know that food insecurity will still be widespread, and that no single organisation or initiative can solve this challenge on its own. We'll need a strong, networked approach that brings the neighbourhood together to tackle these issues collaboratively.

That's why we'll be working with partners to develop the **Walworth Neighbourhood Food Model**: an ambitious, long-term approach with the aspiration of tackling the root causes of food insecurity in our neighbourhood.

It offers a vision for a network of complementary spaces and initiatives that will work together for a stronger neighbourhood. All parts of the Model will work to support the local economy,

building local supply chains to keep wealth in Walworth – such as by sourcing produce from traders at East Street Market.

We expect to play a role in a number of initial projects. We'll support a new community kitchen, which will provide incubation space for new food enterprises and sustain a range of grassroots cooking projects. And we'll work alongside local residents to help develop a neighbourhood food cooperative, leveraging Walworth's collective power and resources to strengthen the local food supply while respecting each individual's dignity and agency.

And we hope the vision of the Walworth Neighbourhood Food Model will grow – both to nourish existing groups and partnerships, and to generate new and exciting initiatives.

## 2 Service transformation

Since well before the pandemic, we've worked with public sector partners to bring the best community approaches into new models of services. Whether through the Walworth Neighbourhood Scheme with Impact on Urban Health, or our previous partnerships with the Southwark Talking Therapies Service or the Southwark Clinical Commissioning Group, we have looked for innovative ways to bring statutory partners into Walworth to test and trial new approaches.

Over the past year, this work has accelerated significantly. Building on these established relationships enabled us to work swiftly and effectively with Southwark Council, the local NHS and voluntary sector partners to establish the Southwark Covid-19 Community Hub (see page 15). Faced with a clear common aim – to get support to those who most needed it, whether because of the virus or the impacts of lockdown – we achieved more together over the first six months of lockdown than we had in the previous six years.

We know that food insecurity in our neighbourhood is a symptom of much wider problems: from unemployment and precarious work, to debt and insecure

housing. These are long-standing and intractable issues that won't be solved by simply placing debt advisors in food banks. We need to think far more creatively, addressing these underlying challenges with the same energy and determination that saw us through the first days of lockdown.

So over the coming year, we will work with those involved in the emergency Covid-19 Community Hub to develop a new, permanent and cross-sector 'Southwark Community Support Alliance'. Using Walworth as a test-case, we will bring these partners together to understand the real issues facing local residents and to work together with these same local residents, and local partners, to develop and test new service models that blend the best of community and statutory approaches.

During the pandemic, a concerned local resident could receive a food parcel – picked up from a community building and delivered to their home by a neighbour – by making a single call to the Council's support line. Over the coming year, we'll ask how this same collaborative effort can be made the norm, rather than the exception in an emergency situation.





### 3 Data

Collaborative, cross-sector working during the pandemic – mixing central databases with hyper-local intelligence – provided new perspectives and built a better understanding of the neighbourhood and the challenges facing us.

Perhaps surprisingly, we saw that those most vulnerable to the virus were often not those most vulnerable to lockdown. Many who were on government shielding lists because they were particularly susceptible to hospitalisation with Covid-19 were well-known to services and often had strong local support networks.

On the other hand, many people who were not on these shielding lists, and weren't within particularly vulnerable groups, were thrown into crisis due to the impacts of lockdown, as they lost insecure employment or were faced with children at home without free school meals.

If we want to make a meaningful difference in our neighbourhood, we'll need new data that reveals the drivers of long-term issues facing Walworth.

One of the factors common to many people receiving parcels from our Food Hub was a lack of connection; many were vulnerable to lockdown's effects because they lacked strong local relationships and support networks.

Over the coming year we will explore this insight further. We want to understand the extent to which strong connection does lead to improved health and wellbeing outcomes, and to investigate how best to create spaces and contexts that encourage strong, enduring connections to form.

To do so, we'll need to collect and analyse a range of information, tracking data about relational outcomes (people's sense of connection, trust and belonging), and matching it against health and wellbeing data. We've already begun working with Ratio, our learning and evaluation partners, to investigate how this could be done; for instance, we could ask a group of participants to provide regular data (some of which could be collected passively) – both about their health and wellbeing, and about relational outcomes (trust, connection, belonging).

To decide on what data is collected, how it is used, how donors are remunerated, etc., we will first establish an 'ethics committee'. The majority of its members will be Walworth residents, working alongside an expert in ethics and representatives of Pembroke House. The objective will be for the residents of Walworth to own the data, rather than Pembroke House or any other organisation.

### 4 Social infrastructure

As we emerge from the pandemic, space for the neighbourhood to come together will be more important than ever. As soon as we're able, we want to welcome local residents and partners back to our new community space at the Walworth Living Room, providing a test-site and focal point that draws together the different strands of our work.

With healthy, affordable food at our community café, and surplus food distributed free-of-charge through a new Community Fridge, the Living Room will be a key component of the Walworth Neighbourhood Food Model.

We'll provide space to test new activities and ideas. Before the pandemic forced us to close the building, the Living Room was home to everything from a community cinema and sewing classes to cookery workshops and debt-advice. As the building reopens, we'll once again provide space to test new service models, embedded in a community setting, and support participants to realise their ideas for new projects, enterprises and events.

And the Living Room will be a place that builds connection. Neighbours sitting and sharing food together will break down old barriers and spark unexpected conversations, generating new relationships and informal networks of support. In this context, there is an opportunity to begin testing new models of data collection. For instance, could we use technology to track conversations and patterns of connection in real time? In this way, we could investigate how different configurations of the space – whether in terms of layout, activities or staffing – have an impact on connection, using these insights to improve our approach and to provide lessons for other social infrastructure in Walworth and further afield.

The Walworth Living Room is based at All Saints Hall, a dilapidated heritage building on Surrey Square, just off the Old Kent Road. Over the coming year, we want to develop plans and seek funding to restore and redevelop All Saints Hall, bringing the building up-to-date and securing it as a suitable, long-term home for the Walworth Living Room.





# Supplementary information

## Structure

Pembroke College Settlement is a registered charity now constituted as a company limited by guarantee. In this form it was incorporated as a Limited Company under its Memorandum and Articles of Association on 26 January 2017. The charity registration number is 1177866 and the company registration number is 10586362.

### The charity's objects are:

- To advance education and provide facilities in the interests of social welfare and leisure time occupation through the connection with Pembroke College, Cambridge, with the object of improving the quality of life of those living and working in the area of the Charity.
- To advance Christianity in accordance with the principles of the Church of England, and in particular through the parish of St Christopher's Walworth.

## Related parties

St Christopher's Church fulfils the Christian objectives with which Pembroke College Settlement was established and is integral to the life of Pembroke House. The Priest-in-Charge of the Parish of St Christopher's, Walworth is also the Warden of Pembroke House; the post of Priest-in-Charge is funded by the Church of England's Diocese of Southwark.

Projects run at or from Pembroke House and the Walworth Living Room are intended to advance education and social welfare for local residents of all faiths and none.

## Governance and management

The Trustees acting as an Executive Committee have overall responsibility for the activities of the charity. The Trustees delegate the day-to-day management of the charity to the Executive Director, who remains accountable to the Trustees in all matters.

The Executive Committee meets four times a year; smaller sub-groups meet more frequently as required. The Executive Committee receives written papers from members of the Senior Management Team, and follows up on those reports as appropriate.

New Trustees are given copies of the Memorandum and Articles of Association and Policies and Procedures of the organisation. The Trustees maintain a working knowledge of charity and company law and best practice. New Trustees also meet individually with the Executive Director to be given an overview of that year's objectives, charitable activities and the team.

## Appointment of trustees

As set out in the Articles of Association, the Board of Trustees comprises twelve Appointed Trustees. This includes: ex officio, the Master of Pembroke College, Cambridge, save that if the Master of Pembroke College declines to act in that capacity, any such other person as may be appointed by the Master and Fellows of Pembroke College; and ex officio, the Dean of Pembroke College, Cambridge, save that if the Dean of Pembroke College declines to act in that capacity, any such other person as may be appointed by the Master and Fellows of Pembroke College, provided that not less than

half of the Trustees shall be past or present members of Pembroke College, Cambridge.

The Chair of Trustees is nominated by the Board. The Directors in office in the year are set out on page 55. The Directors have no beneficial interest in the company other than as members, and all guarantee to contribute £1 in the event of a winding up. The Board has the power to appoint additional Directors and Trustees with special expertise as it considers fit.

## Pensions

The charity currently and prospectively employs fewer than 50 people. In 2017-2019 the charity's Trustees enrolled with NEST to provide a qualifying pension scheme for those employees who are required to be enrolled according to the Pensions Regulator.

## Investment powers and policy

The Trustees have kept under review the most appropriate policy for safeguarding the value of and return on surplus funds. They have found that under current conditions, bank deposit accounts provide the appropriate combination of security and accessibility. Where the charity's investments are held in instruments managed according to total-return principles, the Trustees accept the investment manager's division of the return as between capital gain and income payout (see note 12 to the Accounts).

## Pay of key management personnel

No employee received remuneration in excess of £60,000 during the year.

No Trustee or member of the Executive Committee received any remuneration or reimbursed expenses during the year.

The key management personnel of the charity comprise the Executive Director, the Director of Projects, and the Director of Finance and

Operations. The total employee benefits of the key management personnel of the charity were £157,400.

The pay structure for all employees, including for all senior staff, is based on a review undertaken by Total Reward Projects in 2018. At that time, each job was reviewed to produce a composite median pay value compared to charities of a similar size in London, using Croner and XpertHR data.

Since that review, the salary level for new roles has gone through the same process or been pegged against that of existing jobs. All new roles are recommended to the full Trustee Board, or delegated by the Board to the Trustee nominated as responsible for HR, for approval.

An annual cost of living exercise is conducted each August and recommended for approval to the full Trustee Board. Trustees have agreed to link the calculation to that of Pembroke College, Cambridge. The College uses the Higher Education single pay spine, a collective agreement negotiated between five trade unions (including the GMB and Unison) and the Association of Colleges.

## Public benefit statement

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a Charity' (PD2). The achievements and activities above illustrate the public benefit arising through the charity's activities.



# Financial review

## Impact of Covid-19

Despite the lockdown, and the immediate and ongoing financial challenges presented by the coronavirus, this was a year of growth for the charity.

After the senior management team took the decision to close the charity's buildings and send staff home on 18 March 2020: income from room hire immediately dried up, losing approximately £5,000 per month; Trustees decided to 'share the pain' with longer-term tenants across the charity's estate by sacrificing further rental income; and we were unable to fill voids in two of our three rental properties. In-person activities stopped (temporarily), which also called into question how we could fulfil commitments made to grant funders, placing further challenges to our income.

During this immediate 'rescue' phase, the organisation's budget was reviewed and various scenarios worked through. A shorter planning cycle was instigated and a clear focus placed on cash flow to enable leadership teams to make informed decisions. Costs and commitments were reviewed and, where possible, paused or reduced, and the decision was taken to furlough the buildings team.

The decision to open the Walworth Community Food Hub came within a fortnight of lockdown. Trustees agreed to use unrestricted reserves until funding could be found for the activity, as there was clearly a pressing need in the neighbourhood. Where possible, staff were redeployed to refocus the team's efforts on setting up and running the Food Hub. Two further staff were placed on furlough.

The 'sustain' phase began after a few months. All grant funders were accommodating of our proposals either to deliver activities online or to divert existing funding towards the emergency response, for which we are thankful. The Food Hub began operating at capacity and required additional staff and contractors as well as catering-standard equipment and fresh food to ensure balanced food parcels could be assembled. The monthly cost was approximately £28,000. Whilst grant funding was beginning to come through, uncertainties about the length of lockdown and the resulting impact on the organisation's income led to a decision to instigate a donor drive (which went on to raise £108,000 over the year).

## Income and expenditure

The previous year's accounts covered the first full year of operation of the newly incorporated charity. As a result, the Statement of Financial Activities was artificially swollen by a one-off transfer from the predecessor charity, Pembroke College Mission. Comparator figures below exclude this transfer value.

Total incoming resources were £903,186 (2020: £651,323) and total expenditure £779,061 (2020: £691,420), giving a surplus before investments revaluation of £124,125 (2020: (£40,097)).

### The increase in income is attributed to:

- income from charitable activities, up from £202,555 in 2020 to £420,787 this year. More specifically, there was an increase in restricted income (2020: £98,318; 2021: £378,714), much of which was granted for the Food Hub. Unrestricted income decreased by £54,353 due to lower than normal receipts from room hire (2020: £96,752; 2021: £42,073); and,
- income from grants and donations, which increased by £25,682 when compared to the previous year (2020: £391,449; 2021: £417,131).

### Turning to expenditure, the charity:

- spent more on raising funds when compared to the previous year (2020: £73,686; 2021: £89,963) due to resourcing of our fledgling donor programme, the Pembroke House Society;
- switched focus towards the Social Front Door, the workstream under which the Food Hub was placed. Over the course of the year, an average of four members of staff worked on this activity plus several contractors; and,
- bolstered its working in the neighbourhood to be part of the effort to coordinate a response to the challenges faced by the community due to the coronavirus.

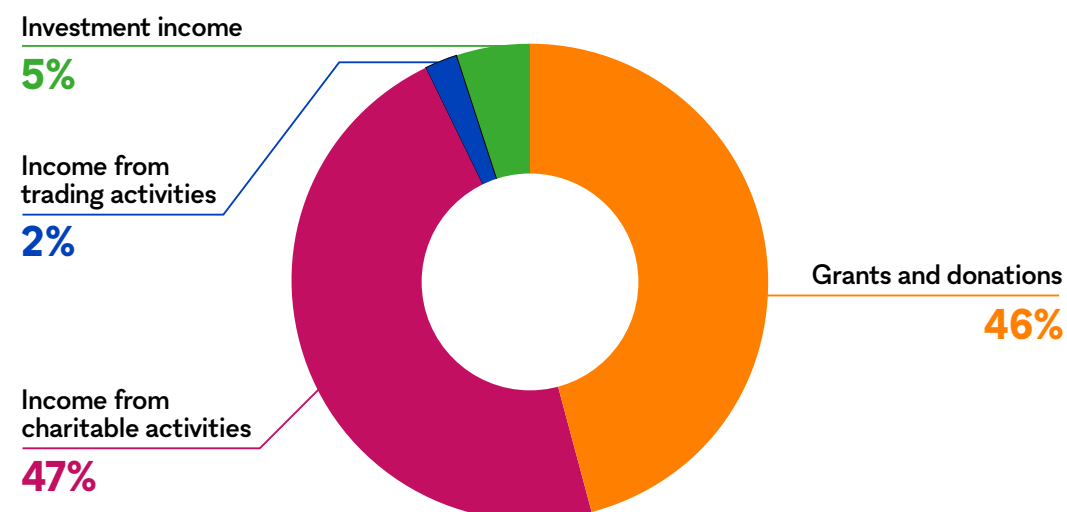
Balance Sheet items of note relate to investments, debtors/creditors and the Designated Fund.

The charity's two investment properties benefitted from the bounce in the housing market – values for terraced properties in the SE17 area rose by 6.95%, equating to £87,232 added on to the value of fixed assets (2020: (£18,338)). The investment portfolio also fared well, compared to the previous year (2020: -£1,766; 2021: £21,909).

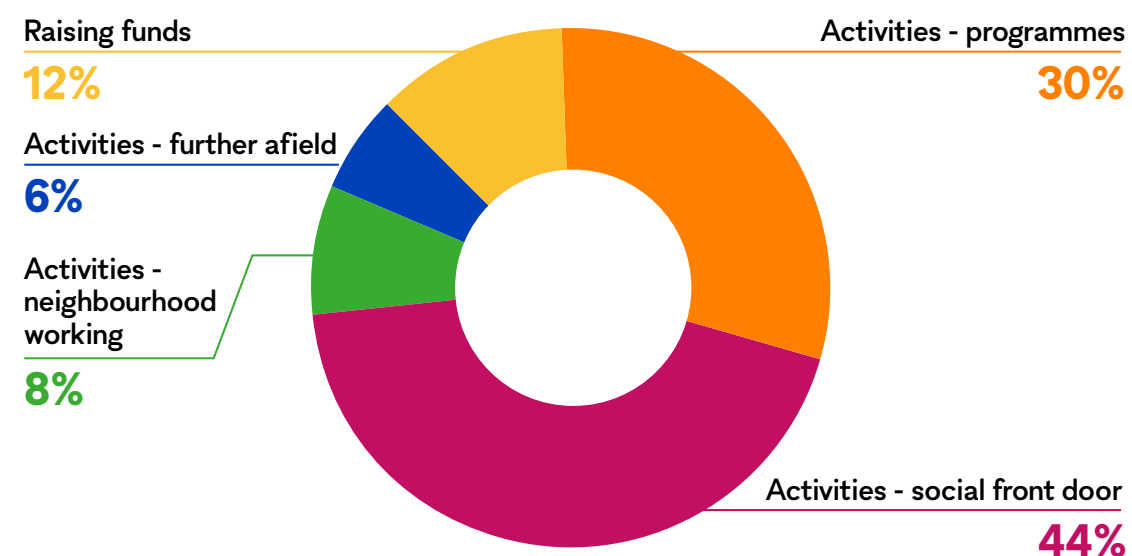
Debtors have increased to £322,000 (2020: £279,778) due to significant sums of grant funding being scheduled for payment in arrears. We are confident that all monies will be recovered. Similarly we owe more money to creditors (2020: £89,870; 2021: £118,922), mainly attributable to income from grant funders that we have deferred.



## Analysis of in-year income



## Analysis of expenditure



Trustees decided to add £40,000 funding to the Designated Fund – the Future Capital Repairs Fund. This is in preparation for an expected increase in spending on the estate in the coming year due to the planned employment of a Buildings Manager. They will address issues raised in a building survey held in 2019 and carry out works to the Walworth Living Room to open up the parts of the building currently unusable due to fire safety considerations.

Notes 6 and 7 in the financial statements analyse expenditure. We can see from Note 6 that staff and other direct costs increased due to the Food Hub, including the requirement for additional staffing, and that premises costs decreased (as each of our buildings was mothballed for a period of time).

Note 7 deals specifically with support costs, which increased by £17,347 compared to the previous year (2020: £130,586). This is due to communication costs to enable the team to work from home and a greater proportion of staff time being assigned to support rather than direct costs in the early part of the year, owing to the need to respond to challenges presented by lockdown.

## Principal funding sources

We have been supported during this extraordinary year by existing and new funders, donors and volunteers. For practical reasons we are not at this stage itemising every donation in the accounts, yet our gratitude for every single one is immense.

Additional thanks also to all of our grant funders – Impact on Urban Health (formerly Guy's and St Thomas' Charity), United St Saviour's, the Portal Trust, the Worshipful Company of Tobacco Pipe Makers and Tobacco Blenders, the Mercers' Company and more – who showed flexibility and generosity in allowing us to deliver revised plans due to lockdown. Also to the many funders – the National Lottery, Southwark Council, the Southwark Community Response Fund, the CAF Resilience Fund, WRAP, St George the Martyr and all those listed in notes 2 and 3 of the financial statements – who helped us secure the £247,171 required to operate the Food Hub.

Impact on Urban Health continues to be our largest funder (in terms of grant size), funding several staff posts, the fledgling Walworth Group as well as funding for the Walworth Living Room. They will continue to fund the charity for a further four years, under current grant agreements.

The relationship with our local council, the London Borough of Southwark, strengthened as we worked in partnership on the food poverty agenda. As a key food partner, they provided significant funding to the Food Hub (£87,620) as well as funding for the volunteer programme (£18,000) and virtual Walworth Living Room (£3,000). This is the first year in recent history that the Council has featured as a principal funder for the charity.



The National Lottery last funded us over ten years ago, when the Pembroke House building underwent a capital refurbishment programme. They stepped in again this year with £99,862 funding for the Food Hub, which helped to secure its future for the remainder of the year.

City Livery Companies have also played a more significant role this year. Through our Trustee Board, we have forged links with a greater number of Companies, resulting in £42,500 of funding. Once again the Worshipful Company of Tobacco Pipe Makers and Tobacco Blenders funded our dance and music programmes, and a further nine Companies helped to fund the Food Hub.

We have several long-standing donors associated with Pembroke College, Cambridge, many of whom have been consistent supporters of the settlement over a great number of years. Faced with unprecedented challenges this year, we were also proactive in attracting new donors to further support our work. The Covid appeal was launched in April with a fundraising target of £160,000, reached in October.

The appeal was the first donor drive for the charity since the capital refurbishment programme ten years previously. Many donors were local residents or volunteers and 46 of them committed to donate regularly via the newly established Pembroke House Society.

More donor activity was led by the Pembroke College student body, which ran a successful campaign calling on College members to Give a Fiver (make a donation), Give Your Time (sign up to volunteer) or Give a Song (take part in a video to raise awareness about Pembroke House's work, joining members of the Walworth community in a performance of the Robbie Williams classic *Angels*).

## Reserves policy

It is the policy of the Trustees to maintain free reserves at a level equivalent to at least five months' running costs including staff wages paid from unrestricted reserves, contractual liabilities, building and organisation overheads and project operating costs that are not fully funded. For the coming year, provision for additional items has also been made: costs associated with the Food Hub; project and staffing costs for the re-opened Social Front Door; ongoing costs related to enhanced cleaning measures and facilities management to operate our buildings safely; and renewal of IT equipment in anticipation of flexible working styles. At present the level of free reserves required is calculated to be £244,357.

At year end the accounts showed reserves of £3,223,366, of which £1,271,682 was restricted and £1,342,367 was an endowment. The unrestricted funds not designated or invested in tangible fixed assets held by the charity are £375,382 (approximately eight months' reserves) and the charity therefore holds £131,025 in excess of its own policy. Trustees believe it prudent to hold an amount above the normal level of reserves given the continuing uncertain funding environment faced during the Covid-19 pandemic and the current liabilities associated with

our ongoing emergency response and those that will emerge if we are going to manage a successful transition to our longer-term plans.

The Trustees have also designated reserves at the end of the year of £215,000 – the Future Capital Repairs Fund – to cover the cost of normal running repairs and a programme of additional capital works planned over a five year period across the charity's property assets, in particular at the Walworth Living Room.

The Trustees have undertaken to review the reserves policy and amount designated annually, and/or if exceptional circumstances should arise. At their current level, the Trustees are of the view that the charity remains a going concern and that it would be able to continue to meet its obligations for at least 12 months in the event of a significant drop in funding.

The financial results for the year are set out in the Statements of Financial Activities on page 33.

## Financial risk management

Financial risks are monitored monthly by the Senior Management Team and at quarterly Trustees' Executive Committee meetings. Financial risks include:

- **Grant funding environment** – fundraising from trusts and foundations is expected to become more difficult in the following year as there are more calls on funds and focus is on the most needy. Our fundraising target will grow next year as we have ambitious plans and demand for our services is expected to increase again. The charity should look to improve further its demonstration of impact.
- **Over-reliance on grant funding** – in a normal year we generate approximately 20% of our overall income ourselves, e.g. from room hire, donations and investments. The remainder comes from grant funding, in particular from one significant funder. We will look to diversify further our funding sources.
- **Funding threshold** – having grown as a charity, we now face restrictions on the funders that we can apply to. A number of smaller funds that we have approached in previous years only fund charities with turnovers smaller than ours. This means that we now need to approach larger, national charities, which comes with wider competition and longer lead times.
- **Renewed lockdowns** – there is uncertainty over when in-person activities, and therefore room hire income, can recommence. Further lockdowns will place significant strain on our ability to raise own-funds and continue to complicate operational planning.
- **Continuation of Food Hub** – Trustees have agreed to continue to run the Hub until the end of August 2021 despite no current funding in the pipeline. Our general reserve will be used if no further funding is forthcoming.
- **Loss of fundraising staff** – the fundraising team staffing has been stable for the last few years and it is anticipated that some staff may move on in the next year. We will develop fundraising skills across the wider staff team to reduce the over-reliance on a few individuals.



## Statement of Trustees' responsibilities

The Trustees (who are also Directors of Pembroke College Settlement for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 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 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 charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

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.

### Auditors

A resolution will be proposed at the AGM that Goldwins Chartered Accountants be appointed as auditors of the charity for the ensuing year.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report was approved by the Trustees on 20 July 2021 and signed on their behalf:



**The Rev'd Dr James Gardom**  
Trustee





# INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF PEMBROKE COLLEGE SETTLEMENT

## Independent examiner's Report to the Trustees of Pembroke College Settlement ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

## Responsibilities and basis of report

As the charity's Trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

## Independent examiner's statement

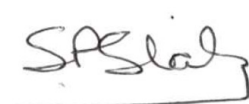
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of Auditor which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in

connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act 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; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and 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.



**SAMIR SHAH**  
For on behalf of Ramon Lee Limited  
93 Tabernacle Street, London EC2A 4BA  
DATE: 6 SEPTEMBER 2021

# PEMBROKE COLLEGE SETTLEMENT STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2021

		Unrestricted	Restricted	Endowment	Total	Total
		Funds	Funds	Funds	2021	2020
	Notes	£	£	£	£	£
<b>INCOME</b>						
Grants and Donations	2	184,150	232,982	-	417,131	3,391,756
<b>Charitable activities</b>						
Charitable Activities	3	42,073	378,714	-	420,787	252,549
Other Trading Activities	4	17,315	-	-	17,315	8,800
Investment Income	5	47,953	-	-	47,953	48,519
<b>Total</b>		<b>291,491</b>	<b>611,695</b>	<b>-</b>	<b>903,186</b>	<b>3,701,624</b>

<b>EXPENDITURE</b>						
Raising Funds	6	89,963	-	-	89,963	73,686
<b>Charitable activities</b>						
Social Front Door		18,418	334,903	-	353,321	65,255
Programmes		16,206	214,070	-	230,276	455,337
Neighbourhood		5,533	53,343	-	58,875	35,373
Further Afield		8,853	37,772	-	46,625	61,769
<b>Total Expenditure</b>		<b>138,973</b>	<b>640,088</b>	<b>-</b>	<b>779,061</b>	<b>691,420</b>

Net gains/(losses) on investments		21,909	-	87,232	109,141	(20,104)
<b>NET INCOME AND NET MOVEMENT IN FUND FOR THE YEAR</b>		<b>174,427</b>	<b>(28,393)</b>	<b>87,232</b>	<b>233,266</b>	<b>2,990,100</b>

Reconciliation of funds						
<b>Total funds brought forward</b>		<b>434,890</b>	<b>1,300,075</b>	<b>1,255,135</b>	<b>2,990,100</b>	<b>-</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>609,317</b>	<b>1,271,682</b>	<b>1,342,367</b>	<b>3,223,366</b>	<b>2,990,100</b>

## CONTINUING OPERATIONS

None of the charity's activities were initiated or discontinued during the accounting periods.

## TOTAL RECOGNISED GAINS AND LOSSES

The company had no recognised gains or losses other than the movements in funds reported above for the two accounting periods.



# PEMBROKE COLLEGE SETTLEMENT

## BALANCE SHEET 31 MARCH 2021

		2021	2020
	Notes	£	£
<b>FIXED ASSETS</b>			
Tangible assets	11	1,188,283	1,227,237
Investment property	12	1,586,908	1,477,767
		<u>2,775,191</u>	<u>2,705,004</u>
<b>CURRENT ASSETS</b>			
Debtors	13	322,000	279,788
Cash at bank and in hand		245,095	95,178
		<u>567,096</u>	<u>374,966</u>
<b>CREDITORS</b>			
Amounts falling due within one year	14	(118,922)	(89,870)
<b>NET CURRENT ASSETS</b>		<u>448,174</u>	<u>285,096</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		3,223,366	2,990,100
<b>NET ASSETS</b>		<b>3,223,366</b>	<b>2,990,100</b>
<b>FUNDS</b>	16		
Unrestricted Funds:			
General Fund		394,317	259,890
Designated Fund		215,000	175,000
		<u>609,317</u>	<u>434,890</u>
Restricted Funds:			
Restricted Fund		1,271,682	1,300,075
Endowment Funds		1,342,367	1,255,135
<b>TOTAL FUNDS</b>		<b>3,223,366</b>	<b>2,990,100</b>

For the financial year in question the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006.

### The Trustees acknowledge their responsibilities for


- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.
- complying with the requirements of the Companies Act 2006 with respect to accounting records and for the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 20 July 2021 and were signed on its behalf by:



Lord Smith of Finsbury (Trustee)



The Rev'd Dr James Gardom (Trustee)



# PEMBROKE COLLEGE SETTLEMENT

## CASH FLOW STATEMENT

### FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £	2020 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	108,126	66,452
Net cash provided by operating activities		108,126	66,452
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(6,160)	(11,403)
Purchase of investment property		-	(8,390)
Interest income & interest received		47,953	48,519
Net cash provided by/(used in) investing activities		41,793	28,726
<b>Change in cash and cash equivalents in the reporting period</b>		149,919	95,178
<b>Cash and cash equivalents at the beginning of the reporting period</b>		95,178	-
<b>Cash and cash equivalents at the end of the reporting period</b>		245,097	95,178

# NOTES TO THE CASH FLOW STATEMENT

## FOR THE YEAR ENDED 31 MARCH 2021

### 1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	233,266	2,990,100
<b>Adjustments for:</b>		
Depreciation charges	45,114	43,619
(Gain)/losses on investments	(109,141)	20,104
Investment income	(47,953)	(48,519)
Transfer of tangible assets from Pembroke College Mission	-	(1,259,452)
Transfer of fixed asset investments from Pembroke College Mission	-	(1,489,481)
Increase in debtors	(42,212)	(279,788)
Increase in creditors	29,052	89,870
<b>Net cash provided by operations</b>	108,126	66,452

### 2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.20 £	Cash flow £	At 31.3.21 £
<b>Net cash</b>	95,178	149,919	245,097
Cash at bank and in hand	95,178	149,919	245,097
<b>Total</b>	95,178	149,919	245,097



# PEMBROKE COLLEGE SETTLEMENT

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2021

#### 1. ACCOUNTING POLICIES

##### 1.1 Basis of preparing the financial statements

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) (effective 1 January 2019) – (Charity SORP (FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Pembroke College Settlement meets the definition of a public benefit entity under FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

##### 1.2 Preparation of accounts on a going concern basis

The company's Financial Statements show an unrestricted fund surplus of £609,317 for the year and free reserves of £375,382. These results have secured the immediate future of the charity for the next 12 to 18 months and on this basis the charity is a going concern.

##### 1.3 Income

All income is included in the consolidated SOFA when the charity is legally entitled to it, receipt is probable and the amount can be measured with sufficient reliability.

###### Grant income

Grants are credited to the SOFA when the charity is entitled to the funds. Income is only deferred where there are time constraints imposed by the donor or if the funding is performance related.

Where entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met.

Grants supporting the core activities of the charity and with no specific restrictions placed upon their use are included within donations and legacies. Grants that have specific restrictions placed upon their use are included within income from charitable activities.

Capital grants for the purchase of fixed assets are credited to restricted incoming resources on the earlier date of when they are received or receivable. Depreciation on the related fixed assets is charged against the restricted fund.

###### Donations and legacies

Donations are recognised in the period in which they are received. Legacy income is recognised when the charity's entitlement is judged to be probable and where the amount can be reliably measured.

###### Contract income

Income from charitable activities includes income recognised as earned (as the related goods and services are provided) under contract.

###### Room hire and service charge income

Room hire and service charge income are credited to income in the year in which they are receivable.

###### Investment income

Investment income is included when receivable.

##### 1.4 Volunteers and donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable, and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised, and reference is made to the Trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

##### 1.5 Expenditure recognition 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:

- (a) Cost of raising funds includes staff time used to raise grants and donations, rental property costs and their associated support costs.
- (b) Expenditure on charitable activities includes the costs directly associated with running a community centre and other community programmes, to further the purposes of the charity, and their associated support costs.

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

#### **1.6 Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance and administration personnel and payroll governance costs which support the charity's programmes and activities. These costs have been allocated between the cost of raising funds and the expenditure on charitable activities. The basis on which support costs have been allocated is set out in note 7.

#### **1.7 Funds structure**

The General Funds comprise those monies which may be used toward meeting the charitable objectives of the charity at the discretion of the Trustees.

The Designated Funds comprise of monies set aside at the discretion of the Trustees for a specific purpose.

The Restricted Funds are monies raised for, and their use restricted to, a specific purpose or donations subject to donor-imposed conditions.

Expendable endowment was established in 1966, when the Pembroke College Mission agreed to relinquish its ownership of land on Barlow Street (now Tatum Street) to Southwark Council in exchange for ownership over two properties elsewhere on Barlow Street. The Trustees have the power to convert all or part of the fund's capital into income and this income is to be spent at their discretion.

#### **1.8 Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. The costs of minor additions or those costing less than £500 are not capitalised. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land – Not depreciated  
Freehold buildings – Building costs over 50 years  
Fixtures & fittings – 20% straight line basis  
Computer equipment – 33.33% straight line basis

#### **1.9 Investments**

Investments are held in standard or basic financial instruments and are initially recognised at their transaction value and subsequently measured at their fair value. Investments are currently held as units in the Amalgamated Trust Funds of Pembroke College, Cambridge, which is a unit trust internal to the College, managed by the College alongside its endowment funds. The Pembroke College Settlement's holdings of those units are valued by the Amalgamated Trust Funds of Pembroke College, with that valuation adjusted to reflect fairly any differences between the valuation's date and 31 March 2021.

The Statement of Financial Activities includes the net gains and losses so arising on revaluation and disposals throughout the year.

The charity does not hold traded options, other derivatives, or other complex financial instruments.

The primary form of financial risk faced by the charity is that of volatility in the property market due to wider economic conditions; with secondary exposure to financial market returns volatility through its holdings in the Amalgamated Trust Funds of Pembroke College.

Investment properties are valued initially at cost and subsequently at fair value at the reporting date.

#### **1.10 Realised / unrealised gains and losses**

All gains and losses are taken to the Statement of Financial Activities as they arise. Realised gains and losses on investments are calculated as the difference between sales proceeds and their opening carrying value or their purchase value if acquired subsequent to the first day of the financial year. Unrealised gains and losses are calculated as the difference between the fair value at the year end and their carrying value. Realised and unrealised investment gains and losses are combined in the Statement of Financial Activities.

#### **1.11 Cash at bank and in hand**

Cash at bank and in hand includes cash and short term deposits at regulated banks.

#### **1.12 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.



### 1.13 Financial instruments

The charity has only 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 valued at their settlement value with the exception of bank loans which are subsequently valued at amortised cost using the effective interest method.

### 1.14 Taxation

The charity is a registered charity and, therefore, is not liable for Income Tax or Corporation Tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

### 1.15 Judgement and key sources of estimation uncertainty

In the application of its accounting policies, the charity is required to make judgments, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed by the Trustees on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 1.16 Pension costs

The charity participates in a defined contribution pension scheme on behalf of its employees. Contributions are charged to the Statement of Financial Activities in the period in which they are payable. The assets of the scheme are held separately from those of the charity in an independently administered fund.

## 2. GRANTS AND DONATIONS

	Unrestricted	Restricted	2021	2020
	£	£	£	£
Pembroke College Mission donation	-	-	-	3,000,307
Pembroke College Cambridge Members	20,379	-	20,379	23,712
London Borough of Southwark	-	-	-	18,000
Grayling Charitable Trust	3,750	-	3,750	5,000
Impact on Urban Health – Walworth Neighbourhood Scheme 2	-	122,142	122,142	165,567
Impact on Urban Health – Walworth Neighbourhood Scheme 1	-	32,372	32,372	-
Impact on Urban Health – Walworth Living Room	-	52,453	52,453	120,000
HMRC Coronavirus Job Retention Scheme	23,812	-	23,812	777
United St Saviour's Charity	-	25,000	25,000	50,000
B & J Lloyd Charitable Trust	15,000	-	15,000	-
Anonymous	10,000	-	10,000	-
Horners Charity	3,000	-	3,000	-
St. Christopher's PCC	2,500	-	2,500	-
CVC Capital Partners Ltd	10,000	-	10,000	-
CAF Resilience Fund	30,000	-	30,000	-
Other donations (less than £2,500)	50,790	-	50,790	4,304
Gift Aid	14,919	1,015	15,934	4,089
<b>TOTAL</b>	<b>184,150</b>	<b>232,982</b>	<b>417,131</b>	<b>3,391,756</b>

The donations income for the year ended 2020 totalling £3,391,756 was attributed £459,315 to unrestricted funds, £1,685,968 to restricted funds and £1,273,473 to endowment funds.

Donation from Pembroke College Mission represents the transfer to the charity following the closure of Pembroke College Mission (charity number 211025) in 2020.



### 3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted	Restricted	2021	2020
	£	£	£	£
<b>Pembroke Academy of Music:</b>				
Pembroke College Mission donation	-	-	-	7,444
Pembroke College Cambridge Members	-	4,050	4,050	5,182
Charterhouse in Southwark	-	9,895	9,895	9,740
The Tobacco Pipe Makers & Tobacco Trade Benevolent Fund	-	15,000	15,000	15,000
Other grants and donations (less than £2,500)	-	2,380	2,380	5,520
Newcomen Collett Foundation	-	2,924	2,924	-
User contributions	-	5,535	5,535	4,872
<b>Music for babies and toddlers:</b>				
Pembroke College Mission donation	-	-	-	982
Contributions via Just Giving	-	-	-	512
<b>Junior PAM:</b>				
Pembroke College Mission donation	-	-	-	1,050
User contributions	-	590	590	861
<b>Inclusive Dance:</b>				
The Tobacco Pipe Makers & Tobacco Trade Benevolent Fund	-	15,000	15,000	15,000
<b>dt17 - Dance-theatre for young people:</b>				
Pembroke College Mission donation	-	-	-	24,163
Sir John Cass's Foundation	-	-	-	35,266
<b>MLTCs:</b>				
Other grants and donations (less than £2,500)	-	1,000	1,000	-
User contributions	-	-	-	326
<b>Virtual Walworth Living Room:</b>				
London and Quadrant Placemakers Fund	-	8,544	8,544	-
London Borough of Southwark	-	3,000	3,000	-
<b>Lunch Club:</b>				
User contributions	-	-	-	2,903
<b>Food Hub:</b>				
The Worshipful Company of Curriers	-	1,500	1,500	-
The Fishmongers' Company	-	3,500	3,500	-
The Cooks' Company	-	1,000	1,000	-
Anonymous, acknowledging the good work of Vicky Bowman	-	5,000	5,000	-
Kinglake TRA	-	1,000	1,000	-
The Worshipful Company of Turners	-	500	500	-
The Worshipful Company of Fletchers	-	500	500	-
The Tin Plate Company	-	1,000	1,000	-
Southwark Community Response Fund	-	41,700	41,700	-

	Unrestricted	Restricted	2021	2020
	£	£	£	£
London Borough of Southwark	-	87,620	87,620	-
Newby Trust	-	5,000	5,000	-
WRAP UK	-	14,893	14,893	-
The National Lottery	-	99,862	99,862	-
Other grants and donations (less than £2,500)	-	1,991	1,991	-
St. George the Martyr Charity	-	10,000	10,000	-
Malmesbury Foundation	-	5,000	5,000	-
The Goldsmiths' Company	-	1,000	1,000	-
Chartered Accountants' Company	-	1,000	1,000	-
The Vintners Company	-	2,500	2,500	-
<b>Street Party:</b>				
United St Saviour's Charity	-	-	-	1,850
User contributions	-	-	-	565
<b>Youth Activities:</b>				
Pembroke College Mission donation	-	-	-	9,437
<b>Other community activities:</b>				
London Borough of Southwark	-	-	-	3,892
Notting Hill Genesis	-	-	-	1,996
User contributions	-	-	-	59
Room hire	42,073	-	42,073	96,752
<b>Volunteering Programme:</b>				
London Borough of Southwark	-	18,000	18,000	-
Notting Hill Genesis	-	8,230	8,230	-
<b>Social Front Door:</b>				
Pembroke College Mission donation	-	-	-	6,918
User contributions	-	-	-	2,259
<b>TOTAL</b>	<b>42,073</b>	<b>378,714</b>	<b>420,787</b>	<b>252,549</b>

The income from charitable activities for the year ended 2020 totalling £252,549 was attributed to £148,312 restricted funds and £104,237 unrestricted funds.

Income from Pembroke College Mission represents the transfer to the charity following the closure of Pembroke College Mission (charity number 211025) in 2020.



#### 4. OTHER TRADING ACTIVITIES

	2021	2020
	£	£
Management and service charge	-	7,500
Other income	17,315	1,300
	17,315	8,800

#### 5. INVESTMENT INCOME

	2021	2020
	£	£
Rents received	39,310	40,015
Dividends	8,642	8,390
Deposit account interest	-	114
<b>TOTAL</b>	<b>47,953</b>	<b>48,519</b>

#### 6. ANALYSIS OF EXPENDITURE

	Raising Funds	Social Front Door	Programmes	Neighbourhood	Further Afield	Total 2021	Total 2020
	£	£	£	£	£	£	£
Staff costs	46,113	123,865	56,062	31,295	24,187	281,521	230,014
Premises costs	10,884	15,275	30,743	-	-	56,902	87,135
Depreciation	851	2,512	40,385	-	-	43,748	42,875
Bad debts	1,929	128	371	-	-	2,428	4,072
Other direct expenditure	13,104	144,451	58,988	16,401	13,585	246,530	196,738
Support costs (Note 7)	14,586	57,284	37,335	9,546	7,559	126,310	97,636
Governance costs (Note 7)	2,497	9,806	6,391	1,634	1,294	21,623	32,950
	<b>89,963</b>	<b>353,321</b>	<b>230,276</b>	<b>58,875</b>	<b>46,625</b>	<b>779,061</b>	<b>691,420</b>

Of the £779,061 expenditure in 2021 (2020 - £691,420), £138,973 (2020 - £184,215) was charged to unrestricted funds and £640,088 (2020 - £507,205) to restricted funds.

#### 7. SUPPORT COSTS

The Charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Governance costs and other support costs are apportioned separately between the Charity's key activities undertaken (see note 6) in the year. All general support and governance costs have been apportioned to the various charitable activities on the basis of staff time allocated to each activity.

	General Support Costs	Governance Costs	2021	2020
	£	£	£	£
Management and administration staff	63,354	16,974	80,328	73,093
Premises costs	3,154	-	3,154	4,336
Depreciation	1,366	-	1,366	744
Bad debts	41	-	41	-
Communication and IT costs	20,419	-	20,419	15,262
Legal and professional costs	4,759	-	4,759	25,046
Board meeting expenses	-	-	-	282
Audit fees	-	3,840	3,840	6,000
Other office costs	33,217	809	34,026	5,823
<b>TOTAL</b>	<b>126,310</b>	<b>21,623</b>	<b>147,933</b>	<b>130,586</b>

#### 8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Independent Examiner's remuneration	3,840	-
Auditor's remuneration	-	6,000
Depreciation – owned assets	45,114	43,619

#### 9. TRUSTEES' REMUNERATION AND BENEFITS

There were no Trustees' remuneration or other benefits for the year ended 31 March 2021 nor for the year ended 31 March 2020.

#### TRUSTEES' EXPENSES

There were no Trustees' expenses paid for the year ended 31 March 2021 nor for the year ended 31 March 2020.



## 10. STAFF COSTS

	2021	2020
	£	£
Wages and salaries	361,849	303,105

No employee received remuneration in excess of £60,000 during the year (2020 - £NIL).

The key management personnel of the charity comprise the Executive Director, Director of Projects, the Director of Finance and Operations. The total employee benefits of the key management personnel of the charity were £157,400 (2020 - £156,119).

The average monthly number of employees during the year was as follows:

	2021	2020
Social Front Door	4	1
Programmes	2	5
Fundraising	1	1
Support and Governance	3	2
	10	9

The average monthly number of persons employed by the charity during the year was 13 (2020 - 13)

## 11. TANGIBLE FIXED ASSETS

	Freehold property	Fixtures and fittings	Computer equipment	Totals
COST	£	£	£	£
At 1 April 2020	1,236,788	31,854	2,214	1,270,856
Additions	-	3,744	2,416	6,160
As 31 March 2021	1,236,788	35,598	4,630	1,277,016
<b>DEPRECIATION</b>				
At 1 April 2020	32,849	10,026	744	43,619
Charge for the year	32,850	10,899	1,365	45,114
At 31 March 2021	65,699	20,925	2,109	88,733
<b>NET BOOK VALUE</b>				
At 31 March 2021	1,171,089	14,673	2,521	1,188,283
At 31 March 2020	1,203,939	21,828	1,470	1,227,237

The charity's land and buildings and improvements at Pembroke House are subject to a legal charge of £500,000 by the Big Lottery Fund until May 2028.

## 12. INVESTMENTS

### (a)

#### Investment property:

	2021	2020
	£	£
Fair value at 01 April	1,255,135	-
Additions	-	1,273,473
Change in value in the year	87,232	(18,338)
<b>Market value at 31 March</b>	<b>1,342,367</b>	<b>1,255,135</b>
Historical cost:		
As at 31 March 2020	-	1,273,473
As at 31 March 2021	1,273,473	-

#### Investment - Amalgamated Trust Funds of Pembroke College:

	2021	2020
	£	£
Fair value at 01 April	222,632	-
Additions at cost	-	224,398
Change in value in the year	21,909	(1,766)
<b>Market value at 31 March</b>	<b>244,541</b>	<b>222,632</b>
Historical cost:		
As at 31 March 2020	-	198,219
As at 31 March 2021	198,219	-

### (b) Analysis of investments

	2021	2020
	£	£
Investment property	1,342,367	1,255,135
Investment – Amalgamated Trust Funds of Pembroke College	244,541	222,632
	<b>1,586,908</b>	<b>1,477,767</b>

### (c) Investment property

The investment properties are freeholds originally acquired as compensation to the Pembroke College Mission and thus at no cash cost. The Trustees have considered the value at which the freehold properties, held as investments, have been included in the financial accounts. They are of the opinion that the current market value as at 31 March 2021 is £1,342,367. The market value is based on an independent valuation as at 31 March 2017 carried out by Kinleigh Folkard & Hayward, real estate consultants, of 292-294 Kennington Rd, London SE11, amended by the change in property value in the area during the year.

### (d) Investment – Amalgamated Trust Funds of Pembroke College

These investments are held as units in the Amalgamated Trust Funds of Pembroke College, Cambridge, which is a unit trust internal to the College, managed by the College alongside its endowment funds.

At 31 March 2021 the charity held 8,959.57 units that represented no more than 5% of the total value of the units of Amalgamated Trust Funds of Pembroke College at that date. The Pembroke College Settlement's holdings of those units are valued by the College.

### 13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	290,589	269,808
Other debtors	28,411	6,980
Prepayments and accrued income	3,000	3,000
<b>TOTAL</b>	<b>322,000</b>	<b>279,788</b>

### 14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	4,265	21,092
Social security and other taxes	7,772	27,843
Other creditors	457	10,821
Accrued expenses	11,489	19,014
Deferred income (Note 18)	94,939	11,100
<b>TOTAL</b>	<b>118,922</b>	<b>89,870</b>

### 15. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	2021
	£	£	£	£	£
Tangible fixed assets	18,935	-	1,169,349	-	1,188,283
Investments	29,541	215,000	-	1,342,367	1,586,908
Net current assets	345,841	-	102,333	-	448,174
<b>TOTAL</b>	<b>394,317</b>	<b>215,000</b>	<b>1,271,682</b>	<b>1,342,367</b>	<b>3,223,366</b>

#### Analysis of net assets between funds – for previous year

	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	2020
	£	£	£	£	£
Tangible fixed assets	21,047	-	1,206,190	-	1,227,237
Investments	47,632	175,000	-	1,255,135	1,477,767
Net current assets	191,211	-	93,885	-	285,096
<b>TOTAL</b>	<b>259,890</b>	<b>175,000</b>	<b>1,300,075</b>	<b>1,255,135</b>	<b>2,990,100</b>

### 16. MOVEMENT IN FUNDS

	Balance as at 01.04.20	Income	Expenditure	Gains/ Losses	Transfers	Balance as at 31.03.21
	£	£	£	£	£	£
<b>Restricted funds:</b>						
Neighbourhood Scheme 2	-	122,142	122,142	-	-	-
Neighbourhood Scheme 1	-	32,372	32,372	-	-	-
Walworth Living Room	5,468	52,453	51,857	-	-	6,064
Virtual Walworth Living Room	-	11,544	11,544	-	-	-
21st Century Settlement	21,342	25,000	46,342	-	-	-
Pembroke Academy of Music	17,043	40,799	36,516	-	-	21,325
dt17 – Dance-theatre for young people	31,979	-	18,459	-	-	13,520
Youth Activities	9,437	-	-	-	-	9,437
Other community activities	1,698	-	-	-	-	1,698
Social Front Door	6,918	-	-	-	-	6,918
Volunteering Programme	-	26,230	25,121	-	-	1,108
Food Hub	-	284,566	247,171	-	-	37,395
MLTCs	-	1,000	220	-	-	780
Inclusive Dance Project	-	15,000	11,502	-	-	3,498
Junior PAM	-	590	-	-	-	590
<b>Capital Funds:</b>						
Buildings Development	1,202,198	-	32,849	-	-	1,169,349
Fixtures, Fittings and equipment	3,992	-	3,992	-	-	-
<b>Total Restricted Funds</b>	<b>1,300,075</b>	<b>611,695</b>	<b>640,088</b>	<b>-</b>	<b>-</b>	<b>1,271,682</b>
<b>Endowment funds</b>						
Expendable Endowment	1,255,135	-	-	87,232	-	1,342,367
<b>Unrestricted funds</b>						
<b>Designated Funds:</b>						
Future Capital Repairs Fund	175,000	-	-	-	40,000	215,000
General funds:	259,890	291,491	138,973	21,909	(40,000)	394,317
<b>Total Unrestricted Funds</b>	<b>434,890</b>	<b>291,491</b>	<b>138,973</b>	<b>21,909</b>	<b>-</b>	<b>609,317</b>
<b>TOTAL FUNDS</b>	<b>2,990,100</b>	<b>903,186</b>	<b>779,061</b>	<b>109,141</b>	<b>-</b>	<b>3,223,366</b>



## Movement in Funds – Previous year

	Balance as at 01.04.19	Income	Expenditure	Gains/ Losses	Transfers	Balance as at 31.03.20
	£	£	£	£	£	£
<b>Restricted funds</b>						
Volunteering	-	18,000	18,000	-	-	-
Place Based Demonstrator	-	205,926	205,926	-	-	-
Walworth Living Room	-	120,000	114,532	-	-	5,468
21st Century Settlement	-	70,833	49,491	-	-	21,342
Other donations	-	1,225	1,225	-	-	-
Pembroke Academy of Music	-	47,758	30,715	-	-	17,043
Music for Babies & Toddlers	-	982	982	-	-	-
Junior PAM	-	1,050	1,050	-	-	-
Inclusive Dance Project	-	15,000	15,000	-	-	-
dt17 - Dance-theatre for young people	-	59,429	27,450	-	-	31,979
Street Party	-	1,850	1,850	-	-	-
Youth Activities	-	9,437	-	-	-	9,437
Other community activities	-	5,888	4,190	-	-	1,698
Social Front Door	-	6,918	-	-	-	6,918
Capital funds:						
Buildings Development	-	1,235,000	32,802	-	-	1,202,198
Fixtures, Fittings and equipment	-	7,984	3,992	-	-	3,992
Total Restricted Funds	-	1,807,280	507,205	-	-	1,300,075
<b>Endowment funds</b>						
Expendable endowment	-	1,273,473	-	(18,338)	-	1,255,135
<b>Unrestricted funds</b>						
Designated Funds:						
Future Capital Repairs Fund	-	-	-	-	175,000	175,000
General funds	-	620,871	184,215	(1,766)	(175,000)	259,890
Total Unrestricted Funds	-	620,871	184,215	(1,766)	-	434,890
Total funds	-	3,701,624	691,420	(20,104)	-	2,990,100

## Description, nature and purpose of restricted funds:

**Volunteering** – Funding to run the volunteering programme at Pembroke House and the Walworth Living Room including contributions towards the cost of employing staff to co-ordinate the programme.

**Walworth Neighbourhood Scheme** – Funding from Impact on Urban Health towards a pilot project in Walworth using Pembroke House as a gateway organisation.

**Walworth Living Room** – Funding from Impact on Urban Health towards the pilot programme of the Walworth Living Room at All Saints Hall, Surrey Square.

**Virtual Walworth Living Room** – Funding during the pandemic to take activities online.

**21st Century Settlement** – Core costs funding.

**Walworth Community Food Hub** – A short term food distribution centre, delivering emergency food parcels to local residents during the Covid-19 pandemic.

**Pembroke Academy of Music** – An open access music education programme for young people aged 7 to 16, providing high quality music tuition in a range of musical disciplines to encourage love of music and to help students grow in confidence and teamwork.

**Junior PAM** – Offers an introduction to singing, music notation and musicianship to children aged 5 to 7.

**Inclusive Dance** – A programme to enable learning-disabled young people aged 16 to 25 to grow in confidence and independence by learning movement and social skills through performing arts.

**dt17** – An after-school programme that uses extensive on-street outreach to involve a disengaged cohort of local young 9–13-year-olds in a process of learning and co-operation through dance.

**Youth Activity** – A fund for the benefit of projects assisting young people.

**MLTCs** – Chair based exercise for people with multiple long-term conditions.

**Other Community Activities** – Funding towards gardening, knitting, sewing and reading projects.

**Social Front Door** – Funding for the social space at the Walworth Living Room.

**Buildings development** – Grants and donations received towards the redevelopment of Pembroke House. This fund is being depreciated.

**Furniture, fixtures and equipment** – Grants and donations received towards the purchase of furniture, fixtures and equipment. This fund is being depreciated over the estimated useful life of the assets.

### Description, nature and purpose of endowment fund:

**Expendable endowment** – this was established in 1966, when Pembroke College Mission agreed to relinquish its ownership of land on Barlow Street (now Tatum Street) to Southwark Council in exchange for ownership over two properties elsewhere on Barlow Street.

The Trustees have the power to convert all or part of the fund's capital into income and this income is to be spent at their discretion.

### Description, nature and purpose of designated funds:

**The Future Capital Repairs Fund** – this covers the cost of normal running repairs and additional works planned over a five-year period across Pembroke House's property assets: Pembroke House, the Residency, All Saints Hall and the Tatum Street investment properties.

### Description, nature and purpose of unrestricted funds:

**General funds** – General fund represents funds available to spend at the discretion of the Trustees.

## 17. RELATED PARTIES

The charity's objects include to advance Christianity in accordance with the principles of the Church of England, and in particular through the parish of St Christopher's Walworth. The Trustees include representatives from Pembroke College, Cambridge.

## 18. DEFERRED INCOME

	2021	2020
	£	£
Balance as at 1 April	11,100	-
Amount released to income in the year	(11,100)	-
Amount deferred in the year	94,939	11,100
<b>Balance as at 31 March</b>	<b>94,939</b>	<b>11,100</b>

Deferred income represents funding of £30,000 received from Southwark Council for a Cleaner Greener Safer project to be commenced in 2021/22, £24,689 from Notting Hill Genesis – volunteers, £900 from Duckie Ltd for room hire in July 2021, £2,500 with respect to Sustain – Food Power grant, £9,850 from London Borough of Southwark, and a £27,000 grant received from The Mercers.

# Reference and administrative information

### Pembroke College Settlement

(more commonly known as Pembroke House)

### Registered Company number

10586362 (England and Wales)

### Registered Charity number

1177866

### Principal office and registered address

80 Tatum Street  
Walworth  
London SE17 1QR

### Trustees

The Rt Hon Lord Smith of Finsbury  
Ms Fiona Adler  
Dr Andrew Cates  
Ms Rosalind Earis  
Dr Timothy Forse  
The Rev'd Dr James Gardom  
Professor Loraine Gelsthorpe  
The Rev'd Eleanor Goodison  
Mr Michael Kuczynski  
Mr Michael Mitchell  
Mr Andrew Morris  
Mr John Nevin

### Senior management personnel

Mike Wilson – Executive Director  
Grisel Tarifa – Director of Finance & Operations  
Ali Kaviani – Director of Projects

Mother Ellen Eames – Warden of Pembroke House and Priest-in-Charge of St Christopher's, Walworth

### Independent examiner

Samir Shah  
For on behalf of Ramon Lee Limited, 93  
Tabernacle Street, London EC2A 4BA

### Bankers

Barclays Bank, 1st Floor, Atlas House, 1-7 King Street, Cheapside, London EC2V 8AU





# Get in touch

**Phone**  
020 7703 3803

**Website**  
pembrokehouse.org.uk

**Walworth Living Room**  
walworthlivingroom.org

**Facebook**  
facebook.com/PembrokeHouse

**Instagram**  
@PembrokeHouse

**Twitter**  
@Pembroke1885

For over 130 years we've been building a better neighbourhood in Walworth. A neighbourhood where people can lead good lives and work together for a good society.

Working with the community, we provide space for people to learn, eat and enjoy life together, and take collective action on local issues.

**Pembroke House**  
80 Tatum St, London SE17 1QR

**Walworth Living Room**  
All Saints Hall, Surrey Square, London SE17 2JU



**Photography Credits**  
Adiam Yemane, Briony Campbell,  
Edith Whitehead, Fausto Llopis

**Design**  
Small Axe



