

# Pembroke College Settlement

**Directors' and Trustees'  
report and accounts**

for the year ended 31 March 2023







The Trustees are pleased to present their annual Directors' report together with the financial statements of the charity for the year ended 31 March 2023, 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).

Pembroke College Settlement is the registered name of the charity but we operate as Pembroke House and we will refer to ourselves as such throughout this document.

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# Foreword

Following on from the frenetic activity of the pandemic, this year we set out to rebuild our programmes and our team in a way that will equip us to deal with the considerable challenges ahead.

The Walworth Living Room came back to life and relationships grew slowly, repairing and healing, connecting, and building communities within communities.

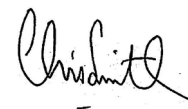
We also sought to build on collaborations that emerged during the pandemic with a determination not to go back to the way things were. So alongside picking up work that was interrupted or disrupted by Covid-19, we've also begun building and testing ambitious new neighbourhood projects.

For Pembroke House this has meant developing new skills and partnerships, and becoming a more mature and embedded organisation. While continuing to nurture our spirit of experimentation, this has required serious work on organisational culture, as well as focusing our recruitment locally and building a more diverse staff team. Thanks to all our staff and volunteers for all their hard work, resilience and trust on this journey throughout the year, and the year/s to come.

Our great thanks to Farah Elahi who joined us as Interim Executive Director for five months, to cover for Mike during his parental leave. This was a wonderful opportunity for the team to benefit from the considerable care and wisdom of Farah's leadership.

We are hugely grateful to all our funders, and in particular those who again proved that the best way to create impact is to build a relationship upon a strong foundation of flexibility and trust.

As an organisation, we're still learning and building the team and structures we need to make change happen. We don't yet have everything in place to fulfil the full ambition of our work. And we know that we don't hold all the answers. But we do know that we need to enter into the work with a spirit of openness and generosity, continuing to ask the difficult questions and confronting ourselves with difficult answers.



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



**Mike Wilson**  
Executive Director

## Special thanks to all our funders:

Architectural Heritage Fund  
Co-operatives UK  
Impact on Urban Health  
Individual Donors  
Inspiring Elephant  
Community Fund  
L&Q Foundation  
London Borough of  
Southwark  
Notting Hill Genesis  
Peabody Trust  
Pembroke College  
Cambridge Members  
St Christopher's PCC  
St Olave's Foundation Fund  
South East London  
Integrated Care System

The Fishmongers'  
Company's Charitable Trust  
The Mercers' Company  
The Morel Charitable Trust  
The Peter Stebbings  
Memorial Charity  
The Worshipful Company  
of Tobacco Pipe Makers  
and Tobacco Blenders  
United St Saviour's  
Charity





# Strategic report for the year ending 31 March 2023

## Progress against objectives for 2022/23

In last year's Annual Report, we set out plans for the coming year under five headings: food; service transformation; social infrastructure; strategic review of programmes; and organisational capacity.

Below are some of our key achievements against each of these objectives. More detailed information about our work over the course of the year can be found in the section beginning on page 8.

**Food** – building a healthy and sustainable neighbourhood food ecosystem.

- Brought together 14 food projects and partnerships to share learning and resolve challenges through the Walworth Neighbourhood Food Model Action Learning Group.
- Piloted neighbourhood food tours, built an online knowledge-sharing platform and delivered one-to-one support for neighbourhood food projects.

- Developed the model for the Walworth Living Room cafe, using food as a tool to bring people from different backgrounds together, while using local supply chains and providing paid employment opportunities.
- Ran a community fridge, which received 1,921 total visits by 234 unique visitors, redistributing 6,828 kilos of surplus food and building new social connections.

**Service transformation** – testing new approaches to addressing neighbourhood inequalities, demonstrating the relevance of the neighbourhood approach for policy and practice further afield.

- Launched the We Walworth ([wewalworth.org.uk](http://wewalworth.org.uk)) programme that aimed to mobilise people to take action on local issues and model a new type of partnership between central government, local government and neighbourhoods like Walworth.
- Created a new methodology for mass engagement, including six Neighbourhood Welcome events, two ward forums and over 800 local conversations.

- Ran two cross-sector working groups (made up of residents, local groups and organisations, and local and national government representatives) that met weekly for eight weeks to work together on local challenges.
- Reconvened the Walworth Group with a focus on developing and coordinating community assets.
- Began work on designing a new programme – the Social Model of Health – based at the Walworth Living Room, with a focus on developing a community-based model of healthcare.

**Social infrastructure** – growing our offer at the Walworth Living Room, our new community space, and progressing plans for its long-term development.

- Continued to build the Walworth Living Room's offer in partnership with local people: supporting new community-led activities, developing shared values and resolving challenges via dialogue and engagement.
- Achieved 120 regular weekly visits to the Living Room, with the building open three days a week.
- Set up and ran 11 regular activities, and nine one-off events and workshops, focused on food, physical exercise, creative activities or support services – of which 25% were volunteer-led or resident-led.
- Appointed a full team of consultants for the refurbishment of All Saints Hall and began building surveys, community engagement and design work on the project.

**Strategic review of programmes** – securing the short-term future of long-standing programmes, and working to establish the aims and aspirations for Pembroke House's programming in the longer term.

- Brought our music and dance programmes back to full capacity post-pandemic, providing regular in-person opportunities for neighbours to learn and connect with one another through the performing arts.
- Offered participants a range of performance opportunities, from the Inclusive Dance Summer Intensive to regular informal sharing concerts at the Pembroke Academy of Music.
- Worked with the ARCHES (Arts and Culture in Health EcoSystems) programme, led by Leeds Beckett University, to define our vision for the arts at Pembroke House.

**Organisational capacity** – developing the infrastructure that will underpin our long-term sustainability as an organisation.

- Recruited three new Trustees as a first step towards making our Board more connected to, and representative of, our local community.
- Articulated a set of values that will guide our work internally as a team, as well as externally with neighbours and partners.
- Increased spaces for shared learning within the staff team.
- Improved the financial literacy of budget holders to manage their budgets more effectively.

## Activities, achievements and performance

For accounting and reporting purposes, our work is organised under nine headings. The first four relate to the direct delivery of charitable activities and are described in detail in the following pages, alongside information about our organisational development work.

- **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.
- **Demonstrator:** Connecting our work in Walworth with reforms in wider policy and practice.

The other five workstreams cover vital back-office and support functions of the charity:

- **Enablers:** Buildings upkeep and management, communications, HR, office and legal.
- **Governance:** The Board, senior management team, AGM, annual accounts.
- **Capital Programme:** Refurbishment of the Walworth Living Room and other capital expenditure such as purchasing IT equipment.
- **Space:** Time and resources spent on keeping the buildings open and ready for room hires to charities, and associated income.
- **Raising Funds:** The fundraising function: fundraising from trusts and donors, as well as time spent on managing two investment properties and commercial room hires.

## Social Front Door

This workstream is based at our new community hub, the Walworth Living Room, a welcoming, free-to-access space where people from all walks of life can meet. The Living Room offers a 'social front door' to a range of cultural, educational and community-building activities – many of which are set up and run by community members themselves.

In April 2022, the Living Room had recently reopened to the public following successive waves of Covid-19 restrictions. This year's story is one of patient, careful rebuilding. It has been wonderful to see long-standing members of the Pembroke House community reconnecting with us and each other following the long months of enforced separation. And we've also been delighted to welcome new visitors – some of whom connected with us for the first time through our emergency Food Hub.

Over the course of the year, visitor numbers grew steadily, and we were able to expand our hours, increasing from two to three days a week, and opening for longer (from 9am to 3pm). By the end of the year, we were averaging about 120 regular visits per week.

Each week, the Living Room played host to an astonishing array of activities: craft, collage and knitting groups; a monthly table tennis tournament; monthly Sing'n'Jam sessions; African drumming workshops; cookery clubs; and pre-loved clothing sales. We were especially pleased to see our music group for babies and toddlers – previously based at Pembroke House and then online during the pandemic – return at the Living Room this year.

Visitors were also able to access support and services in an informal, community-based setting. We were, for instance, home to a distribution point for Rose Vouchers (enabling families with young children to purchase fruit and veg from local market traders), and hosted drop-in advice sessions run by the Southwark Wellbeing Hub. Four out of every five visitors reported that the Living Room has helped them feel less isolated.

*“ This place is amazing. This is how you want society to be! It's so mixed, you've got people of different ages, backgrounds, skin colour and jobs, and everyone gets along. And you know something else? Look around – no one is on their phone! Not a single person. Your staff aren't on their phones, those people over there aren't on their phones – no one is! Look, there's 50 people here right now, and not one single person on their phone. That's how you know you've got something special here. ”*

A visitor to the **Walworth Living Room**

Food remained a key means of bringing people together. Visitors could enjoy a delicious (and competitively priced) range of nutritious meals and snacks, freshly prepared each day by chef Samar. The Living Room continued to host a community fridge, offering surplus food, free of charge, without any means testing or other barriers to access. And our weekly Friday afternoon Hot Meal on the Way Home project provided a space for children (and their parents/guardians) to share a meal and prepare food together after school.

The Living Room also hosted one-off events and celebrations, including Pembroke House's AGM in October. A particular highlight was a community supper, attended by our architects, which provided an early opportunity for community members to share their thoughts on plans for the refurbishment and redevelopment of All Saints Hall. This input helped to shape the emerging concept design for the building; further, more sustained opportunities for engagement will come as the project progresses.

The Living Room – from its design and layout to its activity programme and its very ethos and identity – is being shaped and developed by local people. This year, a number of community meetings have resolved challenges and set the direction for projects. Together, visitors have formed a set of Walworth Living Room values. Displayed around the building, these aim to govern everything that happens in the space. A number of the Living Room's activities are entirely led by local people; for instance, as a community-led response to food insecurity, participants have been working to launch a local food co-operative.



## Programmes

In 2022/23, we continued to support learning and culture through Pembroke House's long-standing performing arts programmes.

Following the disruption of Covid-19 (with classes sometimes provided online and sometimes in person), the Pembroke Academy of Music (PAM) entered a period of regeneration and stability this year. In total, 44 children took part: honing their musical abilities, growing in confidence and passion, and developing broader skills such as focus and teamwork.

Through personalised instruction – including on the violin, cello, guitar, clarinet, trumpet and flute – participants made significant progress in their instrumental abilities, with many reaching a point where they are ready to take music exams. At the end of the 2022/23 school year, 13 children took exams with 100% success. In addition to individual lessons, participants gained experience of performing and collaborating with others through membership of small group ensembles. And regular musicianship classes – focusing on theory, aural training, sight-reading and music history – provided a solid foundation of understanding and knowledge.

This year, each PAM participant was able to play for an audience, whether at public recitals or in-house performances. In a supportive and encouraging environment, participants learned to combat stage fright and perform with security and confidence.

Our dance programmes continued to work with engaged cohorts of participants, many of whom have been with us for a number of years. For instance, in our Inclusive Dance programme (for young people with learning difficulties), 40% of regular participants have been attending for between five and 10 years, and 30% have attended for between two and four years.

While offering valuable structure and routine, Inclusive Dance also offered new experiences and challenges for its participants. A week-

long Summer Intensive saw eight individuals working together as a company to create a show, the theme of which emerged organically from conversations the participants were having about what defined them as individuals. Our practitioners also worked to increase digital access with the launch of a new website – co-designed with the current cohort – which allowed participants to engage with dance content outside of the weekly sessions, and also to see their own work online.

Meanwhile, dt17 – our dance-theatre programme for children aged nine to 13 – continued to teach dance, performance and social skills through free after-school sessions each Tuesday. Successful outreach within local community networks saw an influx of 18 new participants in May and June, and although this did present some challenges, it was nevertheless exciting to see the programme reach new cohorts.

Two volunteers joined the dance programmes this year: an MA student at Trinity Laban Conservatoire of Music and Dance, and a local resident who had always wanted to teach dance. We were able to provide these individuals with community dance teaching experience, and we also benefited hugely from their perspectives and experience, as well as their supportive, sociable presence.

Both our music and dance programmes were also strengthened through our participation in the Arts and Humanities Research Council-funded ARts and Culture in Health EcoSystems (ARCHES) project, in partnership with Leeds Beckett University, Locality, and Social Life, a research group based in Walworth. This project explored how arts and culture and the natural environment can improve health and wellbeing. It provided the platform for us to explore the wider benefits of our arts programmes, as well the space to understand what we currently do well and how this could be developed in the future. The findings of this project and associated policy recommendations will be published later in 2023.



### dt17 case study

I am the parent of a child who attends dt17's weekly dance class at Pembroke House. I cannot recommend the project highly enough. From the effect on my son, I see that it is a unique, practical and excellent programme.

My son has ADHD-type issues and is adopted, with an enhanced need for trust and acceptance. The dt17 team have gone out of their way to include my son, as well as help him learn solid repetitive routines and spontaneous expression in dance, and vital life skills off the dance floor such as how to self-regulate when things get too much. In particular, the team were outstanding when my son needed to change schools urgently. They went out of their way to help him develop a dance routine, and sent videos and detailed text by email to support his endeavour. I was bowled over by their rare degree of dedication and skill.

My son's behaviour has changed profoundly over the weeks, months and years he has been attending dt17. Of course he is maturing generally, but I can see that it is the special way that the dt17 team interact with the kids, actually listen to them and their requests, believe in them while also challenging them to bring out their best work, which are all working wonders for my child. dt17 is a profoundly effective project.



## Neighbourhood

This year our work with partners across the neighbourhood was focused primarily on the Walworth Neighbourhood Food Model (WNFM), and the Walworth Group.

The WNFM is a coordinated series of actions to transform the food system in our neighbourhood. The first step of this ambitious challenge has been building infrastructure to support collaborations that will grow skills and capacity in the neighbourhood to support an increase in locally owned and run food production, distribution and preparation.

This year we created the Neighbourhood Food Model Action Learning Group, which provided space for local food enterprises and initiatives to come together to reflect, address shared challenges and identify opportunities for collaboration. One challenge that was tackled through this method was the redistribution of surplus food by means of the community-fridge model and the challenges this presented around inconsistency of supply, the disempowerment inherent in surplus food distribution and the difficulty of taking a step back from day-to-day operations to consider wider strategic approaches.

Identifying the need for a way to share operational plans and knowledge, we created an online microsite for this work, **neighbourhoodfoodmodel.org**, which

functions as a knowledge-sharing platform, allowing participants to share resources and learning, including operational plans, business plans, research and reports.

We also provided incubator project support for groups and organisations looking to develop community governance and neighbourhood engagement strategies. One example of the impact of this work is a new initiative to create a community-owned pub in Walworth. This has a management committee that is 100% resident-led, with a wider base of 150 community supporters. It has been able to establish itself as a legally constituted Community Benefit Society, with discussions on potential sites underway.

We also piloted a series of neighbourhood food tours: a fun and interactive way to learn about the local food system, get introduced to local food projects and become immersed in the rich network of social connections emerging through food in Walworth.

Overall, across the year, the WNFM brought together:

- 14 projects and partnerships in the Walworth neighbourhood, enabling them to work collaboratively together.
- 11 organisations from across Southwark in the monthly Action Learning Group sessions.

- Support for two emerging Neighbourhood Food Models in other parts of the borough.

As members of the Southwark Food Action Alliance steering group we also contributed to Southwark's draft Sustainable Food Strategy. And in March we received the Voluntary Community Sector award at the Good Food for All Londoners 2022 Awards for our work on the Walworth Neighbourhood Food Model, supported by Southwark Council.

We also reconvened the Walworth Group. This is a partnership between charities and community groups, Southwark Council, housing associations and other organisations. Together, we're looking to bring about long-term, lasting change in the Walworth neighbourhood.

Having first come together in 2019, many of the group's members collaborated closely on Walworth's response to Covid-19 – particularly by getting food to those who needed it. Since the end of lockdown, members of the group have continued to meet, building connections and new partnerships for the benefit of the neighbourhood, and playing a key role in steering new initiatives such as the Walworth Neighbourhood Food Model.

But members also recognised that the group's capacity is limited, and can't yet match the extent of their ambitions, which encompass topics as diverse as urban design and the public realm, services, social infrastructure, food insecurity, and community engagement. We hosted and facilitated a refresh of the group in December attended by 30 representatives of local groups and organisations. This brought together existing members as well as new faces for an in-person meeting at the Walworth Living Room. Together, we first considered what conditions will be needed for successful collaboration in Walworth. These included: strong communication; a culture of respect, care and trust; a long-term vision for change; and the perseverance and resources to achieve it. We then focused on a topic of particular interest to members of the group: a vision for

community assets (places and spaces for local people and groups).

Attendees worked together to identify the challenges with community assets in Walworth in 2022; the future for community assets that we want to work towards; and the first set of steps towards this future.

The community assets agenda generated a real sense of excitement and momentum, and we hope will provide a galvanising issue for the group going forward, broadening its membership, and focusing on tangible outcomes for its work, as well as the ongoing and valuable work of nurturing local relationships.

## Demonstrator

As a settlement, Pembroke House has always aimed to connect its work with policy and practice further afield. We recognise it is not enough for us to deliver brilliant projects in isolation. We also need to work with others to change the wider systems and services we operate within. This year, this work has focused on two areas: We Walworth and the Social Model of Health.

### We Walworth

Building on the partnerships that developed in Walworth through the response to the pandemic, alongside Southwark Council we secured funding from the Partnerships for People and Place programme, funded by the Department for Levelling Up, Housing and Communities. Together, we worked with partners to create the We Walworth programme, with the aim of bringing together a new community of residents, policy makers and practitioners in Walworth.

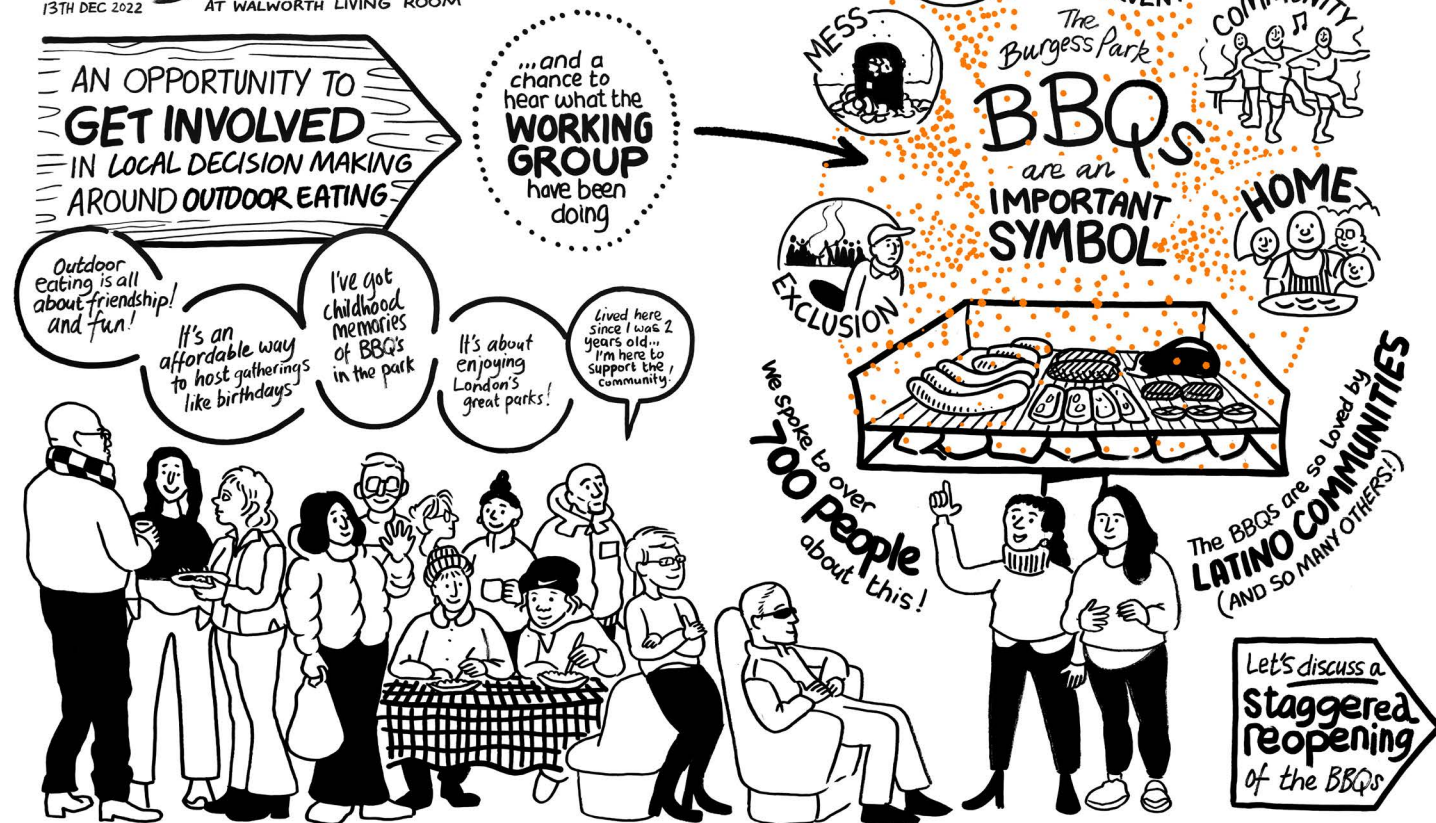
We Walworth began with an ambitious target to talk with 80% of our neighbourhood – to understand the experiences, skills and ideas we have in Walworth – and then develop new ways of engaging the community and designing projects that put people at their heart. We set out to test the hypothesis that the most direct route to long-term, lasting change in





## WE WALWORTH Faraday Ward Forum

13TH DEC 2022 AT WALWORTH LIVING ROOM



neighbourhood inequalities is through building interventions that are directly aimed at growing social capital and community connectedness.

At the start of the year, an intensive phase of planning, strategy development, training and recruitment broadened out to a series of public engagement events. Billed as Neighbourhood Welcomes, each event brought together between 35 and 60 people – a mix of residents, neighbourhood groups, neighbourhood charity or voluntary sector organisations, statutory service providers (including the NHS, schools, and early years providers), local businesses, elected officials, council officers, central government and Greater London Authority representatives, researchers, campaigners and academics.

Attendees started by meeting as equals, sharing food and getting to know each other. They then received some engagement training and went out into the community to speak with people on the doorstep and in the

streets. Each engagement event generated 85 to 150 separate on-street conversations, and was followed up by further activation sessions, training and phone-banking, leading to over 800 conversations across the course of 10 events.

The aim was for all these conversations, focused around food and inequality, to surface local issues people wanted to tackle through collective action. For each issue, a cross-sector working group of residents, councillors, community leaders and representatives from local and central government was formed.

Together their work involved reaching out to allies, engaging sceptics, surfacing the underlying challenges, identifying necessary resources, generating ideas and narrowing down to some deliverable ideas. These then formed a collective vision that was pitched to council decision-makers.

The first of these focused on producing a new vision for outdoor eating in Walworth and Southwark, prompted by the strength of local feeling around the public-access BBQ area in

Burgess Park, which has closed without any clear indication of if or when it might reopen.

The working group built a deep understanding of the range of views on the issue and led a discussion – attended by community members and local councillors – at a Southwark Council Ward Forum. Aided by the offer of food from the Walworth Living Room cafe, the Ward Forum had an unusually high number of attendees and showcased a new, more interactive format for this type of event.

The working group assimilated the outcomes of their weeks of work and presented their final vision to decision-makers at the council, making the case that greater community involvement and custodianship was essential to the successful reopening of the BBQs. The decision-makers were cautious with their commitments, but they thanked the group for their work. Soon afterwards, we received feedback from Caroline Bruce, the Strategic Director:

“ As ‘council decision-makers’, we were so pleased to see the benefits of you working together in Walworth across organisational boundaries and constraints to approach some of the issues that are important to residents in Walworth. Your enthusiasm and commitment were infectious! ”

We are continuing to advocate for the work of the group, and to call for the council to collaborate with community members, to see the staged reopening of the BBQs become a reality.

Towards the end of the year, further Neighbourhood Welcome events were held to continue We Walworth’s mass-engagement approach, and another neighbourhood challenge quickly emerged. This time, the focus fell on East Street Market, which many felt was in decline from the buzzing and vibrant place it once was.

The second working group formed, meeting weekly and made up of market traders, market managers, local groups and organisations, and local residents. By late March, a visit to Hackney’s Ridley Road Market provided inspiration and encouragement,

and the group were well on their way to forming a vision for a thriving future for East Street Market.

### The Social Model of Health

Beyond this work in the wider neighbourhood, at Walworth Living Room we have also embarked on a new programme of work, supported by the Southwark Integrated Care Board and the wider South-East London Integrated Care System, called the Social Model of Health.

The first phase of the Walworth Living Room has been generously supported by Impact on Urban Health, and the question of how spaces that build community and encourage connections can have long-term health benefits has always been one of the driving forces of the project.

This year we have developed this line of enquiry further through the Social Model of Health programme, with a focus on growing the capacity to look after ourselves and each other, and our collective power to challenge health inequalities and build a fairer health system.

Rather than starting with the traditional medicalised model of health – of individuals and physical symptoms – this programme starts instead with a community-based model, rooted in our social relationships and collective aspirations. We laid the ground for this work this year by forming a new partnership with Healing Justice London. Together we will develop this programme over the coming year alongside the local community – including existing Walworth Living Room members – and stakeholders from the traditional health and social care system.



## Organisational development

As well as our outwards-facing work, this year Pembroke House looked inwards too, developing processes and structures that will enable us to continue serving this neighbourhood in a sustainable manner for the long term. We know that we won't see the meaningful changes that we want in Walworth unless we also reflect these same equitable ways of relating in our day-to-day activities.

The staff team articulated a set of five values according to which we want to operate: equity and justice; collaboration; clear communication; dynamic learning; and care. The process of developing these values allowed us to have important conversations about how we do our work and how we want to do it in the future, and also highlighted a number of questions for us to answer over the next year.

In terms of team culture, we now have more shared spaces for coming together, some for relaxing informally (such as regular staff lunches and team dinners), and others for more formal sharing and learning from each other. In our weekly team meeting we hold space for anyone, whatever their role in the organisation, to share challenges and receive suggestions from others. It has been great to see how this has shared the load and allowed people to offer support in ways that previously wouldn't have been possible.

As part of our ongoing equality, diversity and inclusion action plan (see page 25) we have also made significant changes to our recruitment practices over recent years, in order to attract a more locally representative and diverse staff team. This includes: targeted

local advertising and informal promotion of opportunities through local networks; open days for prospective candidates to visit Pembroke House and grill us before the application process; sending questions in advance of interviews; and the promotion of job-share or flexible working arrangements to fit around childcare and other commitments. As a result, over the past two years, five out of seven new employees have come from the local area (the boroughs of Southwark and Lambeth). This brings the percentage of staff members from this area to 73%.

Operationally, we focused on our management practices and processes, and instituted new systems for budget setting and forecasting, which build greater financial literacy within the team and allow us to plan further ahead. We also conducted a pay review and implemented a new pay structure with the aim of increasing transparency, as well as attracting and retaining talented staff.

Finally, we recruited and welcomed three brilliant new Trustees to the Board. They are: Peter Baffoe (Executive Director of South London Mission); Professor Stephani Hatch (Vice Dean for Culture, Diversity and Inclusion, and a Professor of Sociology and Epidemiology at the Institute of Psychiatry, Psychology and Neuroscience, King's College London); and Kathryn Tomlinson (Director of Global Delivery at International Alert).





# Settlement Past & Present

Pembroke House has a long history and was founded by students from Pembroke College, Cambridge, in 1885 as part of the wider settlement and mission movement. This saw a close combination between social and community work and parish ministry – with a central role for residential volunteers.

Pembroke House retains the imprint of this history today. The chapel and associated mission district became the parish church of St Christopher's Walworth in 1995 and fulfils the Christian objectives of the charity (see page 26), with an explicitly Christian purpose of mission and ministry.

Pembroke House's wider social programmes and staff team, on the other hand, are open to all faiths and none, and are focused on community building and engagement in the diverse neighbourhood of Walworth. In all of this work, residential volunteers remain a feature of Pembroke House life, as we retain a six-bedroom shared house for individuals looking to engage not only with our work but also the wider range of community activities and initiatives in Walworth.

## St Christopher's Church

St Christopher's Church worships every Sunday and Thursday morning in the Upper Hall at Pembroke House. St Christopher's continues to experience the post-pandemic challenges shared by many churches, including financial pressures and a change in worshipping habits due to the increasing need for many to work on Sundays. A spirit of hope endures in the congregation, and the worship at the parish mass remains as joyful as ever.

The Thursday 'quiet mass' has a small congregation, and has become an accessible point of entry into the church for those who are exploring the Christian faith, including those who discover St Christopher's through Pembroke House and the Walworth Living Room.

The Priest in Charge, Mother Ellen Eames, returned after six months of maternity leave and is working to develop pastoral ministry and lay leadership through the parochial church council (PCC). There is particular energy and enthusiasm for the Children and Young People's Ministry Action Group, which is developing leaders for ministry to those under 18, who constitute a third of the regular worshipping community.

December saw a welcome return of the Pembroke College Chapel Choir to sing the Advent by Candlelight service. An annual highlight of the Settlement calendar, this service brings together St Christopher's Church, the Pembroke House community, residents past and present, and supporters from Pembroke College.

As well as supporting the Pembroke House team pastorally, Mother Ellen's strong experience of community-organising work with Citizens UK greatly complements and supports the wider team's ethos and practice of community empowerment. We look forward to developing these links further in coming years.

## Pembroke College, Cambridge

Pembroke House was established as a student initiative, rather than an official arm of Pembroke College, and this relationship remains in the form of a loyal group of alumni who remain regular supporters, and a number of trustees who are members of the College. We are hugely grateful to both for their ongoing contributions and support.

In the coming year, we will be looking to expand our relationship with existing students, including by piloting a trainee programme part-funded by the College. We also know we need to do more in the coming year to address our own wealth and privilege, and to be sure that we draw on these historic links with Pembroke College for the wider benefit of our neighbourhood, something that will be closely aligned with the refresh of our vision and mission and wider organisational development work this year (see Our Plans for the Future, page 20).

Settlements were always aimed to bring university life into closer relationship with social change and, as well as working with Pembroke College, this year we strengthened ongoing relationships and partnerships with other universities and academic institutions, including King's College London, Leeds Beckett University, The Open University and London South Bank University.

One particular highlight has been the residency of Mattias Koli – who will complete his field research as a PhD student at King's College London, and residential volunteer at Pembroke House – exploring 'what is a settlement model for the 21st century?' We very much look forward to sharing and engaging with his findings in the coming years.



Our plans for the future

Vision and mission

Over the coming year we will focus on clarifying our vision and mission as we emerge from a tumultuous couple of years in Walworth and face the many challenges ahead. Common to lots of charities, these challenges are arriving at once, with increased demand for our services coming at a time when inflation is leading to increased core costs (particularly difficult for an organisation that manages heritage buildings) and a funding environment that is more competitive than ever.

The changes at Pembroke House over the past 10 years have been significant: moving into the newly refurbished settlement building; growing our programming and neighbourhood works significantly; opening the Walworth Living Room and operating across two sites; turning our activities on their head to run an emergency food-distribution service in the Covid-19 pandemic; and subsequently looking to sustain and develop the partnerships that emerged in Walworth through this emergency effort.

These shifts have been rapid and we have developed a distinctive agility and adaptability as an organisation. While we need to retain this, as we have grown in size and we are increasingly offered new opportunities or invited into new partnerships, it is crucial that we have a clearly articulated sense of purpose that can provide renewed focus and coherence to our work for the longer term.

We will be working on this over the coming year, with our staff team, trustees, and the wider community, to tease out the core questions and ambitions that motivate our work, and the approaches to these questions that are distinctive about Pembroke House’s work in this neighbourhood.

This will mean addressing head-on questions that have been swimming beneath the surface for some time as we have sought to develop a new ‘settlement model’ for the 21st century, including:

- What do we mean by ‘inequality’?
- How do we work in a gentrifying neighbourhood and who should we be working alongside?
- How do we acknowledge and address our own power and privilege?
- What form do we want our relationship with both St Christopher’s Church and Pembroke College to take in the longer term?
- What is the role of the residential volunteers?
- How can we embody the changes that we want to see in the neighbourhood internally, in our staff team, in our governance and in our ways of working?

We aim to have this fresh articulation of our work ready for autumn 2024 and look forward to engaging with many partners and community members as we do this.

Plans for existing work

This work on vision and mission will take significant energy, and we will need to create the space in our programming to do this well. But we also believe that this strategy work must be rooted in the day-to-day realities of our work in Walworth and so we will also continue to develop the streams that have been a focal point for this past year.

In a prelude to the changes to come, for 2023/24 we will make some changes to rationalise these streams. First, we will bring the activities at the Walworth Living Room’s Social Front Door (see pages 8-9) under a new overarching Programmes stream, as we seek to develop a unified approach to our core programming (whether at the Living Room or in our arts projects). Second, we will bring the We Walworth activities previously listed under Demonstrator (see pages 13-15) under our Neighbourhood stream, recognising that, although we may seek to influence wider practice, this is always rooted in our delivery and core activities within Walworth itself.

Similarly, the Social Model of Health will also move to Programmes to reflect its base at the Walworth Living Room.

Programmes

Walworth Living Room

Our work to build an empowered, connected community at the Walworth Living Room will deepen over the next year. We will expand the programme of activities and events, with and alongside local residents. We will start to open for one Friday evening a month, aiming to broaden our reach by engaging with cohorts who aren’t generally available during normal opening hours. And we will expand our catering offer, both as a form of outreach and to generate valuable unrestricted income for the organisation.

We will also trial new methods of engaging community members, encouraging and supporting them to play a key role in the development of the Living Room’s offer. As an example, we will create a more direct role for parents and guardians to shape the weekly Hot Meal on the Way Home project.

These activities will continue to shape our Capital Programme as we look to develop the right plans for a long-term home for the Walworth Living Room. And we will continue to look to learn from and alongside others who are developing their own new models of the social infrastructure needed in neighbourhoods like Walworth, sharing what we find with partners at local, regional and national levels.

Social Model of Health

Building on the foundations that were laid in 2022/23, we will move into the delivery phase of the Social Model of Health programme. Over the course of the year, we will work with community members to reframe our understanding of health in more social and holistic terms, practise skills in looking after ourselves and each other, and embed these approaches in the Walworth Living Room.

Following a series of creative events to spark a wide community conversation about health, we will establish a working group with members of the local community, and representatives of the health and social care system, to manage and develop this work. This working group will





direct the overall programme and design the workshops and activities that will be delivered in partnership with Healing Justice London and other creative and health practitioners.

Over the coming months and years we hope that this work will demonstrate the power and potential of a community that cares and looks after one another, correcting the balance in models of healthcare away from the services that manage need and symptoms, and towards those relationships that genuinely create our health.

### Arts programmes

For 2023/24, we aim to build on the rebuilding work that has already taken place in our arts programming through the ARCHES project (see page 10) to develop the role these creative programmes, and the practice that underpins them, can play in wider neighbourhood change.

A priority will be to secure funding to keep our existing arts programmes running, but we are facing challenges as we move into 2023/24 – in particular with securing suitable funding for our dance programmes. We may need to pause some activities while we develop our longer-term plans and identify sustainable funding sources.

Over the coming year, we will focus on forging strategic partnerships with schools, community organisations and other stakeholders invested in education and the arts. Collaborating with like-minded entities will enable us to extend our reach, access new resources and create a more robust support system for participants.

We will also offer more instrumental lessons, music ensembles, and musicianship classes to cater to diverse interests and skill levels in the Pembroke Academy of Music. And we are committed to investing in the professional development of our staff, volunteers and instructors by providing ongoing training and workshops.

We hope to build on the success of regular performances to a small audience, to organise

larger events and concerts. These events will provide participants with a platform to showcase their talent, boost their confidence and celebrate their achievements.

Finally, we aim to develop our approach to engagement, deepening our understanding of how to be in community with our neighbours in ways that build the strength and resilience of our neighbourhood. Through open communication channels, workshops and information sessions, we will create opportunities for dialogue, feedback and collaboration. Through this we hope to build new bridges between our arts programming and our neighbourhood activities.

### Neighbourhood

#### Walworth Neighbourhood Food Model

Over the coming year, we will continue to develop the Walworth Neighbourhood Food Model (WNFM) and broaden our reach and impact. Funding for this work for a further year has been confirmed by Southwark Council's Public Health team and Notting Hill Genesis; we're very grateful to both for their support.

This year's Action Learning Group will build on last year's pilot, and is open to food projects right across Southwark with an interest in growing neighbourhood-based food systems. The 12 successful applicants accepted onto the coming programme represent a range of groups and organisations working with food, including: a breakfast and after-school club; community fridge; food pantry; community cafe; women's health and wellbeing centre; volunteer-run food cooperative; and a self-employed food workshop facilitator.

We will work on developing new areas of support for small and informal individuals and groups, recognising that traditional funding models are often over-complicated and inaccessible. We're keen to balance our ambition to work on long-term systemic issues with quick wins that help to build trust and show quick, tangible results and impact in our neighbourhood.

We will also work with the Open University and groups from other London boroughs to use participatory action research methodologies, to drive community-led calls for better policy support measures for community food growing. This draws on our strong links to community gardens, which continue to be spaces where small groups show incredible determination to transform unloved local areas into abundant green spaces, through careful and sustained community-building work.

As well as providing incubation and facilitation support for food projects in Walworth, Pembroke House will also continue to offer our own contributions to the WNFM, including continuing to develop the Walworth Living Room's food offer (e.g. the cafe, community fridge, Hot Meal on the Way Home initiative and other cookery projects) and running a further series of neighbourhood food tours.

Having contributed extensively to Southwark's new Sustainable Food Strategy, we now look forward to helping to shape an action plan that will see the collective vision for a more sustainable food system in Southwark become a reality over the years ahead.

### We Walworth

We will continue to build and refine We Walworth's methodology, taking the work through to a point where we can see tangible changes in Walworth and ensuring that the lessons from the partnership have been captured in a way that can inform future approaches to neighbourhood development – both in Walworth and beyond.

Significant strides were made in this work, including testing how a model of neighbourhood mass engagement could work, how we can learn out loud (about both successes and failures) and how to create a collaborative vision for some of the neighbourhood's thorniest issues.

But we've seen that simply creating cross-sector partnerships of residents and different kinds of organisations doesn't necessarily correct for the significant power-imbalances and unequal access to opportunities faced by some communities. In Walworth, great inequalities are particularly experienced by Black, African and Caribbean, and Latin American groups.

Over recent years, Pembroke House has increasingly been playing a convening role in the neighbourhood, acting as a bridge between the questions that stakeholders at the borough or national level might be asking and the real-world communities and activities of Walworth. We've seen this through the central government Partnerships for People and Place programme, for example, which provided the resources and permissions for We Walworth.

While our aim here may have been to bring resources and opportunities into the neighbourhood, we need to work harder to recognise how our own power and privilege enable us to play this role – to be invited or allowed into rooms or partnerships that others within the neighbourhood are not. Without addressing this, the perception can easily grow that we are serving our own interests and not those of the neighbourhood, and, more fundamentally, that our work confirms, rather than disrupts, the power dynamics that entrench existing inequalities.



Crucially, this includes learning to step back and cede space, or slow down and focus on depth as much as breadth, and asking how we can use our own assets (including employment opportunities) to provide tangible benefits for local residents, with professional training and development as an integral part of the work.

### Walworth Group

Following on from the above, over the coming year we want to work alongside others in our neighbourhood to build the type of partnerships and alliances that we need to achieve long-term change. In recent years we have taken a central role in the formation of the Walworth Group, acting as the secretariat to the emerging collaborative and being responsible for driving forward much of the group's agenda.

We now want to change this approach: to work alongside, rather than for, others, and to ask the harder questions about the long-term legitimacy and authority of the group. While the Walworth Group to date has benefited from strong involvement from local community organisations, housing

associations and key council stakeholders, it has not been representative of the wider Walworth community.

Taking the time to hear why this is the case, clear reasons emerge, including suspicions about how the agenda of the group is set, the timing and practice of meetings, and more fundamental questions about whether the outcomes of the group match the grand neighbourhood ambitions.

We've seen the green shoots of a new approach over the past year: in the recent meeting on community assets that brought together many more local residents and wider representation; or in the community-led approach to a council ward forum that has been trialled through the We Walworth programme. Over the coming year we want to work alongside the current partners of the Walworth Group, and those who have been on the sidelines and who have been generous enough to share their concerns or critique, to build the type of neighbourhood forum or collaborative that can embody the diversity and dynamism of Walworth and be a driving force for longer-term healing and reform.

## Organisational development

Our organisational development work over the coming year will continue to focus both on our culture as well as on our processes and procedures.

We will work to embed the values that we've collectively developed as a staff team, ensuring that they have real force and aren't just theoretical goals. Equity and justice sit at the heart of these values and we will continue to develop the conversations and actions required with staff, trustees and community members, to build an organisation that is honest about – and active in addressing – the structural inequalities present within our neighbourhood and our own working practices and hierarchies.

The development of an equality, diversity and inclusion (EDI) action plan has been a core component of our recent organisational development. This year we want to deepen this work, developing definitions of these terms that are rooted in Pembroke House's work and experience, and that lead to practical changes. Specifically, this will mean bringing into the open difficult conversations about class and race that, if left unaddressed, undermine the foundations of our work.

We will work with external experts to create the safe and constructive spaces for these conversations with the hope of not compounding trauma, and creating informal and formal spaces within the organisation for

staff to share. We will also nominate new EDI leads among the staff team and the trustee body, and develop new whistleblowing and complaints procedures for all staff, volunteers and community participants, for both formal grievances and other concerns. And we will continue the work that we have started this year in broadening and refining our recruitment practices for staff and trustees. In all of this work, we want to have these conversations in the open and be transparent about our plans and their effects – whether positive or negative – so that we remain accountable to our wider community.

We want to make leadership and decision-making more transparent, by strengthening communication internally as well as inviting all members of staff to regularly attend leadership meetings. And we will work with experts in safeguarding to ensure our policies and procedures are fit for purpose, and facilitating the work we want to make possible.

We will also continue to focus on operating more strategically, including by distributing financial-management responsibilities more widely and empowering budget holders, and by putting in place a system for performance management.





# Supplementary information

## Structure

Pembroke College Settlement (operating name Pembroke House) is a registered charity 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.

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.

## Related parties

Trustees have refreshed the related parties register and have identified links to two funders, contributing less than £30,000 each, neither of which has influence or control over the charity.

During the year, Trustees made donations to the charity in a personal capacity totalling £1,800.

## 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; during the year the HR and Finance sub-committee and the Walworth Living Room sub-committee met more frequently as required. Since April 2023, the HR and Finance sub-committee has divided into two sub-committees (the Finance and Risk sub-committee and the HR and Safeguarding sub-committee), which meet quarterly. The Executive Committee receives written papers from members of the Leadership Team, and follows up on those reports as appropriate.

New Trustees are given copies of the Memorandum and Articles of Association and Policies of the organisation. The Trustees maintain a working knowledge of charity and company law and best practice. New Trustees also meet with Pembroke House's leadership team for a detailed briefing on the charity's objectives and activities.

## Appointment of Trustees

As set out in the Articles of Association, the Board of Trustees comprises 12 Appointed Trustees, as well as, ex officio, the Master of Pembroke College, Cambridge, save that if the Master 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. New trustees are recruited through an open and fair selection recruitment process, taking into account the current make-up and requirements of the board.

The Chair of Trustees is nominated by the Board. The Trustees in office in the year are set out on page 57. 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 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 11 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 Programmes, the Director of Partnerships, the Chief of Staff and the Director of Finance. The total employee benefits of the key management personnel of the charity were £199,186 (2022: £144,583).

The pay structure until 31 January 2023 for all employees, including for all senior staff, was 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. From 1 February 2023 a further pay review was conducted by pay and reward specialist EBRs, and a new pay structure was applied. The grading and salary levels for new roles will be determined with reference to this pay structure.

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 GMB and Unison) and the Association of Colleges. Due to the cost-of-living crisis, a 2% cost-of-living increase was applied from 1 February 2023. This was an advance on any increase to be made in August 2023.

## 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 (PB2). The achievements and activities above illustrate the public benefit arising through the charity's activities.



# Financial review

The impact of the pandemic continued to be felt across the charity this year, in particular in fundraising, and those effects are only likely to increase in magnitude in the coming year. Fundraising from trusts and foundations became more competitive and some funders paused programmes while they reviewed their funding priorities.

In the second half of the year inflation and the cost-of-living crisis exacerbated the situation by placing a greater demand on our services, for example in the Walworth Living Room as people sought warmth and food. Recruitment became more difficult due to wage inflation and we experienced increases to building costs. None of these increased expenses had been budgeted for within existing grants so reserves had to be drawn upon.

During the year, total incoming resources were £963,184 (2022: £847,869) and total expenditure £1,008,676 (2022: £857,765) including a depreciation charge of £47,768 (2022: £42,364), giving a deficit before investments revaluation of £45,492 (2022: -£9,896).

## Income

While overall income has increased this year there are some significant variances when compared to 2022 – some positive, some negative.

We were awarded capital funds of £142,386 from the London Borough of Southwark, the Architectural Heritage Foundation and Impact on Urban Health to employ a design team and project manager to carry out preparatory work. RIBA 2 was completed during the year and subsequent RIBA stages are expected to be completed in the coming year.

Income for the Neighbourhood programme increased by 91% to £109,998 (2022: £57,350). The Demonstrator programme received its first year of funding from the South East London Integrated Care Board and a partnership grant under the government's Partnerships for People and

Place programme via the London Borough of Southwark.

Despite our investment in the hall hire function during the previous year, income from this source has stayed roughly the same (2022: £42,683; 2023: £45,903). Feedback from previous hirers indicates that some activities continue to be delivered online while others have lost their funding. This is a key source of unrestricted income for the charity and a new strategy will be employed next year.

The investment properties, 76 and 78 Tatum Street, were revalued during the year by Strettons chartered surveyors and £648,671 was added to their value. This has increased the size of the expendable endowment fund that is comprised solely of the properties.

## Expenditure

Direct expenditure on charitable activities increased in every workstream over the previous year to £686,896 – 68% of total costs (2022: £487,594). It was the first full year of delivery since lockdown and new projects and programmes were introduced, as described in the Strategic Report on page 6.

A further £64,299 (7%) was spent on raising funds (2022: £87,086) and £257,481 (25%) on support and governance (2022: £283,085). Support costs included a fee for the pay review. A new workstream, Space, was introduced during the year, the first full year of a newly professionalised hall hire and residential lettings operation. Sharing our spaces with other organisations and residency are important elements of our work – and are written into our charitable objectives – and the revenue generated from them are an important source of unrestricted income.

## Principal funding sources

As in previous years, the principal source of funding was from trusts and foundations at £715,481 or 74% (2022: 75%). This remains a risk for the charity – see Financial risk management.

Our largest funders were London Borough of Southwark, £252K; Impact on Urban Health, £230K; and the Livery Companies, £83K (The Mercers' Company, The Fishmongers' Company and The Worshipful Company of Tobacco Pipe Makers & Tobacco Blenders).

The role the charity played in the neighbourhood during the pandemic and subsequently, and the relationships that were built during this time, have resulted in income from the public sector becoming significant for the charity for the first time in over a decade. £317,427 was raised from local government and the health sector in 2023 (2022: £60,153), helping to fund the Community Activities, Neighbourhood, Demonstrator and Capital workstreams.

Many of our individual donors have been supporters of the charity for decades, having begun to donate shortly after graduating from Pembroke College, Cambridge. We are so grateful to them and to our more recent donors for their support. Collectively they donated £63,489, including Gift Aid, during the year.

## 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 non-funded core salaries, contractual liabilities, overheads and non-funded activity costs. For the coming year, provision for 10% of project staff costs has also been made. At present, the level of free reserves required is calculated to be £244,941.

At year end, the accounts showed reserves of £3,855,387, of which:

- £1,347,103 was the restricted fund – of which 84% is in the form of the Pembroke House building and the remainder is unspent restricted grants.
- £2,025,000 was the expendable endowment fund – all of which is held in the form of two residential properties that generate income for the charity.
- £215,000 was the Future Capital Repairs Fund – a designated fund to cover the cost of normal running repairs and a

programme of additional capital works planned over a five-year period addressing matters raised in the quinquennial and other surveys.

- £268,284 was the general fund.

Unrestricted funds not designated or invested in tangible fixed assets held by the charity are £239,628, approximately 4.5 months' reserves, and the charity therefore is close to meeting its policy.

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 Statement of Financial Activities on page 35.

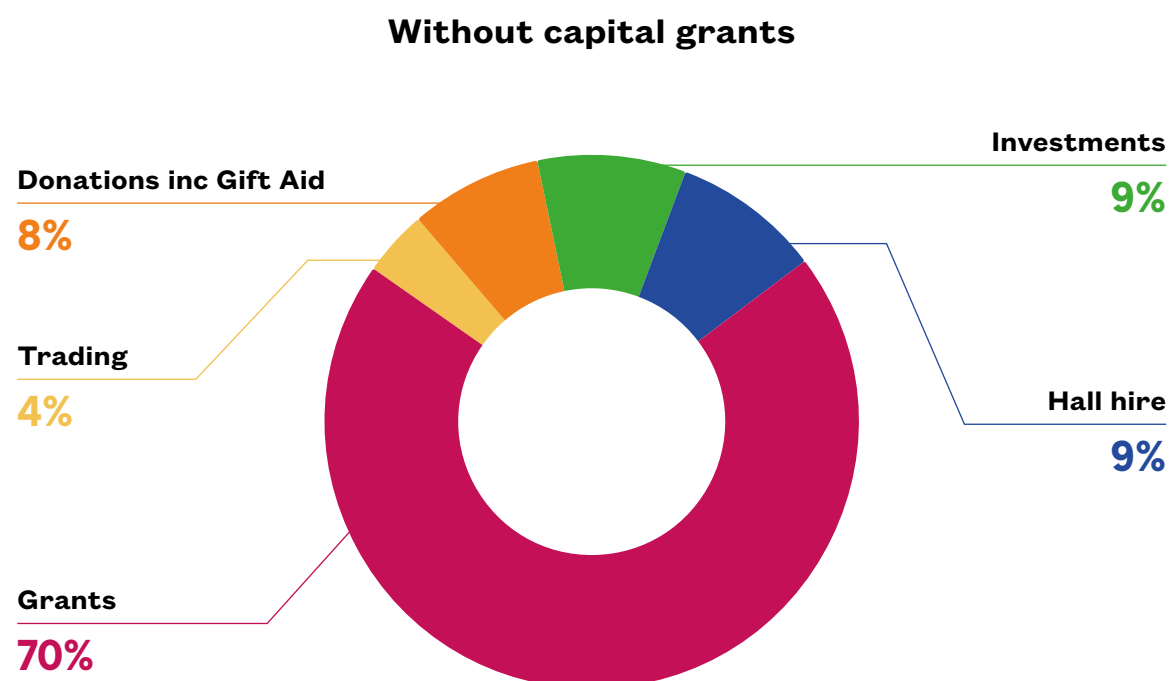
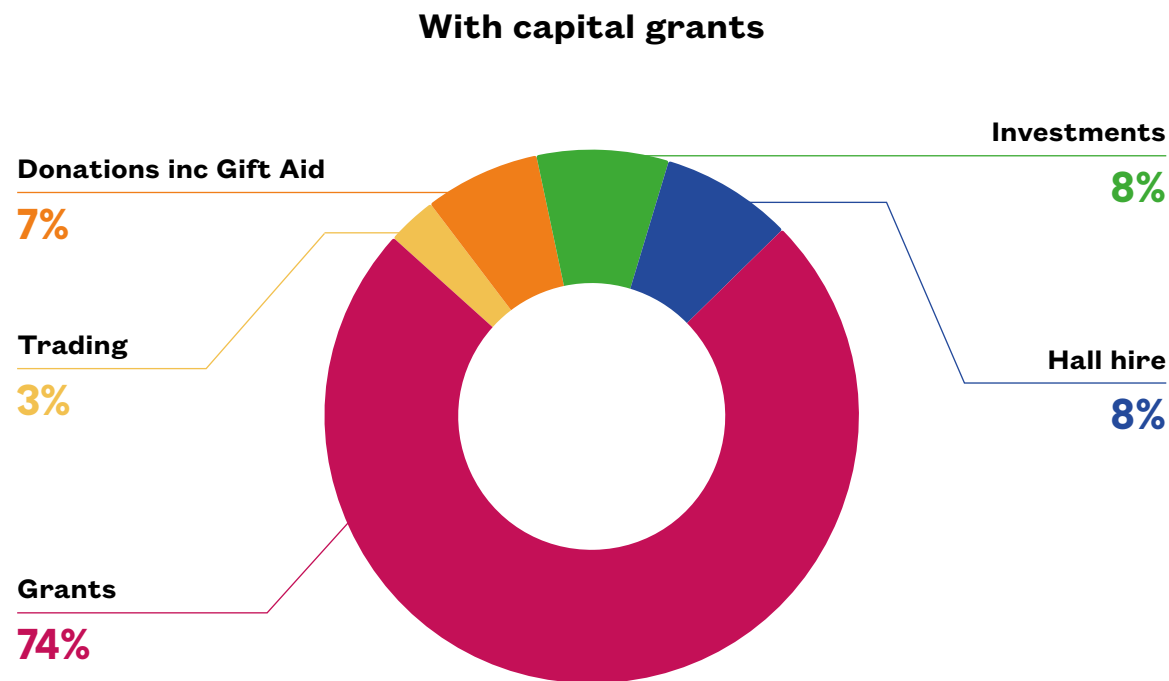
## Financial risk management

Financial risk is monitored monthly by the leadership team and quarterly by a sub-committee of Trustees and the full Board via the production of management accounts and an annual audit. Major risks include:

Over-reliance on grant funding – in a normal year we generate approximately 25% of our overall income ourselves, e.g. from room hire, donations and investments. The remainder comes in the form of grants, in particular from one significant funder, Impact on Urban Health, to whom we are very grateful. We have identified event catering and contracts for services as two routes to diversifying our funding sources in the coming year.

Loss of fundraising staff – the staffing of the fundraising team has been stable for the past few years so it is reasonable to expect turnover in the next few years. The job market to attract people with fundraising skills is challenging for the employer so changes to the team structure may be required.





## 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 regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its income and expenditure for that period. In preparing these financial statements, the Directors are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice.
- 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 Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with

the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for 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.

## Statement of disclosure

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- As the Directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

## 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 14 August 2023 and signed on their behalf:

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



# PEMBROKE COLLEGE SETTLEMENT

## INDEPENDENT AUDITORS' REPORT

### FOR THE YEAR ENDED 31 MARCH 2023

We have audited the financial statements of Pembroke College Settlement (the 'Charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

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

#### Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other

information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the Trustees' report (incorporating the Directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report (incorporating the Directors' report) has been prepared in accordance with applicable legal requirements.

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

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

#### Responsibilities of the Trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### Our responsibilities for the audit of the financial statements

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

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



- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the Charity's policies and procedures relating to:
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

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

as a body, for our audit work, for this report, or for the opinions we have formed.

*Anthony Epton*

**Anthony Epton (Senior Statutory Auditor)**  
for and on behalf of  
Goldwins Limited,  
Statutory Auditor,  
Chartered Accountants,  
75 Maygrove Road,  
West Hampstead,  
London NW6 2EG

8 September 2023

# PEMBROKE COLLEGE SETTLEMENT

## STATEMENT OF FINANCIAL ACTIVITIES

### (INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)

## FOR THE YEAR ENDED 31 MARCH 2023

		Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2023	Total 2022
	Notes	£	£	£	£	£
<b>INCOME FROM:</b>						
Grants and Donations	2	77,662	302,756	-	380,418	387,184
Charitable Activities	3	91,449	398,552	-	490,001	360,349
Other Trading Activities	4	17,861	-	-	17,861	28,325
Investment Income	5	74,904	-	-	74,904	72,011
<b>Total Income</b>		261,876	701,308	-	963,184	847,869
<b>EXPENDITURE ON:</b>						
Raising Funds	6	112,877	-	-	112,877	127,468
Charitable activities		187,741	708,058	-	895,799	730,297
<b>Total Expenditure</b>		300,618	708,058	-	1,008,676	857,765
Net gains on investments		4,776	-	648,671	653,447	33,962
<b>Net income /(expenditure)</b>		(33,966)	(6,750)	648,671	607,955	24,066
<b>Transfers between funds</b>		(14,499)	14,499	-	-	-
<b>Net movement in funds</b>		(48,465)	7,749	648,671	607,955	24,066
Reconciliation of funds	15					
<b>Total funds brought forward</b>		531,749	1,339,354	1,376,329	3,247,432	3,223,366
<b>Total funds carried forward</b>		483,284	1,347,103	2,025,000	3,855,387	3,247,432

All of the above results are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The attached notes form part of these financial statements.

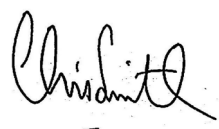


## PEMBROKE COLLEGE SETTLEMENT

### BALANCE SHEET : AS AT 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
<b>FIXED ASSETS</b>					
Tangible assets	10		1,163,750		1,198,215
Investments	11		2,292,037		1,629,470
			<u>3,455,787</u>		<u>2,827,685</u>
<b>CURRENT ASSETS</b>					
Debtors	12	327,345		285,527	
Cash at bank and in hand		212,174		345,337	
		<u>539,519</u>		<u>630,864</u>	
<b>LIABILITIES</b>					
Creditors: amounts falling due within one year	13	(139,919)		(211,117)	
<b>NET CURRENT ASSETS</b>					
			399,600		419,747
<b>TOTAL NET ASSETS</b>					
			<b>3,855,387</b>		<b>3,247,432</b>
<b>FUND</b>					
	15				
Endowment funds			2,025,000		1,376,329
Restricted funds			<u>1,347,103</u>		<u>1,339,354</u>
Unrestricted funds:					
Designated funds		215,000		215,000	
General funds		<u>268,284</u>		<u>316,749</u>	
Total unrestricted funds			<u>483,284</u>		<u>531,749</u>
<b>TOTAL FUNDS</b>					
			<b>3,855,387</b>		<b>3,247,432</b>

Approved by the trustees on 14 August 2023 and signed on their behalf by:



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



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

## PEMBROKE COLLEGE SETTLEMENT

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
<b>Net cash provided by operating activities</b>					
	16		<u>(185,644)</u>		<u>89,125</u>
<b>Cash flows from investing activities:</b>					
Purchase of tangible fixed assets		(13,303)		(52,296)	
Interest / rent / dividends from investments		74,904		72,011	
Purchase of investments		<u>(9,120)</u>		<u>(8,600)</u>	
<b>Cash provided by investing activities</b>					
			<u>52,481</u>		<u>11,115</u>
<b>Change in cash and cash equivalents in the year</b>					
			(133,163)		100,240
Cash and cash equivalents at the beginning of the year			345,337		245,097
<b>Cash and cash equivalents at the end of the year</b>					
	17		<b>212,174</b>		<b>345,337</b>



# PEMBROKE COLLEGE SETTLEMENT

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2023

#### 1. Accounting policies

##### (a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 - effective 1 January 2015) - (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

##### (b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

##### (c) Income

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

##### 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.

##### (d) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation 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), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, 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.

##### (e) Interest receivable

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

##### (f) Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

##### (g) Expenditure and irrecoverable VAT

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

- Costs of raising funds comprise of trading costs and the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose.
- Expenditure on charitable activities includes the costs of delivering services to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.
- Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.



**(h) 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 governance costs which support the charity's charitable activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

**(i) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

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

**(j) 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 2022.

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..

**(k) 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.

**(l) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**(m) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**(n) 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.

**(o) Financial instruments**

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

**(p) 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. Income from donations

	Unrestricted 2023	Restricted 2023	Total 2023	Total 2022
	£	£	£	£
<b>CAPITAL PROGRAMME</b>				
Architectural Heritage Fund	-	22,583	22,583	28,120
LB Southwark - Community Infrastructure Levy	-	50,000	50,000	-
Impact on Urban Health		69,803	69,803	74,373
<b>CORE FUNDING</b>				
Impact on Urban Health	-	160,370	160,370	207,864
Pembroke College Cambridge Members	23,181	-	23,181	23,020
St. Christopher's Church	6,400	-	6,400	-
United St Saviour's Charity	25,000	-	25,000	30,000
Other donations (less than £2,500)	16,707	-	16,707	17,976
Gift Aid	6,374	-	6,374	5,831
<b>TOTAL</b>	<b>77,662</b>	<b>302,756</b>	<b>380,418</b>	<b>387,184</b>

## 3. Income from charitable activities

	Unrestricted 2023	Restricted 2023	Total 2023	Total 2022
	£	£	£	£
<b>PROGRAMMES</b>				
Pembroke College Cambridge Members	-	3,623	3,623	4,050
Charterhouse in Southwark	-	-	-	10,045
The Tobacco Pipe Makers	-	30,000	30,000	30,000
Other grants and donations (less than £2,500)	-	640	640	1,539
User contributions	-	3,734	3,734	4,731
St. Saviour's & St. Olaves	-	1,000	1,000	-
Leeds Beckett University	6,000	-	6,000	-
Other grants and donations (less than £2,500)	-	1,000	1,000	1,350
Inspiring Elephant Fund	-	4,000	4,000	-
LB Southwark	-	18,000	18,000	22,946
Room hire	45,977	-	45,977	46,641
Elephant & Castle Community Fund	-	-	-	9,774
Peter Sowerby Trust	-	-	-	9,965
Pembroke College Cambridge (Project PEM)	-	-	-	6,710

## 3. Income from charitable activities cont.

	Unrestricted 2023	Restricted 2023	Total 2023	Total 2022
	£	£	£	£
<b>NEIGHBOURHOOD</b>				
LB Southwark	-	69,987	69,987	14,850
Donations (less than £2,500)	-	1,500	1,500	5,000
Co-operatives UK	-	5,000	5,000	-
Notting Hill Genesis	11,262	-	11,262	-
Room hire	22,249	-	22,249	-
Hubbub	-	-	-	5,000
GLA - Food Roots Incubator	-	-	-	30,000
Sustain - Food Power	-	-	-	2,500
<b>SOCIAL FRONT DOOR</b>				
The Mercers	-	27,000	27,000	54,000
The Fishmongers	-	25,938	25,938	25,938
United St. Saviour's	-	5,960	5,960	-
Peter Stebbings Charity	-	6,000	6,000	-
Peabody Trust	-	5,000	5,000	-
Other grants and donations (less than £2,500)	-	1,330	1,330	16
London & Quadrant	-	9,400	9,400	-
Café sales	5,961	-	5,961	-
Hubbub	-	-	-	4,000
Notting Hill Genesis	-	-	-	24,689
<b>DEMONSTRATOR</b>				
South East London Integrated Care Board	-	65,000	65,000	-
LB Southwark	-	114,440	114,440	-
<b>FOOD HUB</b>				
Ladbroke's Coral Trust	-	-	-	5,000
Sackler Trust	-	-	-	5,000
London & Quadrant - Placemakers Fund	-	-	-	9,770
Arnold Clark Community Fund	-	-	-	1,000
LB Southwark	-	-	-	10,357
Other grants and donations (less than £2,500)	-	-	-	2,978
Betty Messenger Foundation	-	-	-	5,000
Sodexo Stop Hunger Foundation	-	-	-	7,500
<b>TOTAL</b>	<b>91,449</b>	<b>398,552</b>	<b>490,001</b>	<b>360,349</b>



#### 4. Other trading activities

	Unrestricted 2023	Restricted 2023	Total 2023	Total 2022
	£	£	£	£
Rent and hall hire	7,473	-	7,473	11,675
Consultancy and contracts	10,388	-	10,388	16,650
<b>TOTAL</b>	<b>17,861</b>	<b>-</b>	<b>17,861</b>	<b>28,325</b>

#### 5. Income from investments

	Unrestricted 2023	Restricted 2023	Total 2023	Total 2022
	£	£	£	£
Rents received	65,700	-	65,700	64,051
Dividends	9,120	-	9,120	7,957
Interest received	84	-	84	3
<b>TOTAL</b>	<b>74,904</b>	<b>-</b>	<b>74,904</b>	<b>72,011</b>

#### 6. Analysis of expenditure

	Raising Funds	Space	Social Front Door	Pro- grammes	Neigh- bourhood	Demon- strator	Support costs	Gov- ernance costs	Total 2023	Total 2022
	£	£	£	£	£	£	£	£	£	£
Staff costs	58,301	18,458	112,164	58,831	77,363	22,302	131,149	38,948	517,516	395,419
Premises costs	2,252	46,519	21,708	3,049	15,222	-	19,128	-	107,878	103,205
Deprecia- tion	538	28,512	4,669	1,971	1,675	-	10,403	-	47,768	42,364
Bad debts	-	-	-	-	-	-	-	-	-	(356)
Other direct expenditure	3,208	450	20,672	146,575	19,542	87,214	-	-	277,661	254,034
Communi- cation and IT costs	-	-	-	-	-	-	6,968	-	6,968	12,761
Legal and professional costs	-	-	-	-	-	-	26,868	-	26,868	29,368
Governance costs	-	-	-	-	-	-	-	6,988	6,988	1,983
Audit fees	-	-	-	-	-	-	-	7,250	7,250	7,250
Other office costs	-	-	-	-	-	-	9,779	-	9,779	11,737
	<b>64,299</b>	<b>93,939</b>	<b>159,213</b>	<b>210,426</b>	<b>113,802</b>	<b>109,516</b>	<b>204,295</b>	<b>53,186</b>	<b>1,008,676</b>	<b>857,765</b>

#### 6. Analysis of expenditure cont.

	Raising Funds	Space	Social Front Door	Pro- grammes	Neigh- bour- hood	Demon- strator	Support costs	Gov- ernance costs	Total 2023	Total 2022
	£	£	£	£	£	£	£	£	£	£
Support costs	38,544	17,349	71,671	26,433	41,212	9,086	(204,295)		-	
Governance costs	10,034	4,517	18,659	6,882	10,729	2,365	-	(53,186)	-	
<b>Total expenditure 2023</b>	<b>112,877</b>	<b>115,805</b>	<b>249,543</b>	<b>243,741</b>	<b>165,743</b>	<b>120,967</b>	<b>-</b>	<b>-</b>	<b>1,008,676</b>	
Total expenditure 2022	127,468	-	278,128	231,600	129,976	90,593	-	-		857,765

Programmes – includes the cost of fees for a design team to complete RIBA 2 process for the planned refurbishment of the Walworth Living Room.

Raising funds – the charity continued to invest in its fundraising capabilities during the year by increasing staff time spent on fundraising from trusts and foundations, hall hire and donors.

Governance costs – this represents the portion of the leadership team's time spent on governance, the cost of designing and printing the annual report as well as audit fees.

7. Net income / (expenditure) for the year

This is stated after charging / (crediting):

	2023	2022
	£	£
Depreciation	47,768	42,364
Auditor’s remuneration:		
Audit fees	6,042	6,042

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

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	457,933	351,010
Social security costs	39,231	28,875
Employer’s contribution to defined contribution pension schemes	20,352	15,534
	517,516	395,419

No employee received remuneration in excess of £60,000 during the year (2022: none).

The key management personnel of the charity comprise the Executive Director, Director of Programmes, Director of Partnerships, Chief of Staff and Director of Finance. The total employee benefits of the key management personnel of the charity were £199,186 (2022: £144,583).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2022: £nil) neither were they reimbursed expenses during the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

Staff numbers

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

	2023	2022
Social Front Door	5	2
Programmes	2	4
Neighbourhood	3	1
Fundraising	3	2
Support and Governance	5	4
	18	13

9. Taxation

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

10. Tangible fixed assets

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

	Freehold and leasehold properties	Fixtures and fittings	Computer equipment	Totals
	£	£	£	£
<b>COST</b>				
At the start of the year	1,257,953	60,923	10,436	1,329,312
Additions	-	8,596	4,707	13,303
At the end of the year	1,257,953	69,519	15,143	1,342,615
<b>DEPRECIATION</b>				
At the start of the year	98,939	28,057	4,101	131,097
Charge for the year	34,094	9,925	3,749	47,768
At the end of the year	133,033	37,982	7,850	178,865
<b>NET BOOK VALUE</b>				
At the end of the year	1,124,920	31,537	7,293	1,163,750
At the start of the year	1,159,014	32,866	6,335	1,198,215

All of the above assets are used for charitable purposes.

Pembroke House, Tatum Street, London – the land, buildings and improvements at this property are subject to a legal charge of £500,000 by the Big Lottery Fund until May 2028.



## 11. Investments

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

	2023	2022
	£	£
Investment property	2,025,000	1,376,329
Investment - Amalgamated Trust Funds of Pembroke College	267,037	253,141
	2,292,037	1,629,470

### Investment property

	2023	2022
	£	£
Fair value at the start of the year	1,376,329	1,342,367
Revaluation during the year	648,671	33,962
Fair value at the end of the year	2,025,000	1,376,329

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 2023 is £2,025,000. The market value is based on an independent valuation as at 22 March 2023 carried out by Strettons Limited, chartered surveyors, of Waltham House, 11 Kirkdale Road, Bushwood, London E11 1HP.

### Investment - Amalgamated Trust Funds of Pembroke College

	2023	2022
	£	£
Investments at fair value	267,037	253,141

Movements		
Market value at the start of the year	253,141	244,541
Additions at cost	9,120	8,600
Net gain / (loss) on revaluation	4,776	-
Market value at the end of the year	267,037	253,141

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. As at 30.6.22 the charity held 9,285.19 units.

## 12. Debtors

	2023	2022
	£	£
Trade debtors	307,723	122,640
Accrued income	16,622	158,211
Prepayments and accrued income	3,000	4,676
	327,345	285,527

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

	2023	2022
	£	£
Trade creditors	48,814	5,481
Social security and other taxes	13,126	9,377
Other creditors	14,970	15,699
Accrued expenses	11,841	71,188
Deferred income	51,168	109,372
	139,919	211,117

### Deferred income

	2023	2022
	£	£
Balance at the beginning of the year	109,372	94,939
Amount released to income in the year	(79,372)	(94,939)
Amount deferred in the year	21,168	109,372
Balance at the end of the year	51,168	109,372

## 14. Analysis of net assets between funds

	General Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total funds
	£	£	£	£	£
Tangible fixed assets	28,656	-	1,135,094	-	1,163,750
Investments	52,037	215,000	-	2,025,000	2,292,037
Net current assets	187,591	-	212,009	-	399,600
Net assets	268,284	215,000	1,347,103	2,025,000	3,855,387

15. Movements in funds

	Balance at the start of the year	Income including gains	Expenditure including losses	Transfers	Balance at the end of the year
	£	£	£	£	£
<b>RESTRICTED FUNDS</b>					
Walworth Neighbourhood Scheme	-	78,040	(77,837)	-	203
Walworth Living Room – Revenue	-	82,330	(82,330)	-	-
Pembroke Academy of Music	25,210	22,997	(38,125)	-	10,082
Baby and Junior PAM	(1,157)	1,000	(246)	403	-
Inclusive Dance Project	14,715	15,000	(21,982)	-	7,733
dt17 – Dance-theatre for young people	6,514	4,000	(22,569)	12,055	-
Seated Dance	601	1,000	(3,306)	1,705	-
Volunteering Programme	721	18,000	(18,721)	-	-
Youth Activities	9,437	-	-	-	9,437
Other community activities	1,698	-	-	-	1,698
Walworth Neighbourhood Food Model	8,951	67,487	(74,403)	336	2,371
Community Incubator	5,000	9,000	(7,051)	-	6,949
Social Front Door – activities	44,667	43,580	(45,758)	-	42,489
Community Fridge	2,312	10,150	(4,085)	-	8,377
Hot Meal on the Way Home	22,781	25,938	(21,789)	-	26,930
Cafe	-	960	(960)	-	-
Social Model of Health	-	65,000	(23,628)	-	41,372
We Walworth	-	114,440	(114,440)	-	-
<b>Capital Funds:</b>					
Walworth Living Room - Capital	-	69,803	(69,803)	-	-
Architectural Heritage Fund	15,042	22,583	(33,257)	-	4,368
Community Infrastructure Levy	-	50,000	-	-	50,000
Buildings Development – Pembroke House	1,138,240	-	(32,849)	-	1,105,391
Buildings Development – All Saints Hall	20,773	-	(1,245)	-	19,528
Fixtures, fittings and equipment	23,849	-	(13,674)	-	10,175
<b>Total Restricted Funds</b>	<b>1,339,354</b>	<b>701,308</b>	<b>(708,058)</b>	<b>14,499</b>	<b>1,347,103</b>
<b>ENDOWMENT FUNDS</b>					
<b>Expendable Endowment</b>	<b>1,376,329</b>	<b>648,671</b>	<b>-</b>	<b>-</b>	<b>2,025,000</b>
<b>UNRESTRICTED FUNDS</b>					
<b>Designated Funds:</b>					
Future Capital Repairs Fund	215,000	-	-	-	215,000
<b>General Funds</b>	<b>316,749</b>	<b>266,652</b>	<b>(300,618)</b>	<b>(14,499)</b>	<b>268,284</b>
<b>Total Unrestricted Funds</b>	<b>531,749</b>	<b>266,652</b>	<b>(300,618)</b>	<b>(14,499)</b>	<b>483,284</b>
<b>Total funds</b>	<b>3,247,432</b>	<b>1,616,631</b>	<b>(1,008,676)</b>	<b>-</b>	<b>3,855,387</b>

Description, nature and purpose of restricted funds:

**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.

**Pembroke Academy of Music** – An open-access music education programme for young people aged 6 to 16, providing high-quality music tuition to encourage love of music and to help students grow in confidence and teamwork.

**Baby and Junior PAM** – Projects for children aged 0 to 4 and 5 to 7 to introduce them to music.

**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 to 13-year-olds in a process of learning and co-operation through dance.

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

**Volunteering Programme** – Support for people wanting to volunteer for one or more of the charity’s activities.

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

**Other Community Activities** – Funding towards projects led by the community.

**Walworth Neighbourhood Food Model** – A partnership approach to building the tools, collaboration, and learning infrastructure to transform the neighbourhood’s food system.

**Community Incubator** – Direct support to small local groups to enable organisational development, including holding funds on behalf of others when they are not sufficiently constituted to receive grant money directly.

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

**Community Fridge** – A surplus-food project operating from the Walworth Living Room.

**Hot Meal on the Way Home** – A project for children and their parents/carers to share a meal after school in a welcoming community space.

**Social Model of Health** - Pilot project to explore ways to grow local residents’ capacity to look after ourselves and each other and their power to challenge health inequalities/build a fairer health system.



**We Walworth** – A partnership programme that aims to build a methodology to mobilise local people and organisations to take action on local issues, and create new structures to increase local decision-making.

**Architectural Heritage Fund** – Project development funding for the capital refurbishment of All Saints Hall.

**Community Infrastructure Levy** – Project development funding for the Walworth Living Room.

**Buildings development** – Grants and donations received towards the redevelopment of Pembroke House and the Walworth Living Room. These funds are being depreciated.

**Fixtures, fittings 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.

**16. Reconciliation of net income / (expenditure) to net cash flow from operating activities**

	2023	2022
	£	£
Net income / (expenditure) for the reporting period	607,955	24,066
(as per the statement of financial activities)		
Depreciation	47,768	42,364
(Gains) / losses on investments	(653,447)	(33,962)
Interest, rent and dividends from investments	(74,904)	(72,011)
(Increase) / decrease in debtors	(41,818)	36,473
Increase / (decrease) in creditors	(71,198)	92,195
Net cash provided by / (used in) operating activities	(185,644)	89,125

**17. Analysis of cash and cash equivalents**

	At the start of the year	Cash flows	Other changes	At the end of the year
	£	£	£	
Cash at bank and in hand	345,337	(133,163)	-	212,174
Total cash and cash equivalents	345,337	(133,163)	-	212,174

**18. Legal status of the charity**

The charity is a company limited by guarantee and has no share capital. Each member is liable to contribute a sum not exceeding £1 in the event of the charity being wound up.

**19. Related party transaction**

There are no related party transactions to disclose for the year (2022: none).

## 20. Previous reporting period information

### (a) Detailed comparatives for the statement of financial activities

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2022
	£	£	£	£
<b>Income from</b>				
Grants and donations	75,815	311,369	-	387,184
Charitable activities	46,641	313,708	-	360,349
Other trading activities	28,325	-	-	28,325
Investment income	72,011	-	-	72,011
<b>Total Income</b>	<b>222,792</b>	<b>625,077</b>	<b>-</b>	<b>847,869</b>
<b>Expenditure on</b>				
Raising funds	127,468	-	-	127,468
Charitable activities	172,892	557,405	-	730,297
<b>Total Expenditure</b>	<b>300,360</b>	<b>557,405</b>	<b>-</b>	<b>857,765</b>
Net gains on investments	-	-	33,962	33,962
<b>Net movement in funds</b>	<b>(77,568)</b>	<b>67,672</b>	<b>33,962</b>	<b>24,066</b>
<b>Reconciliation of funds</b>				
Total funds brought forward	609,317	1,271,682	1,342,367	3,223,366
<b>Total funds carried forward</b>	<b>531,749</b>	<b>1,339,354</b>	<b>1,376,329</b>	<b>3,247,432</b>

### (b) Analysis of expenditure of the previous reporting period

	Charitable activities							
	Raising Funds	Social Front Door	Pro-grammes	Neigh-bourhood	Demon-strator	Support costs	Gov-ernance costs	Total 2022
	£	£	£	£	£	£	£	£
Staff costs	59,883	74,410	95,147	46,907	23,742	95,330	-	395,419
Premises costs	2,176	1,680	17,386	-	-	81,963	-	103,205
Depreciation	2,885	2,547	1,945	-	-	34,987	-	42,364
Bad debts	(359)	-	-	-	-	3	-	(356)
Other direct expenditure	22,501	102,500	24,916	46,389	50,025	7,703	-	254,034
Communication and IT costs	-	-	-	-	-	12,761	-	12,761
Legal and profes-sional costs	-	-	-	-	-	29,368	-	29,368
Board meeting expenses	-	-	-	-	-	1,983	-	1,983
Audit fees	-	-	-	-	-	-	7,250	7,250
Other office costs	-	-	-	-	-	11,737	-	11,737
	<b>87,086</b>	<b>181,137</b>	<b>139,394</b>	<b>93,296</b>	<b>73,767</b>	<b>275,835</b>	<b>7,250</b>	<b>857,765</b>
Support costs	39,347	94,507	89,845	35,741	16,395	(275,835)	-	-
Governance costs	1,035	2,484	2,361	939	431	-	(7,250)	-
<b>Total expenditure 2022</b>	<b>127,468</b>	<b>278,128</b>	<b>231,600</b>	<b>129,976</b>	<b>90,593</b>	<b>-</b>	<b>-</b>	<b>857,765</b>

### (c) Analysis of net assets between funds of the previous reporting period

	General Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£	£
Tangible fixed assets	15,353	-	1,182,862	-	1,198,215
Investments	38,141	215,000	-	1,376,329	1,629,470
Net current assets	263,255	-	156,492	-	419,747
<b>Net assets</b>	<b>316,749</b>	<b>215,000</b>	<b>1,339,354</b>	<b>1,376,329</b>	<b>3,247,432</b>



(d) Movements in funds for the previous reporting period

	Balance at the start of the year	Income including gains	Expenditure including losses	Transfers	Balance at the end of the year
	£	£	£	£	£

RESTRICTED FUNDS					
Walworth Neighbourhood Scheme	-	128,040	(128,040)	-	-
Walworth Living Room - Revenue	6,064	79,824	(40,957)	(44,931)	-
<b>Programmes:</b>					
Pembroke Academy of Music	21,325	35,281	(31,396)	-	25,210
Junior PAM	590	432	(1,508)	-	(486)
Music for Babies & Toddlers	-	128	(799)	-	(671)
Inclusive Dance Project	3,498	24,965	(13,748)	-	14,715
dt17 – Dance-theatre for young people	13,520	14,720	(21,726)	-	6,514
Seated Dance	780	1,350	(1,529)	-	601
Volunteering Programme	1,108	25,246	(25,633)	-	721
Youth Activities	9,437	-	-	-	9,437
Other community activities	1,698	-	-	-	1,698
<b>Neighbourhood:</b>					
Walworth Neighbourhood Food Model	-	57,350	(43,399)	-	13,951
<b>Social Front Door:</b>					
Walworth Community Food Hub	37,395	46,605	(84,000)	-	-
Social Front Door – activities	6,918	78,705	(40,454)	(502)	44,667
Community Fridge	-	4,000	(128)	(1,560)	2,312
Hot Meal on the Way Home	-	25,938	(3,157)	-	22,781
<b>Capital Funds:</b>					
Walworth Living Room – Capital	-	74,373	(74,373)	-	-
Architectural Heritage Fund	-	28,120	(13,078)	-	15,042
Buildings Development – Pembroke House	1,169,349	-	(31,109)	-	1,138,240
Buildings Development – All Saints Hall	-	-	(392)	21,165	20,773
Fixtures, fittings and equipment	-	-	(1,979)	25,828	23,849
<b>Total Restricted Funds</b>	1,271,682	625,077	(557,405)	-	1,339,354

ENDOWMENT FUNDS					
<b>Expendable Endowment</b>	1,342,367	33,962	-	-	1,376,329

UNRESTRICTED FUNDS					
<b>Designated Funds:</b>					
Future Capital Repairs Fund	215,000	-	-	-	215,000
<b>General Funds</b>	394,317	222,792	(300,360)	-	316,749
<b>Total Unrestricted Funds</b>	609,317	222,792	(300,360)	-	531,749

<b>Total funds</b>	<b>3,223,366</b>	<b>881,831</b>	<b>(857,765)</b>	<b>-</b>	<b>3,247,432</b>
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# 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, 2022/23

The Rt Hon Lord Smith of Finsbury  
Ms Fiona Adler  
Mr Peter Baffoe  
(appointed 15 November 2022)  
Dr Andrew Cates  
Ms Rosalind Earis  
(resigned 14 November 2022)  
Dr Timothy Forse  
Dr Stephani Hatch  
(appointed 15 November 2022)  
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  
Dr Kathryn Tomlinson  
(appointed 15 November 2022)

## Senior management personnel, 2022/23

Mike Wilson – Executive Director  
Nina Feldman – Chief of Staff  
Richard Galpin – Director of Partnerships  
Tara Mack – Director of Programmes  
Grisel Tarifa – Director of Finance  
Farah Elahi – Interim Executive Director  
(parental leave cover)

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

## Auditor

Anthony Epton (Senior Statutory Auditor)  
for and on behalf of  
Goldwins Limited,  
Statutory Auditor,  
Chartered Accountants,  
75 Maygrove Road,  
West Hampstead,  
London NW6 2EG

## Banker

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  
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.

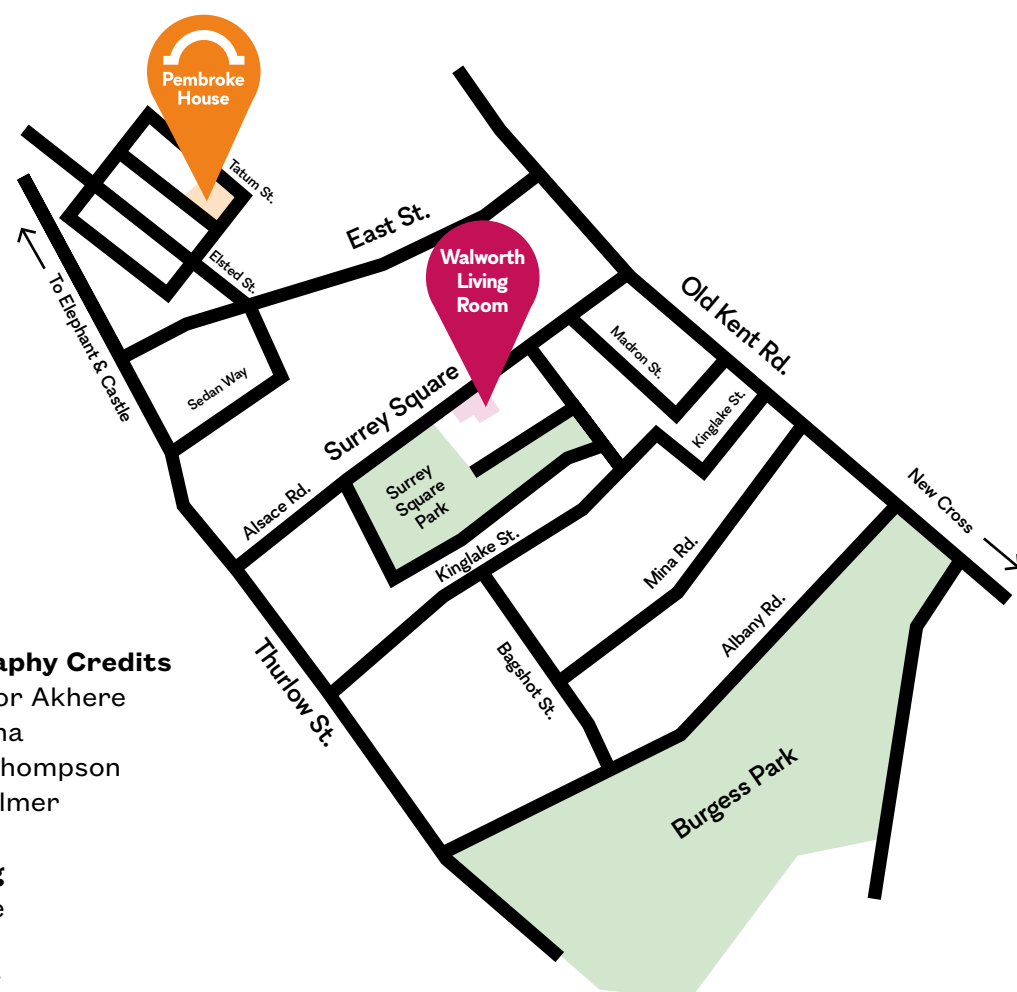
Working with the community, we provide space for people to learn, eat and enjoy life together, and take collective action on local issues.

## Pembroke House

80 Tatum Street, London SE17 1QR

## Walworth Living Room

All Saints Hall, Surrey Square, London SE17 2JU



## Photography Credits

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Daniel Palmer

## Branding

Small Axe

## Designer

Grace Lister

## Editors

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Katie Myers





