RECRUITMENT PACK

Trustee

About Settle

Settle is a charity that supports young adults as they leave the care system and move into their first home. We provide intensive one-to-one coaching support, helping young people develop the skills and confidence they need to sustain their tenancies, manage their finances and live independently. Our preventative approach to homelessness helps care-experienced young people build stable foundations and thrive in adulthood.

We know that our model works to prevent homelessness. 100% of young people who completed the Settle programme were still in their tenancies 12 months later. We have ambitious plans to reach more young people across London, and to use our insight and experience to shift policy and practice at local and national level, putting the voices of young people first.

We don't operate in isolation, though. National government is paying welcome attention on the care system and on homelessness, but resource constraints on local government and the voluntary sector show no signs of easing up. Ongoing cost-of-living pressures and London's employment and housing context mean that the young people we support are ever more likely to face rent arrears, debt and financial hardship. Over the last few years, we have supported increasing numbers of young people who came to the UK as separated children in search of asylum and were taken into care on arrival. This group now represents half the young people we work with. We have become a homelessness charity, a care leaver charity, and a refugee charity, all at once.

Like all charities, Settle has a Board of Trustees – volunteers who help set our strategy and keep us on track to deliver it. All our Trustees bring different personal experience and professional expertise to support our work. To make sure we keep young people at the centre of our decision-making, we aim to always have at least two Trustees with care experience.

We are now looking for new Trustees to help us deliver our mission. We are seeking people with experience in one or more of the following areas:

- Policy influencing and/or strategic communications
- Support for people experiencing or at risk of homelessness
- Support for people seeking asylum and refuge

Our aim is to recruit at least two new Trustees, who between them bring experience across all three areas. We don't expect you to lead an area of work at Settle – that's the responsibility of the staff team. We are keen to benefit from your advice, insight and understanding of the key issues we're dealing with.

You won't be on your own. Our Trustees have knowledge and expertise in finance, fundraising, governance, safeguarding and social care, as well as lived experience of the care system and homelessness. You can find out about our current Board here.

We are committed to increasing the diversity of our staff and Board team, and we particularly welcome applications from people from minoritised ethnic backgrounds, or with other lived experience of discrimination. We are proud to be a member of the Care Leaver Covenant, and care-experienced applicants who meet the criteria for this role will be guaranteed an interview.

OUR VISION

No young person leaving care experiences homelessness

OUR VALUES

GROW THE GOOD	YOUNG PEOPLE FIRST	INTENTION ISN'T ENOUGH
We focus on building young people's strengths rather than dwelling on their weaknesses. Asset-based approaches underlie all our services.	We ensure the needs of the young people we support are prioritised above all else, and we work to overcome barriers in the system.	We go the extra mile to ensure we deliver the impact our programmes seek. We are dedicated to improving outcomes for young people.

OUR GOALS – BY 2027/28

1. Grow our impact – double the number of young people we support through the Settle Programme, while maintaining quality and impact for the young people we work with
2. Develop our influence – shift policy, practice and perceptions through advocacy and external engagement, putting the voice of young people first
3. Strengthen our foundations – double our income and continue to build a sustainable, diverse and inclusive organisation

OUR IMPACT IN 2025/26

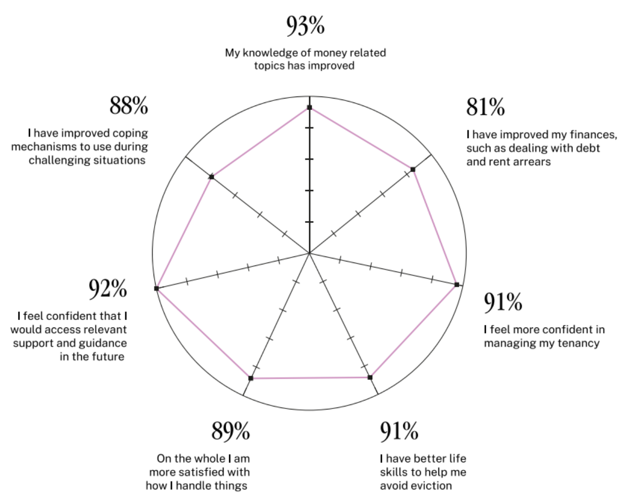
The Settle Programme

236
Total number of young people supported

6
Months of support on average for each young person

1,971
Total hours of 1:1 support from Settle across the year

76%
Young people starting in arrears who reduced or cleared their arrears



100%
Of young people sustained their tenancies at 12 months*

You can find out more about Settle's impact and finances in our [2025/26 Annual Report and Accounts]

About the Role

WHAT IS A TRUSTEE?

A Trustee is a volunteer who helps a charity make good decisions and stay on track. Instead of focusing on day-to-day activities, Trustees look at the big picture – what is the charity here for, what should its priorities be, what are the big risks and opportunities coming up, and how is the charity doing overall? Together, the Trustees make up the charity's Board.

The Board of Trustees is responsible for overseeing Settle's work, making sure that what we're doing and planning to do is in line with our vision, values and strategy, and that we are using our resources wisely to achieve our goals and make a difference for care-experienced young people. Trustees offer insight, advice, support and challenge to the charity's paid staff whose job it is to deliver these plans.

The Board are ultimately responsible for ensuring that we comply with our legal and regulatory duties as a charity and as an employer. You can find out more about the legal role and responsibilities of Trustees here: [What is a Charity Trustee?]

WHAT DOES A TRUSTEE DO?

Trustees at Settle have four main roles: setting direction; keeping on track; making decisions; and asking questions.

Setting direction

Every few years, Settle agrees a strategy which outlines what we want to achieve, how we plan to do this (and what we won't do), and how we'll know whether we're making progress. Our current strategy runs until March 2028. As a Trustee, you will work with the staff team to understand how we're doing against this strategy, what we're learning, what we can do next, and what else is happening that we need to consider. Based on this, you will agree Settle's next strategy.

Once the strategy is agreed, the Board of Trustees is responsible for making sure that Settle keeps working to deliver it, and makes any changes to respond to our learning or events in the outside world, while still staying focused on our mission.

We make time at each Board meeting to discuss a strategic issue in more depth. This allows you to share your insights and experience, and work together with other Trustees and the staff team to help Settle respond to opportunities and challenges without losing sight of our vision and strategy.

Keeping on track

Before each Board meeting, the staff team share a report which describes our progress against Settle's plans and objectives for the year, achievements and challenges since the last meeting, how much funding we have and how much money we've spent that quarter, and our plans for the future.

One of your main jobs as a Trustee is to make sure you understand the information in this report, and you are happy that Settle is still going in the right direction. You should also be satisfied that we are operating in line with laws and regulations, and with our values. Before, during or after the meeting, you should ask questions, make suggestions, raise concerns and ask the team to respond to any issues or uncertainties. We encourage you to challenge us and voice any worries or concerns.

Approving and making decisions

There are some decisions that the paid staff at Settle can't make on their own – like our strategy. As a Trustee, you have the final say on these decisions, including:

- Settle's strategy (our ambitions, goals and plans for the next few years)
- Settle's budget and reserves policy (how much money we need, what we plan to spend money on, how much we should set aside, and what we do if we raise more or less money than we planned)
- Settle's annual report and accounts (the formal legal report on what we achieved each year, how much money we raised and what we spent it on)
- Settle's policies (our internal rules for managing people, money and operations, keeping people safe, making sure we are acting in line with charity law, and dealing with risks)
- Staff pay and benefits
- Appointment of the Chief Executive and other Trustees, and the external accountancy firm which audits (checks) our accounts

Most of these decisions are made by the whole Board at one of our regular meetings. The staff team will make sure you have the information you need to make these decisions. You can always ask for more information, discuss with other Trustees or seek advice from an external expert if you need it.

Asking questions and sharing your perspective

To help you do these things well (setting direction, keeping on track and making decisions), it's really important for you to ask questions. You can ask the staff team or other Trustees, or you can ask us to arrange for outside advice if you need it to understand your role or the issue.

We also need you to tell us what you think. It doesn't matter if you're not an expert on a particular topic. We welcome your judgement, insights and perspectives on all aspects of Settle's work.

WHAT ELSE CAN A TRUSTEE DO?

There are also other opportunities to be involved in Settle's work. You don't have to do these to be a Trustee, but you're very welcome to!

Sharing insights and advice

As well as discussions and decisions at Board meetings, individual Trustees share their expertise and experience on specific topics. Settle has designated Trustees to provide advice and oversight around finance and safeguarding. We also have a Finance Committee that looks at Settle's money in more detail. Other Trustees help us with insights on fundraising and culture. We are keen to hear and learn from Trustees, and we have particularly identified external engagement and influencing, housing and homelessness, and the asylum system as areas where we would value additional expertise.

Representing Settle

As a Trustee, you have an overview of everything Settle does. You also have a legal status as one of the people who is responsible for our strategy, performance and financial position. If you want to, you can act as a spokesperson for Settle – meeting funders, local and national government and other people who are interested in our work.

WHAT COULD YOU GET OUT OF BEING A TRUSTEE?

You'll be making a meaningful, impactful contribution to Settle's work, shaping and steering our strategy and helping us make a difference for care-experienced young people.

You will learn about how a charity is run, and gain experience of governance, strategy and finances. We will provide you with training on how to be a Trustee, and support you to develop your knowledge and skills throughout your time on the Board.

You will have the opportunity to develop your professional and personal network in the charity sector and beyond. You will have another Trustee as a buddy, to help you understand Settle and your role. You will also be able to connect with and learn from other Trustees and members of Settle's staff team, with a wide range of different backgrounds and expertise.

Trustees are not paid for their time at Board meetings. However, we will pay expenses, such as travel and childcare, to allow you to attend meetings in person.

HOW MUCH TIME WILL IT TAKE?

We have four evening meetings, usually in March, May, July and November. Meetings generally run from 6:00pm to 8:30pm, and are either online, or in person at our offices in London Bridge. At these meetings, you'll review the update report, discuss a strategic issue, and approve any decisions that need to be made. We share the dates in advance, and we expect Trustees to attend all four meetings.

Before each meeting, the staff team sends out the update report, any policies due for approval, and a briefing about the strategic issue that we'll be discussing. We expect you to read these before the meeting, and think about any questions or issues you want to raise.

Every year we also hold an away day for Trustees and senior staff at Settle to explore key issues facing the charity in more depth. This will be on a weekday, between 9:30am and 4:30pm. We will work with you to find a date that works for Trustees.

There may also be an opportunity to join our Finance Committee. This meets three times a year, a few weeks before the main Board meetings in March, July and November. Meetings are online, and usually for one hour on a weekday in the daytime.

Trustees join the Board for three years and you can then put yourself forward for another three years if you want to continue.

WHAT WE'RE LOOKING FOR

- A passion for Settle's mission and commitment to our values
- Knowledge, understanding and experience of at least one of the following areas:
  - Support for people seeking asylum and refuge
  - Support for people experiencing or at risk of homelessness
  - Changing the policy and practice of external organisations and stakeholders, for example through strategic communications or advocacy and influencing
- Commitment to share your ideas, insights and perspectives at the Board and with the staff team openly and honestly
- Ability to listen and consider different points before making a decision
- Curiosity and interest in learning about the role, about Settle and our work, and about the wider environment we operate in
- Willingness to understand and take on the duties and responsibilities of being a Trustee
- Ability to meet the time commitment involved (5 meetings a year, reading and training)

The following points are not essential, but it would be great if you also bring:

- Experience of leading an organisation or large team
- Experience of leading or managing significant organisational growth or change

You do not need experience of being a Trustee. If you're excited by our mission, and keen to contribute your expertise in a spirit of generosity and support, we'd love you to join us.

Care-experienced candidates who meet the essential criteria above are guaranteed an interview. By "care-experienced", we mean you have been "looked after" by your local authority at any point, for any length of time, before turning 18. This includes living with foster carers, in a residential children's home, or with relatives or friends in kinship care, being looked after at home with a supervision order, or being adopted and previously looked after. It also covers asylum seekers who came to the UK without an adult with parental responsibility, also known as Unaccompanied Asylum Seeking Children. If any of this applies to you, please mention it in your application.

How to Apply

If you are interested in becoming a Trustee, please send us your answers to these questions:

- Why are you interested in being a Trustee at Settle?
- How would you bring the qualities in the section headed “What We’re Looking For” to the role?
- What other knowledge, experience or abilities would you add to our Board of Trustees?
- Where did you hear about this vacancy?

If you want to apply in writing, please keep your application to 1,000 words or less. If you would prefer to apply with a video recording, please send a video no more than 5 minutes long.

Please send your answers, along with your CV and contact details to jen.long@wearesettle.org, with the subject line “Trustee Application”.

We are committed to improving the diversity of our team and we want to ensure that our recruitment process is inclusive and accessible to everyone. Completing the equality and diversity monitoring form alongside your application helps us to achieve this, so please do fill this in, if you are able to. Once the applications have been received, your equality and diversity information will be separated from your application and will remain anonymous throughout the selection process.

The deadline for applications is Sunday 11th October 2026.

We will hold interviews with Trustees, including at least one care-experienced Trustee, and members of Settle’s SLT on 16th and 21st October 2026.

We will invite successful candidates to observe Settle’s Board meeting on the evening of Tuesday 17th November 2026. If you and the Trustees both wish to proceed, the Board will then approve your appointment.

If appointed, in line with Settle’s Safer Recruitment practices, we will need you to:

- Complete a Disclosure and Barring Service (DBS) check.
- Provide satisfactory references for your suitability to carry out the responsibilities outlined in this role description, including at least one from a current or previous employer