

# *SETTLE*

A close-up portrait of a man with dark, curly hair and a beard, smiling broadly. He is wearing a light green V-neck sweater over a white t-shirt. The background is a plain, light-colored wall.

Introducing our  
2022-25 Strategy

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PHOTOGRAPHY: BENOÎT GROGAN AVIGNON





**Settle is a charity tackling the lack of support for young people as they leave the care system.**

## **SETTLE**

Over the last 7 years we've developed an effective model that prevents young people from becoming homeless.

We do this by providing the right support at the right time to young adults who face a cliff edge when moving into their first home.

By focusing on this key transition, we prevent problems snowballing and enable young people to thrive. Our programmes provide support around developing financial resilience, sustaining a tenancy and managing emotional wellbeing.

Our approach is holistic, flexible and tailored to an individual's changing needs – ultimately providing a consistent, transformative relationship a young person can rely on.

Our programmes are designed around lived experience with the help of having care experienced individuals on our board and in our team. By empowering care-experienced young people to make long lasting changes and build stable lives, we are breaking the cycle of youth homelessness in the UK.

# Foreword

Young adults leaving the care system face some of the greatest inequalities that exist in England today.

Having a secure home, a decent job and good mental and physical health are the foundation of a good life. Every young person deserves these foundations no matter their start in life.

Since 2015, we've shown that with the right support provided at the right time, young people leaving care can build these stable foundations and go on to achieve brilliant things. With 13,360 young people leaving care in 2020/21 we believe it is well within our reach to put a significant dent in this problem.

Settle has come a long way in the last 3 years. We've significantly grown our reach, expanded our team and developed our programme model to deepen its impact.

Alongside this we've grown our partnerships with local authorities and housing associations and had our impact externally evaluated by the New Economics Foundation.

We've also increased the number of staff and board members with lived experience of the care system to ensure this experience is at the heart of our decision making at different levels.

**We want every young person leaving care to have the support they need to thrive.**

To achieve this, we need to answer the question: how can we grow our impact to prevent thousands of young people from becoming homeless whilst maintaining the high quality of our impact?

Our 2022-25 strategy seeks to address this question and we have set bold objectives to achieve over the next 3 years. From doubling the number of young people we prevent from becoming homeless to growing an alumni community that can access support whenever they need it.

Our plans and objectives are a result of many inspiring conversations over the last few years with young people, delivery partners, funders and our team. It is also informed by reflecting on what we have achieved and learnt from Settle's own growth.

**We are determined to break this cycle of youth homelessness.**

The test of our success as an organisation will be whether we make a difference to measurable outcomes that improve the lives of the young people we support. We know there will be challenges along the way and we are committed to being transparent and open to learning as we progress.

None of this will be possible without the support of our team, partners and young people. I'd like to thank you all for your support so far and I hope this strategy serves as an invitation to show what is possible to achieve together over the next 3 years.

**RICH GRAHAME, CHIEF EXECUTIVE**

OUR VISION

**No young adult leaving care  
experiences homelessness**

OUR MISSION

**By 2025, we will have  
significantly reduced the number  
of young adults who leave care  
and become homeless in the UK**

OUR VALUES

## Grow the good

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

## Good intentions aren't enough

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

## Young people first

Young people are at the heart of Settle. We make sure their interests are prioritised above all else – their voices are represented across our organisation.

# Why We're Needed

**The disadvantage faced by the care experienced community should be the civil rights issue of our time.**

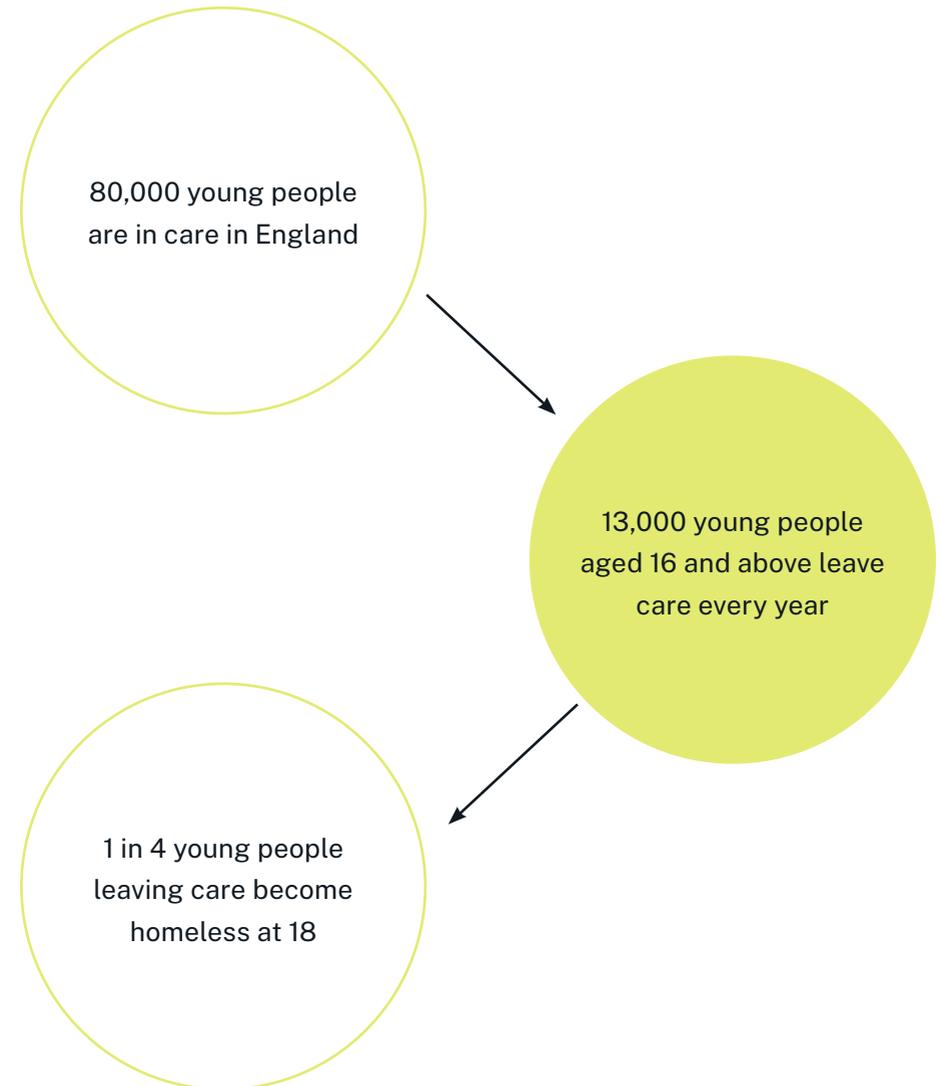
The odds are stacked against young people leaving care as they face an array of challenges as they move into their first home.

These young people have to start living independently much earlier than their peers and their transitions out of care are often abrupt and unsupported.

Despite these challenges, many go on to live happy lives and achieve extraordinary things in life.

However, a significant number experience a range of poor outcomes from homelessness and mental health problems to missing out on further education or having a good job.

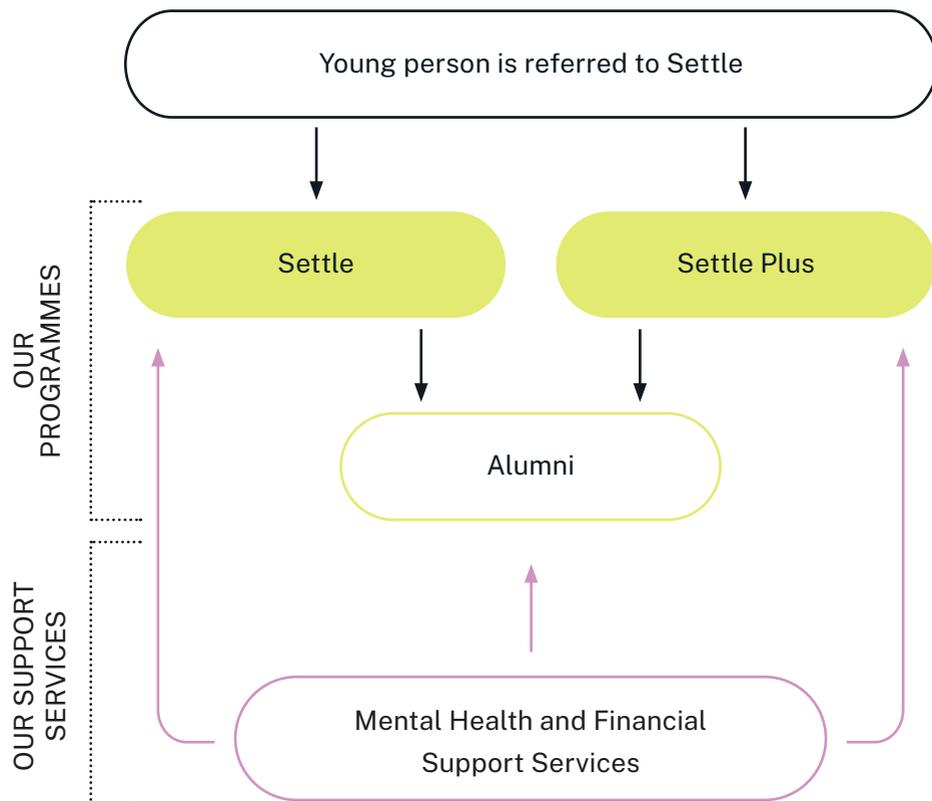
## A FAILING SYSTEM



# Avoiding the Care Cliff

For many years, young people have told us they face a “cliff edge” when leaving the care system. Just as they transition to adulthood, their support structures change and diminish.

By providing the support young people need, we create a dependable relationship that empowers young people to build the lives they want and avoid the devastating impacts of disadvantage, eviction and homelessness.



Our programmes focus on providing intensive 1:1 support, built around the young person’s needs and priorities. We use a coaching, young person led, approach; delivered by a frontline team that are all accredited coaches.

**SETTLE**

**FOCUS AREAS:** money management, tenancy sustainment, wellbeing

**DELIVERY:** 1-1 weekly support, 1 hour sessions in young people’s homes, average of 6 months

**SETTLE PLUS**

**FOCUS AREAS:** money management, tenancy sustainment, wellbeing

**DELIVERY:** 1-1 weekly support, 3 hour sessions in young people’s homes, average of 12 months

**ALUMNI**

**FOCUS AREAS:** peer support, reducing loneliness and isolation, support into work and education

**DELIVERY:** mixed delivery, 1-1 support, group workshops and social events

Our support services complement our programmes to provide an additional safety net for all the young people we work with.

**FINANCIAL HARDSHIP FUND**

Support for young people who are struggling financially via food vouchers and small grants

**MENTAL HEALTH SUPPORT**

Free private therapy for young people who are struggling with their mental health

# Our Impact



The aim of our last 3-year strategy was to **grow our programme reach and impact, expand our team and increase our income.**

We are proud to have succeeded in this aim by achieving the following between 2019-22:

## **EXPANDED OUR DELIVERY MODEL**

We developed our model by introducing several new programmes and support services to deepen our impact and address the emerging needs of the young people we support. These included launching our Settle Plus and Alumni programmes and our mental health and financial hardship support services.

## **SCALED OUR PROGRAMME**

We supported 260 young people and delivered 2821 hours of 1-1 support between 2019-22 compared to 142 young people and 658 hours in the previous 3 years, 2016-19. This was enabled through securing 4 new partnerships with local authorities and growing our delivery capacity.

## **DEVELOPED OUR ORGANISATION**

In 2018/19 the organisation had 3 staff members and income of £230k. Fast forward three years and we now have a staff team of 12 and achieved income of £578k in 2021/22. We've also developed our infrastructure, diversified our income and strengthened our board of trustees.

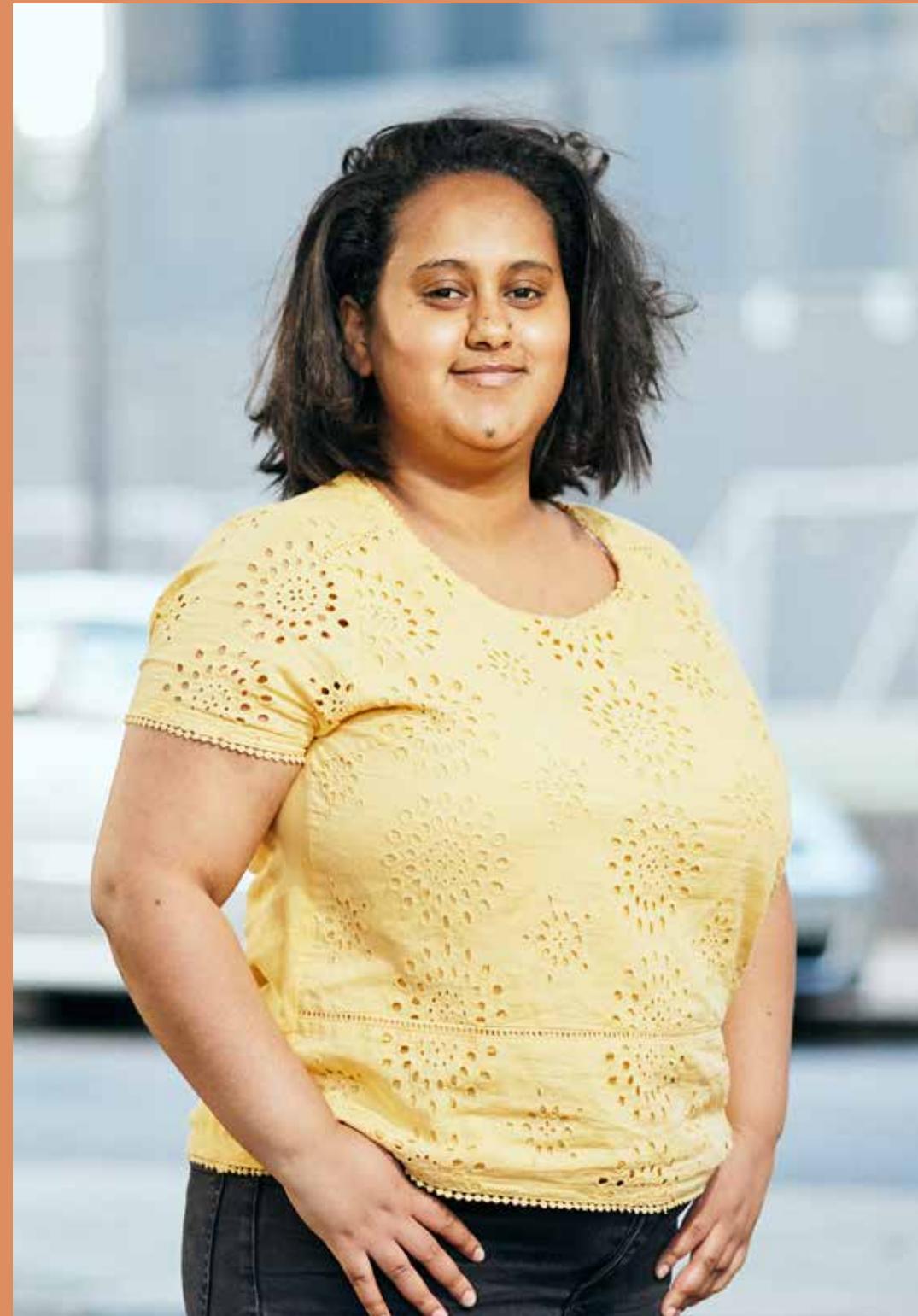
# Key Outcomes

In 2021/22, 50% of graduates who started the programme in rent arrears completely cleared their arrears

From 2020, 88% of young people felt more in control of their lives

99% of young people sustain their tenancies after finishing our programmes

Beyond the numbers, we're incredibly proud of the young people we've worked with and grown to know.





# Our 2022-25 Strategy

Over the last 7 years we have proven that there is nothing inevitable about the poor outcomes young people leaving care experience.

We've developed an effective model that prevents homelessness and empowers young people to live happy and healthy lives.

To achieve our mission we have 4 strategic objectives:

1. PREVENT MORE  
YOUNG PEOPLE  
FROM BECOMING  
HOMELESS

2. DEEPEN OUR  
IMPACT

3. BUILD A  
PROGRESSIVE  
AND DIVERSE  
ORGANISATION  
THAT VALUES LIVED  
EXPERIENCE

4. IMPROVE  
OUR FINANCIAL,  
OPERATIONAL AND  
ENVIRONMENTAL  
SUSTAINABILITY

# 1. Prevent More Young People From Becoming Homeless

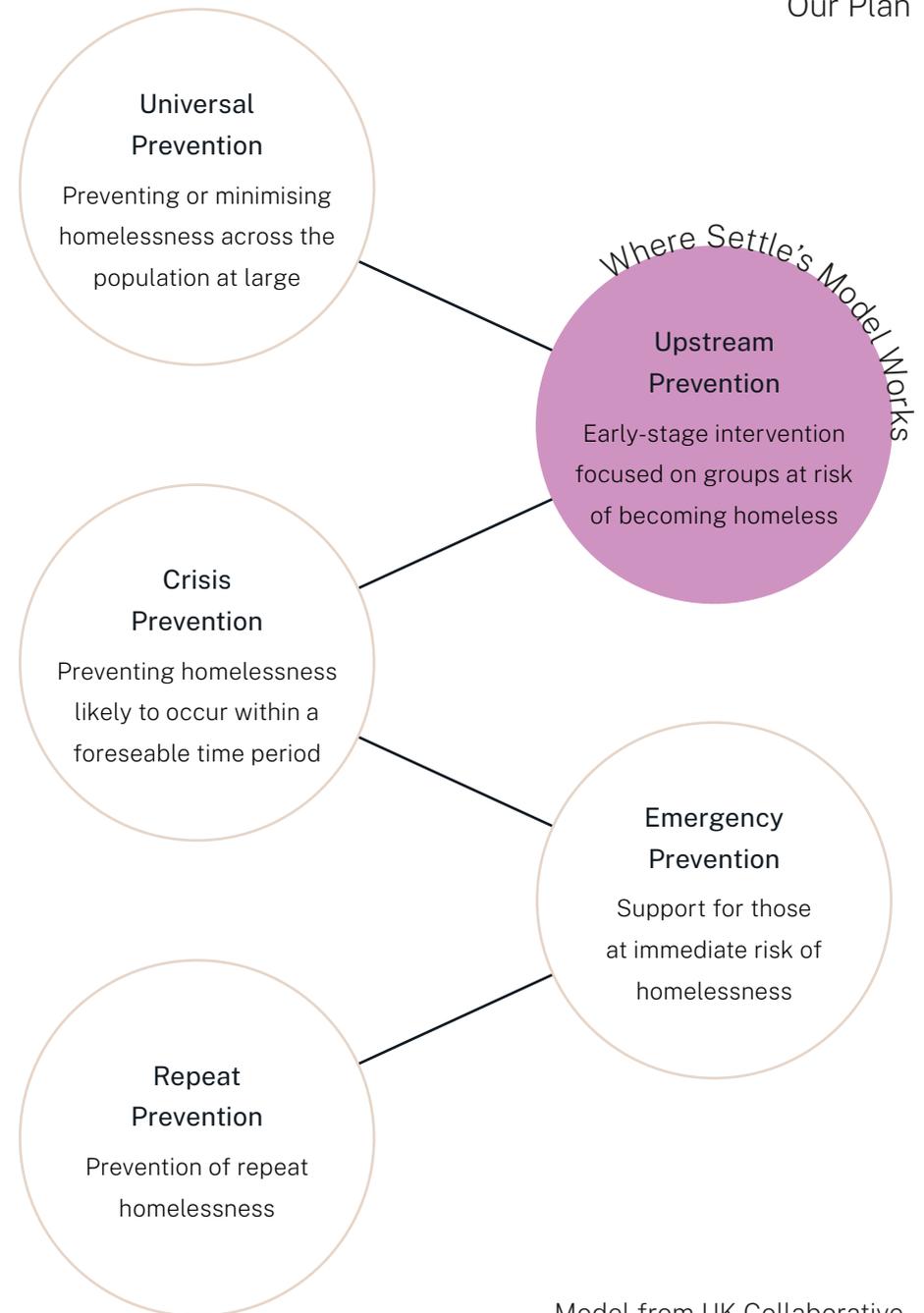
## WHAT WE WANT TO ACHIEVE

We know our programmes prevent young people from becoming homeless and we therefore want to reach more young people.

We want to work with 660 young people over the next 3 years – just over 2.5x the number we supported over the previous 3 years.

## HOW WE'LL ACHIEVE THIS:

- Grow our partnerships with local authorities and housing associations
- Maintain our focus on our upstream prevention approach
- Expand our programme team to build delivery capacity
- Develop our partnership development team



Model from UK Collaborative Centre for Housing Evidence

## 2. Deepen Our Impact

### WHAT WE WANT TO ACHIEVE

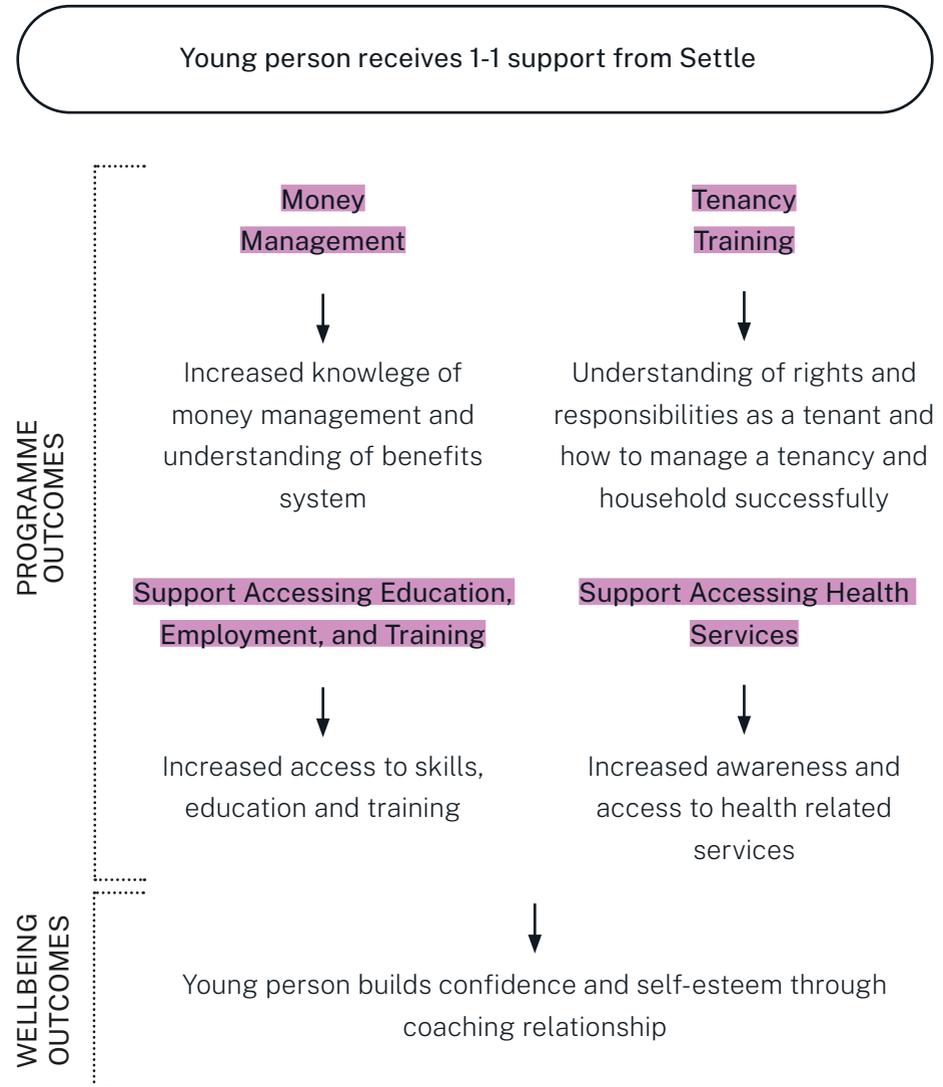
As we grow we need to make sure we protect and develop the quality of our work to ensure we maintain the high impact we create.

We'll do this by developing our programmes and support services, refining our approach to quality control and safeguarding, taking a robust approach to evaluation and learning and sharing best practice with our partners and the wider sector.

### HOW WE'LL ACHIEVE THIS

- Continue to test, develop and grow our existing programmes and support services, continuing to improve as we learn and develop
- Commission an external evaluation partner to evaluate our work and develop our evaluation strategy
- Enhance our safeguarding approach by championing best practice and investing in safeguarding support and expertise across the organisation
- Distill learnings and insights about issues impacting our young people and what works in supporting them
- Grow communications capacity to share best practice with partners and the sector

In 2021 the New Economics Foundation reviewed our impact and helped us refine our outcomes for how we provide specific routes of support to young people on our programmes.



# 3. Build A Progressive and Diverse Organisation That Values Lived Experience

## WHAT WE WANT TO ACHIEVE

No matter how effective our strategy, ultimately it is our team and culture that will determine whether we are successful in our aims.

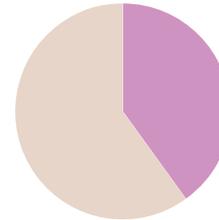
As we grow, we want to attract and retain the best by supporting our team’s wellbeing and development. We need to increase our diversity in underrepresented areas and ensure those with lived experience are involved in all levels of the organisation’s decision making.

## HOW WE’LL ACHIEVE THIS

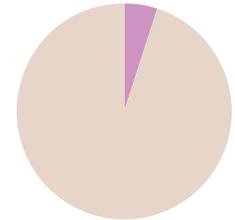
- Develop our people strategy to strengthen our approach towards staff recruitment, development and retention
- Review and update our wellbeing and benefits offer
- Invest in staff training and development at all levels
- Maintain momentum and accountability with our Equity, Diversity, and Inclusion (EDI) work and increase diversity in underrepresented areas against targets
- Be transparent with our EDI achievement and challenges by sharing our progress and learnings externally

We’re proud of the team and culture we have developed at Settle but there is room for improvement.

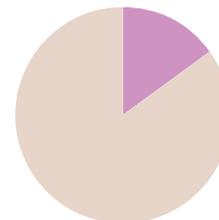
Our targets for diversity across our team and board are benchmarked against London’s averages:



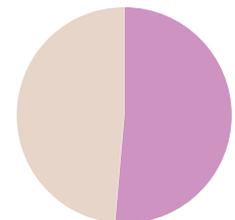
**Black, Asian and Minority Ethnic (BAME)**  
Target: 40%



**Disabled**  
Target: 15%



**LGBTQ+**  
Not to fall below 5%



**Women**  
Not to fall below 51%

### Care Experienced

As we collected this data for the first time in 22/23, we have not set a target yet but this is an important metric we have started tracking for our strategy

# 4. Improve Our Financial, Operational and Environmental Sustainability

## WHAT WE WANT TO ACHIEVE

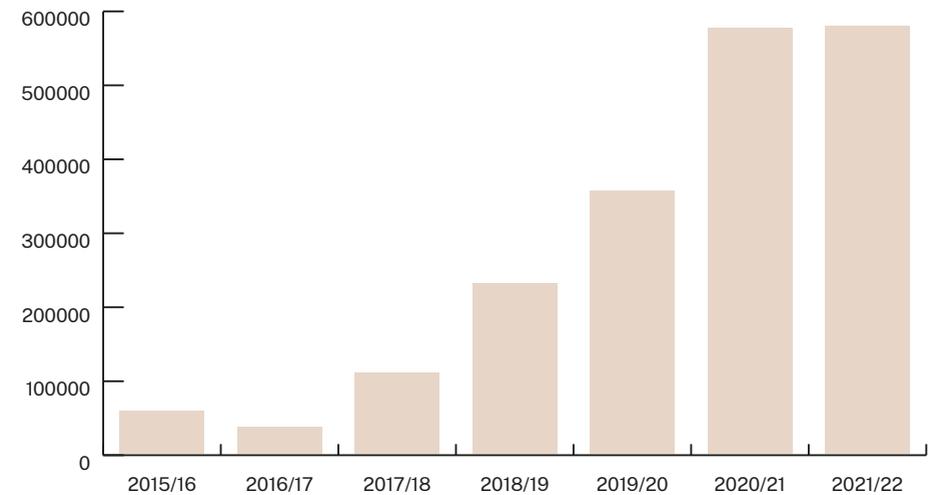
The sustainability of our organisation is vital for long term impact. Not only do we want to grow and diversify our income, but we also want to invest in our operational infrastructure to ensure our delivery and team are well supported as we expand.

We also recognise our responsibility to ensure we are actively reducing our environmental impact and making decisions through this lens.

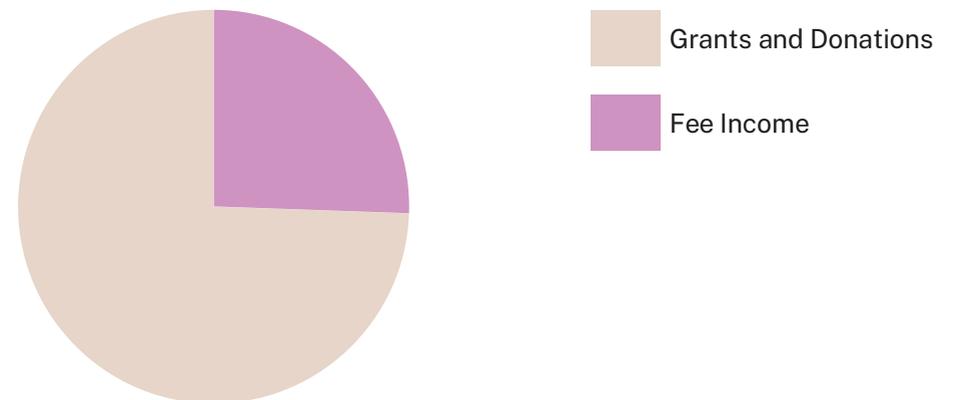
## HOW WE'LL ACHIEVE THIS

- Grow and diversify our income through securing funding from trusts and foundations, delivery partners and individual supporters
- Ensure our growth is sustainable and we are responding to emerging challenges and learnings
- Invest in our infrastructure and systems as we grow to ensure we are supporting our staff to deliver quality work
- Develop and implement our environmental and sustainability strategy in order to reduce our environmental impact

## OUR HISTORIC INCOME GROWTH



## SOURCE OF INCOME (2021/22)



# Join Us

Achieving our vision that no young person leaving care experiences homelessness is well within our reach.

But we can't do it alone.

Join us in making long-lasting changes to young people's lives by breaking this cycle of youth homelessness in the UK.



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