



RECRUITMENT PACK

# Graduate 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 to build stable foundations and to thrive in adulthood.

We know that our model works to prevent homelessness. 100% of young people who completed the 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.

Like all charities, Settle has a Board of Trustees – volunteers who help us 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. You can find out about our current Board [here](#).

To make sure that we are true to our values and keep young people at the centre of our decision-making, we always want to have at least two Trustees with care experience.

Trustees are appointed for three years, and one of our care-experienced Trustees has just reached the end of their three years. So we are now looking for a Settle graduate (someone who's completed their time on the Settle programme) to help us deliver our mission by joining our Board of Trustees.

You won't be on your own. We already have one graduate Trustee, and we are not asking either of you to represent all the young people who Settle works with. But your experience of the care system and of Settle's support gives you a unique perspective that we know we need in order to make our work as relevant and impactful as it can be.

## OUR VALUES

### GROW THE GOOD

We focus on building young people's strengths rather than dwelling on their weaknesses. Asset-based approaches underlie all our services.

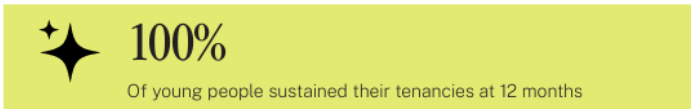
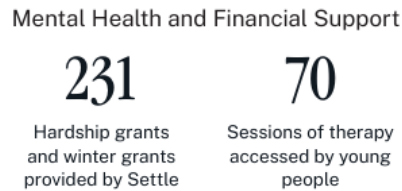
### YOUNG PEOPLE FIRST

We ensure the needs of the young people we support are prioritised above all else, and we work to overcome barriers in the system.

### INTENTION ISN'T ENOUGH

We go the extra mile to ensure we deliver the impact our programmes seek. We are dedicated to improving outcomes for young people.

## OUR IMPACT IN 2024/25



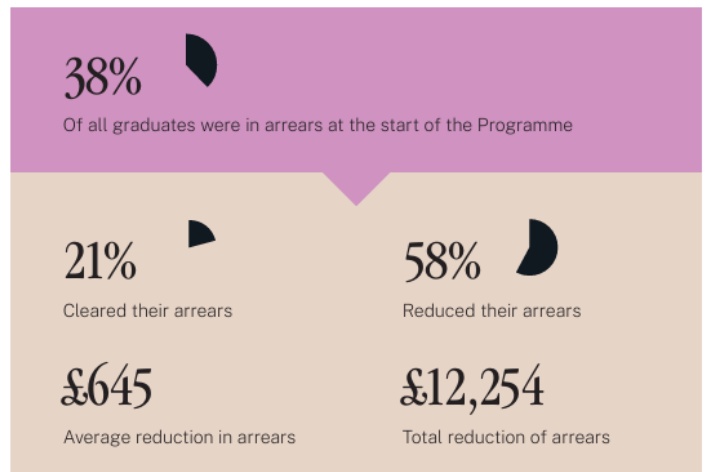
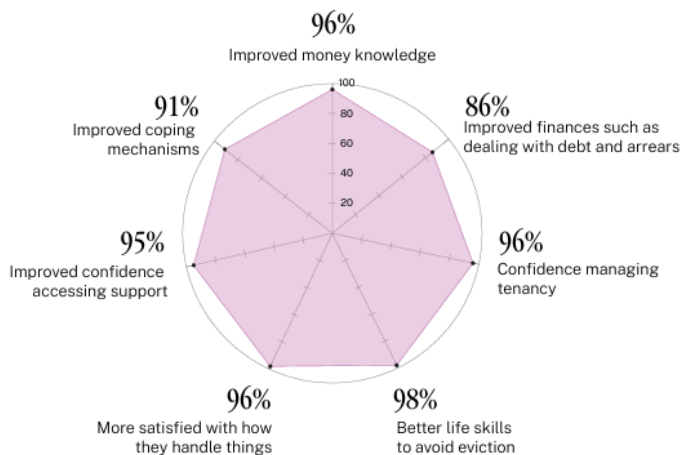
### Minimising rent arrears, preventing homelessness

Rent arrears are a key driver of eviction and then homelessness.

The Settle Programme supports young people to reduce their arrears and manage their money.

### Skills and self-confidence

We measure young people's progress throughout the programme, using structured evaluation and self-assessment tools to help them reflect on their skills, knowledge and ability to handle challenges.



# 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 helping with 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. You can find out more about the legal role and responsibilities here: [What is a Charity Trustee?](#)

“ I like that you're trusted to bring your perspective into big conversations. You're not expected to know everything, but what you do bring like your lived experience and insight of having been on Settle's programme actually helps shape decisions.

Aaliyah, Graduate 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 for the next few years 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 to 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 changes in the outside world, while still staying focused on our mission.

At each Board meeting, we try to make time to discuss a strategic issue in more depth. This is an opportunity for 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, 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 (how much money we need, what we plan to spend money on, 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 received 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. You understand our work at first hand, and you understand what's going on for other young people better than anyone who hasn't lived it. Your insights and perspectives will be valuable for 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 particularly value the perspectives of care-experienced young people.

### **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 and performance. 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 which will build your skills and understanding of how organisations work, and strengthen your CV. 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 another Trustee as a buddy, to help you understand Settle and your role. We will also arrange a mentor for you – another care-experienced person who is there as a sounding board and advisor, independent of Settle.

You will have the opportunity to develop your professional and personal network in the charity sector and beyond. As well as a dedicated mentor and your buddy, you will 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.

If you take part in other activities where Settle would usually pay for a young person’s time, such as meetings of the Advocacy Forum or interviewing staff, we will still pay you for these.

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I’ve really enjoyed it so far and am grateful to have gone from being supported by Settle to being able to now contribute back as a trustee. It’s made me realise how much behind the scenes work and passion there is to the impact that Settle has. It’s been a very supportive board to be a part of and to develop as a trustee.

It’s definitely built my confidence in speaking up in those spaces and asking questions. I’ve also learned more about how decisions are made at a governance level, not just day-to-day.

Aaliyah, Graduate Trustee

## 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. Your buddy will call you before and after each meeting to help you prepare and debrief.

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.

If you would like to join our Finance Committee, they meet three times a year, a few weeks before the main Board meetings in March, July and November. The 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

We are looking for a Settle programme graduate who can bring the following qualities to our Board:

- A passion for Settle's mission
- Lived experience of the care system (see below)
- 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)

You do **not** need experience of being a Trustee or working in a charity. We want you to learn and grow while you are doing this role, and we will give you the training and support you need.

We are looking for someone who brings lived experience of the care system and of Settle's work. To make sure that Settle stays true to our values, we need your perspective and understanding at the top of the organisation, setting our direction and steering us to achieve it.

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. This is important to us because over 95% of the young people we work with are care-experienced, and we want to make sure that experience is central to our decision-making.

### What would you say to a young person thinking about applying?

“ Honestly, just go for it. You don't need to have it all figured out because being a trustee is as much about learning as it is contributing. If you've got lived experience and you care that already means something.

Aaliyah, Graduate Trustee

## How to Apply

We will be running an online Q&A meeting on Thursday 7<sup>th</sup> May at 5pm, so you can find out more about being a Trustee. If you'd like to join the Q&A, please sign up here . This is an open invitation to anyone who is interested in learning more; it's not a commitment to apply. If you're unable to attend but want to learn more, please e-mail Jen with any questions or to arrange an informal call.



If you want to apply to be a Settle 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”?
- What other knowledge, experience or abilities would you add to our Board of Trustees? Is there anything else about your personal background you would like us to know?

If you want to apply in writing, please keep your application to 800 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 these – marked confidential - to [jen.long@wearesettle.org](mailto:jen.long@wearesettle.org). Please also include your name and the dates when you were on the Settle Programme in your email.

Once we’ve received your email, we’ll be in touch to arrange an informal call for you to learn more about the role. We will then hold interviews with Trustees and the Chief Executive on 1<sup>st</sup> June 2026.

Deadline: Sunday 24<sup>th</sup> May 10pm. We can’t accept any applications received after this date.