

# Annual Report for Residents

## 2023-24



## Introduction from our Executive Director of Customer Services

I am pleased to introduce this report summarising our work during 2023-24.

Hearing the voice of residents remained a priority for us, particularly as we developed our new 2030 plan. This came into effect from April 2024. We are grateful for all the feedback we received as we developed the plan, with all of the priorities and commitments it includes shaped by what is important to residents.

We hear from residents in many ways – through our established Voice of the Resident panel; our Big Door Knock, which is now in its sixth year; surveys; and feedback we receive through compliments and complaints. We encourage residents to give us feedback in whatever way works best for you, and we will always act on this.

New requirements of all social housing landlords like Settle were launched at the start of April 2024, to improve the services you receive. These include new consumer standards, which our Regulator uses in setting the expectations and outcomes landlords must deliver for tenants, a new complaint handling code launched by the Housing Ombudsman, and the requirement to report on data gathered during 2023-24 through Tenant Satisfaction Measure Surveys.

I have responsibility at Settle for our compliance with these standards and the data we gather and report on. We include more details in this report about our complaints handling and about how we are doing against the Tenant Satisfaction Measures.

This report highlights our achievements during the past year and areas we are focusing on improving.

I am pleased to report Overall Satisfaction at 70% at the end of March 2024, using data gathered through the Tenant Satisfaction Measures. We are really pleased also to have achieved our highest scores for resident trust and effort since we started reporting against this as part of our plan to 2024. We had a target for 2023-24 to achieve a resident trust score of 7.2 [where the higher the score the better] - we achieved 7.4. For resident effort, we had a target of below 4 [where the lower the score the better] – we achieved 2.8.

Highlights from last year include the ongoing investment we made in existing homes. We spent £19m on this last year, replacing things like kitchens, bathrooms, windows and roofs, along with additional investment to make some of our coldest homes warmer.

Our focus on the feedback we gather, is on where we can see higher levels of dissatisfaction from residents. We focus our improvement plans on these areas to improve overall resident satisfaction with our work. Through this report we outline the areas we are focusing on, including improvements we are making to the repairs service and maintenance of communal areas.

We are pleased that Rod Cahill joined Settle as interim Chief Executive from the start of October 2024. Rod is an experienced housing leader and has worked in the housing sector for many years, including for 26 years as Chief Executive at another organisation based in the East of England.

We look forward to working with Rod as we progress delivery of our 2030 plan, ensuring we continue our focus on putting residents first and achieving the best possible outcomes for you.

Dean Anderson

Executive Director of Customer Services

# The Consumer Standards

The Regulator of Social Housing has launched a new system for assessing how well social housing landlords in England are doing at providing quality homes and services.

New consumer standards came into effect from 1<sup>st</sup> April, which detail the regulatory standards that define the expectations and outcomes that landlords like Settle must deliver. We have plans in place to ensure we meet all of these requirements.

At the end of June 2024, social housing landlords like Settle were also required to report on Tenant Satisfaction Measures, using data gathered between April 2023 and March 2024. People can use these measures to understand how well landlords are doing.

We published our full set of results against the Tenant Satisfaction Measures as required on our website at [www.settlegroup.org.uk/tenant-satisfaction-measures](http://www.settlegroup.org.uk/tenant-satisfaction-measures). We have structured this annual report for residents around what we are seeing and hearing through the Tenant Satisfaction Measures.

We also wanted to highlight to Settle residents the consumer standards – we have summarised these below and you can see the full details about the standards and expectations they set of landlords at

[www.gov.uk/government/collections/regulatory-standards-for-landlords](http://www.gov.uk/government/collections/regulatory-standards-for-landlords)

## **The Transparency, Influence and Accountability Standard**

This standard sets the outcomes social landlords like Settle must deliver around being open with tenants and treating them with fairness and respect so that tenants can access services, raise complaints, influence decision-making and hold their landlord to account.

## **Tenancy Standard**

This standard sets the outcomes social landlords like Settle must deliver around the fair allocation and letting of homes and how tenancies are managed and ended.

## **The Safety and Quality Standard**

This standard sets the outcomes social landlords like Settle must deliver around the safety and quality of tenants' homes.

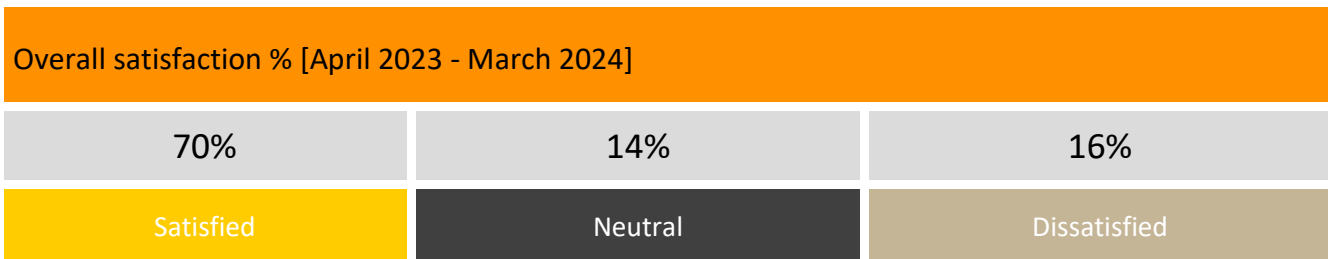
## **The Neighbourhood and Community Standard**

This standard sets the outcomes social landlords like Settle must deliver about engaging with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.

# 1. Overall satisfaction

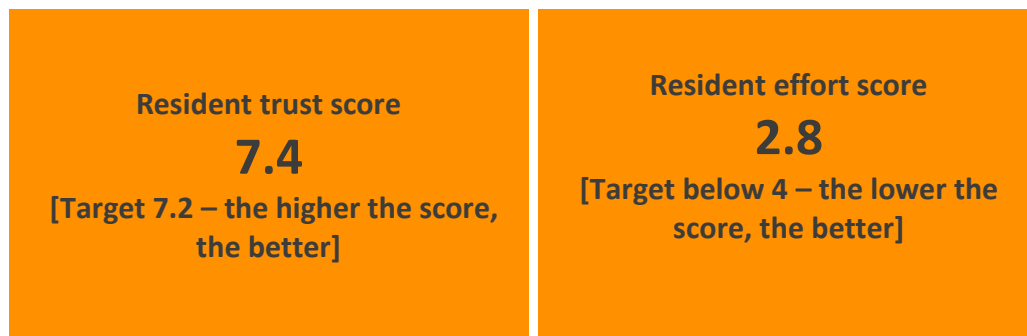
The key measure we use to understand resident experience and satisfaction with the services we provide is overall satisfaction. Here’s how we performed in 2023-24.

## Tenant Satisfaction Measure



In addition to the Tenant Satisfaction Measures, it is also important to us to understand how much you trust us as your landlord and how easy you feel it is to have your issues resolved.

We are pleased to confirm that we achieved higher results than the targets we had set ourselves last year.



These scores are based on resident influence on our work – we will continue listening, learning and responding to deliver what we know is most important to you.

## 2. Complaint handling

### Tenant Satisfaction Measures

Satisfaction with how we handle complaints %*		
36%	15%	49%
Satisfied	Neutral	Dissatisfied

\*Data gathered April 2023 – March 2024. 8% of those who answered this question had raised a complaint with us.

Stage 1 complaints received per 1000 homes	<b>63.3</b> at the end of March 2024
Complaints responded to within Complaint Handling Code Timescales – Stage 1	<b>98.25%</b> at the end of March 2024
Stage 2 complaints received per 1000 homes	<b>12.9</b> at the end of March 2024
Complaints responded to within Complaint Handling Code Timescales – Stage 2	<b>98.77%</b> at the end of March 2024

### Annual Complaints Performance and Service Improvement Report

A new Complaint Handling Code to help empower residents who wish to make a complaint came into practice on 1st April 2024. It sets out the statutory requirements for landlords like Settle to respond to complaints effectively and fairly. As part of these requirements, we published our first Annual Complaints Performance and Service Improvement Report by the deadline required of the 30<sup>th</sup> June 2024.

The Report details the improvements we are making following feedback from complaints, including around repairs; our handling of damp and mould; communication – keeping residents updated in a timely way; quality of the work we deliver; and our overall handling of complaints.

You can see the full report, details on the improvements we are making and other updates including our complaint handling self-assessment for 2023-24 on our website at [www.settlegroup.org.uk/complaints-performance](http://www.settlegroup.org.uk/complaints-performance)

### 3. Resident experience

#### Tenant Satisfaction Measures

Satisfaction that we listen to your views and act on them % [April 2023 - March 2024]

54%	20%	26%
Satisfied	Neutral	Dissatisfied

Satisfaction that we keep you informed about the things that matter to you [April 2023 - March 2024]

70%	15%	15%
Satisfied	Neutral	Dissatisfied

Satisfaction that we treat you fairly and with respect [April 2023 - March 2024]

75%	14%	11%
Satisfied	Neutral	Dissatisfied

We are pleased to see that residents are more satisfied that we treat you fairly and with respect.

#### Improvements needed - what we heard

- That you often didn't know what was happening regarding a request you had made.
- It can feel that issues are being passed on to different teams without clear ownership.
- We need to make it easier to get in touch and follow up with us.
- We need to always be clear on any next steps we are taking so you understand what's happening.

#### What we're doing

- **Keeping you better updated** – frequently reminding colleagues how important this is.
- **Improving record keeping** -so colleagues are better able to respond to queries when you first contact us.
- **Reducing response times through our website** – down to five working days.
- **Answering more calls to our service Hub** – we achieved 83% against a target of 85% by the end of March 2024 and at the time of writing this report are at 88%.

## Better use of technology – improvements introduced last year

- Residents can now request a guaranteed call back rather than waiting in call queues.
- Our phone system will recognise the resident's account from your phone number which is automatically brought up on screen, allowing us to respond to your call more effectively.
- We relaunched Live Chat which you can now access across our website.
- Launched video calling to help with diagnosing repairs needed.

## Improving quality

### What we heard

Through surveys and complaints last year, we heard that the quality of some work is not always up to the standard you would like to see. This is particularly linked to repairs along with the standard of neighbourhood maintenance, with issues around the cleaning of flat blocks, and the upkeep of communal spaces.

### What we're doing

- **Repairs and neighbourhood management improvement plans** - to make improvements needed.
- **Improved contractor onboarding** - any new contractors working for Settle are expected to work to the same standards, values and behaviours as our in-house teams.
- **Improved how we handle complaints related to contractors** – these are now shared in review meetings with the contractors.

## 4. Resident involvement

We remain committed to hearing the voice of residents throughout our work. We will always work to understand what is working well, what we can do better and do our best to act on this to make sure we are providing services that you value, based on what we learn through data and engagement.

We gather feedback through surveys, resident panels scrutinising our work, compliments and complaints.

Between April 2023 and March 2024:



### Case study: The Big Door Knock

Our Big Door Knock takes place every few months with colleagues across Settle, including our Board and Executive team, getting out to speak to residents to understand how we're doing and where we can improve. We heard from 967 residents during Big Door Knocks completed in 2023-24.

Across these Big Door Knocks we heard feedback about the need for improvements to communal areas, grounds maintenance, and reducing wait times for repairs. We used this feedback to make initial improvements in the areas visited and help shape our ongoing repairs and neighbourhood management improvement programmes.

### Case study: Voice of the Resident panel help choose new kitchen and bathroom contract

Our Voice of the Resident Panel is made up of around 10 passionate residents who meet regularly with Settle colleagues. Their role is to represent all residents and help shape the services we deliver. Members bring a range of experiences and use performance data, such as the Tenant Satisfaction Measures, to hold Settle accountable. Their goal is to ensure we're not just meeting - but exceeding - residents' expectations.

A great example of this is work by Panel members in March 2024 to review tenders from seven suppliers hoping to be awarded the contract for work to replace kitchens and bathrooms in Settle properties between 2024 and 2028. They worked alongside Settle colleagues, ensuring the resident perspective was considered and influencing the final contractor choice.

Resident Helen said: "Being able to see first-hand what the different companies can offer was great as both a panel member and resident. There were noticeable differences between the services which at times made it difficult to choose, but also it was easy to spot those that maybe couldn't offer all that would be necessary."

### Case study: Engagement shaping our 2030 plan

We recently launched our new plan running from 2024 until 2030. This was shaped by extensive feedback gathered during the past year from our Voice of the Resident Panel, along with feedback from surveys



made available to all residents. We received hundreds of responses, meaning that all of the priorities and commitments we will work to through the 2030 plan have been shaped by residents, and our central commitment that we will put residents first throughout all that we do. The full plan is available at [www.settlegroup.org.uk/our-plan](http://www.settlegroup.org.uk/our-plan)

### Case study: Preparing for the new Complaint Handling Code

During 2023-24 we reviewed our performance against the Code, taking the opportunity to work with residents who had raised a complaint with Settle. This feedback was invaluable, providing insight into their expectations of how we handle complaints.

We also worked with our Voice of the Resident panel, who helped us extensively, including:

- Feedback on the information that we had put together for residents on ways they can raise a complaint, so that it was as clear as possible in line with the Complaint Handling Code.
- Feedback and support to help us produce a complaints leaflet and poster.
- Updates on our 'How we handle complaints' content to ensure it's clear, easy to understand and has a positive message expressing that you can raise your complaint with anyone at Settle. You can see this information on our website at [www.settlegroup.org.uk/how-we-handle-complaints](http://www.settlegroup.org.uk/how-we-handle-complaints)
- Helping us complete the complaints handling self-assessment and the Annual Complaints Performance and Service Improvement Report.

# 5. Repairs

## Tenant Satisfaction Measures

Satisfaction with the overall repairs service from Settle [April 2023 - March 2024]

70%	8%	22%
Satisfied	Neutral	Dissatisfied

Satisfaction with the time taken to complete repairs [April 2023 - March 2024]

63%	7%	30%
Satisfied	Neutral	Dissatisfied

Satisfaction that Settle provides a home that is well-maintained [April 2023 - March 2024]

69%	12%	19%
Satisfied	Neutral	Dissatisfied

Responsive repairs completed in target	<b>72% - target 90%</b>
Emergency repairs completed in target	<b>99.95% - target 100%</b>
Homes that meet the Decent Homes Standard	<b>99.98%</b>

We know that repairs are one of the most important services we provide to residents. We often see good feedback from residents for Settle’s in-house team colleagues and the work they complete. But the facts summarised on this page and feedback we receive clearly show this is a priority area for improvements.

### Repairs improvement plan – what we are focusing on

- Providing repairs more quickly.
- Increasing the number of repairs we complete at the first visit.
- Improving communications, particularly when there are delays to completing a repair and keeping residents better informed about what will happen next.
- Quality control, particularly around contractors working on Settle’s behalf.

## Decent homes

We finished the year with 99.98% of homes meeting the Decent Homes Standard at the end of March, against a target of 100%. Just 2 homes were non-decent, where we identified that stair bannisters had been removed by the residents. Repair works to these two properties have been completed.

## Helping you live comfortably in your home

We know it can be challenging when your or your family's needs change. To help you with this, and support residents to continue living independently, we can make minor changes like installing hand/grab rails. We will follow recommendations made in reports from Occupational Therapists about items to install. When you need a major adaptation, like installing a wet room or an extension, normally this is the responsibility of the local authority. If you need work like this in your home, the first step is to contact your local authority so that an Occupational Therapist can assess what might be needed. We can help you with the relevant local authority contact information.

The amount we spent on this last year and in the previous two years:  
2023/24 - £962,851; 2022/23 – £665,724; 2021/22 - £495,462

## Condensation, damp and mould

We continue to focus on supporting residents to raise any requests for support with damp and mould. During 2023-24 we introduced a dedicated team and new ways of working to improve how we handle requests for support with damp and mould. Our approach is to remain in touch with residents until we are confident we have addressed the root cause of each issue. This enables us to provide support and practical assistance when needed.

Our programme of stock condition surveys carried out across all homes helps us to identify those that are particularly prone to damp and mould. We use this data to be proactive about work needed and carefully monitor this through our Building Safety Panel.

With the support of our Board, we will continue to proactively identify and mitigate any cases of damp and mould and ensure support is in place for residents for as long as it is needed.

Report a repair or request support with condensation, damp or mould in your home

Report this online at [www.settlegroup.org.uk](http://www.settlegroup.org.uk), follow the link to the blue 'my account' button or call us on **0330 343 0016**

You can also report condensation, damp or mould online now using our web form at [www.settlegroup.org.uk/damp-mould-and-condensation](http://www.settlegroup.org.uk/damp-mould-and-condensation)

## 5. Safe and warm homes

### Tenant Satisfaction Measures

Satisfaction that Settle provides a home that is safe [April 2023 - March 2024]

75%	10%	15%
Satisfied	Neutral	Dissatisfied

Gas safety checks carried out	100%
Fire risk assessments carried out	100%
Asbestos safety checks carried out	100%
Legionella [water] safety checks carried out	100%
Communal passenger lift checks carried out	100%

### Our priority will always be to keep you safe in your home.

The safety checks we complete in your homes are an important part of keeping you safe. The figures above show the importance we place on them. We appreciate residents supporting us to complete the checks needed. They are so important that we will take legal action where necessary to gain access to properties to complete checks needed. In addition to the score shown above, we also had a score of 99.9% for completion of electrical safety checks – this is where we had not been able to enter homes, and necessary steps will have been followed to complete the checks required.

### Investment in homes

£19.7million spent on investment in homes last year  
[£14m in 2022/23; £8m in 2021/22 and around £4m in 2020/21]

<b>747</b> Windows	<b>42</b> roofs	<b>80</b> fire doors
<b>236</b> Kitchens	<b>126</b> bathrooms	<b>638</b> heating systems

**Stock condition surveys:** a focus during the past year has been on increasing the number of stock condition surveys we have across all properties, underpinning our knowledge of homes and the investment plans we make. We are on track for all surveys to be within five years old by the end of March 2025.



## Making Settle homes warmer

We are working to meet the Government’s requirement for the Energy Performance Rating of Settle homes. Energy Performance Certificates advise how energy efficient a building is. The Government requires all homes owned by landlords like Settle to reach Energy Performance Certificate C by 2030. One of the ways we are doing this is through funding secured through the Government’s Social Housing Decarbonisation Fund [SHDF], with additional investment from Settle. The funding was awarded in March 2023 and the figures below show our progress during the first year of this two-year programme.



### Feedback from a resident in Baldock, following work to make their home warmer:

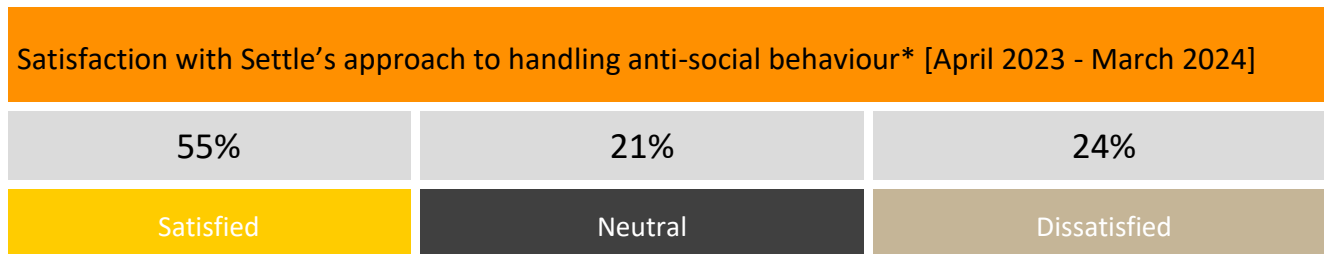
“During February 2024 we had loft insulation put in; new air vents fitted to remove moisture from the kitchen and bathroom; different heating controls and external wall insulation. Everything helped, but the minute the wall insulation went on, we noticed the difference. We don’t put the heating on hardly at all now. The heating is on less and the house stays warm.

We were absolutely blown away by how smoothly the installation went. The trades people were all very efficient. We pay fixed charges for the heating so we’ll see later in the year how our bills are impacted by the energy efficiency work.”

# 6. Neighbourhood management

## Anti-social behaviour

### Tenant Satisfaction Measure



\*5% of those who reported dissatisfaction had reported anti-social behaviour to us.

We see our role as supporting communities to remain safe, and to do this we collaborate with residents, communities, and key partner agencies. It is important to recognise that our role in tackling ASB extends to the enforcement powers we have under the terms of the tenancy, and that criminal matters are led on by the Police. When we do need to address more serious ASB reports, we ensure we are robust in the action we take, acting in the interests of victims and using the legal tools available to us.

Our Neighbourhood Partners are responsible for our medium/low risk cases of Anti-social behaviour [ASB] including noise and neighbour disputes. Our Community Safety Partners are responsible for high-risk cases such as drug dealing and harassment, which we will usually require support from partner agencies to address and resolve. Complex cases are reviewed by colleagues across teams in Settle with advice shared about the best routes for progressing each case.

### Improving ASB outcomes – what we’re doing:

- We launched new ways of working in January 2024, increasing our presence in our neighbourhoods. We have targeted areas based on data, leading to increased reports of ASB from residents. Six months into the reporting period for 2024-25, case volumes were already near the total number of cases reported last year.
- Through our new ways of working, we are focussing more on engaging early and seeking interventions to resolve issues at the earliest possible stage.
- We are being clearer in our communications about ASB in order to manage expectations of what Settle will investigate as ASB and what is a Police-led matter.
- We also obtained resident feedback for our ASB policy, published in May 2023, which was particularly helpful in shaping objectives and actions set for the policy.
- We continue to actively seek and act on feedback from residents to improve the support we provide, including from those who have expressed dissatisfaction but have not registered an ASB case with us, and through transactional surveys which will provide more detailed satisfaction information from those residents experiencing ASB.

## Tenant Satisfaction Measures

Satisfaction that Settle keeps communal areas clean and well maintained [April 2023 - March 2024]

60%	13%	27%
Satisfied	Neutral	Dissatisfied

Satisfaction that Settle makes a positive contribution to your neighbourhood [April 2023 - March 2024]

60%	23%	17%
Satisfied	Neutral	Dissatisfied

These results and the wider feedback we have received from residents, including from our Big Door Knocks and complaints, highlight that there is more you feel we can do around our work in neighbourhoods.

### What we heard

- That we don't always deliver the standards you expect around our maintenance of green areas.
- You have identified repairs/maintenance and cleaning as areas for improvement.

### What we are doing

- **Improvement plans in place** – for repairs and neighbourhood management.
- **More inspections** - to quality-check and improve future work.
- **New window cleaning contractor** - to be in place by the end of 2024.
- **Additional improvements where possible** - like additional planting and cleaning of pathways.

We're also improving:

- How we work with partners who are also responsible for communal spaces to improve your experience.
- We will be clearer on areas we are responsible for at Settle or where this is outside of our control.

## Neighbourhood action days

Throughout 2023-24 we held action days across Settle neighbourhoods. The locations were chosen following feedback from residents, where we could see dissatisfaction was higher. We completed these events in Hitchin Sunnyside and Purwell, Royston, Jackmans and Knebworth, along with several villages and specific roads or closes. Throughout these events colleagues were on hand to chat to residents and carry out a range of tasks including clearing and tidying communal areas, often also planting flowers and greenery and supporting with practical solutions.

## New homes and regeneration

A significant part of our work in neighbourhoods is also our investment in new affordable homes and in existing homes and communities through regeneration projects.

### 212 new homes completed in 2023-24, all affordable

- 21 homes for social rent.
- 105 homes for affordable rent.
- 86 homes for shared ownership.

## Regeneration

### John Barker Place, Hitchin

We restarted work on the phase 2 building in July 2023. Completion of the building is expected in January 2025, providing 48 new homes – 24 for social rent and 22 for shared ownership.

Phase 3 - The planning application for the development of a further 48 new affordable homes on the site of Freemans Close was approved at the end of March 2024, subject to further detailed agreements between Settle and the local authority. The proposed properties will provide a mixture of social rent and shared ownership homes.

### Campfield Way, Highover Road and Icknield Way, Letchworth

We submitted our planning application to provide 157 new homes at this site in February 2023. These will all be affordable homes, with the proposals shaped through 75 resident meetings and an additional 5 consultation meetings since we announced our intention in 2021 to invest in the area. We expect the application to be reviewed by the local authority planning committee in early 2025.

### Grange estate, Letchworth – Western Way, Orchard Way and Pelican Way

We updated residents in December 2023 that our proposals to invest in new homes in this area are taking longer than we first envisaged. We emphasised that we are still committed to investing in these homes, but we are reviewing plans to make sure they join up with other developments planned in the area.

## Lettings – existing homes

Each year we also relet existing homes to new tenants, including through mutual exchanges.

- 669 homes let with tenancies which began in 2023/24
- Satisfaction – measured through complaints: 26 residents registered a lettings-related complaint for 2023/24, which made up 4% of overall complaints.
- 82 new tenancies started as a result of a mutual exchange; 100% of mutual exchange requests confirmed within the requirement of 42 days.

### Improving lettings – what we're doing

- Focus on making improvements to the home condition before letting.
- Reducing repairs required after residents have moved into their home.
- Introducing a more thorough inspection and sign off process to repairs required when residents move into their home.



## 7. Supporting residents

Social purpose is at the heart of Settle and means that the support we provide goes beyond being a landlord. Our aim is to support all residents to sustain your tenancies. If ever you struggle to pay for rent along with heating, food and other essential items, please get in touch. There are lots of ways we can help directly, or work with partners to provide additional support.

### 2023/24 summary

- £3.1m social value delivered for residents and neighbourhoods.
- £132,500 committed to partnerships supporting residents.
- Over 1,000 hours of 'Giving Back' time.

### Investing in partnerships to support residents

In 2023-24, we committed £132,500 to charities, voluntary groups and social partnerships to enable support for settle residents. This included support for Citizens Advice and Foundations 4 Work.

During the year we made the decision to bring some elements of this support in-house. The total amount we committed was lower than in previous years, but it is no less important. We have used the funds to create new roles with colleagues directly employed by Settle.

### Giving Something Back Days

Through our Giving Something Back approach, colleagues are supported to take up to two paid days volunteering in local communities. In 2023-24, colleagues completed over 1,000 hours combined volunteering their time across a range of activities including with local schools, Scout groups and supporting local charities, along with supporting our focus on neighbourhood action days.

### Case study – increasing how we support all residents

In January 2024 we went live with a new way of working in neighbourhoods. This was driven by feedback from residents, that you wanted us to be more responsive to meet your needs.

Colleagues now work in teams including Neighbourhood Partners and Community Safety Partners. We have also increased the additional support we provide by increasing the number of Tenancy Support Partners working across our teams. By the end of March 2024 we had already delivered additional social value, one of the ways we monitor the impact of the support we provide.

### Increasing social value

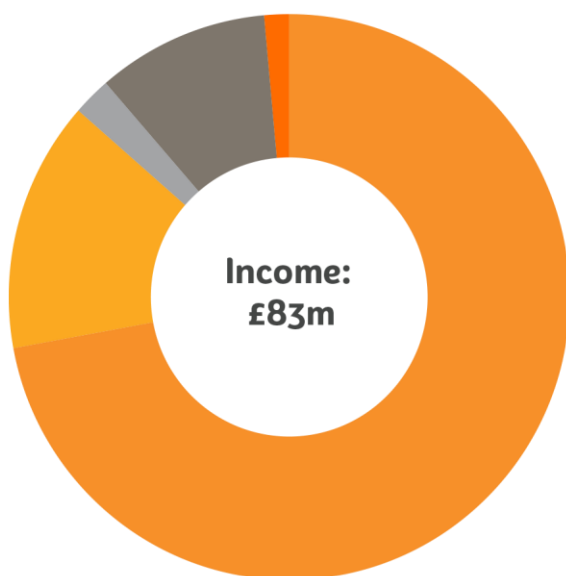
We calculate the impact of all the additional social purpose support we provide using a method developed by the independent body, HACT. The methodology is widely used across the housing sector to measure the impact of activities from employment through to health. By placing monetary values on the benefits to the individual and impact on wider services we can quantify the value of our work. The equivalent social value we generated in 2023-24 through activities that support residents' wellbeing, employment, health and education was £3.1million, increased from the £2.9million equivalent we delivered during the previous year.

## 8. Our income and how we spend this

Our main source of income is from rent payments. In 2023-24 our total income was £83million. The following two charts show a breakdown of the income we received, and how we spent this money. We reinvest any remaining surplus back into improving our existing homes, building new homes and contributing to the services that support our communities. You can read our latest financial report on our website.

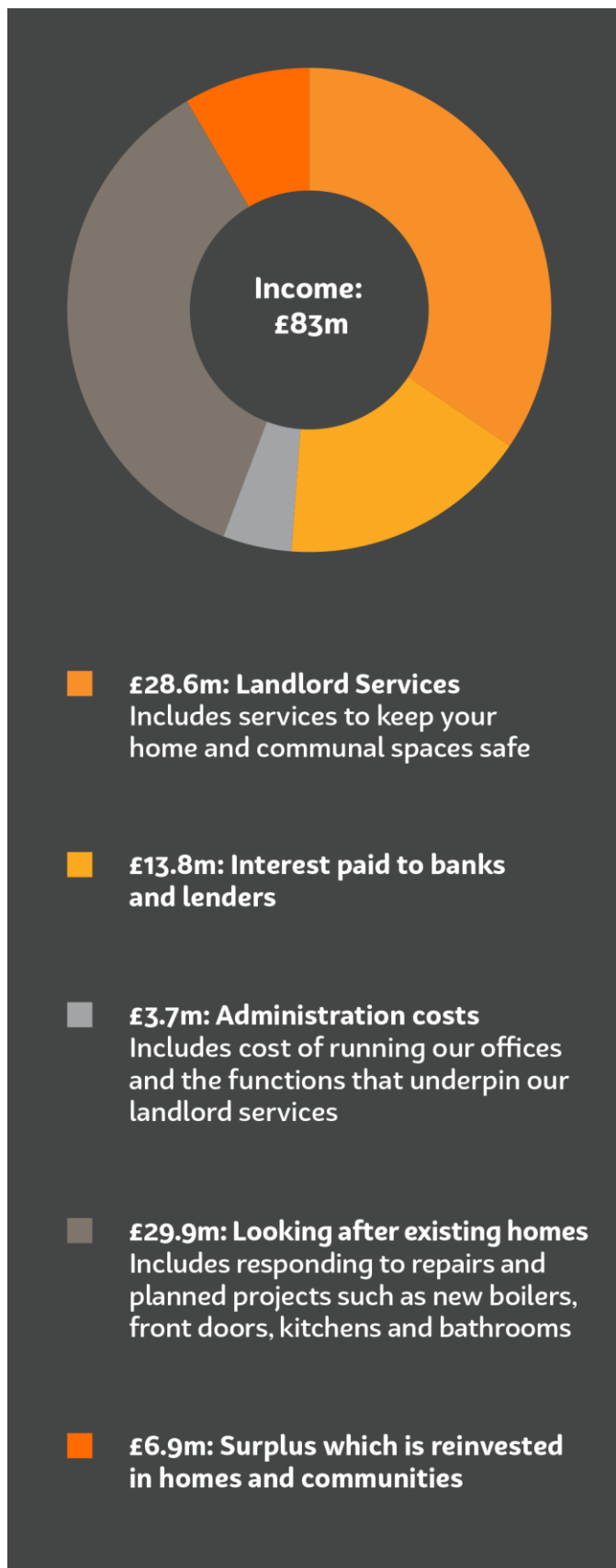
Colleagues in our income team work to ensure we maximise the income we receive through rent. They do this by working in close partnership with residents, providing support where this might be needed to help tenants keep up with rent payments and sustain their tenancies. We would always really urge any residents who are worried about bills like rent, food and heating your home to get in touch with us as soon as possible and we will always do all we can to support you.

### Our income 2023-24



- **£59.8m: Rent charged to residents**
- **£12m: Income from property sales**
- **£1.8m: Service charges collected from residents**
- **£8.3m: Other incomes**  
(e.g. support services, non-social housing rent)
- **£1.1m: Grant income-amortisation –**  
the recognition of grant funding over the life of housing properties

## How we spent our income 2023-24



## 9. Get in touch

If you would like more information about our services, the content of this report, or to give us feedback or make a complaint, please get in touch with us using the details below.

We want to make it as easy as possible to access information about how we work at Settle.

We can provide printed copies of this report, our policies and other information about our work, provide this in large print or Braille.

If English isn't your first language we can also arrange for a translation, and arrange translations of our policies and other information into another language.

Please contact us if you would like us to arrange this, letting us have as much information as possible about the format you need. We will always do our best to provide information in the format that works best for you.

### **Get in touch**

**Call:** 0330 343 0016

**Visit:** [www.settlegroup.org.uk](http://www.settlegroup.org.uk)

**Write:** Settle, Blackhorse Road, Letchworth Garden City, Hertfordshire, SG6 1HA