



**Selwood**  
Housing

# Customer annual report

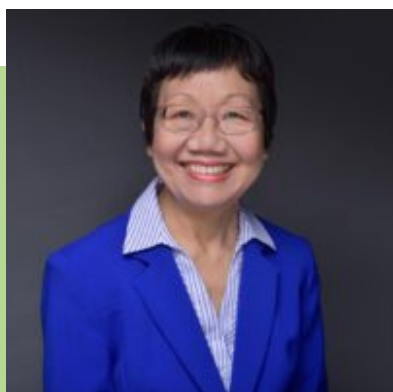
**2024-25**



[selwoodhousing.com](https://selwoodhousing.com)



# Welcome



**Marie Li Mow Ching**  
**Chair of the board**

Hello, I'm Marie.

”

I'm delighted to introduce our annual report for customers in my first year as Chair. It explains how Selwood Housing has performed from April 2024 to March 2025.

Over these 12 months, we continued to see rapidly increasing expectations placed on housing associations set against an equally challenging economic environment. Despite this, our teams have worked hard supporting customers and our service delivery and performance results for the year were excellent, as you will find in the report.

Our teams successfully delivered a range of complex improvement projects including migrating our IT infrastructure to the cloud, the launch of the first phase of Dynamics (our new housing management platform) and the implementation of new contracts with building material suppliers.

These will all help to increase our efficiency and deliver savings in the region of £1m annually, releasing funds to invest in new and improved homes for the future.

“

Hello, I'm Hazel.

I've been a Selwood Housing customer since 1995, and was living in Alcock Crest in Warminster, when I was told that the flats would need to be demolished. You can imagine my concerns, but Selwood Housing looked after me at each step of the journey and I'm now delighted to be in a new home with my dog Nelly. You can watch me in a starring role in a film about the project at [bit.ly/4nke8mb](https://bit.ly/4nke8mb).

I was keen to give something back, so I recently joined the scrutiny team. Everyone brings their own life experiences and perspectives to the group. In my case, this has included being a field officer for the Institute of Engineering Designers, and volunteering as a street pastor.

If you would like to help shape the services that Selwood Housing provides, then please visit [selwoodhousing.com/get-involved](https://selwoodhousing.com/get-involved) to find out more about the opportunities available. Together, we really can make a difference.



**Hazel Brooks**  
**Scrutiny team member**



# Who we are and what we do



## Local affordable homes

Selwood Housing manages and maintains over 7,200 homes across Wiltshire, Bath and Somerset, the vast majority of which are within one hour's drive of our head office in Trowbridge.

Our local focus means we can reach our homes quickly, we have strong relationships with our partners and it is easier for customers to get involved with shaping our services.

The range of homes we provide, from rented to shared ownership, sheltered accommodation and care homes means we help many local people.

**We have an active programme to deliver 1,700 new homes between 2023 and 2033. We also have a large and ongoing programme of improvements to our existing properties.**

We have been a vital part of our communities for over 35 years and know the difference a stable home can make.





## Investing in our homes

Our energy improvements programme continued with the retrofitting of our least energy efficient homes making them warmer, healthier and more affordable for customers to heat. An award of £2.5m in March 2025 from the government's Warm Homes: Social Housing Fund scheme, alongside our match funding, means we can schedule energy upgrades to a further 214 homes.

Our responsive teams completed 99.6% of emergency repairs and 85.2% of non-emergency repairs within target timescales.

We were delighted to see that over 90% of customers rated their repair as 4 or 5/5 on our 'Rant and Rave' feedback platform, by text or email.



We completed:



400 new  
kitchens



80 new  
bathrooms



391 gas boiler  
upgrades



145 new electric  
heating systems

**100%**

Gas safety  
checks

**100%**

Fire risk  
assessments

**99.2%**

Electrical  
safety checks

**98.9%**

Asbestos  
management  
surveys





## Case study: **damp and mould**

We take a proactive approach to managing and reducing the risk of damp and mould. Our responsive repairs team is trained to deal with low-risk reports quickly, while a dedicated specialist team handles more complex or high-risk cases using advanced tools and expertise.

We've also invested in Aico environmental sensors, which monitor temperature, humidity, and ventilation in real time. This technology allows us to detect potential problems early and work with residents to prevent issues from developing.

Together, these measures ensure we can respond effectively, support customers and maintain healthier homes.



“

*The resident app is a great help – it sends me alerts if the humidity or air quality isn't right or if the property isn't being heated properly. It's useful for keeping my home healthy and comfortable.*

**Louise, Westbury**



## Building new homes



125

New homes  
built this year

Providing a safe, secure home for  
up to 458 people.

500

New homes in  
the pipeline

Across twenty different locations  
in our area.

We are committed to playing our part as the social housing crisis continues to escalate and are making substantial progress towards our plans to build 1,700 more local affordable homes by 2033.

**Energy efficiency remains a priority with all of our new homes achieving EPC rating 'B' or above.**

Despite the challenging market, we also achieved some of our highest shared ownership sales, helping 64 families onto the housing ladder and providing a surplus of £2m to reinvest into new homes, existing homes and services.



## Case study: **after the flood**

In November 2024, Storm Bert brought severe flooding across our area. One couple affected were in their thirties, living in a privately rented home in Melksham and expecting their first child. Overnight, their lives were turned upside down as the water swept away or ruined everything they owned.

They were forced into temporary accommodation as their private landlord was unable to help. They had to sell precious items just to buy essentials and didn't know what would happen next.

Selwood Housing stepped in and the couple moved into a new affordable home in Great Somerford. A warm, dry and secure place with 24/7 emergency call out support. Finally, they could begin again and create a real home for their family.





# Supporting our customers

We are always here for you - by phone, email, on social media, and in person during working hours.

In 2024-25 our customer support team answered over 49,000 calls, and around 14,000 emails!

**378**

New households welcomed to a Selwood Housing home

**84**

Mutual exchanges facilitated by our neighbourhoods team

**306**

Instances of tailored tenancy sustainment support offered

**0.6%**

Rent arrears - one of the lowest in the whole social housing sector, meaning we have more money to invest in homes and services



## Warminster

In 2024, we made the difficult decision to demolish several blocks of flats across two sites in Warminster, when our investigations revealed that the scope and cost of repairs to the blocks was larger than anticipated and no longer possible.

**We supported all fifty customers living in these flats to find suitable new homes.**

Following a consultation with residents, we announced redevelopment plans for the site that will provide 18 new homes for up to 60 customers.





## Case study: **tenancy sustainment**

We offer support to customers facing challenges that could impact their ability to maintain their tenancy. This includes help with managing rent payments, accessing benefits, budgeting and signposting to other services for more specialist help, such as mental health or wellbeing support.

Last year, we were pleased to secure £25,000 from Wiltshire Council's Household Support Fund. This enabled us to provide support to 82 low-income households struggling with essential costs, by issuing 158 vouchers for utilities, basic white goods and food.

We also successfully applied to participate in the energy redress scheme coordinated by the Housing Associations Charitable Trust (HACT). Over the past year we issued 295 vouchers, accounting for £14,300 of assistance.





# Dealing with complaints



## We want to hear from you!

Effective complaint handling helps us to respond quickly to customer needs, improve services, and ensure that customer feedback informs ongoing improvements.

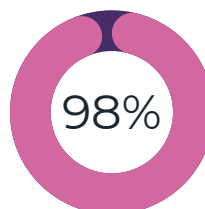
In 2024-25 we received 372 complaints (a decrease of 3% on the previous year) and 276 compliments (an increase of 8.6%).

Responsive repairs generated the most complaints, which is typical in the sector due to the high volume of repairs carried out each year.

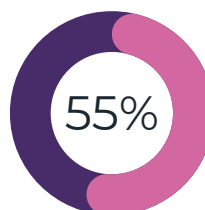
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Ten service improvements have been implemented or are scheduled for delivery, including:

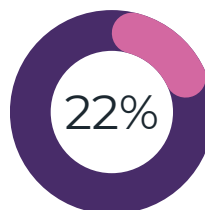
- clearer guidance for customers moving into new build homes
- bringing our caretaking teams together to improve efficiency
- expanding our repairs text message service to include updates on cancellations, delays, and weather-related disruptions



98% of stage one and two complaints were responded to within target timescales



Tenant satisfaction measure (TSM) rose to 55%, up from 46% - a significant improvement



Only two of nine complaints referred to the Ombudsman were upheld





## Case study: **complaints forum**

Our customer complaints forum raised concerns about the lack of follow-up once the formal written response to a complaint had been sent. Customers have 28 days from receiving the letter to raise any concerns, after which time the complaint is closed.

However, after reviewing a selection of closed complaint cases, forum members said that they weren't always clear about the outcome, whether the customer was satisfied with the result, or if there had been any follow-up.

To address this, we introduced a 'satisfaction check' 20 days after the formal response is sent. Adding this extra step means we are now able to capture any outstanding concerns before the complaint is formally closed.



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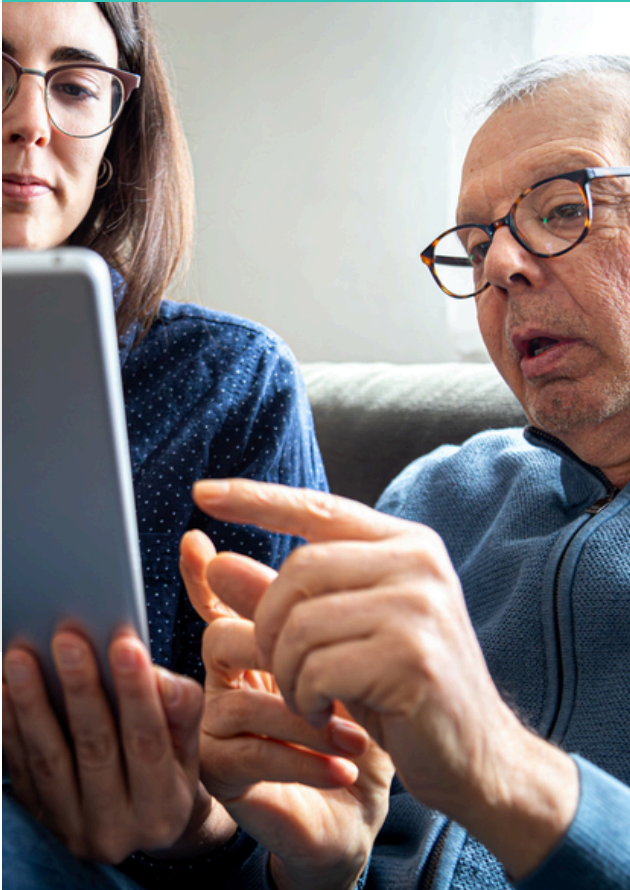
*As customers, forum members bring a fresh perspective to the complaints process. It's so satisfying to see our suggestions implemented and making a real difference.*

**Bella, complaints forum member**





# Listening to feedback



## Customer conversation

In October 2024, we invited all customers to take part in our 'customer conversation' survey, which occurs every three years. Almost 1,200 of you responded with your feedback on our main service areas.

We are currently monitoring an action plan based on survey responses and also informing strategy updates including our asset management strategy, neighbourhood management strategy and involvement and communities strategy.

## Scrutiny team

4 new members joined our independent scrutiny team in the last financial year.

They completed a review into the prioritisation of planned programmes that included customer workshops. Seven of their recommendations were accepted and are being implemented.

**Find out more about the policies and strategies we have 'created with customers' [here](#).**

## Involvement

Throughout the year, we also offered at least one involvement opportunity every month, with 195 customers sharing their views on services and policies including our development strategy, contractors' code of conduct, antisocial behaviour, succession policy and Selwood Housing's values.







## Case study: **TSMs**

Tenant Satisfaction Measures (TSMs) tell us how well we're doing at providing homes and services and help identify areas for improvement.

630 customers took part in telephone surveys in the year to March 2025 and the results show an annual increase in customer satisfaction in 11 out of 12 measures.

We were delighted to see that our overall satisfaction rate of 87% places us in the top 10% of our peer group of similar housing associations

You can view our full results at [selwoodhousing.com/about-us/how-were-doing/tenant-satisfaction-measures](https://selwoodhousing.com/about-us/how-were-doing/tenant-satisfaction-measures).

### Tenant satisfaction measures 2024-25

<b>repairs in the last 12 months</b>	<b>84.4%</b>	<b>we treat tenants fairly and with respect</b>	<b>89.9%</b>
<b>time taken to complete most recent repair</b>	<b>82.2%</b>	<b>our approach to handling complaints</b>	<b>55.3%</b>
<b>the home is well maintained</b>	<b>85.3%</b>	<b>we make a positive contribution to neighbourhoods</b>	<b>83.8%</b>
<b>the home is safe</b>	<b>90.5%</b>	<b>our approach to handling antisocial behaviour</b>	<b>70.0%</b>
<b>we listen to tenant views and act upon them</b>	<b>75.1%</b>	<b>we keep communal areas clean and well maintained</b>	<b>79.6%</b>
<b>we keep tenants informed</b>	<b>90.2%</b>	<b>overall satisfaction with our services</b>	<b>87.0%</b>



# Shaping our communities



## Stronger communities fund

The fund is made up of money from Selwood Housing and money from contracts with our largest suppliers, via a social value clause.

## £30K

Given to 20 different projects run by local charities and community groups across 11 towns and villages where we have homes.

Watch our film: [bit.ly/4nDWh9I](https://bit.ly/4nDWh9I)

*Trowbridge  
Future*

We provided local charity Trowbridge Future with £10K, renewing our support contract with them for another 3 years. This helps them to support a kindness cafe, veterans' group, community fridge and cookery sessions. They also work with the local authority's migration and resettlement team to support delivery of English language courses.

**We hosted two community roadshows during the summer of 2024 in Trowbridge and Frome, with our neighbourhoods and community involvement teams working alongside local partners.**



## Case study: **CCTV for Westleigh**

As part of our 'priority neighbourhoods' initiative, we completed the installation of CCTV cameras on Westleigh Estate in Warminster, helping to make the estate a safer and more welcoming place for all its residents. The project, in partnership with Wiltshire Council, Warminster Town Council and Wiltshire Police, was in response to concerns raised by customers about antisocial behaviour and safety.

Despite an initial setback due to vandalism, the cameras were successfully reinstalled with extra security measures in place. Since then, residents have reported feeling safer and are seeing a drop in antisocial behaviour.

Find out more on our website, including video interviews with staff and residents: [selwoodhousing.com/news/westleigh-estate-cctv-installation](https://selwoodhousing.com/news/westleigh-estate-cctv-installation)





# Developing our people

## Our values

In June, we held an in-person all staff event where we shared our plans and thanked our people.

This was also an opportunity for staff to review Selwood Housing's values, which underpin how we work and shape our culture.

Our new values are:



We are customer driven



We take accountability



We champion communication



We develop and learn

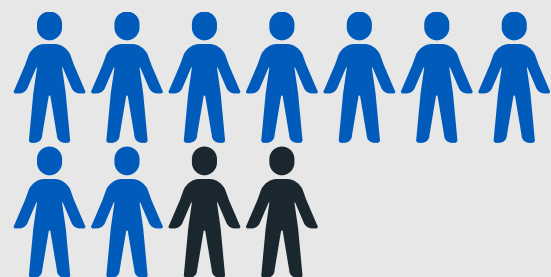


## Professional development

We continued to invest in training, development and extending professional skills. Altogether, over 2,600 sessions took place, including online learning, internal workshops and external qualifications.

## Personal wellbeing

We introduced a new wellbeing platform offering access to an employee assistance programme, financial advice, virtual GP service and resources for physical and mental wellbeing.



**Our staff turnover rates improved significantly this year, reducing from 25% to 15%.**

We were also pleased to retain our Investors in People Gold accreditation, increase our monthly staff survey score average and reduce sickness levels.





## Case study: **Big Welcome**

A good induction is important because it helps new employees settle in quickly, gain confidence in their new role and responsibilities and be more likely to stay with the organisation in the long run.

Our old induction was not delivering on this so we developed a new approach: the Big Welcome.

This is a week-long induction, where new starters get the opportunity to meet people from across different teams, watch presentations about who we are and what we do, are trained in essential skills and take part in fun activities.

Altogether 52 new starters went through the Big Welcome in 2024-25 and rated it 4.5 out of 5 stars.



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*I think the Big Welcome is a visionary idea that demonstrates staff are valued and welcome.*

**New Selwood Housing  
staff member**

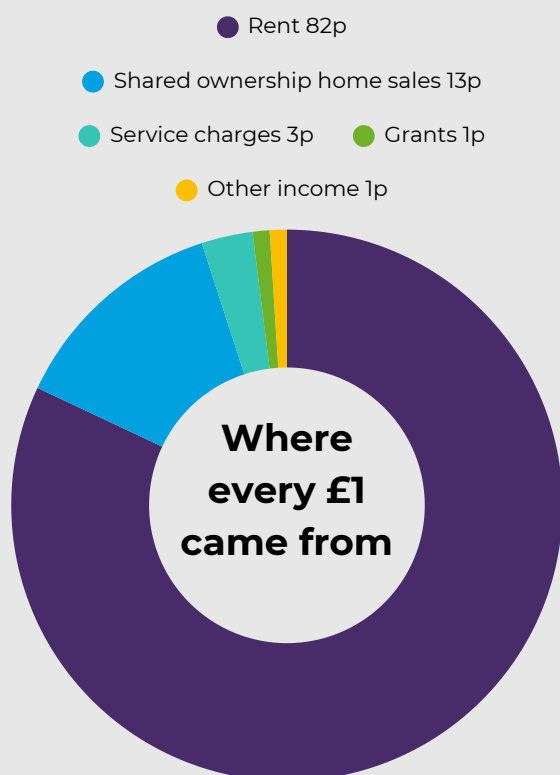




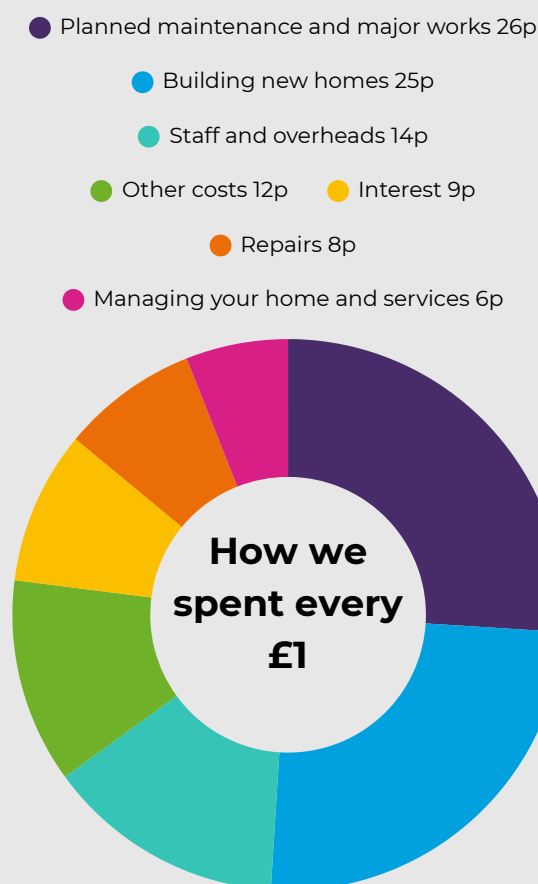
## Providing value for money

This is where our money came from and how we spent it in the year 2024-25. You can read our full financial reports at the link below.

### Our income



### Our outgoings



[selwoodhousing.com/about-us/how-were-doing/financial-statements](https://selwoodhousing.com/about-us/how-were-doing/financial-statements)



## Case study: **supplier contracts**

We used to operate rolling contracts with a variety of suppliers for all the materials we need for our repairs and improvements programmes. This meant we were subject to frequent cost increases. We also had complicated and time-consuming processes for managing and ordering stock.

In 2024 we signed new long-term contracts with three suppliers: Travis Perkins, City Plumbing and Huws Gray and implemented new systems for operatives to order stock on-the-go.

It has allowed us to save time in the processing teams that can be used on other work and cut the costs of the materials themselves, thanks to the new agreed pricing and the up-to-date management information we receive, saving over £0.5m a year for us to do more for our customers.







## Our future

Our corporate strategy for 2025–2028 outlines the targets we seek to achieve in the areas that are most important to our customers - repairs, safety, and the environmental efficiency of our homes.

Find out more at [selwoodhousing.com/about-us/how-were-doing](https://selwoodhousing.com/about-us/how-were-doing)

## Get in touch

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