

Housing Annual Report 2025-2026



Read inside to find out about our improved performance, the new Housing teams and how you can get involved.

Welcome

Councillor Matty Courtliff – Cabinet Member for Housing & Property



Welcome to our Housing Annual Report for 2025–26.

As your new Cabinet member, I want to reassure you of our commitment that everyone deserves a home that is safe, secure, well maintained and a place they are proud to live in.

Over the last year, the Council has continued our housing improvement journey. Following the Regulator of Social Housing's inspection in 2025, a cross-party commitment was made to tenants that we would listen, learn and improve.

Working alongside residents, a new plan, 'Our Plan to Improve Homes and Services for Tenants', which sets out six clear commitments focused on safer homes, better services and stronger resident involvement, was developed.

This report shows that positive progress is being made. Tenant satisfaction has increased across every Tenant Satisfaction Measure, with overall satisfaction rising significantly over the last year and investment is being made into new teams.

Whilst these results are encouraging, we are under no illusion about the work that still lies ahead. I have heard directly from you at engagement events across the borough and many tenants have told us where we need to do better. We are listening carefully and remain determined to keep raising standards across every part of the housing service.

Our ambition is clear: to become the best social landlord we can be. That means providing the right homes for tenants' needs. Homes that are safe, properly maintained, and fit for the future, whilst delivering services that are responsive, accountable and designed around you. It also means continuing to invest in our homes, our neighbourhoods and our communities.

Most importantly, we cannot achieve this alone. The improvements we make are strongest when they are shaped by your ideas and experiences. Your voice is helping us build a better housing service and I would encourage you to get involved wherever you can.

Thank you to all tenants, leaseholders, volunteers, and colleagues who have contributed to the progress outlined in this report. It demonstrates that we are moving in the right direction on our shared journey.

Introduction

Andrew McDonald – Director of Housing



In the time since the last annual report, we were inspected by the Regulator of Social Housing and given a C3 grading. We wrote to all of you and made a commitment to improve. This report will show you many of the ways that we have done that.

We know we are not there yet and there are still things we need to do better, but on page 4 you'll be able to read about progress against 'Our Plan to Improve Homes and Services for Tenants'.

We have also heard you when you say it is hard to get hold of us, so we have invested in more frontline colleagues, including some brand-new teams. See pages 10–13.

We believe we are already a completely different landlord to the one that failed the inspection. Hopefully you all do too.



Our Plan to Improve Homes and Services for Tenants

We listened to your feedback and co-produced an improvement strategy called **‘Our Plan to Improve Homes and Services for Tenants’**.

We made six clear commitments. You can follow our progress at any time by visiting: www.swindon.gov.uk/improvehomesandservices

Here are some of the improvements so far:

We will deliver homes that are safe

We have recruited Property Condition Officers to help you with damp and mould

We now offer visual impairment and vulnerable person home safety checks (contact homecheck@swindon.gov.uk to register)

We will deliver homes that are fit for purpose

We have now completed stock condition surveys on more than 86% of homes and aim to get to 100% in 2026. We will make decisions based on our stock data to determine which homes need major works (for example new kitchens or bathrooms)

We will deliver homes that are kept in good condition

We have recruited lots of colleagues to help improve how we manage repairs

We have started to collect your feedback about how repairs contractors perform in your home

We will deliver services that are there for you

We have recruited a lot of customer-facing colleagues and introduced new teams, so it is easier for you to get hold of us (see pages 10-13 for details)

We will deliver homes that are designed with you

We have run a survey asking how you want to be communicated with and posting you a copy of this report is an example of us listening

We have run more engagement events this year. If you haven't come to one before, you should try it. For details of our future events, sign up to our tenant newsletter at www.swindon.gov.uk/Signupforournewsletters

We will deliver services that are learning from you

We have created a new team of Feedback Officers, so you have a single point of contact to talk to when you want to complain

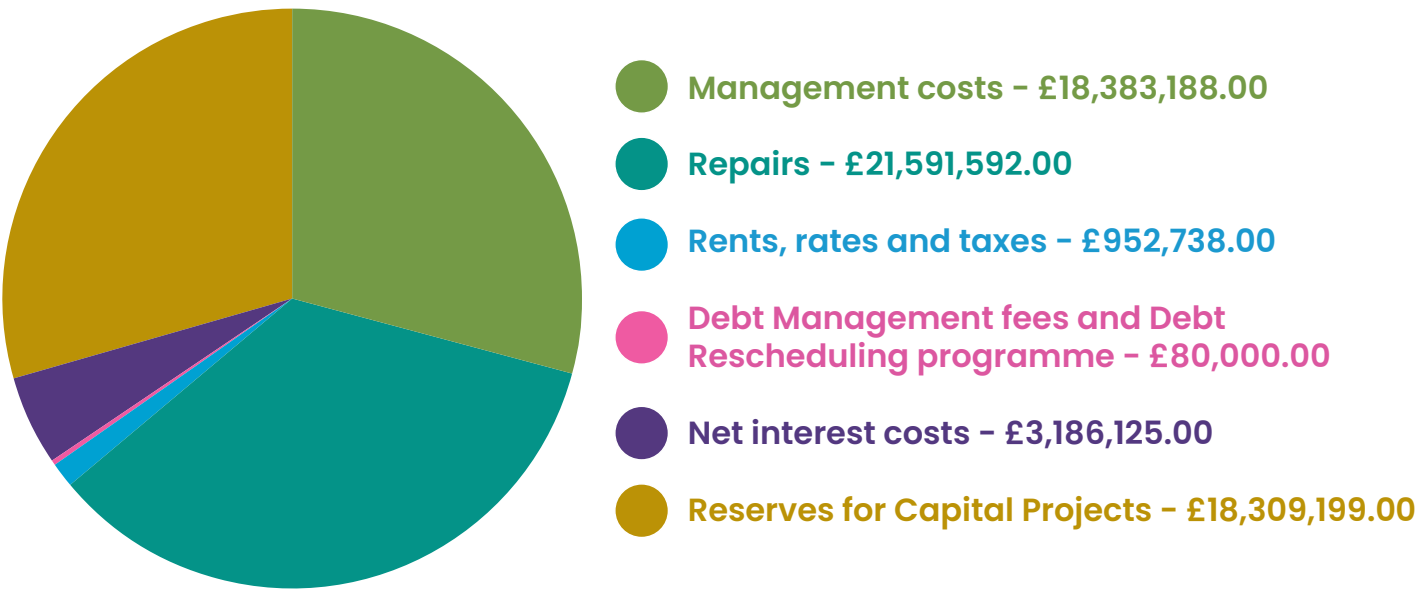
We have launched a Resident Feedback & Experience Group. You can join if you want to help us review complaints and surveys so we can learn from our mistakes, email getinvolved@swindon.gov.uk

How we spent your rent

The Rent Income team engage with customers to maximise the amount of rent collected and to reduce rent arrears.

The team will offer support and guidance to those struggling to make their payments. If you are concerned that you may fall into rent arrears please speak with your Rents Housing Officer.

We collected £62,502,842.00 in rent this year. This is how we spent it:



Senior Officer Salaries – Swindon Borough Council			
Corporate Director of Stronger & Safer Communities	Stronger & Safer Communities	£135,489	£179,971
Director of Housing	Stronger & Safer Communities	£100,965	£133,939



2025-2026



Rent collected
£62,502,842.00.
This is **95.64%**
of the total rent due
for the year



3 tenants evicted
for non-payment
of rent



31,929
non-emergency
repairs completed
– **24,779**
completed within
timescale



9,159 emergency
repairs completed
– **8,480** within
time scale



217 mutual
exchange
applications made.
94 completed
exchanges



3,330 hours
given by tenants
to volunteering
with Housing



2 new formal
groups established
in Sept, meeting
13 times to date



70 homes
purchased under
Right to Buy



Neighbourhood
Wardens carried
out **4,020**
fire checks of
communal areas
of blocks of flats



Neighbourhood
Wardens cleared
1,771 instances of
fly-tipped rubbish
and skimmed
Euro bins of
overflowing rubbish
4,439 times.



Neighbourhood
Wardens helped
tenants on **201**
occasions to clear
items that tenants
were unable to do
by themselves



Neighbourhood
Wardens carried
out **1,056**
garage inspections



1,123 Behind
Every Door visits



294 Anti-Social
Behaviour cases
investigated



We issued
3 injunctions –
designed to stop
harassment,
nuisance or
harmful behaviour



16 Community
Protection Warnings
and **5** Community
Protection
Notices issued

in numbers



8 formal
TASH* meetings.
(*Tenants Association
Sheltered Housing)



In 2025 **170**
residents attended
12 engagement
events



In 2026, **135**
residents attended
6 Tenant events,
held in your
communities



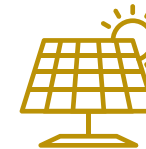
823 damp and
mould inspections
carried out
(since end
October 25)



110 homes
received
new roofs



603 homes
received new
windows



142 homes
had solar panels
installed



We installed new
or renewed boilers
into **520** homes



18 homes
received new
kitchens



114 homes
benefitted from
External Wall
Insulation



885 homes
received new
bathrooms



Smoke alarm
upgrades
to **2,253**
homes



Stage 1 Housing
complaints
received **483**.
469 resolved
within timescale



Stage 2 Housing
complaints
received **96**.
95 resolved
within timescale



5 surveys sent to
tenants this year



Housing attended
over **220**
community
drop-ins and
community cafes

Tenant Satisfaction Measures

Since 2023–2024 every social landlord is now required to ask tenants the same 12 questions and publish the answers. This is so we can see what tenants think of their landlords and how they are performing. Thank you to everyone who took part in the survey this year.

We are delighted to report we have increased scores for every question, with 10 out of 12 going up by more than 10%.



2025-2026 Results

	Overall satisfaction
	Satisfaction with Repairs
	Satisfaction with time taken to complete most recent repair
	Satisfaction that the home is well maintained
	Satisfaction that the home is safe
	Satisfaction that the landlord listens to tenants views and acts upon them
	Satisfaction that the landlord keeps tenants informed about things that matter to them
	Agreement that the landlord treats tenants fairly and with respect
	Satisfaction with the landlord’s approach to handling complaints
	Satisfaction that the landlord keeps communal areas clean and well maintained
	Satisfaction that the landlord makes a positive contribution to neighbourhoods
	Satisfaction with the landlord’s approach to handling anti-social behaviour
	Averages

2023–2024	2024–2025	2025–2026	Change since
First year	Last year	This year	Last year
61%	54%	67%	+13%
68%	66%	74%	+8%
62%	63%	76%	+13%
58%	53%	68%	+15%
65%	60%	74%	+14%
45%	41%	51%	+10%
53%	51%	68%	+17%
67%	60%	75%	+15%
24%	27%	33%	+6%
60%	50%	61%	+11%
46%	46%	59%	+13%
42%	41%	55%	+14%
54%	51%	63%	+12%

Direction of Travel



Meet the Teams

Mimi Watson – Head of Housing Communities



Tenancy team		
How to contact us	email: tenancy@swindon.gov.uk	phone: 01793 445 500
What we do	Our Tenancy Officers provide a focused service to support you throughout your tenancy. We visit homes and estates to ensure properties and neighbourhoods are safe, well maintained and enjoyable places to live. We offer advice on tenancy matters, address issues such as tenancy breaches and work with partner organisations to support vulnerable households and help build safe, thriving communities.	
Prevention team		
How to contact us	email: tenancysupport@swindon.gov.uk	phone: 01793 445 500
What we do	Our new Prevention Officers help you maintain stable and successful tenancies by providing practical advice and support. We assist you with budgeting, money management, benefits and accessing financial help, while also supporting you with wellbeing, safeguarding, hoarding and other personal challenges. Working closely with partner organisations, we can help you build the skills, confidence and support networks needed to sustain your tenancy.	
Enforcement team		
How to contact us	email: ASBHousing@swindon.gov.uk	phone: 01793 445 500
What we do	Our Enforcement Officers work to prevent and address anti-social behaviour and tenancy breaches, helping to create safe and welcoming communities. We investigate issues such as nuisance behaviour, noise complaints, harassment, domestic abuse and hate incidents, working closely with you and partner agencies to resolve concerns. Where needed, we take enforcement action while supporting you and encouraging positive relationships between neighbours.	
Sheltered Housing team		
How to contact us	email: shelteredhousing@swindon.gov.uk	phone: 01793 445 500
What we do	Our Sheltered Housing Officers provide housing management and support to those of you living in sheltered accommodation, helping you to live safely and independently. We carry out wellbeing visits, offer advice and support, respond to concerns and work closely with families and partner organisations to meet your needs. We also help keep schemes safe, secure and well maintained by monitoring communal areas and reporting repairs and safety issues.	

Ahmed Salam – Head of Housing Services



Rents team		
How to contact us	email: rent@swindon.gov.uk	phone: 01793 445 500
What we do	We now have more Rents Officers to help you manage your rent account and maintain your tenancy. We take appropriate action to recover rent arrears while working with you to achieve positive outcomes.	
Accounts team		
How to contact us	email: leaseholders@swindon.gov.uk email: righttobuy@swindon.gov.uk	phone: 01793 445 500
What we do	Our new Accounts team manages a range of financial and administrative services, including processing invoices and payments, supporting leasehold and Right to Buy customers, managing recharges and setting up accounts.	
Lettings team		
How to contact us	email: lettingshousing@swindon.gov.uk	phone: 01793 445 500
What we do	Our Lettings Officers help you move into council-owned housing in Swindon. They arrange property viewings and carry out verification and affordability checks. The team is here to support you through the moving process and in your first weeks in your new home.	
Right Home team		
How to contact us	email: righthomehousingteam@swindon.gov.uk	phone: 01793 445 500
What we do	Our new Right Home Officers help you find a home that better meets your needs. If you need to move because of a medical condition, mobility issue, or access requirement, we can support you with transfers, adaptations and finding more suitable accommodation. We also provide advice and assistance with mutual exchanges.	
Supported Housing team		
How to contact us	email: supportedhousing@swindon.gov.uk	phone: 01793 445 500
What we do	Our Supported Housing Officers provide temporary accommodation and tailored support to help you build the skills and confidence needed to live independently. We help you become tenancy ready and move on successfully to long-term accommodation.	
Estates Services team		
How to contact us	email: estateservices@swindon.gov.uk	phone: 01793 445 500
What we do	Our expanded Estates Services team helps keep your neighbourhood clean, safe and well cared for. We deal with issues such as fly-tipping and litter and maintain communal areas across our estates. The team includes cleaners for Sheltered and Supported schemes, and a handyperson service that maintains communal areas and helps with small repair items if you are transferring into a new home.	

Kyla Carter – Head of Housing Improvement & Strategy



Engagement team	
How to contact us	email: getinvolved@swindon.gov.uk phone: 01793 445 500
What we do	Our Engagement team makes sure you remain at the heart of housing services. We encourage you to get involved in shaping services through both formal groups and informal activities. We gather and share your feedback to help design new services and improve existing ones. We also monitor and report back on actions and improvements that come from your recommendations, so you can see the difference your voice makes.
Tenant Academy	
How to contact us	email: tenantacademy@swindon.gov.uk phone: 01793 445 500
What we do	Our Tenant Academy helps you get ready for your tenancy by providing training and support for new tenants moving into a Swindon Borough Council home. We also work with partners and colleagues to offer wider training opportunities, helping you build on your skills, learn new ones and access support into employment.
Feedback team	
How to complain	See page 15
What we do	Our new Feedback Officers act as your single point of contact when you raise a complaint about the housing service. We work with you to understand your concerns, investigate what has happened and keep you updated throughout the process. We aim to resolve issues as quickly and fairly as possible, supporting you from the start of your complaint through to its resolution. We also make sure that learning from complaints is shared across the service and with you, so we can improve how we do things and prevent issues happening again.
Quality & Performance team	
What we do	Our new Quality & Performance team works behind the scenes to make sure housing services are well-run, compliant and continuously improving. They oversee and update housing policies that shape how services are delivered to you and they monitor improvement plans across the service. Although you may not directly meet them, their work helps ensure services are safe, effective and consistently improving.
Systems team	
What we do	Our Systems team also works behind the scenes to make sure our housing IT systems run smoothly and reliably. They maintain and improve the systems that support our housing services, helping ensure that your information is accurate, secure and up to date. They also make sure you can easily access your online accounts and use our services effectively, so you can manage your housing information quickly and without unnecessary barriers.

Andy Sanders – Head of Housing Technical Services



Assets & Development team	
What we do	Our Assets & Development Team uses detailed stock condition information to plan and prioritise investment in our homes. This helps us make informed, data-led decisions about where improvements are needed across our housing stock. They are also responsible for developing our new housing schemes in Swindon, including smaller projects that will deliver new homes in 2027, helping to increase the supply of good-quality local housing.
Capital Works team	
How to contact us	email: housingcapitalworks@swindon.gov.uk phone: 01793 445 500
What we do	Our new Capital Works team plans major improvement programmes. This includes large-scale works such as new kitchens, bathrooms, doors, windows and other key property upgrades that keep your homes safe, modern and well maintained. Their work helps improve the quality, comfort and energy efficiency of your home.
Property Condition team	
How to contact us	email: propertycondition@swindon.gov.uk phone: 01793 445 500
What we do	Our new Property Condition team is here to support you with issues that affect the safety and condition of your home, including damp and mould. Property Condition Officers provide a single point of contact, so you know exactly who to speak to if you feel your home is unsafe. The team responds to new requirements introduced through Awaab's Law, making sure concerns are dealt with quickly, properly investigated and followed through until they are resolved.
Compliance team	
How to contact us	email: housingcompliance@swindon.gov.uk phone: 01793 445 500
What we do	Our new Compliance Team is responsible for making sure all required landlord safety and compliance checks are carried out. They oversee key areas such as gas, electrical, fire and water safety, ensuring your home remains safe and meets all legal and regulatory standards.
Surveying team	
What we do	Our new Housing Surveyors team visit and inspect your home to assess its condition and identify any repairs or improvements needed. They provide expert advice on property issues and help make sure your home remains safe, well maintained and fit to live in.

Did you know?
10% of repair appointments booked each week are missed by tenants.
20-30% of safety visits for gas and electric are missed by tenants.
If you need to rearrange your appointment, call 01793 445 500.

Engagement groups and activity

To join any of the groups below and have regular access to senior management in Housing, please contact us at getinvolved@swindon.gov.uk. Alternatively, call Nat on 07341 077 531, Nick on 07881 281 845 or Paul on 07769 281 640 and we will arrange a convenient time to talk with you.

These groups offer a genuine opportunity to change how we act as a landlord.

Resident Scrutiny Group
Joining this group means you can hold us accountable for service delivery and performance. You can influence decision making and contribute to continued service improvement.
Examples of things the group have changed • 3 additional Contact Centre colleagues to cover the peak repairs period in the winter • Changes to the call centre voice recognition system – it now offers voice recognition or the option to talk to someone • Feedback from the group shaped the monthly performance report.
Resident Asset Management Group
Joining this group means you can use your personal experience to help shape future projects and contribute to specification, tendering, communication and delivery of major works contracts.
Examples of things the group have changed • Contractors to supply more keys when exterior doors are replaced, as additional keys are costly and often only available through the manufacturer • Improved communication and accessibility by sharing Council and Contractor contact details with you before the work starts
Feedback & Experience Scrutiny Group
New group for 2026 Feedback from the group shaped the monthly performance report which will be published on our website.
Policy Review Panel (online only)
New group for 2026 Join us to review documents in advance, like policies, newsletters, strategies and annual reports. We want your feedback on whether they make sense.

Other ways to speak to us

Come and meet the Engagement team for a friendly chat about your home or your housing services. You can find us at the following venues:

Day	Frequency	Venue	Time
Monday	Last Monday of the month	Highworth Library, SN6 7AJ	11.00am – 1.00pm
Tuesday	Weekly	John Moulton Hall – Penhill, SN2 5DU	1.00pm – 3.00pm
Tuesday	First Tuesday of the month	Chronic Pain Group – Pinetrees at Pinehurst, SN2 1QR	11.00am – 1.00pm
Wednesday	Weekly (attended by Tenancy Housing Officers)	Cavendish Square Library, SN3 2LZ	2.00pm – 4.00pm
Wednesday	First Wednesday of the month	Bakers Arms – Railway Village, SN1 5BN	10.30am – 1.00pm
Wednesday	Second Wednesday of the month	Liden Library, SN3 6HF	10.00am – 12.30pm
Thursday	Weekly	Pinetrees – Pinehurst, SN2 1QR	11.30am – 1.00pm
Friday	Weekly	Meadowcroft Community Centre – Stratton, SN2 7JX	10.00am – 12.00pm
Friday	First Friday of the month	Wroughton Library, SN4 9LN	9.00am – 11.00am
Friday	Last Friday of the month	West Swindon Library, SN5 7DL	11.30am – 1.30pm
Friday	First Friday of the month	Buckhurst Community Centre – Walcot, SN3 3BS	12.00pm – 1.00pm

Know how to complain

Everyone deserves a home that is safe, secure and well maintained. It’s important you know the steps to get an issue fixed.

- Step 1. [Report it](#) to Housing 01793 445 500
- Step 2. [Complain](#) through your Housing’s complaint process
- Step 3. If you are not happy with the response, [escalate](#) your complaint

If you have completed our complaint process and the issues have not been resolved, you can bring a complaint to the Housing Ombudsman Service, who will investigate fairly and impartially.

- Tel: 0300 111 3000 (lines are open between 9.15am and 5.15pm, Monday to Friday)
- Email: info@housing-ombudsman.org.uk
- Housing Ombudsman Service, PO Box 1484, Unit D, Preston PR2 0ET

We See.
We Hear.
We Care.
We Act.
We Learn.