



Torus LCHO

TSM Annual Report 2025/26

Prepared by: Acuity Research & Practice



Introduction

Torus is the largest social housing provider in the north west with around 40,000 properties in Warrington, Liverpool, St Helens and beyond. Acuity has been commissioned to undertake quarterly independent satisfaction surveys of the residents of Torus during 2025/26 to collect data on their opinions of, and attitudes towards, their landlord and the services provided. The survey was designed using the Tenant Satisfaction Measures from the Regulator of Social Housing and includes both the LCRA customers and LCHO shared owners. This report focuses on the LCHO residents, with a separate report for the LCRA customers.

This report will provide an annual summary of the survey completed by Acuity throughout 2025/26. During this year, the target was to complete a minimum of 73 surveys per quarter and 290 per year to achieve the required margin of error. The survey was completed on a mixed method approach with the aim of a 25%/75% split between online and telephone interviews. At the end of the fieldwork period, 292 completed surveys were received, plus a further 23 incomplete surveys, which are also required to be included by the Regulator. Of these, 220 surveys were by telephone interview and 95 online, roughly achieving the desired split.

Sentiment analysis has been used to better understand residents' comments and why they have responded to the satisfaction questions the way they have, and adds an extra layer of focused insight to the results to help Torus better understand what is driving satisfaction. The survey is confidential, and the results are sent back to Torus anonymised unless residents give their permission to be identified. 71% of residents gave permission to share their responses with their details attached, and 98% of these are happy for Torus to contact them to discuss any information they provided.

This survey aims to provide data on residents' satisfaction, which will allow Torus to:

- Provide information on residents' perceptions of current services
- Compare the results with the previous surveys completed
- Inform decisions regarding future service development
- Report to the Regulator annually, as required.

For the overall results, Acuity and the Regulator of Social Housing recommends that landlords with 1,925 LCHO properties achieve a sampling error of at least $\pm 5\%$ at the 95% confidence level. For Torus, 312 responses were received to the overall question. This response is high enough to conclude that the findings are accurate to within $\pm 5.1\%$ annually, slightly outside the margin of error.

NB: Throughout the report, most figures are presented as percentages. Due to rounding from two decimal places to the nearest whole number, totals may not always sum to 100%. Additionally, rounding can lead to discrepancies where adding two percentages may differ by 1%. The charts also indicate the base number for each question, shown as n=.

Key TSM Metrics

Annual Summary

Wellbeing

Further Insight

Trends

Summary

Annual Demographics

48% 

Overall Satisfaction

Satisfaction with the eight TSMs is summarised to the right. Nearly half of tenants are satisfied with the overall service provided by Torus (48%), which is a decrease of 10 percentage points (p.p), compared with the previous survey.

The highest level of satisfaction is for the provision of a safe home (77%).

On the other hand, satisfaction is lowest for the Torus' approach to handling anti-social behaviour (23%) and the handling of complaints (15%). However, these metrics are typically amongst the lowest-performing for landlords.

This report will focus on the headline figures from the survey, as well as satisfaction by tenure type. The demographics section further breaks down the results by different subgroups, such as age, response method, and area, to give a better understanding of what is driving satisfaction.

TSM Key Metrics

The Home & Neighbourhood



Safe Home

77%



Communal Areas

48%



Neighbourhood Contribution 42%



Approach to ASB

23%

Respectful & Helpful Engagement



Listens & Acts

33%



Kept Informed

50%



Fairly & with Respect

58%



Complaints Handling

15%



Annual Summary



Annual Satisfaction & Dissatisfaction

The charts opposite demonstrates the range of satisfaction and dissatisfaction with the different survey measures

Although satisfaction may appear low, there is sometimes a significant number of tenants who have no opinion either way, selecting the neither satisfied nor dissatisfied option, rather than being actively dissatisfied with the service.

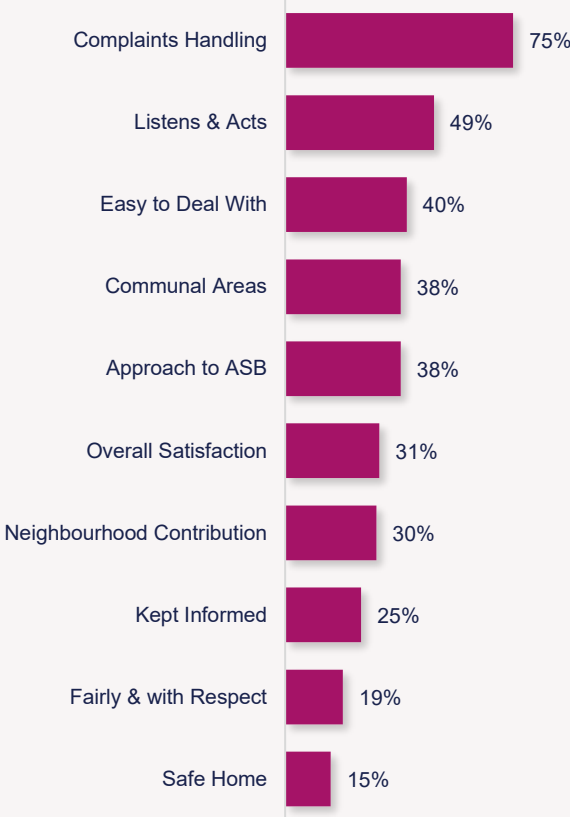
For example, whilst just 42% of tenants are satisfied with the positive contribution made to the neighbourhood (ranking in the bottom four for satisfaction), 30% are dissatisfied (also in the bottom four for dissatisfaction), with 28% neither satisfied nor dissatisfied. This indicates that some residents are unsure how to interpret this metric and what their landlord is responsible for, or are unaware of the contribution Torus makes to their local area.

Satisfaction with the Torus' approach to complaints handling has both the lowest level of satisfaction (15%) and the highest level of dissatisfaction (75%).

Satisfaction with Measures 2025/26



Dissatisfaction with Measures 2025/26





Key Driver Analysis

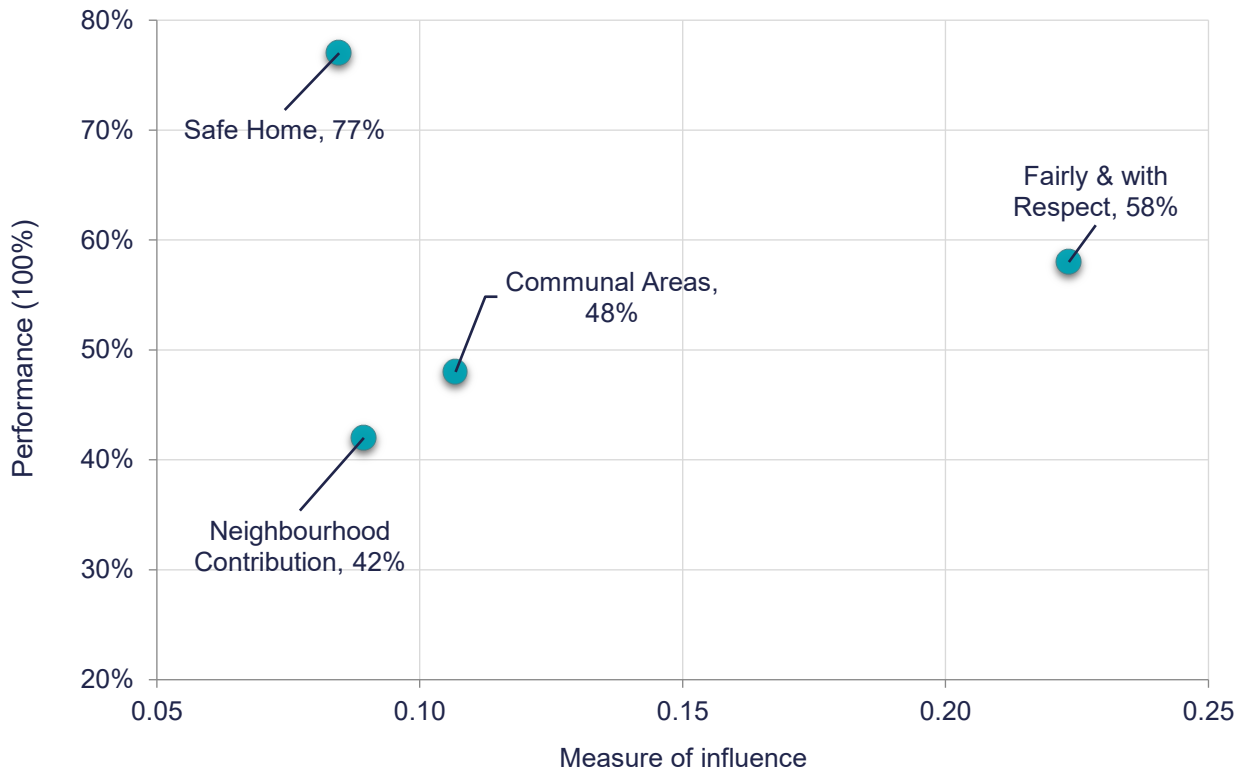
Key driver analysis is used to examine the relationship between the different variables (the questions asked in the survey) and determine which elements of the service are the key drivers for tenants' overall satisfaction.

Each landlord has its own unique pattern of influence, and when considering the results for 2025/26, the most important driver for residents' satisfaction with the overall service provided is that they are treated fairly and with respect.

Keeping tenants informed, the provision of a safe home, communal areas and neighbourhood contribution are also important, but not as influential.

This analysis implies that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall service provided by Torus.

Annual Key Driver Analysis – Overall Satisfaction



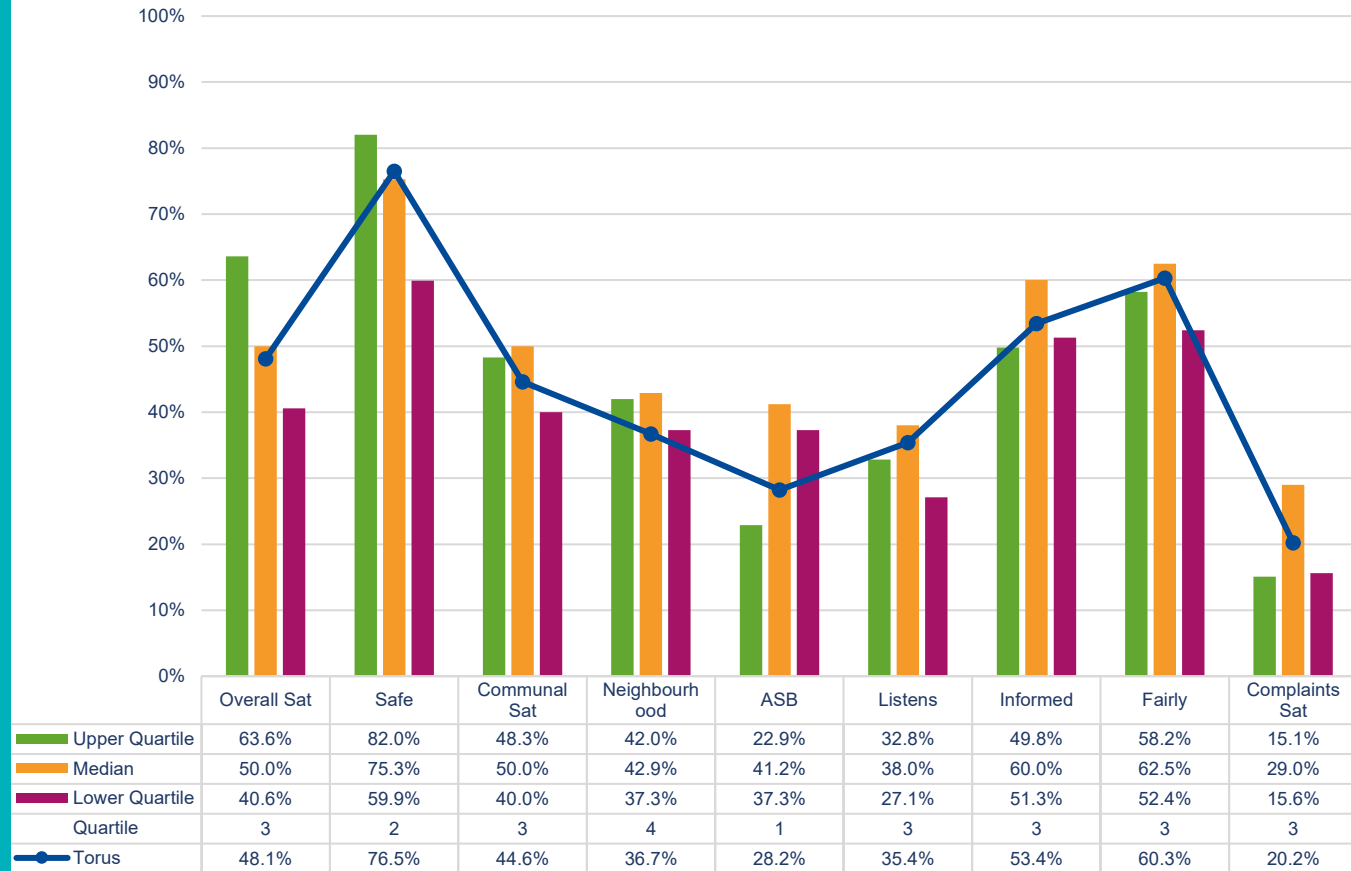


Benchmarking – Acuity Clients (LCHO)

The chart opposite shows the quartile positions for Acuity clients with LCHO residents.

Torus has one metric in the top quartile, which is managing ASB. There is also one further metric, safe and secure, in the second quartile.

Six other metrics sit within the third quartile, with only neighbourhood contribution sitting in the fourth quartile.





The table to the right presents the top 30 comment areas from tenants for the overall satisfaction sentiment question used in the survey.

By far the most commonly mentioned area is property services, particularly the timeliness and responsiveness of repairs, which has a negative score of -3.52. This shows that this aspect of service is of the utmost importance to tenants, but could be improved, with more residents reporting negative experiences of this, which have shaped their perception of the services provided. Tenants also negatively commented on the quality of repair work and communication around repairs.

Additionally, residents would like improvements to the condition of their property, including windows/doors, roofs/gutters, and kitchens. Issues with damp are also mentioned by several tenants, which need to be resolved as a matter of urgency.

On the other hand, customer service and contact is viewed more positively, with a general sentiment score of +2.81 and the conduct of staff +2.17.

Top 30 Comments

	%	Count	Score
Property Condition - General Condition	20.49%	59	1.55
Property Services - Responsive Repairs - Timeliness / Responsiveness	15.63%	45	-3.52
Building Safety - Door/window/gate security	15.28%	44	2.09
Uncategorized Comments	14.24%	41	0.33
Housing Services - Customer Service & Contact - Timeliness / Responsiveness	13.54%	39	0.82
Housing Services - Grounds Maintenance - Quality of Work / Service	12.85%	37	-1.83
Property Services - Responsive Repairs - Resolution	11.81%	34	-2.95
Housing Services - Complaints - Communication / Transparency	11.81%	34	-3.00
Housing Services - Complaints - Timeliness / Responsiveness	11.81%	34	-3.95
Housing Services - Customer Service & Contact - Communication / Transparency	11.46%	33	0.18
Housing Services - Neighbourhood Contribution - Other	10.42%	30	0.20
Housing Services - Communal Maintenance - Quality of Work / Service	9.72%	28	0.31
Housing Services - Grounds Maintenance - Timeliness / Responsiveness	9.72%	28	-4.58
Housing Services - Neighbourhood Contribution - Satisfaction	9.72%	28	-0.32
Housing Services - Neighbourhood Contribution - No Comments	9.38%	27	-0.44
Property Services - Responsive Repairs - Quality of Work / Service	9.03%	26	-2.85
Housing Services - New Lettings - Timeliness / Responsiveness	8.68%	25	-2.77
Housing Services - Customer Service & Contact - Staff Conduct	8.33%	24	2.17
Property Services - Responsive Repairs - Communication / Transparency	7.64%	22	-3.73
Housing Services - ASB - Listening / Acting	7.64%	22	-2.40
Housing Services - Complaints - Resolution	7.64%	22	-3.83
Housing Services - New Build - Timeliness / Responsiveness	7.64%	22	-3.72
Housing Services - Complaints - Listening / Acting	7.29%	21	-3.36
Housing Services - ASB - Other	7.29%	21	-1.67
Housing Services - Grounds Maintenance - Other	7.29%	21	-2.88
Housing Services - New Build - Resolution	6.60%	19	-2.19
Housing Services - Grounds Maintenance - Resolution	5.90%	17	-4.61
Housing Services - Customer Service & Contact - Satisfaction	5.56%	16	2.81
Property Condition - Window/doors	5.56%	16	-2.17
Housing Services - Customer Service & Contact - Other	5.56%	16	-1.12



National Context

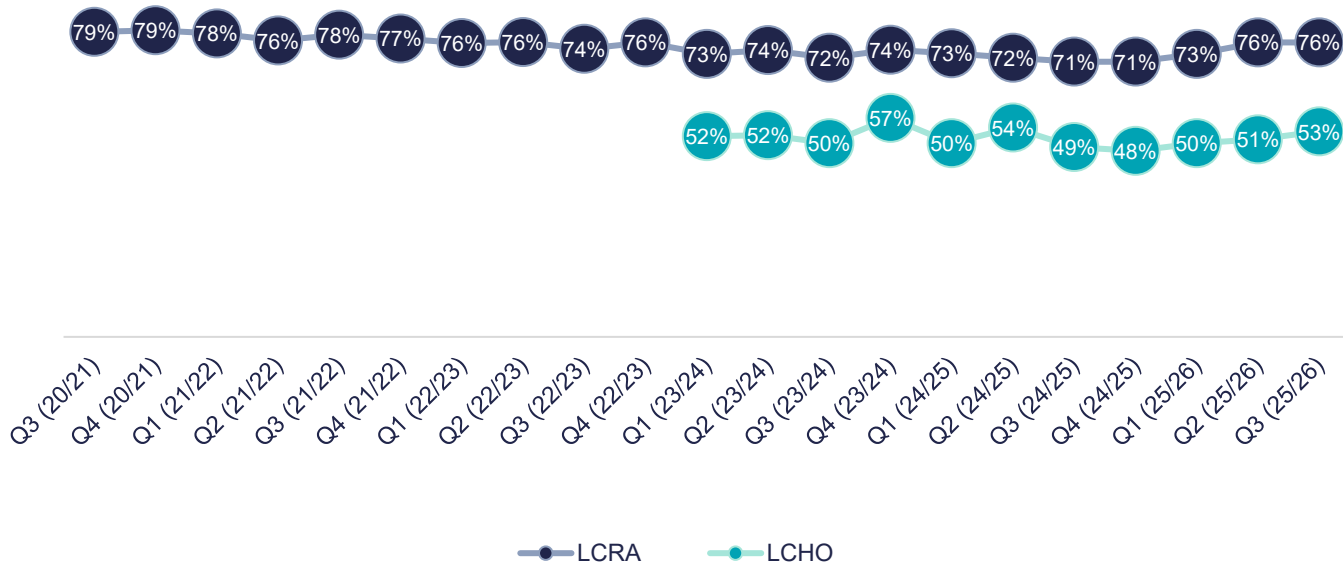
When considering the results, the national context and external factors must also be taken into account.

Satisfaction is based on perception rather than specific values, so it can be affected by these factors and how positive people feel about their lives

Tenants have had to face considerable challenges in recent years, particularly the recent cost-of-living crisis, political changes and some landlords will still be recovering from the disruption caused by the pandemic of 2020 and the effect it had on the delivery of services.

The graph demonstrates how overall satisfaction has changed over time for Acuity's clients (tracker only). The trendline is downward over the last few years, but there are signs that it is starting to increase again as we move into 2026.

Overall Services (Acuity Clients)





Wellbeing



Cost of Living

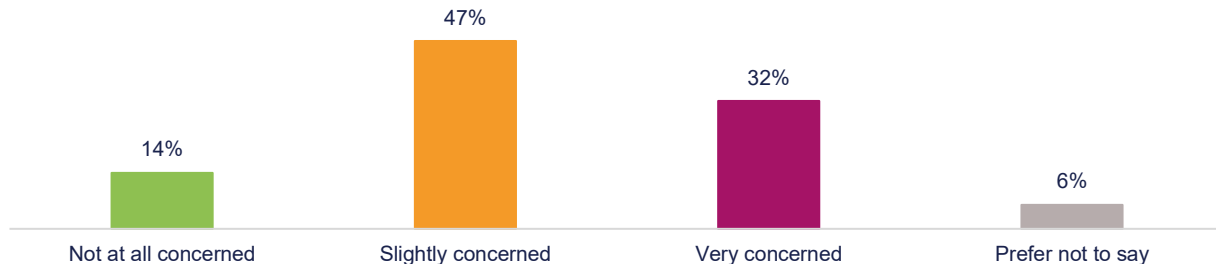
Residents were asked, “How concerned are you about the cost-of-living crisis for you personally?”

Some 79% of residents are concerned about the cost of living to some extent. This is broken down into those residents who are slightly concerned (47%), with a further 32% very concerned. Just 14% of customers are not at all concerned, while 6% preferred not to say.

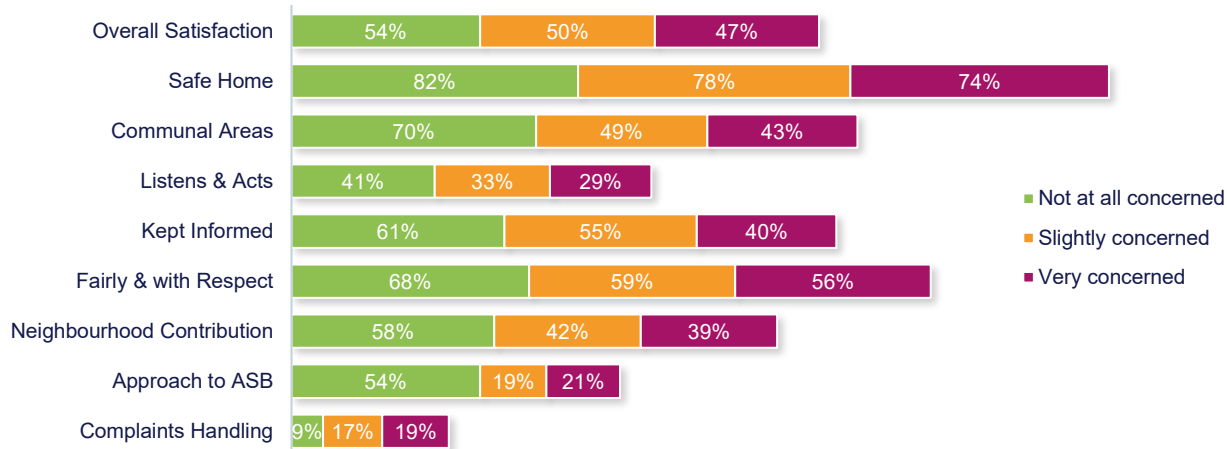
It is well established that there is a relationship between levels of concern and satisfaction, and this is true for Torus' customers. However, for the LCHO residents, there is a far more mixed picture, suggesting this is less of a factor than with other resident groups and landlords.

Nevertheless, any support Torus can provide, such as benefits, budgeting, or financial advice, could perhaps not only help improve satisfaction levels but also positively impact the well-being of those affected.

Cost of Living Concern



Cost of Living Concern & Satisfaction





Further Insight

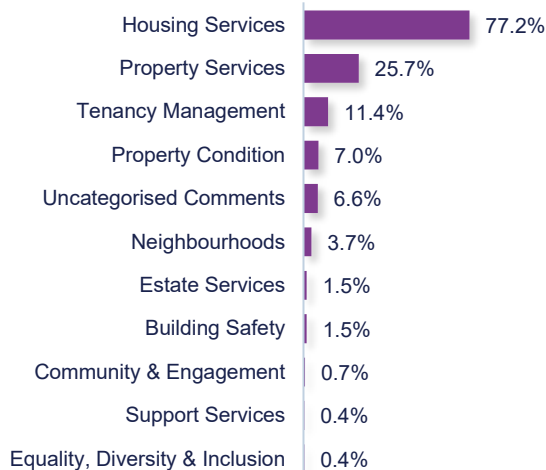
Overall Satisfaction

Please describe your specific experiences that have shaped your view of Torus' service.

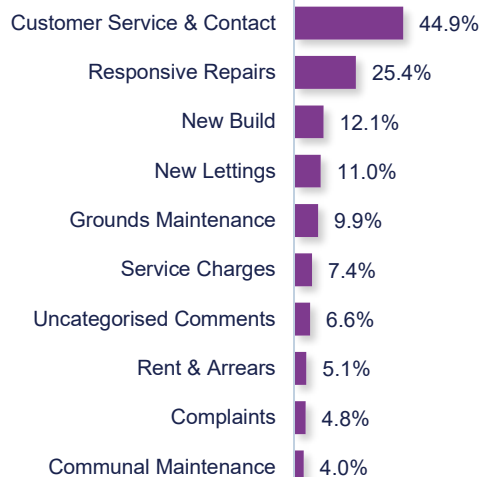
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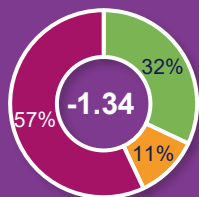
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Timeliness & Responsiveness	98	39.4%	-1.77
Communication / Transparency	59	23.7%	-1.75
Resolution	51	20.5%	-2.18
Quality of Work / Service	47	18.9%	-2.13
Subcategory, no attribute (yet)	41	16.5%	-2.34
Effort	30	12.0%	-1.87
Staff Conduct	28	11.2%	+1.21
Satisfaction	20	8.0%	+2.50
Accountability	11	4.4%	-4.09
Listening / Acting	11	4.4%	-4.27
No Comments	11	4.4%	-0.18
Empathy	9	3.6%	-2.67
Trust	7	2.8%	-2.00
Worker Conduct	3	1.2%	-2.33
Safety	2	0.8%	-5.00
Accessibility	1	0.4%	0.00
Appointments / Convenience	1	0.4%	-5.00
Consistency	1	0.4%	-5.00
Fairness	1	0.4%	0.00



The survey responses reveal a disparity in customer satisfaction regarding Torus's services, particularly related to communication and maintenance. Respondents expressed frustration with the slow response times and lack of follow-up on reported issues, leading to unresolved maintenance problems and a perception of inadequate service for their service charges. Critics highlighted poor aftercare, especially post-sale, noting that snagging lists often remained unresolved for extended periods, with some complaints dating back months or even years. Several users felt misled about the scope of services included in their charges, particularly those in shared ownership, who reported feeling neglected compared to rented tenants.

Conversely, some respondents reported positive interactions, citing efficient customer service when contacted and general satisfaction with their homes and the purchasing process. However, the overarching sentiment indicates a pressing need for improved communication, timely repairs, and more transparent service offerings to enhance resident satisfaction and trust in the management.

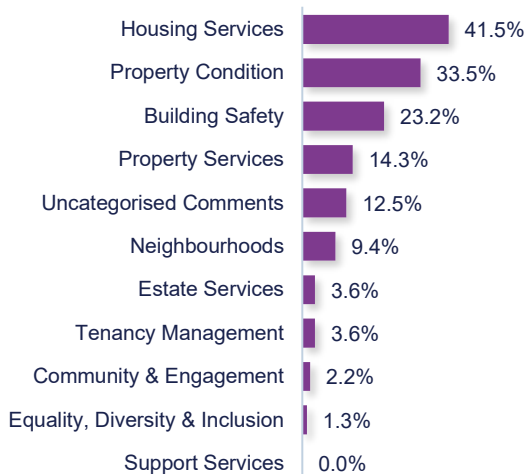
The Home

Share your views on the safety of your home and the cleanliness and maintenance of any communal areas.

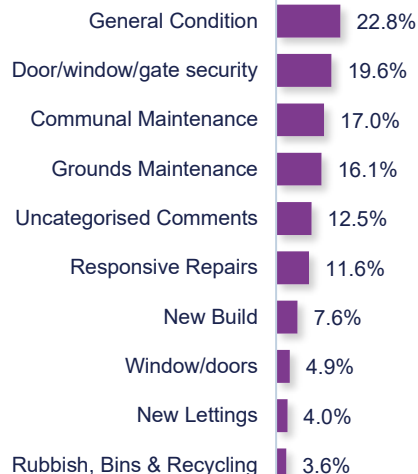
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Categories

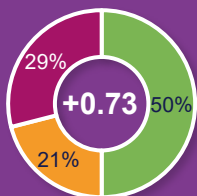


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Quality of Work / Service	43	36.8%	+0.14
Safety	32	27.4%	+0.88
Timeliness & Responsiveness	22	18.8%	-1.95
Subcategory, no attribute (yet)	18	15.4%	-2.44
Resolution	17	14.5%	-2.88
Satisfaction	8	6.8%	+2.63
Communication / Transparency	6	5.1%	0.00
No Comments	6	5.1%	0.00
Listening / Acting	3	2.6%	-5.00
Worker Conduct	3	2.6%	-5.00
Effort	2	1.7%	+1.00
Appointments / Convenience	1	0.9%	-5.00
Consistency	1	0.9%	+3.00
Empathy	1	0.9%	-5.00
Fairness	1	0.9%	-5.00
Accessibility			-
Accountability			-
Staff Conduct			-
Trust			-



Some LCHO residents feel secure in their homes, often highlighting aspects like secure doors and safety features such as smoke alarms. However, concerns about maintenance persist, particularly regarding communal areas, which are frequently reported as neglected or unsafe, with overgrown lawns and litter.

Specific structural issues, like cracked walls and faulty doors, were raised, leading to dissatisfaction among homeowners. Some expressed frustration over slow responses to maintenance requests, particularly in urgent matters. Safety checks and compliance are mentioned positively, though some residents feel these checks are insufficient.

Overall, while many residents appreciate the safety of their homes, the lack of ongoing maintenance and responsiveness from management raises significant concerns, impacting their overall satisfaction. The need for better communication and timely maintenance solutions was a common theme in the feedback.

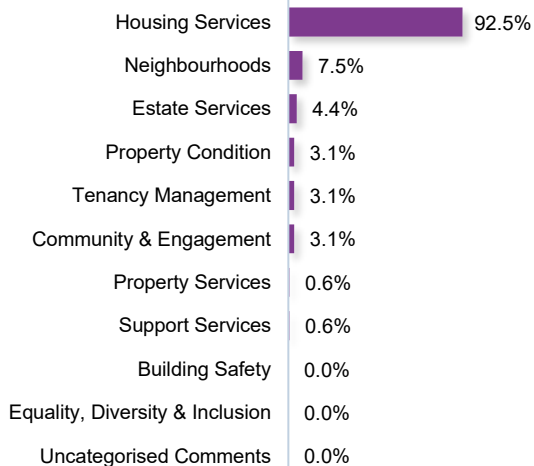
Neighbourhood Contribution

Share your views on your landlord's contribution to your neighbourhood.

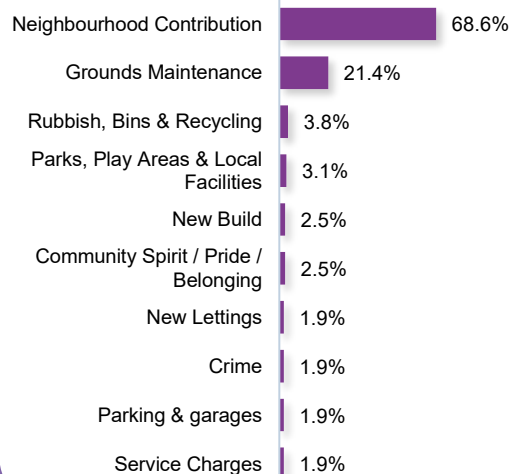
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Categories

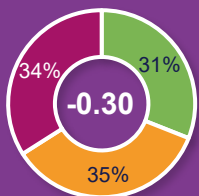


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Subcategory, no attribute (yet)	45	30.4%	-0.09
Quality of Work / Service	30	20.3%	-0.37
Satisfaction	30	20.3%	+0.10
No Comments	27	18.2%	-0.63
Timeliness & Responsiveness	14	9.5%	-3.07
Listening / Acting	10	6.8%	-3.20
Resolution	6	4.1%	-4.17
Communication / Transparency	5	3.4%	+0.60
Effort	4	2.7%	-0.75
Staff Conduct	4	2.7%	+3.75
Safety	2	1.4%	-5.00
Consistency	1	0.7%	0.00
Empathy	1	0.7%	-3.00
Accessibility			-
Accountability			-
Appointments / Convenience			-
Fairness			-
Trust			-
Worker Conduct			-



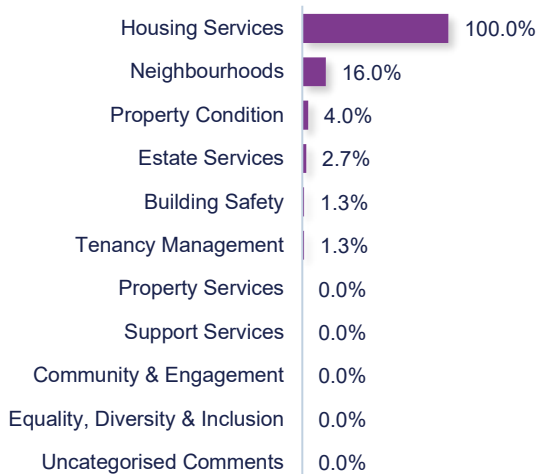
Many residents express dissatisfaction with maintenance issues such as uncut grass, litter, and lack of community upkeep, with particular mention of fly-tipping and poor road conditions. Some respondents highlight a lack of visible involvement from Torus, noting that they rarely see representatives in the area or see any proactive measures taken.

Conversely, a segment of respondents appreciates the positive aspects of Torus's housing initiatives, particularly their role in providing shared ownership opportunities and developing new homes. There is acknowledgment of some efforts made in maintaining communal gardens and organising community activities. However, concerns about anti-social behavior and the impact of specific tenants are prevalent, suggesting a need for better management and communication.

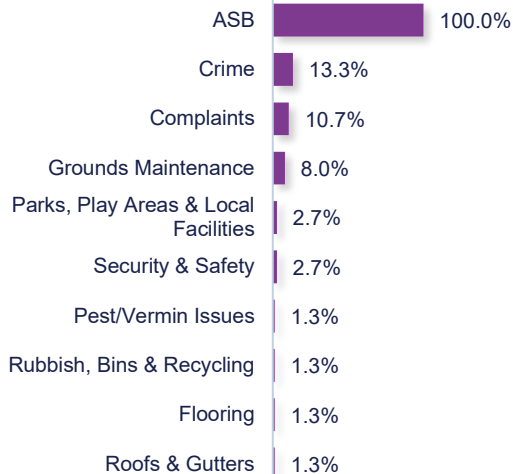
Overall, while Torus is recognised for providing housing solutions, the perceived lack of follow-through on maintenance and community engagement raises significant concerns among residents.



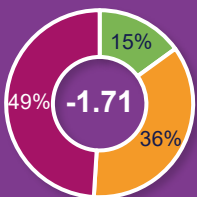
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Listening / Acting	22	29.3%	-1.91
Subcategory, no attribute (yet)	21	28.0%	-1.67
No Comments	13	17.3%	+0.38
Communication / Transparency	8	10.7%	-2.13
Resolution	7	9.3%	-1.71
Timeliness & Responsiveness	7	9.3%	-2.14
Quality of Work / Service	3	4.0%	0.00
Satisfaction	3	4.0%	-1.67
Effort	2	2.7%	-1.50
Empathy	2	2.7%	-5.00
Consistency	1	1.3%	0.00
Safety	1	1.3%	0.00
Accessibility			-
Accountability			-
Appointments / Convenience			-
Fairness			-
Staff Conduct			-
Trust			-
Worker Conduct			-



The survey responses highlight concerns regarding anti-social behaviour (ASB) with numerous residents report issues with children vandalising property and creating disturbances, leading to feelings of insecurity and frustration with the lack of action from Torus. Many residents have reached out about specific incidents, yet there is a pervasive sentiment that their complaints are often met with indifference or inadequate follow-up.

Some respondents noted that despite residents' efforts and police involvement, effective resolutions remain elusive. References to communication gaps with Torus, such as unacknowledged reports and unsatisfactory handling of complaints, were common. While a few residents mentioned that actions were taken in specific cases, these appeared to be exceptions rather than the rule. A sense of community frustration is evident, especially regarding the perceived failure to address ongoing problems, with some residents preferring to contact the police directly over Torus for more serious issues. Overall, there's a pressing need for improved communication, responsiveness, and action related to ASB.

Complaints Handling

Please describe your experience of how complaints are handled.

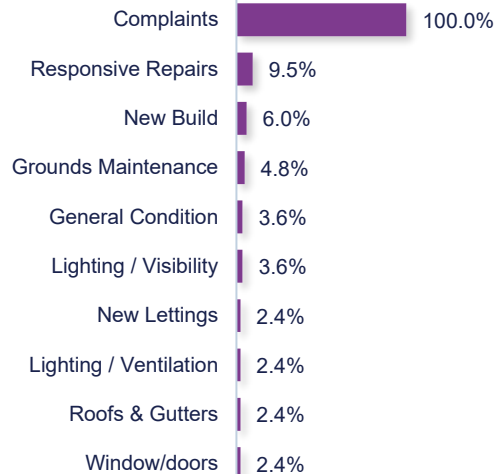
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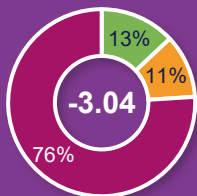
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Communication / Transparency	27	32.1%	-3.15
Timeliness & Responsiveness	26	31.0%	-3.42
Resolution	18	21.4%	-3.78
Listening / Acting	16	19.0%	-2.88
Effort	10	11.9%	-2.00
Subcategory, no attribute (yet)	7	8.3%	-4.00
Empathy	5	6.0%	-2.60
Quality of Work / Service	5	6.0%	+2.60
Accountability	4	4.8%	-5.00
No Comments	3	3.6%	-3.33
Staff Conduct	2	2.4%	-1.00
Consistency	1	1.2%	-5.00
Safety	1	1.2%	-5.00
Satisfaction	1	1.2%	-5.00
Trust	1	1.2%	-5.00
Accessibility			-
Appointments / Convenience			-
Fairness			-
Worker Conduct			-



The survey responses reveal dissatisfaction with Torus's complaint handling process. Respondents reported a lack of responsiveness, stating they had to chase for updates or received no communication at all, often for extended periods. Complaints about slow response times, poor customer service, and ineffective problem resolution were prevalent, with multiple individuals expressing frustration over being passed between agents without resolution or compassion.

Some indicated that issues such as broken streetlights or repairs required urgent attention that was ignored, further contributing to negative sentiment. While a few responses noted positive experiences with specific personnel, these were exceptions rather than the norm. The overall sentiment is one of annoyance at the perceived apathy of Torus toward residents' complaints, with many escalating issues to external authorities due to lack of action or resolution after numerous attempts to engage directly. There are calls for better communication and accountability in the complaint process to enhance service effectiveness and resident satisfaction.



Trends



Year-on-Year Change

As has been shown throughout this report, satisfaction has generally decreased slightly, compared with the previous survey carried out in 2024/25.

The only increase has been for residents' satisfaction around communal maintenance, up 8p.p to 48%.

All other measures have decreased by between 2p.p and 14p.p. The largest decrease was for Torus's approach to ASB, which is down 14p.p. We can also see larger decreases for complaints handling and overall satisfaction, both down by 10p.p and a decrease of 9p.p for listening and acting upon resident feedback.

It should be noted that for a change to be considered statistically significant, it must exceed the combined margins of error for the last two surveys – in this case, around 9p.p, meaning four measures exceed this.

	2024/25	2025/26
Overall Satisfaction	59%	48% (-10)
Safe Home	80%	77% (-4)
Communal Areas	41%	48% (+8)
Listens & Acts	42%	33% (-9)
Kept Informed	55%	50% (-5)
Fairly & with Respect	61%	58% (-3)
Easy to Deal With	52%	46% (-7)
Neighbourhood Contribution	44%	42% (-2)
Approach to ASB	37%	23% (-14)
Complaints Handling	25%	15% (-10)



Quarterly Change 2025/26

The table shows the changes from quarter to quarter during the 2025/26 year.

As you might expect, there has been some fluctuation in satisfaction throughout the year, but most measures ended the year with lower satisfaction than at the start.

There were some large fluctuations throughout the year, and a prime example of this is complaint handling which went from 12% to 8% to 23% to 21% in Q4.

Most measures saw an increase in Q3 and then a reduction in Q4. Only one measure saw an increase in Q4, which is Torus being easy to deal with, up by 1p.p.

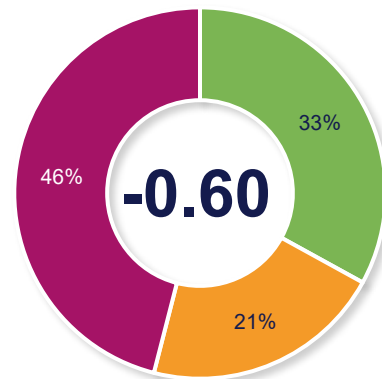
	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26
Overall Satisfaction	47%	42% (-5)	58% (+16)	46% (-12)
Safe Home	69%	81% (+12)	78% (-3)	78% (0)
Communal Areas	38%	57% (+20)	50% (-7)	47% (-3)
Listens & Acts	27%	23% (-4)	44% (+21)	36% (-8)
Kept Informed	41%	49% (+9)	57% (+8)	51% (-7)
Fairly & with Respect	56%	49% (-7)	66% (+17)	61% (-5)
Easy to Deal With	40%	42% (+3)	50% (+8)	51% (+1)
Neighbourhood Contribution	40%	40% (0)	46% (+7)	42% (-5)
Approach to ASB	17%	22% (+6)	29% (+7)	21% (-8)
Complaints Handling	12%	8% (-4)	23% (+15)	21% (-2)



Summary

Overall RSI Score

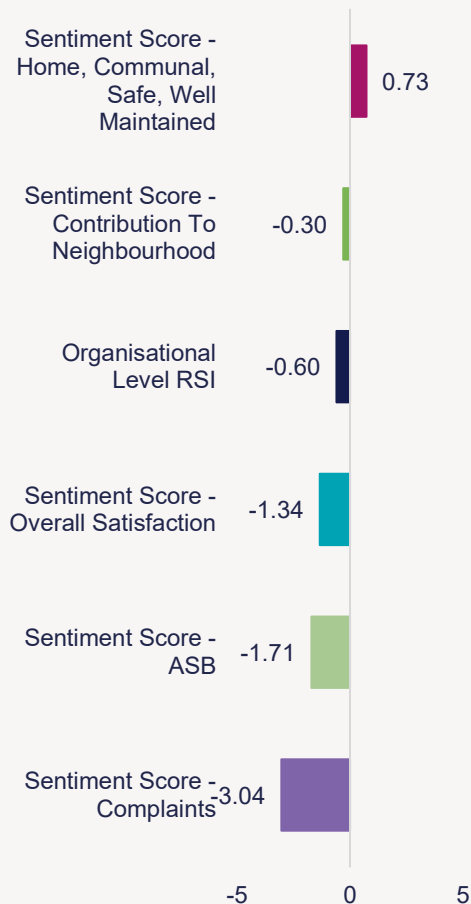
The Organisational-Level RSI offers a single, headline metric that captures the overall emotional tone of resident feedback across all key service areas. It is based exclusively on responses to the 7 core RSI open-ended questions. It reflects how positively or negatively residents feel about the organisation's performance across these key areas. Please note, if your organisation does not ask all 7 core RSI questions, you are unable to benchmark your Organisational RSI Score. Each individual RSI question will be analysed in its relevant section throughout the report.



■ Positive ■ Neutral ■ Negative



Sentiment Scores



Sentiment Summary

Overall Satisfaction

The survey responses reveal dissatisfaction with Torus, particularly concerning communication, responsiveness, and service quality for shared ownership properties. Many residents reported delays in addressing maintenance issues, poor handling of repairs, and a lack of clarity regarding service charges and responsibilities. While some individuals had positive experiences during the sales process, numerous complaints indicate ongoing frustrations with aftercare and defect rectification. Overall, there is a strong sentiment that the level of service does not align with the costs incurred.

The Home

While many residents feel their homes are secure, issues such as structural problems, inadequate maintenance of communal spaces, malfunctioning doors, and neglected outdoor areas were frequently mentioned. Concerns over cleanliness, response times for repairs, and the quality of gardening services were also prevalent. Additionally, some residents expressed dissatisfaction about communication and accountability from management, signaling a need for improvements in maintenance and customer service.

Neighbourhood Contribution

A number of residents appreciate the new housing developments and community events, however, many residents express dissatisfaction with maintenance, cleanliness, and responsiveness to issues like litter, overgrowth, and anti-social behaviour. Comments highlight concerns about lack of proactive engagement and visible presence in the community, leading to frustration over service expectations. A common thread includes sentiments about poor upkeep and the need for improved communication and action from Torus.

ASB

A number of the open comments detail recurring issues, such as children vandalising property and noise disturbances, yet feel their complaints are largely ignored by Torus. There is a lack of effective communication regarding ASB incidents, leading to frustration. While some appreciate prompt responses to specific issues, others express concern over insufficient action and transparency in addressing ongoing problems, highlighting a need for improved engagement and support from Torus.

Complaints

Many residents report slow responses, lack of follow-up, and inadequate communication, often needing to escalate issues to external agencies. Complaints frequently go unresolved for months, and there is a strong sentiment that complaints are treated as a tick-box exercise rather than genuine concerns. A few respondents noted positive experiences with individual staff members, yet overall, frustration over inefficiency and lack of accountability predominates.

Satisfaction with Measures



Summary

Following the completion of four quarterly LCHO surveys during 2025/26, this report is a summary of the results and findings. At the end of the fieldwork period, 292 completed surveys were received, plus a further 23 incomplete surveys, which are also required to be included by the Regulator. Of these, 220 surveys were by telephone interview and 95 online, roughly achieving the desired split.

Satisfaction with the overall service provided by Torus is at 48%. Overall satisfaction currently sits within the middle of the TSM metrics following the completion of the 2025/26 LCHO survey. The highest scoring metrics for Torus were the provision of a safe home (77%), being treated fairly and with respect (58%), being kept informed (50%) and communal areas (48%).

Just three measures have ratings below 35%; listening and acting (33%), how anti-social behaviour is dealt with (23%), and the handling of complaints (15%). Satisfaction has fluctuated throughout the year with a decrease of 23p.p in to Q1, a 5p.p in Q2, a 16p.p increase in Q3, and then a decrease of 12p.p in Q4.

In terms of the open comments, for overall satisfaction, there was a disparity in customer satisfaction regarding Torus's services, particularly related to communication and maintenance. Respondents expressed frustration with the slow response times and lack of follow-up on reported issues, leading to unresolved maintenance problems and a perception of inadequate service for their service charges.

When asked about the home, residents appreciate the safety of their homes, but the lack of ongoing maintenance and responsiveness from management raises significant concerns, impacting their overall satisfaction. The need for better communication and timely maintenance solutions was a common theme in the feedback. Similar comments were referenced within the neighbourhood feedback, where Torus is recognised for providing housing solutions; the perceived lack of follow-through on maintenance and community engagement raises significant concerns among residents.

Across both complaint handling and ASB, there were a lower number of responses, but in both sets of comments, references to communication gaps with Torus were highlighted, such as unacknowledged reports and unsatisfactory handling of complaints, were common. While a few residents mentioned that actions were taken in specific cases, these appeared to be exceptions rather than the rule.





Recommendations

Torus is the North West's largest affordable housing provider and one of its biggest and fastest-growing developers and commercial contractors.

But building, maintaining and managing a large, mixed portfolio of high-quality homes is just part of what they do. They are working hard to make a difference.

They reinvest their profits to create genuine social impact. That investment funds much-needed projects that improve lives, makes places better and communities stronger. By supporting local people and investing in their future, and they are helping to create sustainable, stable and thriving local communities in the North West.

Handling of Complaints

Since the introduction of the TSMs, the handling of complaints has been consistently the lowest-rated service, and it is also the lowest-rated in this survey. Just over three out of ten tenants said they had made a complaint, but the question of 'what is a complaint?' to tenants continues, so it is not clear how many of these are genuine complaints or service requests. Dissatisfaction is high at 75%, and although the survey did not include any follow-up questions, this is often linked to the quality and frequency of communications. Complaint satisfaction for LCHO residents is 11p.p lower than LCRA residents. Where landlords do well with complaints, it is usually because they are clear on how and when tenants should complain, what they can expect in terms of service and have regular updates on progress. While the effective handling of complaints is an issue for all social landlords, Torus may wish to review processes to ensure responses are adequate and tenants' frustrations are addressed. Some landlords have included further questions to find out more about the process and where things do not work as well as they should; this is something Torus may wish to consider for the future.

Neighbourhood Management

Management of ASB and neighbourhood contribution are both in the lowest four metrics of the survey. A review of these services is, therefore, recommended. Again, keeping tenants informed about when to expect cleaning and maintenance can help manage their expectations. The results also suggest some tenants are unsure about the contribution Torus makes to the local area as their landlord, and more could be done to promote and publicise this. One possible avenue is setting up regular community meetings with tenants to discuss any neighbourhood concerns they have, such as ASB, as well as keeping tenants informed about what is happening in the neighbourhood, and collaborating with other organisations to help resolve issues.

Resident Sentiment Index (RSI)

Resident Sentiment Index (RSI): Overview

Our new Resident Sentiment Index (RSI) uses a sector-specific sentiment categorisation model developed from decades of housing data and commentary. It allows landlords to move beyond satisfaction scores by showing not only how residents feel, but why. The framework includes 7 key open ended TSM questions across each of the main service areas, allowing organisations to benchmark with their peers.

Our model analyses open-ended survey responses across key service areas, categorising them using a deep learning sentiment engine. Each comment is scored on a 5-point scale (from -5 to +5) and grouped by category, subcategory, and – where relevant – cross-cutting attributes such as trust, listening, or communication. These attributes help identify what drives sentiment within services like repairs or tenancy management.

Note: Not every subcategory will have attributes. Some service areas (e.g. Property Condition, Neighbourhoods) are stand-alone themes that don't require further layering.

Key Features

- A clear, overall sentiment score for your organisation and each service area
- Detailed analysis by category, subcategory, and (where applicable) attribute
- Automated, regulator-ready reporting aligned to TSM and STAR survey requirements
- Scalable benchmarking for tracking performance over time and against sector peers

How We Categorise Feedback

We follow a multi-stage process to turn unstructured comments into actionable insight:

- **Model Design:** Combining housing sector expertise with real resident language to build a structured categorisation model
- **Expression Building:** Creating comprehensive expressions to detect key themes and sentiments
- **Testing & Tuning:** Refining expressions to maximise accuracy and coverage
- **Deployment:** Automatically categorising and scoring comments at scale

Some feedback will remain “Uncategorised” – particularly when language is highly specific, off-topic, or outside current theme coverage. This is expected and will reduce as the model continues to grow.



Demographics



Tenure Type

	All Residents	Shared Ownership	Shared Ownership - 2
Overall Satisfaction	48%	46%	55%
Safe Home	77%	74%	83%
Communal Areas	48%	47%	53%
Listens & Acts	33%	29%	43%
Kept Informed	50%	49%	52%
Fairly & with Respect	58%	56%	66%
Easy to Deal With	46%	44%	51%
Neighbourhood Contribution	42%	40%	49%
Approach to ASB	23%	25%	14%
Complaints Handling	15%	17%	6%

It is clear from the table on the right, that those in the shared ownership 2 (SO2) are more satisfied in all but two areas than those in shared ownership.

In terms of overall satisfaction, those in SO2 are 9p.p higher satisfaction. They were, however, 11p.p less satisfied with Torus' approach to ASB and 11p.p lower in their satisfaction with complaint handling.



Response Method

	All Residents	Online	Phone
Overall Satisfaction	48%	33%	55%
Safe Home	77%	58%	85%
Communal Areas	48%	34%	56%
Listens & Acts	33%	19%	39%
Kept Informed	50%	24%	62%
Fairly & with Respect	58%	36%	67%
Easy to Deal With	46%	30%	52%
Neighbourhood Contribution	42%	22%	53%
Approach to ASB	23%	18%	29%
Complaints Handling	15%	8%	20%

When comparing methodologies, the results for Torus follow the trend that is seen across the sector, that those who responded by phone were more satisfied than those who responded online.

Those who responded by phone were 22p.p more satisfied overall. The biggest difference was in being treated fairly and with respect, with those who answered by phone being 31p.p more satisfied.



Area

	All Residents	Liverpool	St Helens	Warrington
Overall Satisfaction	48%	41%	44%	58%
Safe Home	77%	78%	73%	80%
Communal Areas	48%	50%	39%	53%
Listens & Acts	33%	26%	30%	42%
Kept Informed	50%	46%	47%	57%
Fairly & with Respect	58%	54%	51%	68%
Easy to Deal With	46%	39%	41%	57%
Neighbourhood Contribution	42%	35%	38%	52%
Approach to ASB	23%	15%	21%	31%
Complaints Handling	15%	9%	22%	14%

When comparing area, we can see that those in Warrington were more satisfied both overall and across all but one metric. Those in St Helens were the most satisfied around Torus' complaint handling.

On average, those in Liverpool were most dissatisfied.



It is common in surveys of this type that satisfaction generally increases with age, and this appears to be the case for Torus. Tenants aged 85 and over are generally the most satisfied with the overall service provided, and this trend continues here, with those over the age of 75 being the most satisfied. It is worth noting that there is only a very small number of respondents over the age of 85. Those between the ages of 75-84 were 64% satisfied, with those aged 0-24 being the least satisfied (40%).

Tenants aged 0-24 are the least satisfied with three measures, including just 40% satisfied overall, 50% satisfied that their home is safe, and only 30% felt Torus was easy to deal with.

The general trend is consistent with many other surveys and means that the age profile of different landlords will be a major factor in determining satisfaction levels.

It is not entirely clear why this is, but it could be that older people are generally happier in their home and understand how the system works, whereas younger tenants can have higher expectations of what they feel services should look like.

Age Group

	All Residents	0 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85 +
Overall Satisfaction	48%	40%	51%	43%	50%	59%	58%	41%	64%	67% *
Safe Home	77%	50%	79%	73%	74%	90%	87%	80%	91%	100% *
Communal Areas	48%	33% *	33% *	18%	55%	45%	67% *	73%	67% *	100% *
Listens & Acts	33%	14% *	37%	26%	29%	53%	40%	47%	44% *	67% *
Kept Informed	50%	33% *	52%	45%	51%	53%	56%	67%	50%	67% *
Fairly & with Respect	58%	56% *	59%	51%	53%	67%	73%	74%	73%	100% *
Easy to Deal With	46%	30%	47%	37%	51%	55%	63%	56%	45%	67% *
Neighbourhood Contribution	42%	33% *	48%	33%	41%	62%	50%	56%	64%	50% *
Approach to ASB	23%	25% *	20%	13%	33%	40%	20% *	27%	20% *	50% *
Complaints Handling	15%	20% *	10%	17%	29%	0% *	0% *	22% *	0% *	0% *



Length of Tenancy

Satisfaction tends to be high for newer tenants, as seen here, where those under 2 years are the most satisfied with all of the measures in the survey.

New tenants are often happy to have received an offer and move into social housing accommodation, but as they experience more issues over the years, they become more critical. This is shown here, with, for example, tenants of 6 to 10 years being the least satisfied with their homes and the repairs service. These tenants are more likely to have been waiting for repairs for some time, compared with new tenants, who typically move into homes where any necessary repairs have been done during the voids process.

	All Residents	Under 1 Year	1 Year	2-5 Years	6-10 Years	11-20 Years	20+ Years
Overall Satisfaction	48%	60%	55%	43%	37%	44% *	100% *
Safe Home	77%	78%	86%	73%	74%	63% *	- *
Communal Areas	48%	72%	53%	46%	21%	33% *	- *
Listens & Acts	33%	41%	41%	32%	13%	14% *	100% *
Kept Informed	50%	50%	55%	48%	49%	40% *	100% *
Fairly & with Respect	58%	62%	68%	57%	49%	25% *	100% *
Easy to Deal With	46%	50%	53%	44%	36%	38% *	100% *
Neighbourhood Contribution	42%	49%	64%	36%	21%	50% *	- *
Approach to ASB	23%	18%	27%	24%	22%	25% *	0% *
Complaints Handling	15%	16%	8%	19%	7%	33% *	- *



This research project was carried out to conform with ISO20252:2019 and the MRS Code of Conduct.

For further information on this report please contact:
Amber Evans: amber.evans@arap.co.uk

Acuity
Tel: 01273 287114
Email: acuity@arap.co.uk
Address: PO Box 395, Umberleigh, EX32 2HL

