



Willow Tree

LCRA TSM Report 2025/26

Prepared by: Acuity Research & Practice



Introduction

Acuity has been commissioned to carry out a series of satisfaction surveys for Willow Tree Housing Partnership since 2023. As the quarterly surveys, which incorporate the Tenant Satisfaction Measures (TSMs) from the regulator of Social Housing, are now complete, this report presents the year end finding for the LCRA survey for 2025/26.

The surveys were completed quarterly, by telephone interview, sampled using quotas based on local authority, age and tenure to ensure representativeness, with the intention of completing 100 surveys per quarter. In total across 2025/26, there are 400 complete interviews plus a further 15 which are partially complete which are required by the Regulator to be included in the results.

This year is the first time that the reports have used sentiment analysis to better understand tenants' comments and why they have responded to the satisfaction questions the way they have. Information about how this works is shown in this report and adds an extra layer of focused insight to the results to help Willow Tree better understand what is driving satisfaction, what tenants are most concerned about, and what could be improved.

The survey is confidential, and the results are anonymised unless tenants give their permission to be identified – 70% of tenants did give permission to share their responses with their details attached, and 98% of these are happy for the Willow Tree Housing Partnership to contact them to discuss any information they provided in the survey.

This survey aims to provide tenants' satisfaction data in order to:

- Provide information on tenants' perceptions of current services
- Compare the results with other landlords Report to the Regulator annually
- Provide insights for strategic and operational planning and to inform continuous improvement

For landlords with less than 2,500 properties, the Regulator requires sufficient response to achieve a sampling error of $\pm 5\%$ at the 95% confidence interval. As Willow Tree Housing Partnership has 1,400 LCRA properties, and as there are 415 responses to TP01 (Overall Satisfaction) across the year, this response is high enough to conclude that the findings are accurate to within $\pm 4.08\%$, so well within the required margin of error.

Note: The majority of figures throughout the report show the results as percentages. As percentages are rounded up or down from two decimal places in the results file to the nearest whole number, they may not always total 100%. Rounding can also cause percentages described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together. The charts also show the base for each question shown as n=. Comparisons made with this report are with the results for 2024/25 which were weighted.

Key TSM Metrics

Annual Summary

Further Insight

Trends

Summary

Annual Demographics

64%



Overall Satisfaction

Satisfaction with the overall service provided by Willow Tree is unchanged for 2025/26 at 64% when compared with 2024/25.

Just one measure exceeds 75% satisfaction; the provision of a safe home at 78%.

Four measures are at 60% or below; the approach to ASB (60%), contribution to the neighbourhood (56%), listens and acts (50%) and complaints handling (34%).

Satisfaction with the repairs service in the last 12 months shows the greatest improvement in 2025/26, up by 9 percentage points (p.p.) to 66%.

The report focuses on the headline figures but will show how satisfaction has changed over time and includes an analysis of the open comments made by tenants about the service they receive.

TSM Key Metrics LCRA

Keeping Properties in Good Repair



Well Maintained Home

67%



Safe Home

78%



Repairs Last 12 Months

66%



Time Taken Repairs

63%

Respectful & Helpful Engagement



Listens & Acts

50%



Kept Informed

71%



Fairly & with Respect

74%



Complaints Handling

34%

Responsible Neighbourhood Management



Communal Areas

64%



Neighbourhood Contribution

56%



Approach to ASB

60%



Annual Summary



Annual Satisfaction & Dissatisfaction

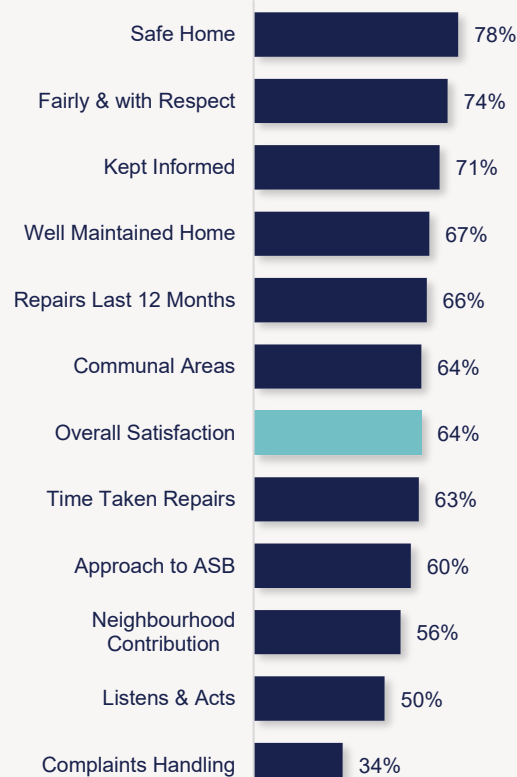
The charts summarise the key results from 2025/26 for both satisfaction and dissatisfaction, combining the results for each of the four quarters.

Sometimes, where satisfaction is low, the remaining tenants can be split between those who fall into the neutral middle ground and those who are actually dissatisfied. This difference can signal areas where tenants do not have strong opinions or areas where a high percentage of tenants are dissatisfied.

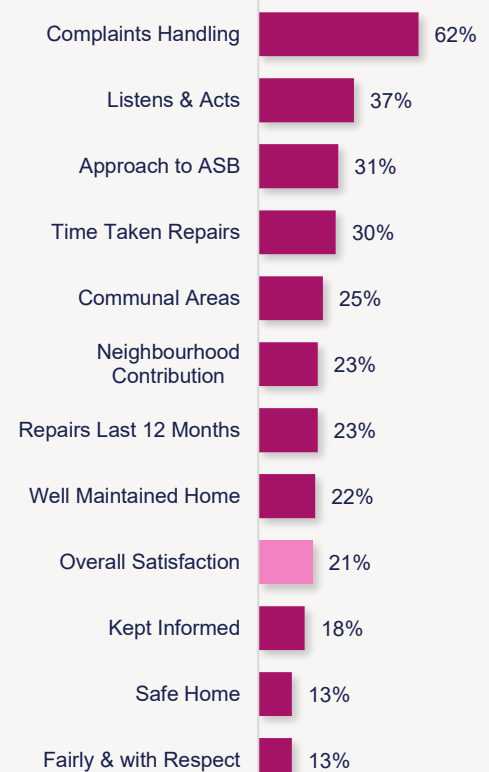
For the Willow Tree, it generally follows that measures with high satisfaction also have low dissatisfaction and vice versa.

In the main, dissatisfaction is at a quarter or below across eight of the measures, with the time taken for repairs and the approach to ASB at a little higher at 30% and 31% respectively. Dissatisfaction with listens and acts is at 37%, and for complaints handling, dissatisfaction is higher than satisfaction, at 62%.

Satisfaction with Measures 2025/26



Dissatisfaction with Measures 2025/26





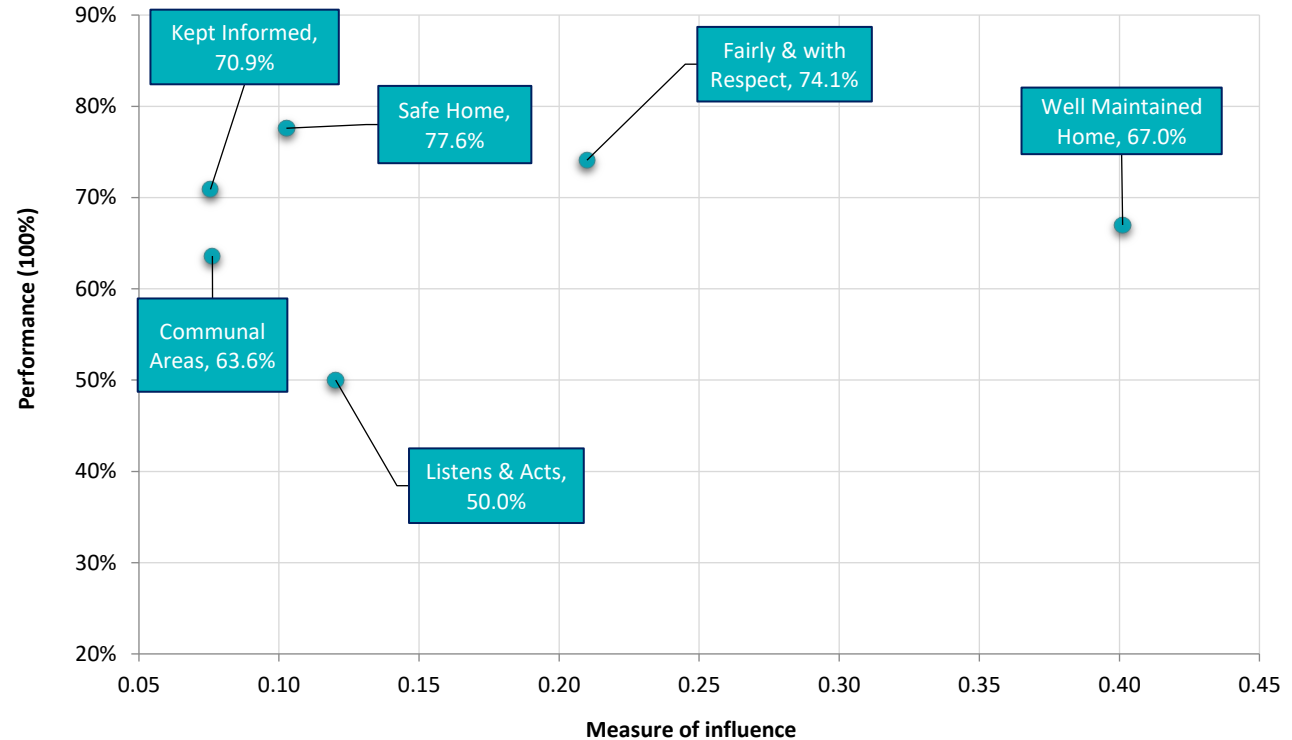
Key Driver Analysis

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.

When combining all the results for 2025/26, the most important driver for tenants' satisfaction with the overall services is that they have a well-maintained home. Being treated fairly and with respect also impacts, as well as safe home, listens and acts, the upkeep of communal areas and being kept informed – all of which are important but less influential than well maintained home.

The implication of this analysis is that if improvements around the most influential measures can be achieved, it is more likely to lead to increased satisfaction with the overall services provided.

Annual Key Driver Analysis – Overall Satisfaction



Benchmarking: TSM results 2024/25 (LCRA (1k to 5k)

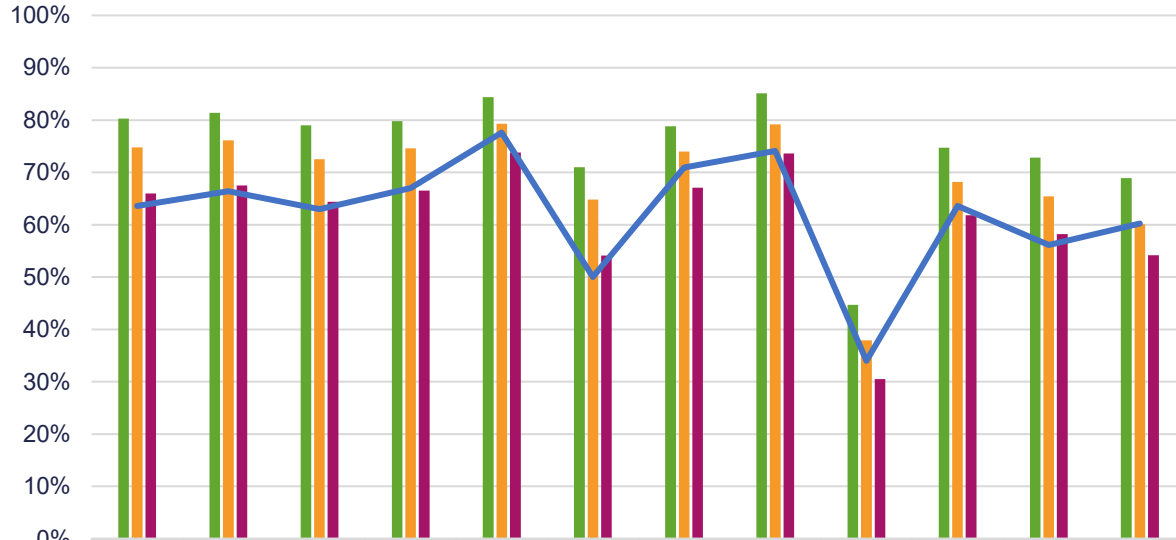


All registered providers over 1,000 units were required to submit their TSM results for 2024/25 to the Regulator of Social Housing and it is possible to compare Willow Tre's results with the results published by RSH in the Autumn of 2025.

This chart compares performance against landlords with between 1,000 and 5,000 units, who used the TSMs last year.

All measures fall below the Regulator's median for this group; Overall Satisfaction and five other measures are in quartile 4, four measures are in quartile 3, and one (being kept informed) is in quartile 2 and just 0.1% above the median.

It is important to note that whilst this cohort are similar in size to Willow Tree, it does include all types of landlord and all geographic, so whilst they may not be a complete match, it nevertheless gives a usual comparison.



	TP01 - Overall Sat	TP02 - Repairs Sat	TP03 - Time Taken	TP04 - Well Maintained	TP05 - Safe	TP06 - Listens	TP07 - Informed	TP08 - Fairly	TP09 - Complaints Sat	TP10 - Communal Sat	TP11 - Neighbourhood	TP12 - ASB
Upper Quartile	80.3%	81.4%	79.0%	79.8%	84.4%	71.0%	78.8%	85.1%	44.7%	74.7%	72.8%	68.9%
Regulator Median	74.8%	76.1%	72.5%	74.6%	79.3%	64.8%	74.0%	79.2%	37.9%	68.2%	65.4%	60.1%
Lower Quartile	66.0%	67.5%	64.4%	66.5%	73.8%	54.1%	67.1%	73.6%	30.5%	61.8%	58.2%	54.2%
Quartile position	4	4	4	3	3	4	2	4	3	3	4	2
Willow Tree	63.6%	66.4%	63.0%	67.0%	77.6%	50.0%	70.9%	74.1%	34.0%	63.6%	56.1%	60.2%



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.

Residents have had to face considerable challenges in recent years, particularly the recent cost-of-living crisis, political changes and some 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 moved into 2025/26.

Overall Services (Acuity Clients)





Top 30 Comments

This table identifies the top 30 most popular themes from comments made by tenants to the open questions within the survey.

There were 264 comments about the timeliness/responsiveness of repairs, and collectively they scores -1.58. The second most common area is the communication from housing services, with 153 comments and a score of +0.19.

The rest of the top 5 all relate to the repairs service, and all have negative sentiment scores.

It is perhaps important to note that, although accounting for fewer comments, staff conduct for housing services scores +3.03, closely followed by satisfaction with housing services at +2.78 (with 105 and 57 comments, respectively).

	%	Count	Score
Property Services - Responsive Repairs - Timeliness / Responsiveness	64.23%	264	-1.58
Housing Services - Customer Service & Contact - Communication / Transparency	37.23%	153	0.19
Property Services - Responsive Repairs - Quality of Work / Service	29.20%	120	-0.13
Property Services - Responsive Repairs - Resolution	27.74%	114	-2.65
Property Services - Responsive Repairs - Other	26.76%	110	-1.52
Housing Services - Customer Service & Contact - Staff Conduct	25.55%	105	3.03
Property Condition - General Condition	23.84%	98	1.70
Property Services - Responsive Repairs - Communication / Transparency	22.63%	93	-2.23
Housing Services - Customer Service & Contact - Timeliness / Responsiveness	20.68%	85	1.66
Housing Services - Grounds Maintenance - Quality of Work / Service	19.71%	81	-0.77
Housing Services - Grounds Maintenance - Timeliness / Responsiveness	18.73%	77	-2.40
Property Condition - Damp	17.76%	73	-2.92
Property Condition - Window/doors	17.27%	71	-3.06
Housing Services - Communal Maintenance - Quality of Work / Service	14.36%	59	0.13
Property Services - Responsive Repairs - Effort	14.11%	58	-3.78
Housing Services - Customer Service & Contact - Satisfaction	13.87%	57	2.78
Housing Services - Grounds Maintenance - Other	13.87%	57	-0.98
Uncategorized Comments	12.65%	52	1.30
Housing Services - Customer Service & Contact - Other	12.17%	50	0.54
Housing Services - Complaints - Timeliness / Responsiveness	10.95%	45	-2.84
Housing Services - ASB - Timeliness / Responsiveness	10.46%	43	-0.98
Housing Services - Grounds Maintenance - Communication / Transparency	9.98%	41	-2.69
Property Condition - Roofs & Gutters	9.49%	39	-3.67
Housing Services - ASB - Other	9.25%	38	-0.87
Housing Services - Complaints - Communication / Transparency	9.25%	38	-3.86
Housing Services - ASB - Listening / Acting	9.00%	37	-2.68
Housing Services - Customer Service & Contact - Effort	8.76%	36	-1.56
Building Safety - Fire safety	8.76%	36	-2.95
Housing Services - Communal Maintenance - Timeliness / Responsiveness	8.27%	34	-1.03
Property Services - Responsive Repairs - Safety	8.03%	33	0.44



Further Insight

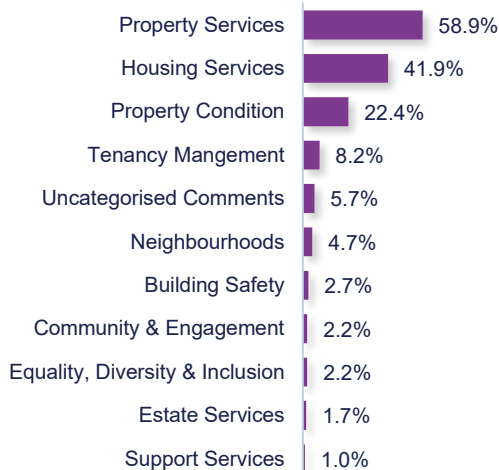
Overall Satisfaction

Please describe your specific experiences that have shaped your view of Willow Tree's service.

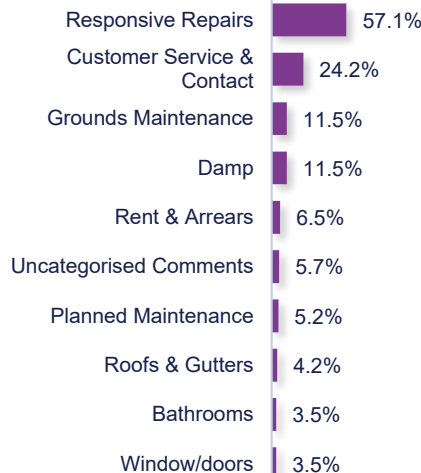
Base Size: 401



Categories

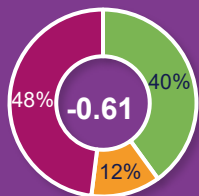


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Timeliness / Responsiveness	198	55.6%	-0.96
Resolution	81	22.8%	-1.93
Communication / Transparency	75	21.1%	-1.25
Subcategory, no attribute (yet)	61	17.1%	+0.38
Quality of Work / Service	54	15.2%	-1.09
Effort	35	9.8%	-3.29
Satisfaction	25	7.0%	+0.96
Staff Conduct	24	6.7%	+2.25
Listening / Acting	17	4.8%	-2.71
Appointments / Convenience	8	2.2%	+0.38
Empathy	8	2.2%	-0.13
Trust	6	1.7%	-3.33
Worker Conduct	6	1.7%	-3.00
No Comments	6	1.7%	-0.83
Consistency	4	1.1%	-2.50
Accountability	3	0.8%	-3.33
Fairness	3	0.8%	-2.33
Safety	3	0.8%	-4.33
Accessibility	1	0.3%	+3.00



Survey responses indicate a mix of experiences, particularly concerning repairs and maintenance. Some express frustration over delayed responses and ineffective resolutions for issues like leaks, mould, and general disrepair. Long wait times for repair appointments and inadequate follow-ups are common complaints, with some mentioning their experience of waiting months for essential work to be completed.

While there are positive remarks about responsiveness and helpfulness from staff when repairs are addressed, many feel the overall maintenance quality is poor, often resulting in "quick fixes" rather than lasting solutions. Some tenants reported feelings of being ignored or having to frequently chase up on unresolved issues. There are several references to communications being ineffective, highlighting a need for improved service levels. Overall, while there are instances of satisfaction regarding customer service and timely interventions, there is a call for improvement in repair quality and communication practices.

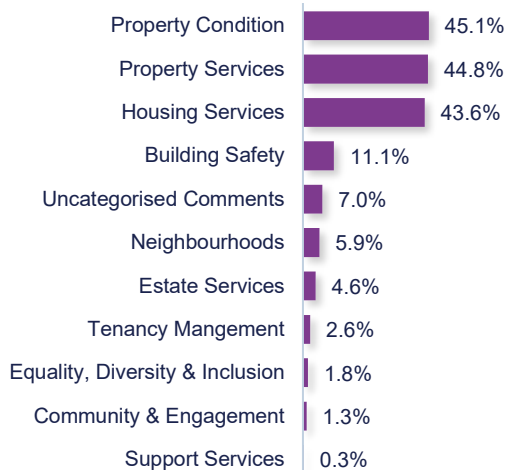
The Home

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

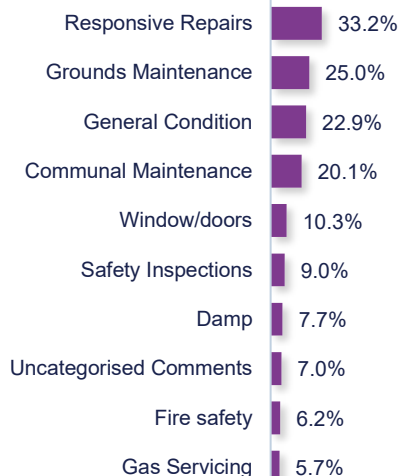
Base Size: 388



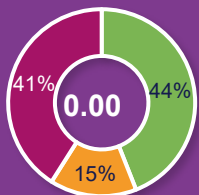
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Quality of Work / Service	116	40.7%	-0.01
Timeliness / Responsiveness	110	38.6%	-1.25
Subcategory, no attribute (yet)	59	20.7%	-0.85
Safety	53	18.6%	+0.75
Resolution	32	11.2%	-2.44
Communication / Transparency	26	9.1%	-3.31
Effort	15	5.3%	-3.93
Satisfaction	12	4.2%	+2.00
Listening / Acting	8	2.8%	-3.88
Accountability	6	2.1%	-4.67
Worker Conduct	5	1.8%	-1.80
Appointments / Convenience	3	1.1%	-2.33
Staff Conduct	3	1.1%	+1.67
Empathy	2	0.7%	0.00
No Comments	2	0.7%	-2.50
Accessibility	1	0.4%	-3.00
Consistency			-
Fairness			-
Trust			-



When asked about the safety and maintenance of their home and communal areas, many tenants praise the cleanliness of communal areas and the promptness of maintenance responses, especially for safety checks, gas, and electric services. However, some concerns arise regarding ongoing maintenance issues, particularly with damp, mould, and some perceptions of poorly maintained gardens. Some express dissatisfaction with the frequency and quality of maintenance work, as well as poor communication regarding repair progress. Some mentioned doing the cleaning themselves, and others express frustration over delayed or unresolved issues, including leaks and broken doors.

While some share positive experiences regarding the support provided, there are common themes, suggesting that maintenance could be improved. Issues such as neglected communal spaces, inconsistent service delivery, and the perceived lack of follow-up on repairs significantly impact residents' overall satisfaction.

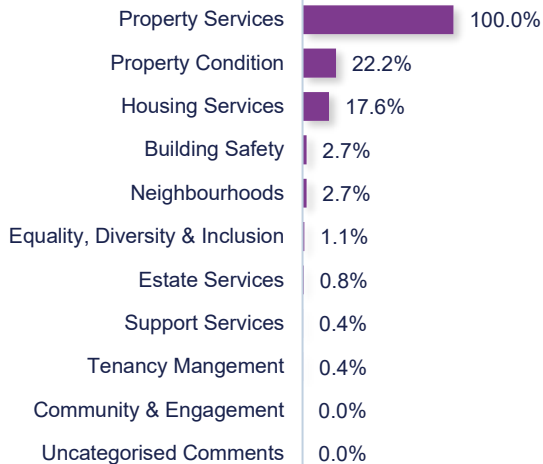
Repairs & Maintenance

Tell us more about your experience with the repairs service over the last 12 months.

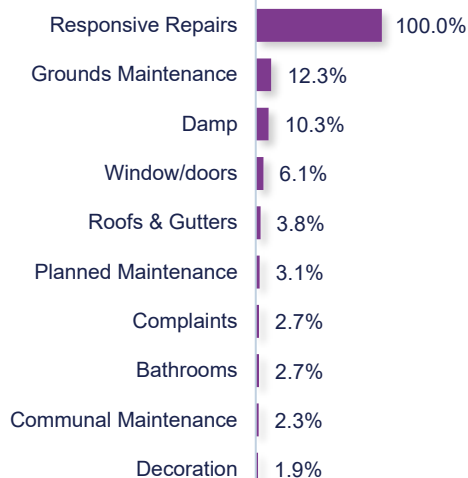
Base Size: 261



Categories

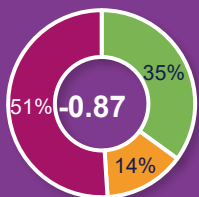


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Timeliness / Responsiveness	153	58.6%	-1.20
Subcategory, no attribute (yet)	55	21.1%	-1.45
Quality of Work / Service	49	18.8%	+0.53
Resolution	40	15.3%	-2.08
Communication / Transparency	22	8.4%	-1.09
Effort	17	6.5%	-1.82
Worker Conduct	17	6.5%	+0.88
Satisfaction	14	5.4%	+3.29
Appointments / Convenience	9	3.4%	-1.33
Listening / Acting	5	1.9%	-4.00
Consistency	3	1.1%	+1.67
Safety	3	1.1%	-3.33
Accountability	2	0.8%	-5.00
Staff Conduct	2	0.8%	0.00
No Comments	2	0.8%	0.00
Fairness	1	0.4%	+5.00
Accessibility			-
Empathy			-
Trust			-



Regarding their experience of the repairs service provided by Willow Tree, some tenants praised the responsiveness and politeness of the repair staff, noting that issues were often addressed within days or a few weeks, others express frustration over slow communication and unresolved maintenance issues. Complaints included inadequate repairs, with some instances of repeated visits without proper resolutions, such as persistent mould problems and unresolved heating issues lasting several months or even years.

Some tenants report difficulties in reaching customer service at times, inconsistent follow-up, and a general perception of poor organisational efficiency. Various responses highlighted dissatisfaction with contractors, citing concerns about the quality of workmanship. Notable problems included delays in critical repairs, like those concerning damp and boiler issues, with some indicating they felt unsafe or uncomfortable due to unaddressed maintenance concerns. Overall, there is a need for improved communication, more timely responses, and sustained quality in repair work to enhance tenant satisfaction.

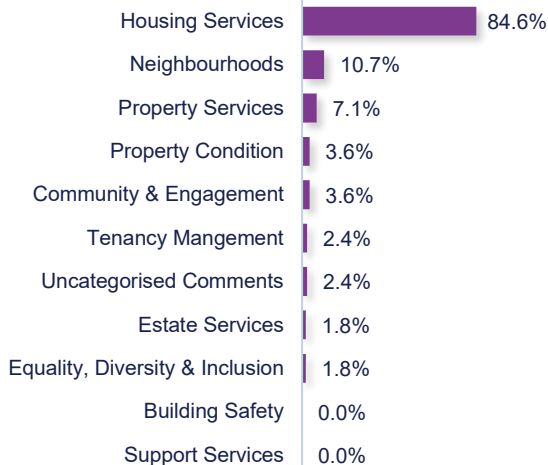
Neighbourhood Contribution

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

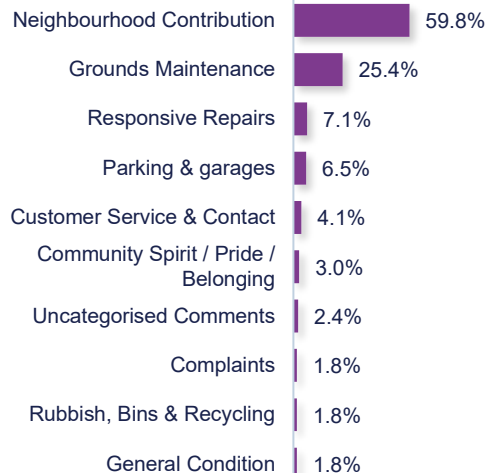
Base Size: 169



Categories

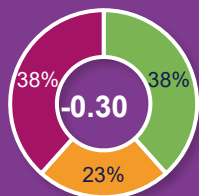


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Subcategory, no attribute (yet)	51	34.2%	+0.20
Quality of Work / Service	39	26.2%	-1.15
Satisfaction	28	18.8%	-2.04
No Comments	23	15.4%	-1.74
Communication / Transparency	13	8.7%	-1.62
Timeliness / Responsiveness	13	8.7%	-0.23
Listening / Acting	12	8.1%	-4.58
Staff Conduct	7	4.7%	+4.14
Trust	5	3.4%	-1.00
Accountability	2	1.3%	-5.00
Empathy	2	1.3%	0.00
Effort	1	0.7%	-3.00
Resolution	1	0.7%	-5.00
Safety	1	0.7%	+5.00
Worker Conduct	1	0.7%	+5.00
Accessibility			-
Appointments / Convenience			-
Consistency			-
Fairness			-



When asked for views on Willow Tree's contribution to the neighbourhood, many residents express satisfaction with the upkeep of communal areas, citing that lawns are regularly cut and the environment is clean and tidy. However, there are some concerns around a perceived lack of engagement and communication from Willow Tree. Several indicate they feel disconnected, mentioning that they rarely see housing officers and are uninformed about broader community initiatives.

Issues such as inadequate parking arrangements, maintenance, and antisocial behaviour are also raised. Some tenants feel that their requests for improvements, such as marked parking spaces and garden maintenance, have been ignored, which leads to frustration. Others expressed gratitude for the housing provided, highlighting a sense of community. Overall, while some appreciate the basic maintenance and clean environment, others feel there is a lack of proactive support and involvement from Willow Tree in addressing tenants' concerns. An increase in visibility in local communities is also called for.



Categories

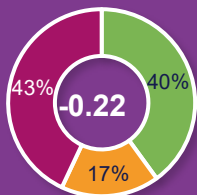


Top 10 Subcategories



Attribute

Attribute	Count	%	Sentiment Score
Subcategory, no attribute (yet)	40	26.0%	-0.88
Timeliness / Responsiveness	36	23.4%	-0.53
Listening / Acting	34	22.1%	-2.68
Communication / Transparency	24	15.6%	-0.38
Resolution	24	15.6%	+0.04
Quality of Work / Service	18	11.7%	+1.11
No Comments	15	9.7%	+0.33
Satisfaction	11	7.1%	+4.45
Empathy	4	2.6%	+0.50
Safety	4	2.6%	-3.75
Fairness	2	1.3%	-5.00
Staff Conduct	2	1.3%	0.00
Trust	1	0.6%	-5.00
Accessibility			-
Accountability			-
Appointments / Convenience			-
Consistency			-
Effort			-
Worker Conduct			-



While several tenants report positive experiences of Willow Tree's approach to ASB, noting prompt and effective resolutions to their reports of ASB, others express frustration over slow responses and insufficient action. Several feel the focus is often on the offenders rather than the victims of ASB, leading to dissatisfaction.

Issues reported include noise disturbances, drug-related activities, and vandalism. Communication also seemed to be a concern for some who noted that they received what they deem to be generic letters rather than personalised attention to their specific situations. A number of tenants reported feeling neglected, with complaints seemingly ignored or inadequately addressed.

Overall, while some residents feel satisfied with the ASB management, others emphasise a need for more proactive engagement and comprehensive actions from the housing provider to ensure a safer living environment.

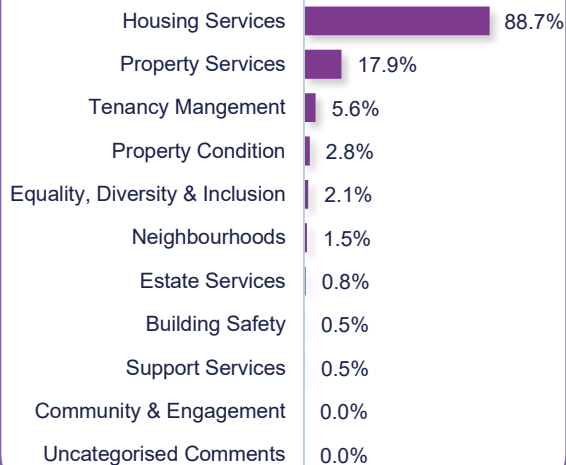
Customer Service & Communication

Describe your experience with the customer service and communications you receive.

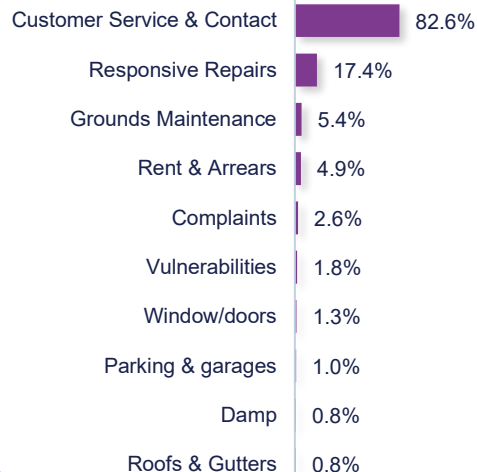
Base Size: 390



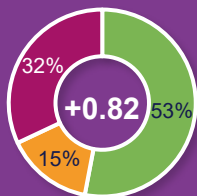
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Communication / Transparency	166	42.8%	0.00
Staff Conduct	97	25.0%	+2.63
Timeliness / Responsiveness	75	19.3%	+0.92
Subcategory, no attribute (yet)	54	13.9%	+0.96
Satisfaction	45	11.6%	+3.02
Effort	42	10.8%	-1.48
Quality of Work / Service	33	8.5%	+0.42
Listening / Acting	24	6.2%	+1.13
Resolution	22	5.7%	-0.45
Empathy	11	2.8%	-1.55
No Comments	9	2.3%	-1.11
Accountability	7	1.8%	-3.57
Appointments / Convenience	6	1.5%	+1.67
Trust	5	1.3%	-3.00
Consistency	4	1.0%	+0.75
Worker Conduct	4	1.0%	+4.50
Fairness	2	0.5%	+3.00
Accessibility	1	0.3%	-5.00
Safety	1	0.3%	-5.00



When asked about customer service and communication at Willow Tree Housing, many tenants appreciate the politeness and helpfulness of staff during phone interactions and acknowledge quick responses via email. However, there are some frustrations, particularly regarding response times, clarity, and consistency in communication. Numerous tenants reported difficulties in reaching customer service teams, inadequate follow-ups on repairs, and a general feeling of being ignored or undervalued.

Overly complex or poorly written correspondence and insufficient internal communication also received some criticism. While some tenants noted improvements, particularly in recent months, others expressed ongoing dissatisfaction due to unanswered calls and unresolved issues. Some highlighted a lack of responsiveness concerning maintenance and repair requests, indicating that tenants often have to chase updates. Positive sentiments centered on the friendliness of staff, but overall, there is a desire for better communication and follow-through on promises made to tenants.

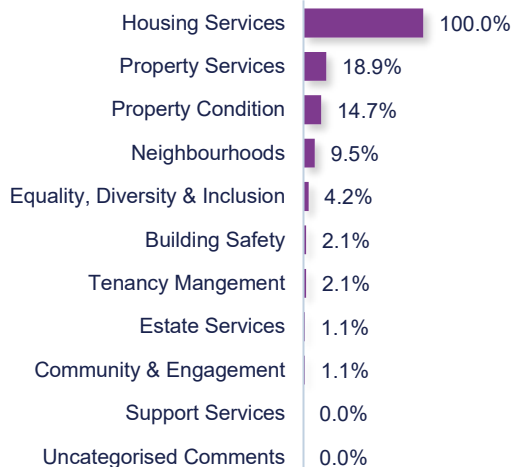
Complaints Handling

Please describe your experience of how complaints are handled.

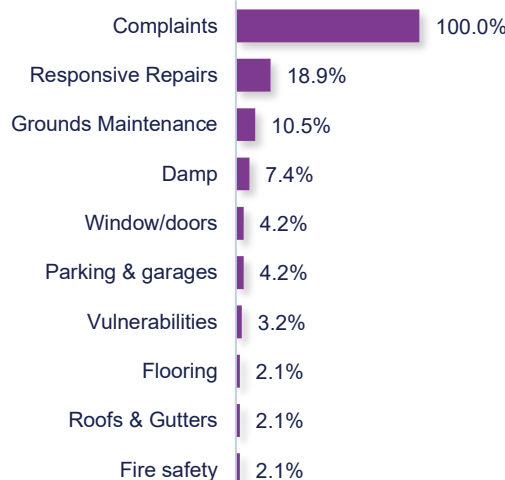
Base Size: 95



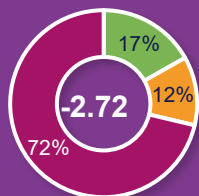
Categories



Top 10 Subcategories



Attribute	Count	%	Sentiment Score
Timeliness / Responsiveness	36	37.9%	-2.67
Communication / Transparency	30	31.6%	-3.97
Resolution	27	28.4%	-3.04
Subcategory, no attribute (yet)	27	28.4%	-2.30
Listening / Acting	13	13.7%	-2.54
Quality of Work / Service	10	10.5%	-3.80
Effort	8	8.4%	-4.75
Accountability	3	3.2%	-4.33
Satisfaction	3	3.2%	0.00
No Comments	2	2.1%	-2.50
Appointments / Convenience	1	1.1%	-5.00
Empathy	1	1.1%	-5.00
Fairness	1	1.1%	-5.00
Safety	1	1.1%	-3.00
Staff Conduct	1	1.1%	-5.00
Trust	1	1.1%	-5.00
Accessibility			-
Consistency			-
Worker Conduct			-



Those who shared their experience of complaints handling at Willow Tree highlighted various elements of dissatisfaction with this process. Key issues include a lack of timely responses, inadequate follow-up, and a failure to address ongoing problems. Many report that their complaints have either been ignored or ineffectively resolved, leading to frustration, particularly regarding maintenance issues like damp, mould, and unsafe living conditions.

While a few experiences highlighted prompt action and efficiency, these were exceptions rather than the norm. Communication shortcomings were evident, with some tenants noting they rarely receive acknowledgment or updates on their complaints. Some noted that issues often remain unresolved for years, with a tendency for complaints to be passed between various teams without resolution. Feelings of neglect and dissatisfaction were noted, culminating in some individuals taking their complaints to higher authorities, such as the Housing Ombudsman Service. Overall, the feedback indicates a need for improving responsiveness, communication, and effective resolution processes in the handling of complaints.



Trends



Year-on-Year Change

The table shows the annual results for 2025/26 against those for 2024/25. Those in green show where the results have increased, and those in purple show where they have decreased.

It should be noted, however, that with an annual margin of error of around +4%, a change of more than 8 percentage points would be needed to be statistically significant, although any change can show a direction of travel; Three changes exceed this level; well-maintained home and complaints handling are increased by 8p.p, and there is a 9p.p positive change for the repairs service in the last 12 months also.

The table shows positive change with seven of the measures, with three measures unchanged (overall satisfaction, neighbourhood contribution and fairly and with respect), and two measures decreasing slightly since last survey (the upkeep of communal areas, down by 3p.p and listens and acts, down by 4p.p).

These results suggest that, in the main, service is moving in the right direction; particularly for the repairs service, which is a vital and frequently accessed service for tenants.

	2024/25	2025/26
Overall Satisfaction	64%	64% (0)
Well Maintained Home	59%	67% (+8)
Safe Home	74%	78% (+4)
Communal Areas	66%	64% (-3)
Repairs Last 12 Months	57%	66% (+9)
Time Taken Repairs	56%	63% (+7)
Neighbourhood Contribution	56%	56% (0)
Approach to ASB	56%	60% (+4)
Listens & Acts	54%	50% (-4)
Fairly & with Respect	74%	74% (0)
Kept Informed	69%	71% (+2)
Complaints Handling	26%	34% (+8)



Quarterly Change 2025/26

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

As you might expect, there has been some fluctuation in satisfaction throughout the year, and many saw a downturn in quarter2, however, most measures ended the year with higher satisfaction than at the start.

These types of changes are expected during the year and are not a cause for concern, as the annual improvement, shown above, is encouraging.

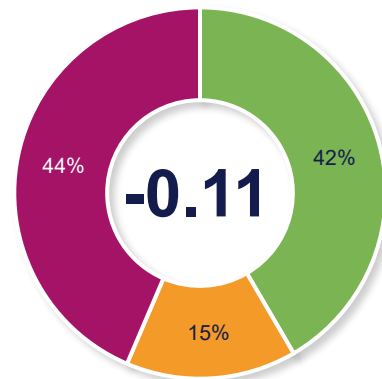
	Q1 2025/26	Q2 2025/26	Q3 2025/26	Q4 2025/26
Overall Satisfaction	56%	59% (+3)	68% (+8)	71% (+4)
Well Maintained Home	67%	58% (-8)	74% (+16)	69% (-5)
Safe Home	79%	74% (-5)	80% (+6)	76% (-4)
Communal Areas	61%	62% (+1)	64% (+2)	67% (+3)
Repairs Last 12 Months	70%	52% (-18)	70% (+18)	72% (+2)
Time Taken Repairs	57%	60% (+3)	67% (+7)	68% (+1)
Neighbourhood Contribution	51%	43% (-9)	62% (+20)	66% (+4)
Approach to ASB	65%	29% (-36)	59% (+30)	81% (+22)
Listens & Acts	52%	36% (-15)	52% (+16)	59% (+7)
Fairly & with Respect	78%	68% (-10)	73% (+5)	77% (+4)
Kept Informed	69%	58% (-11)	76% (+18)	80% (+5)
Complaints Handling	28%	33% (+5)	46% (+13)	29% (-17)



Summary

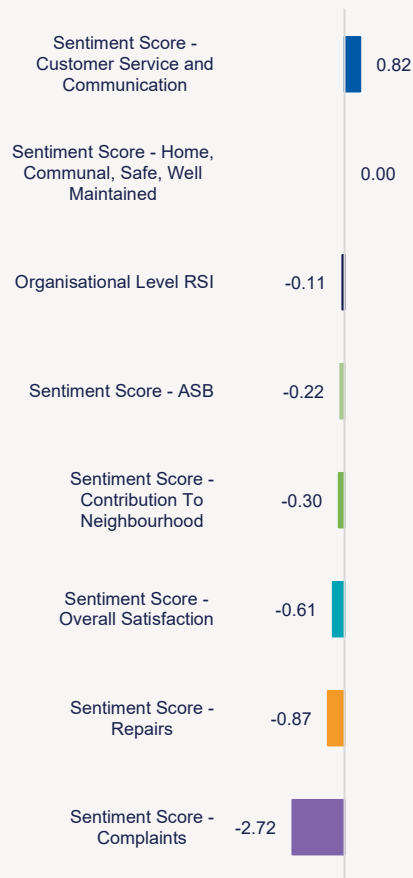
Overall RSI Score

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



Summary

Customer Service & Communication

There is a mix of views around customer service and communication at Willow Tree Housing. Many tenants highlight polite and efficient staff and regular communication via newsletters, however other tenants point to poor follow-through, delayed responses, and difficulties in reaching representatives, which leads to frustration.

The Home

While many tenants appreciate timely repairs and communal cleanliness, some concerns persist about inadequate responses to ongoing issues, neglected communal areas, and unresolved maintenance problems affecting residents' safety and comfort.

ASB

When asked about the approach to anti-social behaviour (ASB) by Willow Tree, some tenants commend effective resolutions and support, whilst others express frustration with slow responses, lack of follow-up, inadequate communication, and unresolved issues involving disruptive neighbours.

Neighbourhood Contribution

Comments vary about Willow Tree Housing's neighborhood contributions. While some tenants appreciate maintenance and responsiveness, several express dissatisfaction with communication, unresolved issues, and a perceived lack of proactive engagement. Parking and maintenance are also areas of concern noted in this section.

Overall Satisfaction

Survey responses reveal a level of dissatisfaction with repair responsiveness and communication from Willow Tree. A number of tenants report unresolved maintenance issues, poor service quality, and long wait times for repair completion, contributing to frustration and health concerns, especially regarding damp and mould issues.

Repairs

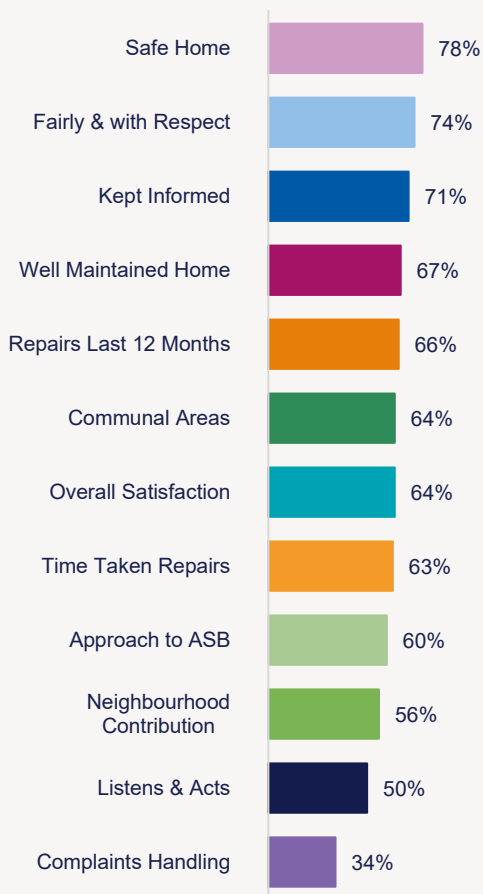
Tenants' experiences of the repairs service vary significantly. Some praise promptness and worker professionalism, many express frustration over slow communication, unresolved issues, and dissatisfaction with contractor quality, particularly regarding delays and incomplete jobs.

Complaints

The responses about complaints handling highlight issues like poor communication, delays, and lack of action on problems reported. While some experience effective responses, others state complaints remain unresolved, leading to frustration and a sense of neglect.



Satisfaction with Measures



Conclusion

Acuity has been commissioned to carry out a series of satisfaction surveys for Willow Tree Housing Partnership since 2023. As the quarterly surveys, which incorporate the Tenant Satisfaction Measures (TSMs) from the regulator of Social Housing, are now complete, this report presents the year end finding for the LCRA survey.

The surveys were completed by telephone interview, sampled using quotas based on local authority, age and tenure to ensure representativeness, and for 2025/26 there are 400 completed interviews plus a further 145 which are partially complete which are required by the Regulator to be included in the results. With 415 responses to TP01 (Overall Satisfaction) across the year, the response is high enough to conclude that the findings are accurate to within $\pm 4.08\%$, so well within the required margin of error required by RSH (which is $\pm 5\%$ at the 95% confidence interval).

The survey is confidential, and the results are anonymised however 70% of tenants did give permission to share their responses with their details attached, and 98% of these are happy for the Willow Tree Housing Partnership to contact them to discuss any information they provided in the survey.

Satisfaction with the overall service provided by Willow Tree is unchanged for 2025/26 at 64% when compared with 2024/25, placing it just below the midpoint when all measures are ranked (left). Just one measure exceeds 75% satisfaction; the provision of a safe home at 78%. Four measures are at 60% or below; the approach to ASB (60%), contribution to the neighbourhood (56%), listens and acts (50%) and complaints handling (34%). Satisfaction with the repairs service in the last 12 months shows the greatest improvement in 2025/26, up by 9 percentage points (p.p.) to 66%.

Comments made by tenants in response to the open questions show a mix of views. Whilst some are complimentary about the politeness and responsiveness of staff, the prompt completion of repairs and the cleanliness of communal areas, a greater proportion mention concerns about poor follow-up, delayed responses, and difficulties in reaching representatives, leading to frustration among tenants, as well as repairs sometimes being of substandard quality leading to repeat visits. There are calls for more proactive engagement, more prompt and robust repairs and improved communication.

In terms of analysis by demographics, those in the older age groups are more satisfied, as are those in newer tenancies. Those in affordable fixed term tenancies are least satisfied with the overall service whereas those with affordable lifetime tenancies are the least satisfied with eight of the other measures. Those with Rent Plus Intermediate tenancies are most satisfied with the overall service and with four other measures, and those with Social Assured tenancies are most satisfied with five of the measures.





Recommendations

Complaints Handling

Although complaint handling has increased by 8p.p since 2024/25, it now sits at 34%, and so there is room for further improvement. The comments made about complaints handling highlight issues including poor communication, delays, and lack of action on problems reported. While some experience effective responses, others state complaints remain unresolved, leading to frustration. It may be prudent to review the complaints policy in terms of ownership and response times to ensure these are delivering as expected, and to ensure these timescales for responses are published so tenants' expectations are correctly set at the outset. Ensuring tenants receive regular updates throughout a complaint investigation, even when there may be little progress to report can help ensure tenants do not feel forgotten and will help limit the reasons for dissatisfaction in future. Where landlords score highly for this measure, it is usually closely linked to strong communication across not only complaints handling but all service areas.

Listens and Acts

This was the second lowest scoring measure for 2025/26 at 50%, and this also represents a reduction in satisfaction of 4p.p since the previous survey. Many comments made by tenants across several of the open questions mention slow responses, lack of follow-up, inadequate communication, and unresolved issues, all of which cause frustration for tenants and often lead to them investing additional effort to reach a resolution. Revisiting customer service response times, and ensuring ownership of issues through to resolution, will help limit dissatisfaction in this area. It may also help to consider publishing a 'you said, we did' update based on these latest TSM results, to share common areas of feedback together with the actions for improvement Willow Tree can commit to delivering or has already delivered. This is likely to lead to increased satisfaction with this measure in future surveys.

Neighbourhood Contribution

The score for satisfaction with this measure remains at 56%; this is unchanged since the 2024/25 survey. Whilst some tenants identified positives around this measure, such as timely repairs and communal cleanliness, concerns were raised about inadequate responses to ongoing issues, neglected communal areas, and unresolved maintenance problems affecting residents' safety and comfort. To help address the disconnect felt by some who say they rarely see housing officers and are uninformed about broader community initiatives, an increased presence in local areas would be a positive. Whilst this may not be possible for all areas at all times, due to available resources, ensuring there are regular communications about community initiatives and news, perhaps via scheme notice boards and social media, is also likely to have a positive impact.

Willow Tree's mission is to build and manage safe and comfortable homes that are truly affordable for people who are not able to access the housing market.

The survey helps to establish satisfaction levels with the homes and services provided by Willow Tree and to test whether they are meeting these aims.

The comments made by tenants give insight into what they are most concerned about and will help Willow Tree Housing Partnership target services that may need some improvement.

Shown opposite are some recommendations that Willow Tree Housing Partnership may wish to follow up on to help improve satisfaction in the future.

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



Age Group

The results here confirm the theory that age is a major factor in determining satisfaction, with satisfaction tending to rise with the age of the tenants.

For Willow Tree, the most satisfied are those aged 75 to 84, and those who are 85+. The oldest group are the most satisfied with the overall services, and with two other measures, and those between 75 and 84 are most satisfied across eight measures. The only measure showing the most satisfaction in a younger age band, is for those 45 to 54 – this is for complaint handling and should be viewed with caution as most age bands show limited results for this measure.

It is not entirely clear why this difference occurs, perhaps it is linked to different levels of expectation based on age and life experience. However, this is nearly always a factor and is important to bear in mind when comparing with other landlords; its always worth checking if the age profile is similar.

	All Residents	0 - 24	25 - 34	35 - 44	45 - 54	55 - 59	60 - 64	65 - 74	75 - 84	85 +
Overall Satisfaction	64%	43% *	63%	60%	57%	62%	67%	64%	81%	90%
Well Maintained Home	67%	50% *	65%	57%	57%	64%	68%	84%	80%	100%
Safe Home	78%	83% *	76%	70%	64%	80%	89%	87%	91%	100%
Repairs Last 12 Months	66%	50% *	46%	66%	63%	66%	65%	79%	90%	100% *
Time Taken Repairs	63%	50% *	46%	68%	53%	64%	61%	74%	80%	86% *
Communal Areas	64%	100% *	65%	55%	59%	58%	62%	73%	75%	100% *
Neighbourhood Contribution	56%	100% *	64%	41%	45%	65%	58%	63%	80%	67% *
Approach to ASB	60%	100% *	50%	56%	37%	68%	47%	83%	80%	100% *
Listens & Acts	50%	0% *	45%	42%	43%	53%	41%	61%	75%	100% *
Kept Informed	71%	80% *	66%	63%	63%	71%	66%	80%	95%	100% *
Fairly & with Respect	74%	67% *	77%	71%	73%	73%	71%	75%	87%	80%
Complaints Handling	34%	0% *	8%	29%	39%	44% *	33% *	36%	33% *	100% *

*Base below 10



Length of Tenancy

The highest rate for overall satisfaction is for those with tenancies under one year (100%) and the lowest rate is for those with tenancies of between 4 and 5 years and also those between 6 and 10 years (59%).

New tenants tend to have higher satisfaction rates in surveys of this kind. This initial enthusiasm often then declines over time, peaking again with longest-serving tenants, who are also likely to be among the older tenants.

Least satisfaction is generally seen for those in the middle years of their tenancies, 4 to 5, 6 to 10 years as well as 11 to 20 years, as is the case here.

	All Residents	A. < 1 year	B. 1 - 3 years	C. 4 - 5 years	D. 6 - 10 years	E. 11 - 20 years	F. Over 20 years
Overall Satisfaction	64%	100%	70%	59%	59%	60%	70%
Well Maintained Home	67%	91%	73%	64%	66%	62%	73%
Safe Home	78%	100%	86%	77%	74%	72%	85%
Repairs Last 12 Months	66%	100% *	65%	71%	69%	60%	68%
Time Taken Repairs	63%	100% *	69%	58%	68%	59%	60%
Communal Areas	64%	83% *	59%	77%	57%	66%	57%
Neighbourhood Contribution	56%	100% *	72%	53%	43%	56%	64%
Approach to ASB	60%	100% *	59%	63%	56%	61%	67%
Listens & Acts	50%	100% *	55%	43%	45%	49%	57%
Kept Informed	71%	100%	73%	61%	69%	68%	78%
Fairly & with Respect	74%	91%	74%	72%	79%	70%	71%
Complaints Handling	34%	- *	33% *	38%	35%	31%	33%

*Base below 10



Tenure Type

Firstly, it is important to note that responses from those in RentPlus and Secure tenancies are too low to be included in this analysis.

RentPlus Intermediate shows the most satisfaction with the overall service and with four other measures, and those with Social Assured tenancies show most satisfaction with four measures.

In terms of least satisfaction with the overall service, this sits with those in Affordable Fixed Term tenancies, and this group are also least satisfied with two other measures also. Those with Affordable Lifetime tenancies are least satisfied in eight of the measures.

Whilst it is not immediately clear why these differences occur, it could be linked to length of tenancy and could also be linked to the level of interaction with Willow Tree, if this varies by tenure type.

	All Residents	Affordable Fixed Term Tenancy	Affordable Lifetime Tenancy	Rentplus Intermediate Tenancy	Rentplus Tenancy	Secure Tenancy	Social Assured Tenancy	Social Fixed Term Tenancy
Overall Satisfaction	64%	54%	58%	74%	67% *	89% *	65%	62%
Well Maintained Home	67%	63%	61%	75%	67% *	89% *	68%	64%
Safe Home	78%	71%	73%	81%	67% *	100% *	82%	69%
Repairs Last 12 Months	66%	76%	55%	62%	100% *	100% *	63%	73%
Time Taken Repairs	63%	62%	48%	67%	100% *	100% *	62%	68%
Communal Areas	64%	58%	50%	67% *	100% *	100% *	61%	74%
Neighbourhood Contribution	56%	48%	44%	69%	0% *	67% *	62%	48%
Approach to ASB	60%	52%	40%	71% *	75% *	100% *	68%	55%
Listens & Acts	50%	32%	36%	56%	75% *	100% *	56%	42%
Kept Informed	71%	62%	60%	70%	80% *	100% *	73%	72%
Fairly & with Respect	74%	71%	59%	96%	67% *	88% *	72%	79%
Complaints Handling	34%	32%	25% *	44% *	0% *	100% *	34%	32%

*Base below 10



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:
Denise Raine: denise.raine@arap.co.uk

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

