



Lexxic Training & Consultancy

From Awareness to Action

How Torus Group built all company neurodiversity
training across an 800-strong workforce



The Challenge

Great intentions. Limited practical tools.

Torus Group is a registered social landlord operating across Warrington, St Helens, Liverpool and the wider North West. With a workforce spanning office-based colleagues, neighbourhood officers, and a large team of frontline operatives working directly in customers’ homes, the organisation serves some of the most vulnerable communities in the region.

Debbie Appleton joined Torus as its first Group Inclusion Lead – a newly created role that reflected the organisation’s ambition to move beyond checkbox inclusion and build something genuinely embedded.

What she found when she arrived was a picture familiar to many organisations: genuine intent, but a significant gap between aspiration and practice.

Occupational health reports were recommending neurodiversity training for specific individuals and teams. Lexxic workplace assessments were flagging the same need from a different angle. Colleagues were requesting reasonable adjustments – but many managers lacked the knowledge or confidence to respond effectively. And some employees had spent years masking their neurodivergent traits, expending significant energy adapting to workplace norms rather than being able to work in ways that played to their strengths.



We had people saying they’d been struggling for years, keeping it masked. All of the reports were pointing to the same thing: we needed proper training. Something a little bit more robust and substantial.

– Debbie Appleton, Group Inclusion Lead, Torus Group



Client 	Sector Social Housing & Community Services	Location North West England	Service Neurodiversity Training (Lexxic)
 800+ employees trained across all levels	3 bespoke workshop programmes designed	 improved customer survey scores	 800+ employees trained across office, neighbourhood and frontline teams

There was also a customer dimension. Torus's frontline operatives go into people's homes every day. For those customers who are neurodivergent, the quality of those interactions – whether the operative understood why access was being refused, or why a customer was struggling to communicate – could make a significant difference to the relationship between the organisation and the people it serves.

An existing online module previously used by Torus was available on the internal LMS, but it was optional and poorly attended. A previous external training event had been voluntary and severely under-resourced. The organisation had awareness. What it lacked was a structured, mandatory, organisation-wide programme that would reach everyone – from senior managers to the person in the van.

The cost of not acting

Torus identified several risks if the status quo continued:

- Reputational risk as an employer and as a landlord – with neurodivergent employees and customers
- Staff retention: employees struggling in silence, unable to ask for support, eventually leaving
- Legal exposure under the Equality Act 2010 and housing ombudsman standards
- Missed opportunity: a workforce of 800+ people, most of whom work directly with vulnerable customers, without the tools to respond well
- Internal credibility: "A place where everyone belongs" on the website means nothing if the reality doesn't match



Why Lexxic

A trusted partner, not just a provider.

When Torus set about finding a training partner, the shortlist was short. Lexxic was already embedded in Torus's world – providing workplace assessments, generating the very reports that were recommending training in the first place. Several members of the People Services team had attended Lexxic webinars. Some had participated in multi-day training programmes.

Other options were considered, but they were either too generic for Torus's specific workforce mix, or unable to handle the scale and sector-specific complexity of what Torus needed.



We already had that professional relationship with Lexxic. You already understood some of the mechanics here. It was like a trusted provider – somebody we were already in that business relationship with, that was already supporting us.

– Debbie Appleton



The scale of the task was also a factor. Torus needed to train over 800 employees across multiple sites, job types, and communication styles – including a large operative workforce who rarely interact with desk-based systems or internal communications.

A generic provider couldn't flex to that. Lexxic could.

The Solution

Three programmes. One workforce.
Built for Torus.

1 Colleagues (office & site-based)	Awareness-focused training designed to build understanding, reduce stigma, and give colleagues the confidence to be open about their own experiences and supportive of those around them.
2 Operatives (field-based workforce)	A version specifically designed for those who rarely sit at a desk – practical, relevant, and mindful of how operatives interact with neurodivergent customers in their homes, not just with neurodivergent colleagues.
3 Managers & Team Leaders	A deeper programme focused on practical tools, conversation frameworks, and the responsibilities that come with a management role – including reasonable adjustments, disclosure, and how to support without overstepping.

All sessions were delivered live on Microsoft Teams – a practical decision that allowed Torus to reach their distributed workforce without the logistical and cost implications of face-to-face delivery at scale. Critically, the sessions were not pre-recorded webinars. They were live, interactive, facilitated by Lexxic specialists, with real-time dialogue.

Making the training mandatory for them was a deliberate and important decision. Torus had tried optional programmes before. They had been under-attended. Mandatory status sent a clear signal: this is not a nice-to-have. This is how we work.

The sessions were also designed with longevity in mind. Recordings were produced as standalone training modules, uploaded to Torus’s LMS, and embedded into the onboarding journey for new starters. Neurodiversity awareness is now part of the eight-module management development programme that every Torus manager completes.

The Outcome

Fewer people hiding.
More people asking.

The results of the training were felt across the organisation – and in some cases, beyond it.

The most immediate change was one of atmosphere. Employees who had previously masked their neurodivergent traits began to feel safer being open. Reasonable adjustment requests increased – not because the need was new, but because people now felt confident enough to ask.



There’s been a massive shift. It’s okay to have differences here. It’s not hidden. People don’t have to pretend.

– Debbie Appleton



How We Created the Program

Rather than a single, one-size-fits-all session, the training was built as a tiered programme, tailored to the different ways people across Torus interact with colleagues, customers, and their own teams. Operatives received a focused, hour-long introduction to neurodiversity and mythbusting, with practical guidance on recognising traits in customer interactions and delivering neuro-inclusive service. Colleagues across the wider business were offered a session on the value of neurodiversity, covering common traits alongside self-support and peer-support strategies. For managers, the content went further: a 90-minute deep dive covering the business and legal case for supporting neurodiversity, how to hold conversations about adjustments, and how to apply different types of reasonable adjustments and specialist support in practice.

Among managers, the training shifted behaviour as well as awareness. The old pattern – either avoiding difficult conversations entirely, or handling them without the right framework – began to change. Managers now have language, tools, and a process. The reasonable adjustment pathway is clearer. And because it is embedded in the management development programme, every new manager receives it as standard.

For the operative workforce, the impact was perhaps the most unexpected. Debbie had wondered how the training would land with a group who largely work alone, in customers' homes, far from the desk-based culture where inclusion conversations tend to happen.

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We had operatives who'd been quite upset afterwards – in a positive way. They'd finally had some validation. They'd seen themselves in it. Some didn't even realise that's what they'd been struggling with.

– Debbie Appleton

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The training also had an unexpected ripple effect beyond the workplace. Several employees mentioned that the sessions had helped them support neurodivergent family members and friends. The understanding they gained at work travelled home with them.

For customer-facing staff, the connection between neurodiversity awareness and service quality became clearer. Operatives who had previously found it difficult to understand why a customer refused access, or why communication felt difficult, now had a framework for thinking about it differently. Customer survey scores on communication, responsiveness, and feeling understood have improved – an outcome that Torus attributes, in part, to the shift in workforce awareness.



What changed at Torus Group

- ✓ 800+ employees trained across all levels and job types
- ✓ All feedback across the three programmes was positive
- ✓ People were more aware of how to raise reasonable adjustments and how to access support
- ✓ Neurodiversity awareness embedded into the management development programme (8 modules)
- ✓ The recordings of the training were uploaded the intranet and included in new starter onboarding
- ✓ Customer survey scores on communication and understanding have improved
- ✓ Operatives reported feeling better equipped to serve neurodivergent customers
- ✓ Some employees self-identified as neurodivergent for the first time, accessing support they hadn't known was available

Advice From the Field

“Mandatory means there’s value in it.”

When asked what she would say to someone in a similar position – an inclusion lead, an HR director, a people manager trying to work out whether to do something like this – Debbie was direct.



If it doesn’t affect individuals, they’re not invested in it. By putting things on that might seem like a nice-to-have – if you’ve got time, go to that webinar – people think of it as optional. But these are really critical. Mandatory means there’s a cost to ignoring it. It’s a cost to how we look after somebody.

– Debbie Appleton



She also spoke about the importance of live, interactive delivery – even where face-to-face in a room is not possible. The Teams sessions worked because they were facilitated, not broadcast. There was dialogue, not just content.

And finally, on planning for the long term: neurodiversity awareness is not a one-time event. Debbie is already thinking about a refresh cycle – perhaps every three to five years – to ensure the learning stays current as the organisation grows and changes.

About Lexxic

Psychological expertise. Organisational impact.

Lexxic is one of the UK’s leading neurodiversity consultancies. Our team of specialist psychologists, assessors, and coaches supports individuals and organisations across every sector – from global financial institutions to social housing providers, NHS trusts, government departments, and everything in between.

Our training and consultancy programmes are designed by psychologists and built for organisations that want to move from awareness to implementation – embedding neurodiversity understanding into everyday management practice, not just annual awareness campaigns.

Powered by Do-IT Profiler – the data intelligence layer that helps identify individual needs at scale, without requiring a formal diagnosis first.



Ready to build neurodiversity capability across your organisation?

Whether you’re starting from zero or building on existing awareness, our training team will design a programme that fits your workforce, your sector, and your scale.

Explore our training programmes – lexxic.com/training



Book a conversation with our team

Not sure where to start? We’ll listen to where you are, tell you honestly what would make a difference, and outline what a programme could look like for you. No obligation.

Book a free 20-minute call – lexxic.com/contact-us



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