

Grainger Trust Corporate Strategy

YEAR 2026

Corporate Strategy Financial Year 2026

Grainger Trust (GT) is a For-Profit Registered Provider with a clear purpose: to deliver high-quality affordable homes in areas where housing affordability is most challenged. As a wholly owned subsidiary of Grainger PLC (GPLC), GT operates within a framework that ensures independence in governance and regulatory compliance whilst maintaining alignment to the parent company's strategic objectives. This ensures GT contributes meaningfully to the wider group vision while meeting its distinct regulatory obligations.

GT's priority is the provision of excellent homes and service to its customers. Where there is clear synergy with the parent company's product and operating model, GT will consider the merits of growth. Such growth will be funded from increased equity from the parent. This disciplined approach ensures financial sustainability and operational efficiency, leveraging GPLC's scale and expertise while preserving GT's regulatory integrity.

The strategy is anchored on four strategic pillars:

- **Regulatory Excellence** – embedding robust governance, assurance, and compliance frameworks to achieve and maintain the highest standards, with a clear commitment to continuous improvement.
- **Quality & Value** – delivering homes and services that meet high design and management standards, ensuring affordability without compromising quality. This includes maintaining a tenure-blind approach so that customers in affordable homes experience the same level of service and specification as those in private rental homes.
- **Customer-Centric Service** – providing consistent, proactive, and insight-driven service that enriches lives. GT will accelerate its ability to understand customer needs through data and engagement, integrating these insights into operational and financial decision-making.
- **Strategic Alignment** – ensuring GT's activities complement GPLC's operational platform and strategic priorities, creating efficiencies and consistency while maintaining GT's independence and regulatory obligations.

Alongside these pillars, GT remains committed to creating social value and supporting sustainable communities. Customer voice and engagement remain central to shaping services and improving outcomes.

This strategy reflects GT's ambition to combine commercial discipline with social purpose, ensuring that every decision is grounded in regulatory compliance, operational excellence, and alignment with the parent company's strategic priorities.

Strategic Pillar 1

Customer Centric Service

Customer-Centric Service is about delivering a consistent, proactive, and insight-driven experience that enriches lives. It goes beyond meeting regulatory requirements by embedding customer voice into every decision.

GT will strengthen its ability to understand customer needs through data and engagement, while capitalising on the advantage of having embedded teams within communities who know the customers they work with. This ensures services are responsive, inclusive, and aligned with our social purpose.

1. Desires Outputs

- A consistently positive customer experience across all tenures, reinforcing GT's tenure-blind approach.
- Strong, trusted relationships built through meaningful engagement and local presence.
- Insight-driven decision-making, where customer voice shapes operational and financial planning.
- Responsive and reliable service delivery that builds confidence and trust.
- Thriving communities supported through collaboration and tailored initiatives.
- Effective use of embedded teams' local knowledge to anticipate needs and deliver tailored support.

2. How it will be achieved

Deliver Meaningful Engagement

- Provide accessible channels for customers to connect with GT, supported by embedded teams who understand local needs.
- Ensure communication is clear, timely, and inclusive.

Strengthen Insight Capabilities

- Combine data analytics with local knowledge to anticipate needs and tailor services.
- Using customer knowledge and insights to shape service delivery and strategic decisions.

Champion Customer Voice in Decision-Making

- Embed feedback into operational planning and financial decisions.

- Work closely with GPLC's Customer Experience team to maintain consistency and excellence.

Deliver Responsive and Reliable Services

- Use embedded teams and streamlined processes to resolve issues promptly and effectively.
- Apply learnings from customer interactions to continuously refine services.

Foster Thriving Communities

- Collaborate with partners and agencies to deliver initiatives that promote cohesion and wellbeing.
- Empower local teams to lead engagement activities and strengthen community trust.

Strategic Pillar 2

Quality & Value

Quality & Value is about delivering affordable homes and services that meet high standards of design, durability, and management, ensuring that affordability does not come at the expense of quality.

It reflects GT's commitment to a tenure-blind approach, where customers in affordable homes experience a similar specification and service as those in private rental homes. This pillar underpins GT's social purpose while maintaining commercial discipline, ensuring every home and service represents both value for money and quality of life.

1. Desired Outputs

- Homes that exceed baseline affordable housing standards, incorporating features such as fitted carpets, blinds, modern connectivity, and energy efficiency (EPC B/C as standard).
- Tenure-blind service delivery, so customers feel integrated and valued regardless of tenure type.
- Operational efficiency and VfM, leveraging GPLC's scale and expertise to deliver cost-effective services without compromising quality.
- Customer confidence and satisfaction, demonstrated through positive Tenant Satisfaction Measures and feedback.
- Continuous improvement, ensuring that quality and value evolve in line with customer expectations, regulatory standards, and sustainability goals.

2. How it will be achieved

Maintain High Design Standards

- Uphold and periodically review GT's affordable housing specification to ensure durability, safety, and quality, aligned with GPLC standards and sector expectations.
- Ensure homes remain competitive and exceed sector norms while being cost-effective.

Deliver Tenure-Blind Service

- Integrate affordable housing services into GPLC's operational platform to achieve consistency and efficiency.
- Preserve GT's regulatory obligations while ensuring equality of experience for all customers.

Strengthen Repairs and Maintenance

- Deliver proactive repairs and maintenance programmes that prioritise safety and service excellence.
- Leverage GPLC's contractor network and operational expertise for timely and effective resolution.

Embed Customer Insight

- Accelerate GT's ability to understand customer needs through data and engagement.
- Use insights to shape service delivery and inform financial decisions.

Deliver Value for Money

- Leverage GPLC's scale for procurement and operational efficiencies.
- Ensure every pound spent delivers maximum impact without compromising quality.

Implement Assurance and Compliance

- Establish robust assurance and audit processes to validate compliance and performance.
- Provide transparency to the GT Board and the Regulator to underpin confidence in delivery.

Strategic Pillar 3

Regulatory Excellence

Regulatory Excellence is the foundation of GT's credibility and sustainability. It means consistently meeting and evidencing compliance with the Regulator of Social Housing's Economic, Governance, and Consumer Standards, while operating as an independent regulated provider within the Grainger group. This is not just compliance—it is a culture of assurance, transparency, and continuous improvement supported by strong governance and clear documentation.

1. **Desired Outputs**

- Achieve and sustain G1 governance grading, maintain V1 viability, and continue to drive improvements in the Consumer Standards to achieve an upgrade from C2 to C1.
- A documented governance framework that aligns fully with the GT Code of Governance and meets RSH expectations, clarifying roles, responsibilities, and decision-making authority between GT and GPLC.
- Robust assurance processes covering Health & Safety, Safeguarding, and Consumer Standards.
- Comprehensive evidence base and high-quality data for regulatory submissions and audits.
- Build on GT's strong foundation in Tenant Satisfaction Measures (TSMs) by aiming for continuous improvement and using insights from TSMs and complaints to drive service delivery enhancements.
- Transparent reporting and a “no surprises” approach to regulatory risks.

2. **How it will be achieved**

Governance Framework

- Integrate and formalise enhanced two-way communication through structured dialogue, regular meetings, and pre-Board engagement to strengthen alignment and visibility.

Assurance Programme

- Maintain a focused programme of reviews and audits in priority areas identified by the Board, including Health & Safety, Building Safety, Safeguarding, Consumer Standards, and Data Quality.
- Provide clear assurance reporting to Board and timely action on findings.

Evidence & Data

- Strengthen record-keeping and reporting processes to support regulatory judgments and ensure audit readiness.
- Improve data quality and consistency to underpin compliance and customer insight.

Board Effectiveness

- Continually improve forward planning, agenda management, and continuous improvement reviews.
- Maintain a “no surprises” approach for regulatory risks and strategic decisions.

Culture & Capacity

- Enhance capability through training and development for Board and staff on regulatory standards, evidence expectations, and compliance culture.
- Reinforce accountability and clarity of roles across GT and shared GPLC services.

Customer Insight

- Use TSMs and complaints data to inform compliance and service improvements, ensuring customer voice is embedded in decision-making.

Strategic Pillar 4

Strategic Alignment

Strategic Alignment ensures GT’s activities complement GPLC’s operational platform and strategic priorities, creating efficiencies and consistency while maintaining GT’s independence and regulatory obligations.

This pillar is about formalising the relationship framework, aligning asset strategies, and leveraging GPLC’s scale to deliver operational benefits without compromising GT’s regulatory integrity.

1. Desired Outputs

- Continue to develop the relationship between GT and GPLC to ensure clarity of expectations, with GPLC representation at GT Boards
- Structured communication and collaboration mechanisms to ensure transparency and a “no surprises” approach.
- Alignment of GT’s asset strategy with GPLC’s growth plans and city strategies, including options appraisal and disposal of non-core assets.
- Operational efficiencies through shared systems, procurement, and expertise, reducing duplication and cost.
- Assurance that alignment strengthens GT’s ability to deliver its social purpose while meeting regulatory obligations.

2. How it will be achieved

Formalise Relationship Framework

- Document roles, responsibilities, and decision-making authorities between GT and GPLC.
- Ensure clarity on governance arrangements and escalation routes.

Enhance Communication and Collaboration

- Establish structured dialogue mechanisms and informal engagement sessions to maintain alignment and transparency.
- Adopt a “no surprises” approach to strategic decisions affecting GT.

Align Asset Strategy

- Conduct asset performance reviews and options appraisals to maintain geographic alignment with GPLC operations.
- Develop disposal strategies for non-core assets in consultation with GPLC.

Leverage Operational Platform

- Use GPLC’s systems, expertise, and procurement scale to deliver efficiencies without compromising GT’s regulatory obligations.
- Share best practice across both organisations to improve service delivery and compliance.