

Grainger Trust Customer Engagement Strategy

YEAR 2026

1. Introduction

Grainger Trust (GT) recognises that meaningful customer engagement is central to delivering high-quality, affordable homes and services.

Companion Action Plan: A separate Customer Engagement Action Plan sits alongside this strategy and sets out the detailed activities, outputs, KPIs and ownership for implementation.

This strategy sets out our approach to engaging with customers, ensuring their voices influence decision-making, service delivery, and future planning.

It supports our commitment to the Regulator of Social Housing's consumer standards and complements the Grainger PLC values and GT's corporate strategy.

The Customer Engagement Strategy compliments and underpins the overarching GT Corporate Strategy.

2. Definition

Customer engagement at Grainger Trust refers to any interaction where customers are informed, consulted, or involved in shaping the services they receive. This includes:

- **Providing accessible and timely updates on landlord performance to support transparency and accountability.** This includes sharing information such as Tenant Satisfaction Measures, complaints handling, and repairs performance through the website, newsletters, notice boards, and the Grainger App—helping customers understand service standards and hold us to account.
- **Consulting customers on service changes and policies to ensure decisions reflect lived experience and meet real needs.** By involving customers early, we can identify unintended impacts, improve service design, and build trust through transparency and shared accountability.
- **Enabling customer involvement and scrutiny in decision-making through panels, surveys, and events to ensure services reflect lived experience and local priorities.** This engagement helps identify gaps, improve service design, and build accountability. By involving customers in shaping policies and reviewing performance, we strengthen trust and deliver more responsive, effective outcomes.
- **Designing engagement activities that are inclusive, locally relevant, and proportionate to available resources.** By blending community-based and digital approaches, we ensure diverse customer needs are met while maintaining sustainability. Meaningful involvement in shaping policies and reviewing performance builds trust and leads to more responsive, effective outcomes.

3. Strategic Context

Grainger Trust (GT) is a regulated, for-profit registered provider governed by an independent Board, operating within the wider Grainger PLC structure and subject to oversight by the Regulator of Social Housing (RSH).

While GT benefits from the operational scale and expertise of its parent company, its Board maintains strategic autonomy and is responsible for ensuring compliance, accountability, and delivery of social purpose.

Both GT and Grainger PLC recognise that meaningful customer engagement, oversight, and scrutiny are essential to shaping services, improving outcomes, and maintaining trust with residents and stakeholders.

Our customer engagement strategy is designed to:

- Deliver high-quality, value-driven services that respond to the needs of households facing housing affordability challenges, ensuring our approach remains equitable and outcome-focused.
- Embed a tenure-blind service model, so that all customers—regardless of tenure—experience consistent, respectful, and professional landlord services.
- Foster strong, inclusive communities through locally tailored engagement, creating opportunities for social value, partnership working, and improved wellbeing across our neighbourhoods.
- Provide clear and transparent service delivery information including for example Tenant Satisfaction Measures (TSMs) key performance indicators in repairs and compliance, expenditure breakdown of rent and service charges, to enable customers to hold GT as landlord to account and ensure compliance with regulatory expectations.

4. Our Values in Action

This strategy is underpinned by Grainger PLC's core values:

- Every Home Matters: We treat each home and household with care, ensuring services are tailored to individual needs.
- People at the Heart: We listen to our customers, act on their feedback, and co-produce solutions.
- Leading the Way: We innovate in our engagement methods, using data and technology to improve outcomes.
- Exceeding Expectations: We aim to go beyond compliance, delivering services that customers trust and value.

5. Regulatory Alignment

Grainger Trust (GT) operates in accordance with the Regulator of Social Housing's Consumer Standards, which set expectations for how landlords deliver safe, fair, and responsive services. These include Safety and Quality, Tenancy, Neighbourhood and Community, and Transparency, Influence and Accountability Standards.

In line with the Transparency, Influence and Accountability Standard, GT will:

- Treat customers with fairness and respect.
- Deliver equitable outcomes by understanding diverse needs.
- Involve customers in decisions about landlord services.
- Provide clear, accessible information about services and performance.
- Ensure complaints are addressed fairly, effectively, and promptly.
- Give customers the opportunity to influence how landlord services are delivered through consultation, scrutiny, and feedback mechanisms.
- Enable customers to hold the landlord to account by sharing performance data, service standards, and financial transparency.

6. Engagement Principles

Grainger Trust's approach to customer engagement is guided by a set of principles that ensure our activities are meaningful, inclusive, and aligned with both customer needs and regulatory expectations. Each principle is presented as a standalone theme to highlight its unique contribution to our engagement strategy.

Transparency & Accountability

- Share clear, accessible information about service standards, performance, and decision-making processes.
- Enable customers to hold us to account through regular reporting, feedback loops, and visibility of how rent and service charges are spent.

Regulatory Alignment

- Ensure full alignment with the Regulator of Social Housing's Consumer Standards, particularly the Transparency, Influence and Accountability Standard.
- Embed regulatory expectations into engagement design and delivery, ensuring compliance and continuous improvement.
- Use regulatory frameworks as a foundation for building trust and credibility with customers.
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Respect & Empathy

- Recognise and honour the lived experiences of our customers', ensuring engagement is sensitive to individual circumstances.
- Foster a culture of empathy in all interactions, where customers feel heard, understood, and valued.
- Train staff and partners to engage respectfully, especially when dealing with vulnerable or marginalised groups.

Inclusion & Accessibility

- Use multiple channels—digital, face-to-face, and written—to engage with all customer groups, recognising different communication needs.
- Promote digital-first solutions while ensuring alternatives are available for those with limited access or preferences for other formats.
- Ensure engagement activities are inclusive of diverse communities and accessible to all.

Proportionality & Value

- Design engagement activities with a clear and purposeful intent, ensuring they are proportionate to available resources.
- Deliver best value by focusing on activities that generate meaningful outcomes for both customers and the organisation.
- Prioritise locally relevant engagement that reflects the needs of specific schemes and neighbourhoods.

Insight & Data-led Learning

- Use customer insights—including Tenant Satisfaction Measures, sentiment analysis, and feedback data—to inform engagement priorities.
- Analyse trends and patterns to identify areas for improvement and innovation.
- Share learning outcomes with customers to demonstrate how their input drives change.

Co-creation, Partnership & Influence

- Involve customers in shaping services and policies through consultation, scrutiny, and co-production.
- Build partnerships with residents to ensure their voices influence decisions at both operational and strategic levels.
- Recognise the value of lived experience in improving service design and delivery.

7. Consultation

Grainger Trust is committed to authentic co-production and consultation with customers.

This includes:

- Sharing the Customer Engagement Strategy and related action plans with residents involved for feedback prior to Board approval.
- Publishing customer-facing policies for consultation via the Grainger Trust website and app.
- Using Tenant Satisfaction Measures (TSMs), transactional surveys, and focus groups to gather customer views.
- Ensuring feedback is considered in service design and communicated back to customers.

8. Monitoring & Measurement

How we will measure success:

Governance Reporting:

- Quarterly updates to the Grainger Trust Board.
- Monthly reporting to the Grainger Operational Board.

Performance Transparency:

- Annual publication of the Tenant Report and performance dashboard.
- Sharing TSM results and engagement outcomes with customers and the Regulator of Social Housing.

Engagement Tracking:

- Response tracking – Number of responses for consultations and decision-making processes.
- Surveys and questionnaires – Volume and sentiment of responses to targeted questions.
- Participation records – Attendance at meetings, site visits, and resident surgeries.

Forums for monitoring and review

- Resident Panels & Advisory Panels – Scrutinise engagement outcomes and provide challenge.
- Performance Review Forums – Review TSMs and other metrics with residents.
- Complaints Oversight – Member Responsible for Complaints & Complaints Officers reviews complaints and learning outcomes.

Addressing low participation or satisfaction

- Targeted feedback sessions – Speak directly with residents to understand barriers.
- Diversify communication channels – Use digital, print, and in-person methods to reach more residents.
- Simplify engagement processes – Reduce complexity and time commitments to make participation easier.
- Provide education and demonstrate impact of how resident engagement influences GT decision making
- Consider adjusting timing to meet schedules and needs of our residents

9. Review

This strategy will be reviewed annually to ensure it remains relevant and effective. The review will consider:

- Feedback from customers and involved residents.
- Changes in regulatory requirements or corporate priorities.
- Outcomes from engagement activities and satisfaction measures.
- Resource availability and operational capacity.

10. Policy & Regulation

Our customer engagement approach is shaped by key policies, regulations, and laws that ensure we're doing the right thing, in the right way.

Key policies include:

- Social Housing Regulation Act 2023 – puts resident voice, safety, and accountability at the heart of housing services.
- Regulator of Social Housing's Consumer Standards (2024) – sets clear expectations for transparency, influence, safety, and community.
- Housing Ombudsman Complaint Handling Code – ensures complaints are dealt with fairly, quickly, and used to improve services.
- Equality Act 2010 – makes sure our engagement is inclusive and accessible to all.