

grainger trust

*Annual Report for Residents*  
October 2024 – September 2025



# Dear Resident,

**At Grainger Trust (GT), our priority is providing safe, good quality and affordable homes in places where it can be difficult to find the right home.**

As part of Grainger PLC – one of the UK’s largest professional landlords – we share a commitment to creating welcoming, mixed tenure communities where everyone feels part of their neighbourhood.

Although we are part of a wider organisation, **Grainger Trust is independently governed and regulated.** We have our own Board of Directors and we meet the Regulator of Social Housing’s standards. This means you can expect homes and services that are safe, well-managed, and delivered with care.

This year, we have developed our Annual Report to give you **clear, meaningful and accessible information** about how your homes are managed.

Our aim is to give you confidence in the services we provide, and to give you the information you need to hold us to account and where we need to do better.

**This prepares us for new national requirements.**

## STAIRs

Social Tenants  
Access to Information  
Requirements

### Phase 1

**From October 2026**

Requires social landlords to publish a range of key information

### Phase 2

**From April 2027**

Will give residents the right to request specific information within set timescales.

We will share more details closer to these go live dates so you know exactly what to expect.



## Regulatory inspection 2025

### What this means for you

Between January and July 2025, we took part in our first inspection by the Regulator of Social Housing. The process was detailed and sometimes challenging, but our Board and team worked closely together with the Regulator to build a positive relationship.

We are pleased to share the outcome of this first judgement:

A really important part of the inspection was the Regulator speaking directly with several of our residents. **Thank you to everyone who shared their experiences.** Your voices helped shape this judgement and highlighted areas where we can improve.

We are committed to building on this strong starting point. Over the next year, we will be working with the Regulator to strengthen the areas identified for improvement so that you continue to receive safe, well managed and high quality services.

You can read the full Regulatory Judgement here:

[Grainger Trust Limited \(4743\) – Regulatory Judgement, 30 July 2025 – GOV.UK](#)

### Viability

*How we manage our money*

**Grade 1**

The highest rating

### Governance

*How the organisation is run*

**Grade 2**

Meeting requirements, with areas to strengthen

### Consumer Standards

*How we deliver services to residents*

**Grade 2**

Good overall, with improvements identified



**Our vision and mission is the reason we exist as a business. We are here to help people get more out of life with the best possible renting experience.**

**Our values are the foundation of our service style and culture. They inform the choices we make, our behaviours every day, and they enable us to fulfil our vision.**

### Our vision

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*Renting homes, Enriching lives.*

### Our mission

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**Enriching lives through providing high quality yet affordable homes**

### Our values

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**People at the heart**



**Exceeding expectations**



**Every home matters**



**Leading the way**



## Grainger Trust Board

**Colin Sherriff**  
*Chair*

**Anish Thobhani**  
*Grainger Plc Director and Grainger Trust Managing Director*

**Henry Gervaise-Jones**  
*Grainger Plc Director (resigned Jan 2026) replaced by Callum Foster Grainger Plc Group Financial Controller*

**Paul McGowan**  
*Grainger Plc Director*

**Diane Hart**  
*Non-Executive Director and Member Responsible for Complaints*

**Sharon Pearce**  
*Non-Executive Director and Audit and Risk Lead (stepping down May 2026)*

## Grainger Trust Team

**Heather Rigg**  
*Head of Grainger Trust*

**Kim Miller**  
*Senior Housing & Resident Services Manager*

**Andrea Gorman**  
*Lettings Administrator*

**Melanie Cain**  
*Income Support Officer*

**Megan Fleming**  
*Housing Services Manager (Wellesley)*

**Katie Dean**  
*Housing Services Manager (Berewood)*

**Chris Caradine**  
*Housing Services Manager (Cobalt)*

**Konrad Maselko**  
*Senior Resident Services Manager (Apex Gardens and Juniper House)*

**Samson Olaniyan**  
*Senior Resident Services Manager (Poppy Apartments, Millet Place)*



**Colin Sherriff**  
Chair

## Foreword from the Chair

**I am delighted to introduce the Grainger Trust (GT) Annual Report for the 2025 financial year. This has been a milestone year for us, marking not only our continued growth but also the outcome of our first full regulatory inspection by the Regulator of Social Housing.**

The Regulator awarded us a V1 rating for Viability, reflecting our strong financial position, and G2 for Governance and C2 for Consumer Standards, both indicating that we meet requirements with some areas for improvement. As a Board, we take these findings seriously, particularly those relating to transparency, data quality, and responsiveness to tenants.

### **Our plan to move from C2 to C1**

Improving from C2 to C1 is a key strategic priority for the coming year. Working with the Regulator's engagement team, we have established a clear improvement plan focused on:

- Strengthening the accuracy and completeness of our asset data which we completed during August 2025 with a comprehensive Stock Condition Survey of all GT rental properties.
- Improving visibility and accountability across customer-facing services, which has commenced with the refresh of our Customer Engagement Strategy and action plan.
- Enhancing how we use tenant feedback to drive service improvements, using the raw data feedback from complaints, satisfaction measures and touchpoint surveys to drive service delivery
- Embedding clearer governance oversight of consumer standards through Board reporting and assurance.

We are confident that this programme will enable us to evidence sustained, measurable improvement and support our progression to C1.





### Maintenance performance and progress

We recognise that our maintenance performance dipped during parts of 2025, particularly in relation to repairs completion times and follow-on works. This fell short of the standard we expect for our residents, and we have taken clear action.

Over the course of the year, we have:

- Re-set performance expectations with contractors
- Strengthened monitoring and reporting oversight
- Introduced additional customer-focused training for frontline teams, specifically around Damp Mould and Condensation

Early signs show performance recovering, and we remain committed to restoring consistently high-quality service.

### Tenant Satisfaction Measures (TSMs)

Our Tenant Satisfaction Measures, completed in early 2026, showed steady improvements across both rental and shared ownership homes. While many of our results were pleasing and remain above sector averages, there are areas where we must do more.

Notably:

- Ensuring our landlord listens and acts
- Provide easily accessible routes to deal with landlord
- Ensuring kept informed

These insights are invaluable, and we are using them to shape practical, resident-led

improvement plans for 2026 and beyond. We have already been strengthening our site-based delivery teams with further improvements to come later in 2026 which we are confident will support customer experience.

### Safety, quality and long-term investment

Keeping our residents safe remains our absolute priority. In 2025, we completed our first Stock Condition Survey, providing a comprehensive understanding of our homes and informing future investment to ensure continued compliance with the Decent Homes Standard.

As we continue to grow, we will remain transparent and accountable, ensuring residents are informed, empowered and central to our decisions.

### Future regulation and resident accountability

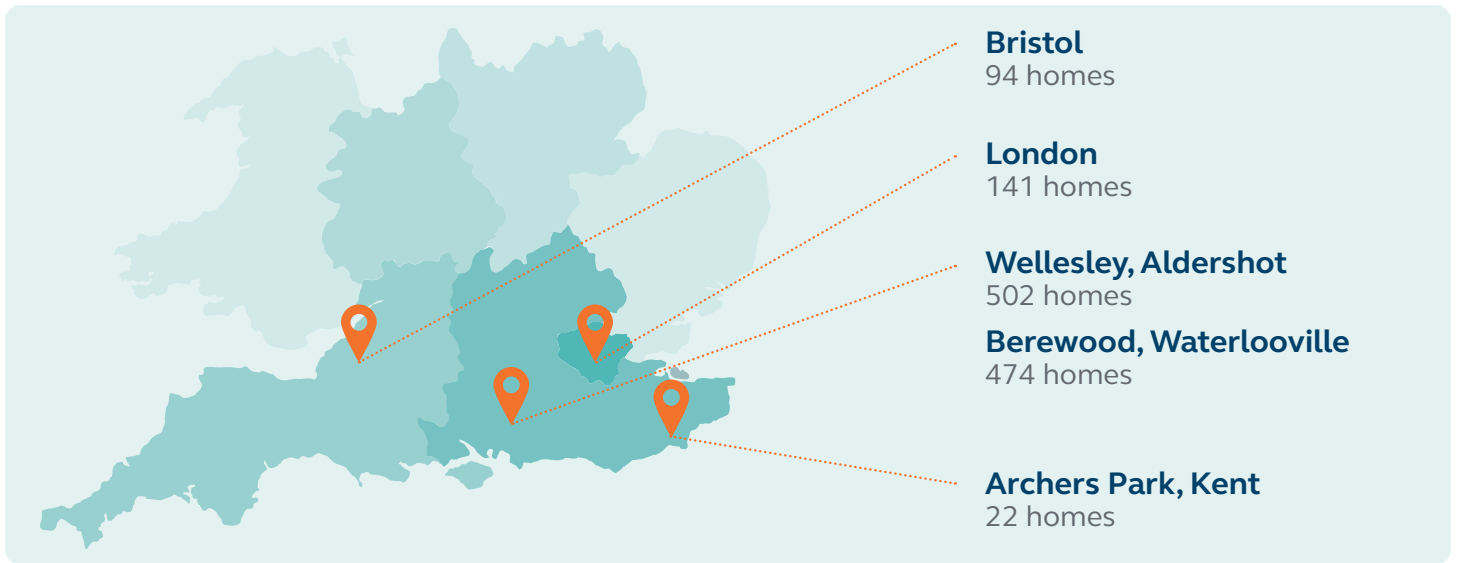
Looking ahead to 2026, further regulatory changes are expected, including the Social Tenants Access to Information Requirements, which will place greater emphasis on openness and access to information. We welcome this shift. Alongside new Competency and Conduct Standards for staff, these changes will support continued professionalisation and enhanced accountability across the organisation.

We also reviewed our GT Corporate Strategy and Customer Engagement Strategy this year, reaffirming our commitment to resident involvement. We are expanding opportunities for residents to share feedback, participate in scrutiny, and shape decisions – ensuring their voices drive meaningful change.

**Finally, I would like to thank all our residents for being part of our growing communities and for the feedback that helps us improve. We look forward to continuing this journey with you in the year ahead.**

## Locations, homes and customers

### Grainger Trust locations

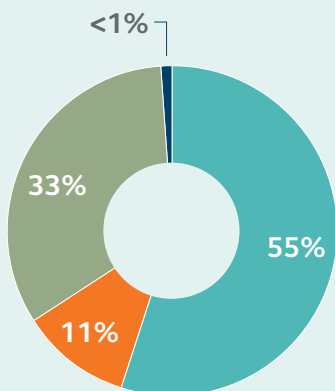


At the end of September 2025 there were 1232 homes in the GT these are made up of:

Scheme	Affordable Rent	Intermediate Rent	Shared Ownership	Leaseholder
Wellesley, Hampshire	310		186	6
Berewood, Hampshire	222	30	221	1
Poppy Apts, London	34	48		
Apex Gardens, London		59		
Archers Park, Kent	22			
Cobalt House, Glasshouse Square, Bristol	94			
<b>Total</b>	<b>682</b>	<b>137</b>	<b>407</b>	<b>7</b>

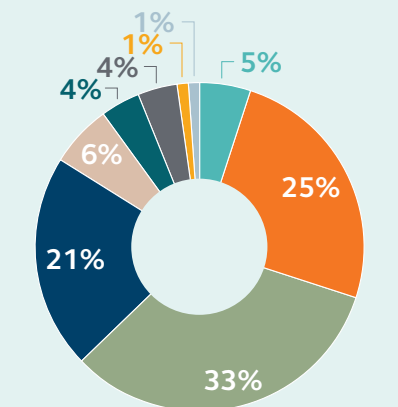
This is an increase of 199 homes from September 2024.

### Customer profile breakdown



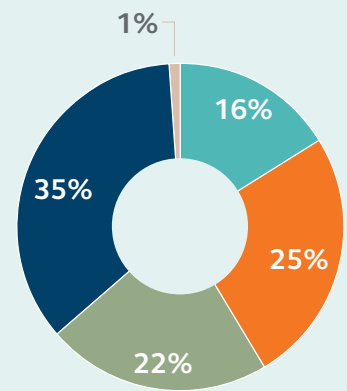
- Affordable rent homes
- Intermediate rent homes
- Shared ownership
- Leaseholder

### % age breakdown of customers\*



- 0-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55-59 years
- 60-64 years
- 65-74 years
- 75-84 years
- 85+ years

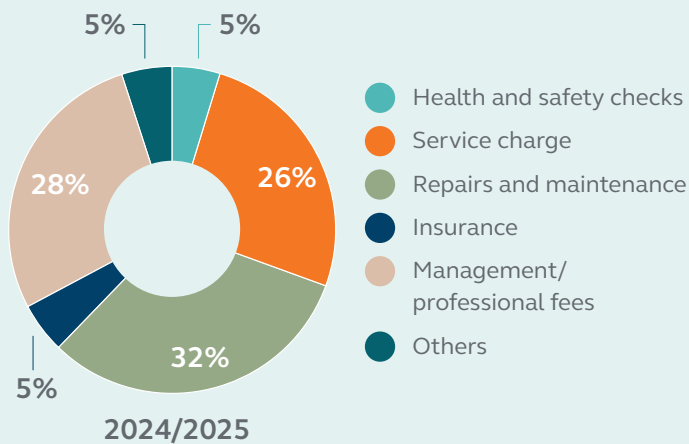
### Tenure bands (2024/2025)



- Less than 1 year
- 1-3 years
- 4-5 years
- 6-10 years
- 11+ years

## How we spend your money (rent & service charge)

### Breakdown of how each £1 is spent



### Service Charges – How your money is spent

Service charges apply to residents living in leasehold homes, including Shared Ownership apartments at Berewood and Wellesley.

They cover shared services and maintenance that everyone benefits from, helping keep buildings and estates **safe, well maintained and compliant**.

You only pay the actual cost of delivering these services. We do not add profit. Each year, we provide an estimated charge to help with budgeting, followed by a final statement showing what was spent and whether any adjustment is needed.

The chart shows how service charge money was spent in 2024/25, including costs such as management, health and safety checks, repairs, cleaning, insurance, landscaping and utilities. Costs are shared between homes in line with lease terms.

We aim to keep service charges **reasonable, transparent and good value for money**. If you have questions, need more detail, or are worried about making a payment, please contact us as early as possible so we can offer support.

### Value for money 2024/2025



**£9.87m**

Income from rent and service charges



**£3,112**

Average spent per home on managing tenancies and maintaining properties



**£850,114**

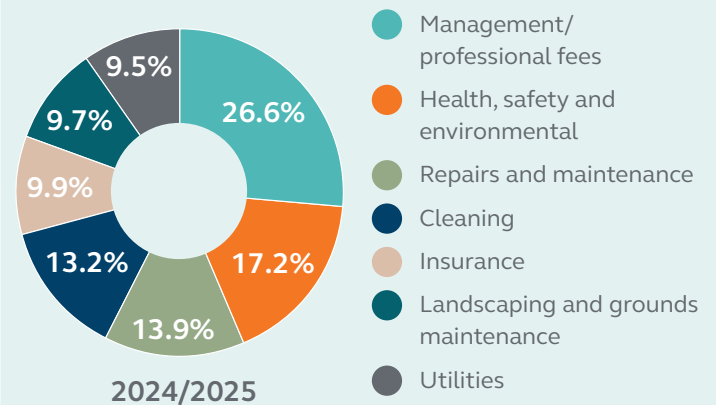
Spend on home repairs



**£66,267**

Spend on void maintenance for reletting homes

### Breakdown of GT service charge spend



### Repairs performance

Measure	Annual Target	Annual Average
Repairs completed on-time	95%	90.4%
Emergency repairs completed on-time	100%	98.6%
Right First Time (RFT)	80%	88.3%
Average days to complete	15 days	13.8 days

#### What went well

- Emergency repairs were handled promptly throughout the year
- Most repairs were **completed on time** across the year overall
- From summer onwards, repairs performance was **consistently strong**
- The majority of repairs were fixed right first time.

#### What we improved

- Addressed delays earlier in the year caused by reduced contractor capacity
- **Increased the number of operatives** where demand was highest
- Improved daily monitoring of outstanding repairs
- **Reduced average repair completion times** from June onwards
- **Strengthened oversight** and expectations with contractors.



### Letting, tenancy management and safeguarding

#### Lettings

- There were 24 days taken to let a new property
- It took 40 days to relet an existing property.

#### Tenancy management

- We managed **30 reports of anti social behaviour** during the year
- Issues included noise, nuisance, damage to property, neighbour disputes and trespassing
- Every report was investigated and managed in line with our policies to help keep communities safe.

#### Supporting residents who need extra help

- We made **9 safeguarding referrals** where we were concerned about vulnerable residents
- This helped ensure people received the right support from local partner organisations as quickly as possible.

### Stock condition and capital investment

#### Stock condition and investment

- We completed a **full condition survey of all Grainger Trust rental homes** in August 2025
- **All homes meet the Decent Homes Standard and Housing Quality Standards**
- Every home is rated **EPC band C or above**, supporting warm and energy efficient homes
- Where minor issues were identified (such as damp, mould or small repairs), work was raised and addressed promptly.

#### Looking ahead

- The survey gives us a clear **long term investment plan**
- Major components like kitchens, bathrooms and windows are in good condition and won't need replacement for several years
- This allows us to plan future improvements and continue providing **safe, warm and well maintained homes**.

## Tenant Satisfaction Measures (TSM) update

### What are Tenant Satisfaction Measures?

These surveys are part of the Regulator for Social Housing's initiative. They help us understand how you feel about the services we provide and highlight what we need to improve.

### When did it happen?

The surveys were conducted in January and February 2026.

### How did it go?

- 350 residents participated this year which corresponds with the numbers from last year
- We're so grateful to everyone who got involved and shared their thoughts

### A big thank you

We truly value your honest feedback. It shows us what's working, what isn't, and where we need to focus our efforts to make things better for you.

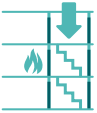










### What's next?

We're reviewing all your feedback and using it to guide our plans for improvements in the areas you care about most.

Satisfaction Measure 2025	Rented Homes	Shared Ownership
Overall Satisfaction	79%	55%
Well Maintained Home	84%	NA
Safe Home	85%	77%
Communal Areas	71%	53%
Repairs Undertaken in Last 12 months	70%	NA
Time Taken to Repair	66%	NA
Listens & Acts	69%	33%
Treated Fairly and with Respect	83%	65%
Kept Informed	79%	65%
Contribution to Neighbourhood	76%	56%
Approach to ASB	70%	30%
Complaints Handling	42%	24%

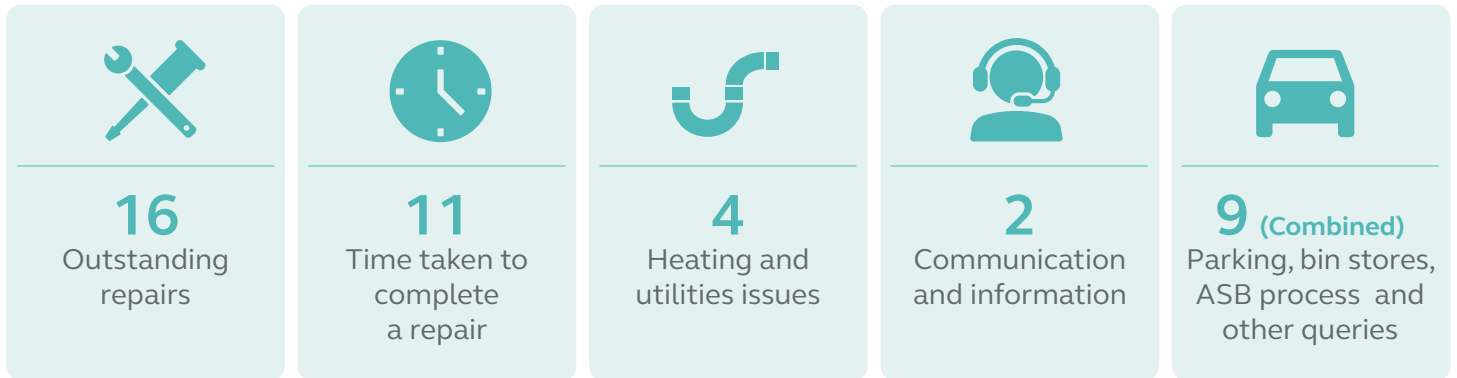


## Technical performance management questions – for period Oct 2024 to Sept 2025

	Technical TSM	Answer
	Proportion of homes for which all fire risk assessments have been completed	100%
	Proportion of homes for which all lift safety checks have been carried out	100%
	Proportion of homes which all required asbestos management surveys or re-inspections have been carried out	Not Applicable – all homes built after 2010
	Proportion of homes for which all legionella risk assessments have been carried out	100 %
	Proportion of homes which gas safety checks have been carried out	100%
	Number of ASB cases opened per 1000 homes How many cases involve hate incidents (How many ASB cases were reported)	24.35 cases of ASB per 1000 homes 0.8 cases per 1000 homes were linked to Hate Incidents and 2.4 cases of domestic violence per 1000 homes There were 30 cases of ASB reported on rented homes Of these cases there was 1 which was associated with Hate Incidents and 3 were linked to Domestic Violence
	Proportion of non-emergency responsive repairs completed within landlord's target timescale	89.9%
	<i>SLA for non-emergency repairs to be completed is 15 days</i>	<i>There were 1,513 routine repairs raised</i>
	Number of stage one complaints received per 1000 homes	34.15 complaints per 1000 homes
	<i>S1 complaints were received</i>	<i>There were 42 stage 1 complaints from rental customers</i>
	Number of stage two complaints received per 1000 homes	7.31 complaints per 1000 homes
	<i>S2 complaints were received</i>	<i>There were 9 stage 2 complaints from rental customers</i>
	Proportion of stage 1 complaints responded to within the Housing Ombudsman's Handling Code timescales. (This is 10 working days)	100%
	Proportion of stage 2 complaints responded to within the Housing Ombudsman's Handling Code timescales. (This is 20 working days)	100%

## Complaints summary

### What you raised



### Complaints summary

Over the year, we received 42 Stage 1 complaints, with 9 of these escalated to Stage 2 for a further review. Every complaint is important to us, and we use your feedback to understand where services need to improve and how we can better support you.

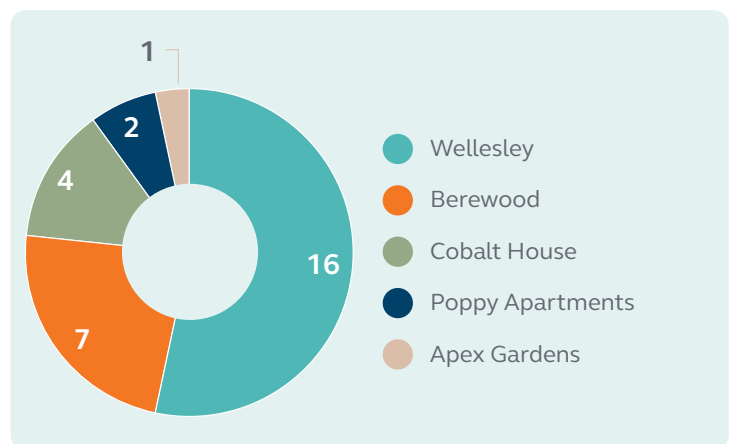
### What complaints feedback told us

Most complaints related to repairs – particularly delays or outstanding works – reflecting the pressure on contractor capacity earlier in the year. We have acted on this by strengthening oversight, improving communication, and increasing focus on timely follow up.

This feedback helps us identify where you need clearer updates, quicker responses, and more consistent service delivery.

### Where complaints came from

Complaints varied across our communities, with higher volumes at sites experiencing more repairs activity during the year:



This information supports our ongoing work to strengthen local teams and improve visibility across neighbourhoods.



## Complaints summary continued

### Anti-social behaviour

Keeping our communities safe is extremely important to us. Over the past 12 months, we recorded 30 Anti Social Behaviour (ASB) reports, which is 10 more than the previous year. This increase reflects the work we have done to strengthen our reporting processes so that all concerns are logged consistently and accurately.

### What was reported

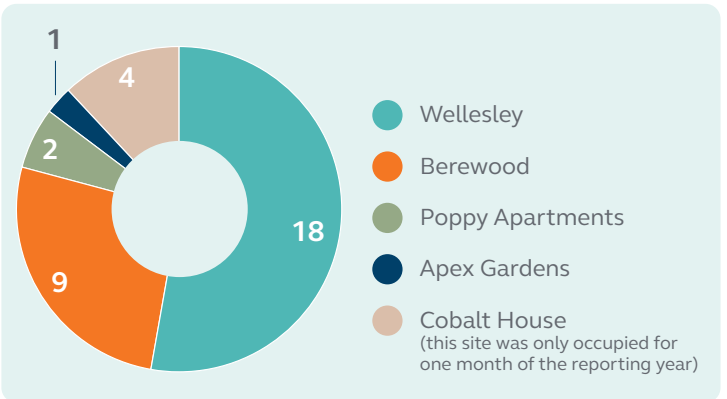
The types of issues raised by residents included:

Nuisance	8
Intimidation and threatening behaviour	7
Neighbour disputes	3
Animal related issues	3
Drug misuse	3
Trespass	1
Verbal altercation	1
Car abandonment	1
Criminal damage	1
Fly tipping	1
Threatening behaviour	1
Physical altercation	1

Of the 30 cases, 3 involved domestic violence, and 1 was linked to hate crime. In all such cases, we worked closely with the appropriate agencies to ensure residents were supported and safeguarded.

### Where reports came from

ASB levels varied across our neighbourhoods and were generally in line with scheme size and activity:



## Improvements over the last 12 months

At Grainger Trust, your feedback guides everything we do. Over the past year, we've listened carefully to what matters most to you and focused our efforts on making your experience better, more consistent, and easier. Here's what we've improved together:

### Strengthening our local teams

We introduced new Housing Service Manager roles across Wellesley, Berewood, and Cobalt House in Bristol. This gives each neighbourhood a dedicated manager who knows the area well and can build stronger relationships with customers. We're also recruiting new Housing Service Assistants to give you even more day to day support.



### More ways for you to get involved

We've refreshed our tenant engagement strategy so your voice is central to

our plans. The new strategy will be supported by a practical action plan that will make it easier for you to share your views, help shape services, and let us know where you'd like to see improvements.

**Watch Out For** – Our first community forum.

### Improving everyday service quality

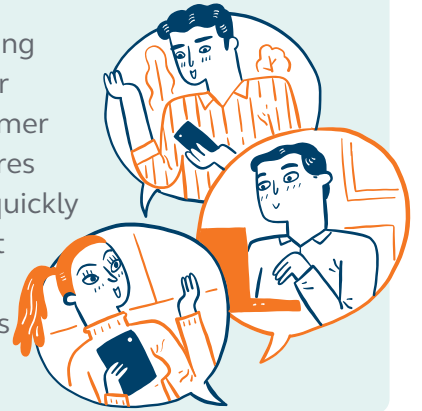
To make sure services meet your expectations, we have introduced new cleaning contractors across Grainger. This helps deliver more consistent quality and better value for money across all schemes.

Thank you to those customers who provided feedback.



### Making communication clearer and quicker

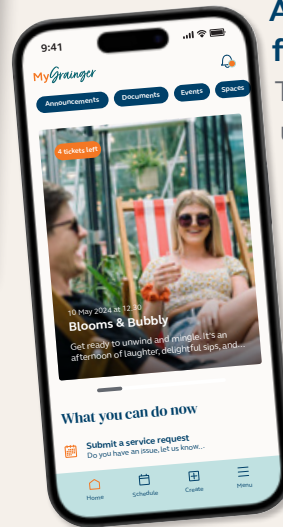
You told us you wanted easier ways to get in touch. We've streamlined our communication by moving all enquiries through our central inbox and Customer Service Team. This ensures your request is triaged quickly and directed to the right person setting clear service level agreements for response times.



### A better, more user friendly Grainger App

The MyGrainger App was upgraded in FY25 to make it simpler for you to report repairs, share feedback, and contact us. We'll continue developing the app based on what you tell us works – and what doesn't.

**Coming soon** – Roll out to ensure accessible to all rental customers.



Download  
MyGrainger  
today



### Faster action on damp, mould & condensation

You highlighted the need for quicker, clearer responses. We have now rolled out improved processes that ensure every report is logged, triaged, and acted upon within Awaab's Law timeframes.

We're also keeping you updated at each stage so you know what to expect and when.



## Improvements over the last 12 months continued

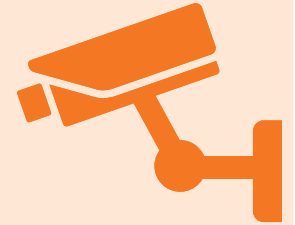
### Investing in stronger communities

Working with our contractor Axis, we've delivered community initiatives such as damp and mould education sessions and local skip days. Your positive feedback from the Berewood event is helping us plan similar activities at other developments.



### Clear guidance on home CCTV

Customers told us they wanted clearer rules around home recording devices. In response, we launched a new CCTV policy to help both customers and the GT team understand how CCTV should be used at home. All policies are available on the GT website.



### Clearer and more accessible information

We launched new, customer friendly leaflets on Damp & Mould and Complaints. Before publishing, we invited customers to review them – ensuring they are easy to understand and genuinely helpful.



### Improved complaints management

We've strengthened our complaints process with a new system aligned to the Housing Ombudsman Code. This gives clearer tracking, quicker responses and ensures we learn from every complaint. Staff training has also helped embed a positive complaints culture.

### Better support for vulnerable residents

Following customer feedback, we delivered new safeguarding training for our teams and strengthened our partnerships with Adult Social Care and Community Safety Teams. This ensures vulnerable customers receive timely and appropriate support.



You can find full information about how Grainger Trust delivers services including our Corporate Strategy, Customer Engagement Strategy, and the full set of customer facing policies on the Grainger Trust section of the Grainger plc website.

[Grainger Trust | Grainger plc](#)

*If you'd like to share feedback, make a suggestion, or get involved in any of our resident initiatives, please email us at [GTrust@graingerplc.co.uk](mailto:GTrust@graingerplc.co.uk). Your views genuinely help shape how we improve our services.*

## Get in touch with us

Every Grainger Trust community has an on-site or locally connected team to support you. If you need help, have a question, or want to report an issue, you can contact us in the ways below.



### MyGrainger App

The quickest way to report repairs, ask questions, or send feedback.

Download it from your usual app store.



### By phone

#### General Customer Service

(Mon–Fri, 9am–5.30pm)

**+44 330 678 1608**

#### Repairs & Maintenance

(Mon–Fri, 9am–5.30pm)

**+44 345 300 5824**

#### Out of Hours

#### Emergencies

(Evenings, Weekends, Bank Holidays)

**+44 345 300 5824**



### By email

Please use the email address for your scheme:

**Wellesley (Aldershot)**

**Berewood (Waterlooville)**

**GTrust@Graingerplc.co.uk**

**Cobalt House, Bristol**

**Cobalthouse@graingerplc.co.uk**

**Apex Gardens, Juniper House and Stonebridge Road (London)**

**Apexgardensreception@graingerplc.co.uk**

**Poppy Apartments (London)**

**Milletplacereception@graingerplc.co.uk**

### If you need to...

Report a repair

Report a serious issue or defect outside office hours

Ask a general question about your tenancy

Contact your local team directly

### Contact

Repairs & Maintenance

Out of Hours Emergencies

Customer Service

Email for your scheme

If you contact us outside office hours, our Out of Hours team will take details of your issue and make sure it is sent to the right contractor or housebuilder. Who they contact may depend on the age of your property.

**facebook** Follow 'Grainger Trust Residents'

For service updates, performance information, resident support and community activity.

### For shared owners

If you are a shared owner and still within your defects liability period, you can report issues using these same contact routes. Shared ownership leases do have different rules about what the landlord is responsible for and what is your responsibility as a homeowner. We will always explain this clearly so you understand what happens next and what support is available.

Rent well. Live well.

grainger trust