



KINGDOM

Group

MORE THAN A HOME

Kingdom Group
Corporate Plan
2023-2028



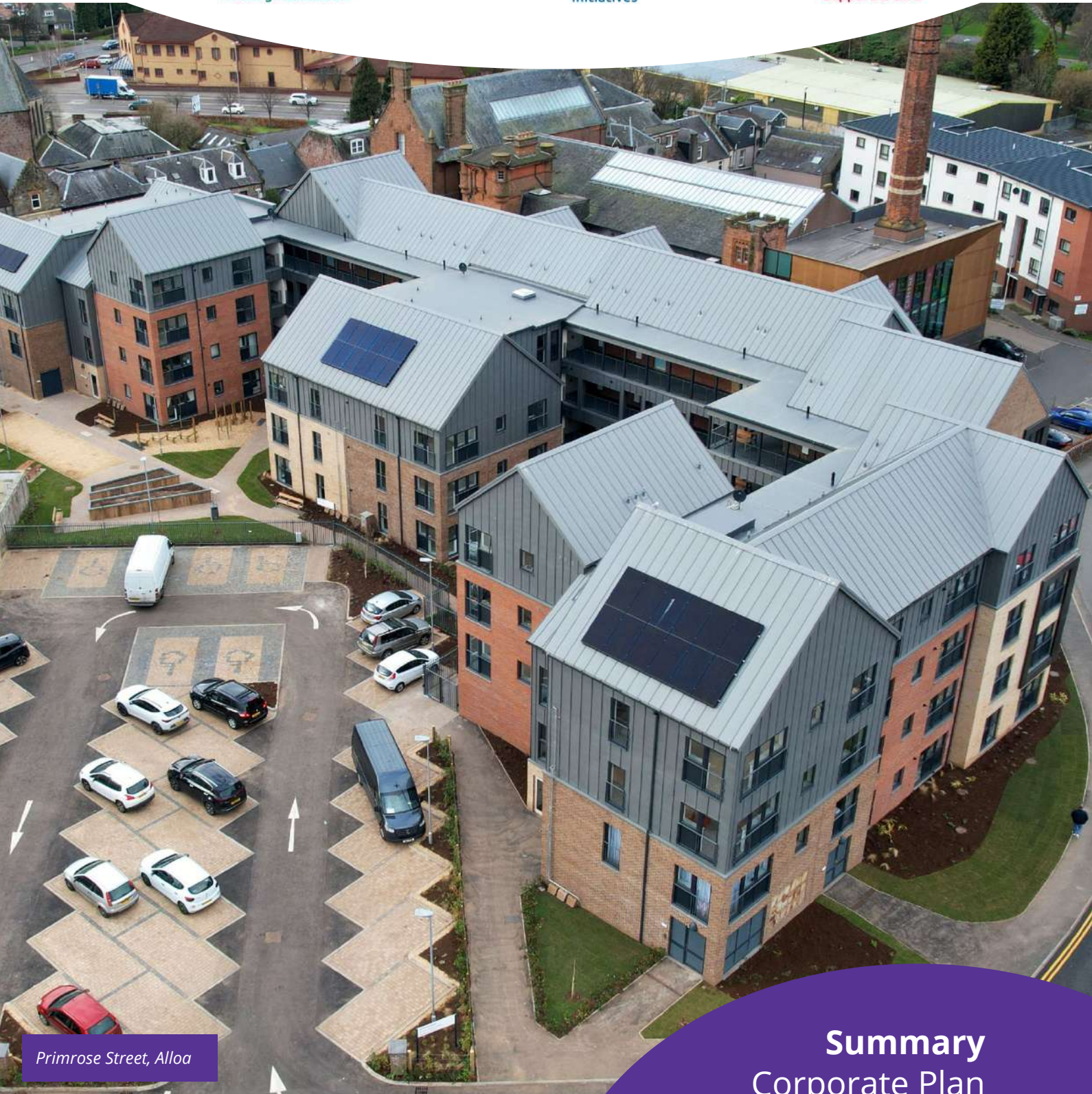
KINGDOM
Housing Association



KINGDOM
Initiatives



KINGDOM
Support & Care



Summary
Corporate Plan

October 2023

“ Kingdom Housing Association is the parent company within the Kingdom Group of companies and we have two wholly owned subsidiary companies, Kingdom Initiatives and Kingdom Support & Care.

Independent Boards govern the strategy for each of the Kingdom companies and we have a Senior Leadership Team responsible for implementation of the plan and the operational management and delivery of the strategies. We provide a diverse range of services which reflects the Kingdom Group's mission to provide **more than a home**.

This summary plan outlines our aims, objectives and priorities over the next 5 years. ”



Linda Leslie
Chair

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1. Introduction

At the Kingdom Group, we have plans and strategies in place to cover a wide range of services across all our areas of operation. We have plans and proposals to increase and to further develop and enhance our services to tenants and customers.

We have identified an ambitious development programme, innovative projects and a range of business development activities identified as part of the plan.

Affordability and demonstrating Value for Money are key priorities for us and we will not increase rents for new projects, or existing tenants, where this compromises affordability.

Mission Vision and Values

Our Vision:

- Great Homes
- Great Services
- Great People
- Great Communities

Our Values:

- Customer
- Accountable
- Respect
- Efficient
- Supportive

Our Strategic Objectives

We have 6 strategic objectives which cover the key areas of activity across the Kingdom Group, as identified below;

1. Manage and maintain homes for our customers and support independent living.
2. Provide excellent customer focused services and deliver added value and community benefits.
3. Deliver growth through collaborative partnership and through providing new quality affordable homes.
4. Demonstrate innovation across all our services, products and activities, through applying principles that recognise quality, sustainability and climate change.
5. Ensure that the Group remains financially secure.
6. Apply and demonstrate good governance and be an employer of choice.

The Corporate Plan identifies our strategy across all areas of operation and the following summary plan highlights our key objectives and priorities.



Broich Road, Crieff

2. Governance Structure

Kingdom Housing Association (KHA) is the Parent company for the Group and there are two wholly owned subsidiaries; Kingdom Initiatives (KI) and Kingdom Support & Care CIC (KSC).

KHA is governed by a voluntary Board of Management which normally meets on a monthly basis. The voluntary Boards of both KSC and KI meet at least quarterly.

As the Parent company within the Group, Kingdom Housing Association retains governance responsibilities associated with the Group business plan, approval of budgets and financial plans, and the appointment of Subsidiary Board Directors.

The Boards are supported by a management team, led by the Group Chief Executive. The management team is responsible to the KHA Board for the implementation of the strategy and the day-to-day running of the Association.

On an annual basis, the Boards review their skills and composition and identify how long individual KHA Board members intend to continue in their roles and actively seek replacements to fill any identified skills gaps in advance.

The KHA Board of Management, as at 1 April 2023, is shown below.

KINGDOM HOUSING ASSOCIATION - BOARD MEMBERS

Linda Leslie: Chair | Freya Lees: Joint Vice Chair | Laurie Naumann: Joint Vice Chair

Ian Crocker | Graeme MacKay | Loretta Mordi | Charles Oliver | David Redpath | Stephen Swan | Guy Thomson | Carol Watson

KHA has 2 wholly owned subsidiaries and they are both independent companies. The Board membership for KI and KSC, as at April 2023, is shown below.

KINGDOM INITIATIVES LTD - DIRECTORS

Mark Easton: Chair | Finlay Ross: Vice Chair

Tom Barclay | Derek Helmore | Loretta Mordi | Andrea Saunders | Lawrie West | Stuart Wilson

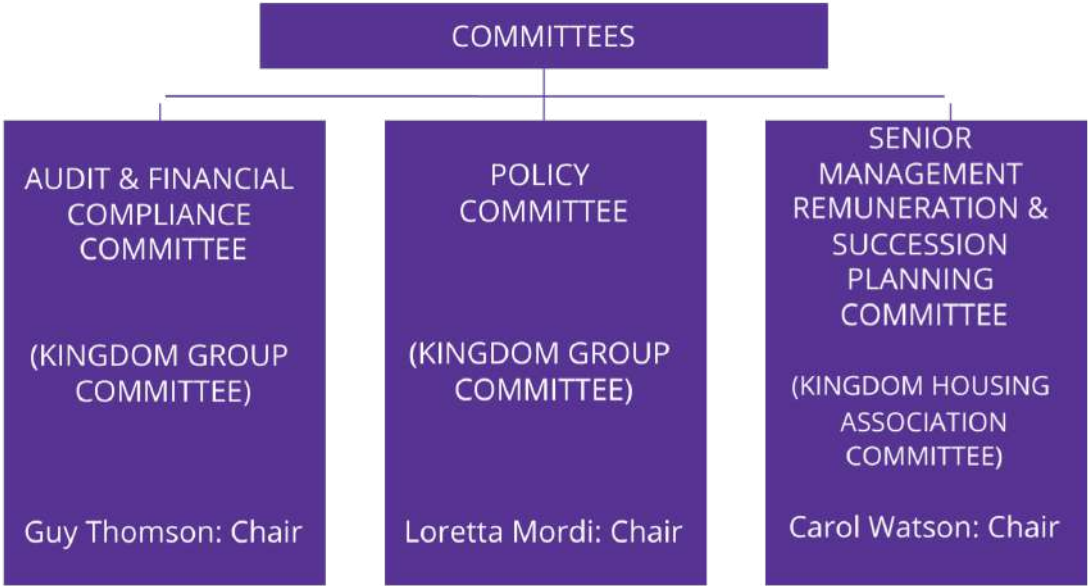
KINGDOM SUPPORT & CARE CIC - DIRECTORS

Karen Koyman: Chair |

Tom Barclay | Kelly Brown | Linda Leslie | Blair Loudon | Jeff Lockhart | David Robertson



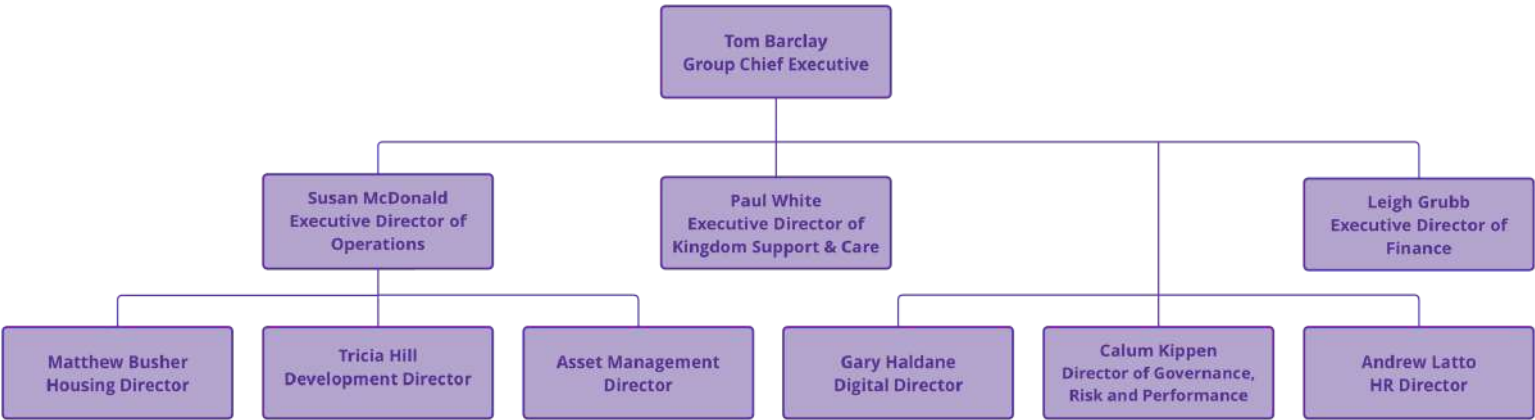
In addition, there are a number of committees which are shown below.



3. Management Team

The Management Team Structure, shown below, ensures all operational activities are recognised as part of the Corporate and Business Planning processes. The structure was reviewed and amended in 2021. The structure is based on the following Service Areas and additional information on the management team arrangements is provided in section 2 of the Corporate Plan;

- **Corporate Support Services;** covering Governance & Organisational Support, Digital and HR Services, including Health & Safety.
- **Finance;** including business development across the Group.
- **Operations;** covering Customer Services, Housing, Asset Management and Development Services (Capital Investment, Care & Repair and Kingdom Works).
- **Support & Care;** delivered through Kingdom Support & Care, a Kingdom Housing Association subsidiary and Community Interest Company.
- **Kingdom Initiatives;** our non-charitable subsidiary that contributes to the Group objectives through delivering projects that KHA can't due to its charitable status.



4. The Kingdom Group

The Kingdom Group is shown below.



Agreements are in place in respect of the relationship between KHA and the two subsidiaries (KI and KSC), covering;

- Independence Agreement,
- Members Agreement,
- Subsidiary Group Services Agreement.

5. Strategies and Delivery

The Corporate Plan identifies our strategies and the risks we will monitor and manage. Our Financial Plans covering the period 2023 to 2028 are included to demonstrate how we will deliver on the Group Strategic Objectives.

A Delivery Plan section is included to demonstrate when we plan to deliver specific objectives over the period of the Plan.

Separate Strategies have been developed as part of this plan to cover;

- Governance and Organisational Support,
- Fairfield Transfer of Engagements,
- Customer Services,
- Development Services,
- Housing Services,
- Asset Management,
- Net Zero,
- Community Initiatives,
- People,
- Digital,
- Kingdom Support & Care,
- Kingdom Initiatives,
- Financial Strategy and Plans.

Corporate Strategy

Our strategic planning processes follow a 'golden thread' approach which demonstrates the links between our strategic aims, objectives and strategies.

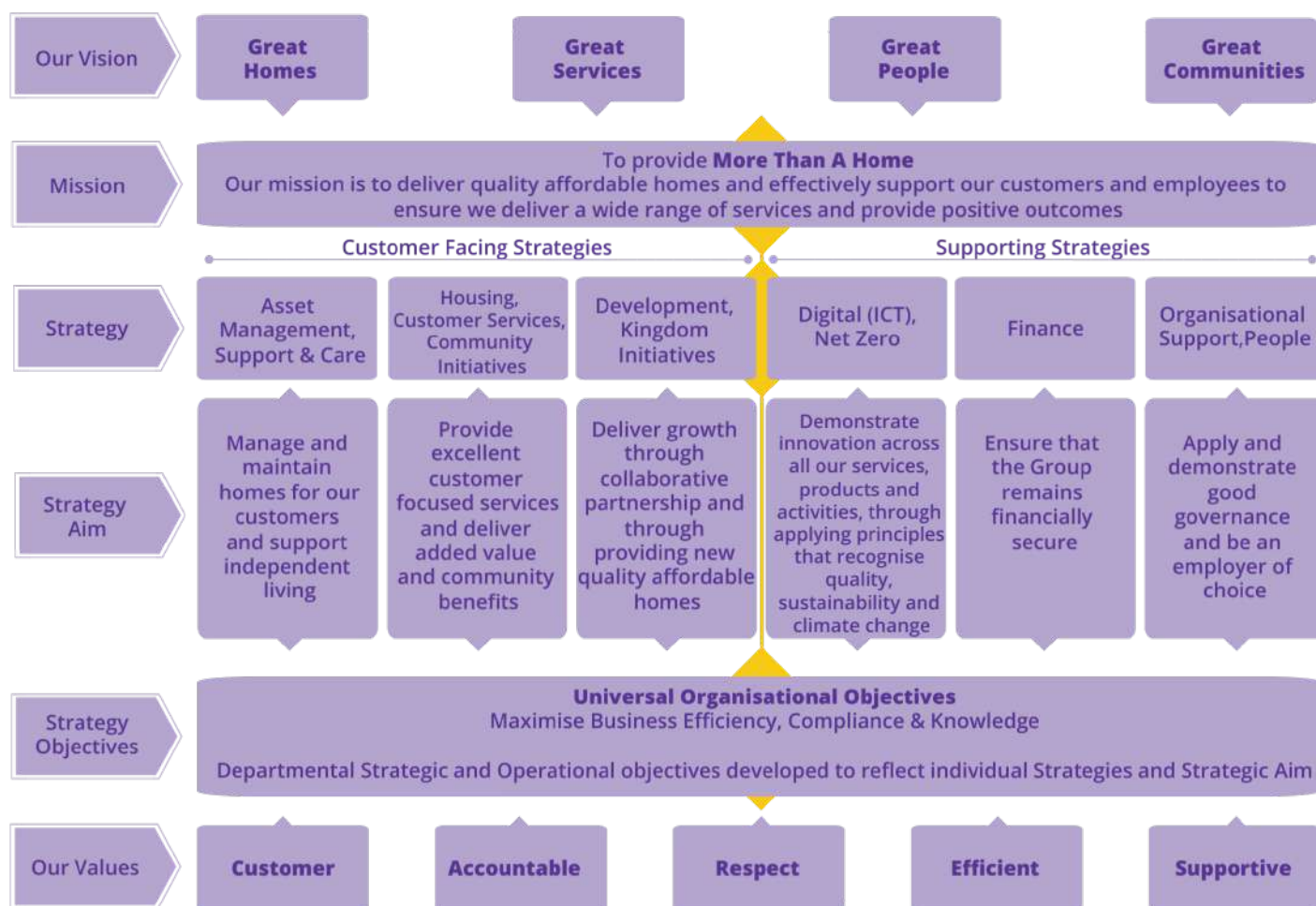
We have key customer-facing strategies, supporting strategies and business and organisational strategies.

- Our customer-facing strategies have been developed to cover customer services, asset management, support and care, housing and development.
- Our supporting strategies cover our approach to finance, digital, organisational support and people.
- Our business and organisational strategies include the implementation of the Fairfield Transfer, Net Zero and our Kingdom Initiatives strategy.



The following diagram identifies the strategy golden thread approach we apply:

Kingdom Group Golden Thread Corporate Strategy



6. Governance & Organisational Support Services

There is a small team within the Chief Executive's department who provide support to Kingdom's Governing Bodies and Senior Management Team. The key organisational and governance priorities over the next few years include the following:

- We will ensure we remain compliant with legal and regulatory requirements.
- We will continue to deliver policies adopting new legislative requirements and good practice, removing procedural elements.
- We will ensure our Governance arrangements and structures are continually reviewed and fit for purpose.
- We will produce and scrutinise management reports to provide assurance to the governing body and try to reduce unnecessary content.
- We will strive to enhance communications with customers and stakeholders.
- We will explore future business and organisational development, including delivering constitutional change within the Group, where appropriate.
- We will enhance and collate performance information to aid continuous improvement.
- We will recruit new and develop our current Governing body members.
- We will provide oversight of our Strategic Risk Register.
- We will strive to enhance our administrative support to the Governing body members and Senior Management Team.
- We will expand our internal compliance audits and ensure improvements identified are completed in a timely manner.



7. Fairfield Transfer of Engagements

On 1 December 2021 Fairfield Housing Association (Fairfield) transferred its engagements to Kingdom Housing Association (Kingdom), this included all assets, liabilities, properties, tenancies and staff. This was a milestone event for Kingdom and represented the first time the organisation had been involved in a stock transfer, through a Transfer of Engagements.

A separate transfer business plan has been developed along with a detailed integration and implementation plan. Our strategy in respect of the transfer commitments is summarised and included as part of this version of the Corporate Plan.

The objectives of the transfer strategy is to:

- Provide the ability to realise supervision and management cost efficiencies for the benefit of all tenants.
- Deliver enhanced services to tenants.
- Create opportunities to provide more affordable rents.
- Enhance investment in former Fairfield properties.
- Provide added value services to former Fairfield tenants via sustainable tenancy services provided by Kingdom.

8. Customer Services

In 2022 we included a separate strategy in respect of Customer Services for the first time to reflect the creation of a distinct Customer Services department within our Operations Service Area.

Within the lifetime of this plan we aim to embed excellent customer service throughout the organisation for all of our customers - external, internal and potential new customers. Regardless of how and when our customers approach or contact us they should receive the same level of service and a service that reflects the values of the Kingdom Group.

Our customer services priorities during the life of this plan will be to;

- Deliver customer service excellence across all operational areas,
- Develop customer profiles based on data gathered about our customers,
- Reduce customer effort and increase satisfaction,
- Support staff to develop the knowledge, skills and confidence to deliver excellent customer services.

9. Development

Our Development objectives and priorities for the period of the Plan will be to:

- Provide new quality affordable homes, and employability services.
- Deliver added value, community benefits and positive environmental outcomes.
- Deliver growth and opportunity through collaborative partnership working.
- Demonstrate innovation that recognises net zero carbon ambitions and sustainability.

We plan to continue developing affordable housing in Fife, Perth & Kinross, Falkirk and Clackmannanshire however we will consider strategic opportunities to develop elsewhere.

We aim to provide a minimum of 70% Social Rented new homes, which will be fully aligned with wider business planning and development of other tenures. The table below summarises our ongoing capacity to develop new affordable housing during the period of the Plan for Kingdom and our partners.

| 5 YEAR PLAN (2023-2028) | SOCIAL RENT | LOW COST HOME OWNERSHIP | MID MARKET RENT | TOTAL |
|--------------------------------------|--------------|-------------------------|-----------------|--------------|
| Kingdom Housing Association | 1,504 | 30 | 177 | 1,711 |
| Affordable Housing Delivery Partners | 280 | 0 | 0 | 280 |
| Total | 1,784 | 30 | 177 | 1,991 |



10. Housing Services

We own or manage affordable homes to meet a wide range of housing needs, across our geographic areas of operation, as highlighted below;

- Fife: 5,249 homes,
- Perth & Kinross: 904 homes,
- Clackmannanshire: 280 homes,
- Falkirk: 73 homes.

Our Housing strategy recognises both National Strategies and Local Housing Strategies and sets out the principal housing services objectives which are to;

- Deliver excellence across our core housing service activities.
- Further develop tenancy sustainment and support services.
- Enhance customer engagement activities across all services.
- Deliver digital service transformation.
- Demonstrate continuous development of service capacity.

In delivering our objectives we will meet or exceed statutory and legal requirements, apply appropriate risk controls, develop and comply with internal policies and apply innovative thinking to develop service efficiencies and deliver excellent customer focussed services.

11. Affordability

Through robust business management we work to ensure that our rents remain as affordable as possible to our customers whilst continuing to support the development and delivery of high quality services.

On an annual basis we complete assessments on rent affordability as part of our rent and budget setting processes. We assess affordability through a number of methods including; Customer consultation, Peer comparison, Comparison to inflation (CPI); and technical assessment of rent levels against typical household income levels.

12. Value for Money

At Kingdom we recognise the need to always be delivering Value for Money (VFM) for our customers and this is a focus for us throughout the organisation.

This means we will consider what is the best value approach which may not always be the cheapest option. This is embedded in our Procurement Strategy, our Financial Regulations and our CARES values.

We are very aware of the current Cost of Living issues which are impacting on our customers and they, rightly, expect us to be running our business as efficiently as possible to ensure we deliver services which offer real value for money. Therefore, one of the core objectives set across all operational areas is to *Drive forward service improvements to enhance customer services and deliver efficiencies for the organisation.* This puts the delivery of real value for money at the heart of all of our services.

The Scottish Housing Regulator has also included value for money as one of their key priorities and as such we will continue to focus on the VFM Indicators within the Scottish Social Housing Charter to be able to give assurance that this is also a priority for Kingdom.

In order to show how we are delivering VFM we take part in the annual Scottish Housing Network Value for Money exercise which gives us valuable insight into our performance in this area. We also recently also took out a subscription to the HACT Social Value Toolkit which will allow us to measure the wider value delivered as a result of our activities.

All of this information and benchmarking will help us evidence how our approach to VFM is delivering for our customers.



13. Asset Management

Through our Asset Management strategy we aim to manage, maintain and invest in our property assets to ensure that our properties provide attractive, good quality homes for our residents and future customers, at an affordable cost to them and us.

Our Asset Management priorities for the coming years are summarised below:

- Maintain our focus on meeting and exceeding our targets for our reactive repairs service and improving customer satisfaction levels.
- To deliver our annual planned maintenance programme and develop our medium and longer term programmes.
- To deliver the second year of the 3-year investment plan to improve the properties in the former Fairfield HA operating area.
- To continue the extension of the in-house repairs and maintenance team to fully take over the delivery of the reactive maintenance service in the Perth & Kinross areas.
- For the second phase of the Energy Efficiency Standard for Social Housing in Scotland (EESHS2), to continue our fabric first approach to property improvement, and once the ongoing EESHS2 review is completed, develop an action plan to meet the revised standards by the target date.
- Continue to monitor SHQS compliance and ensure all properties are able to meet the standard, including the properties in the former FHA area.

14. Net Zero Strategy

We have developed a Net Zero strategy as part of our plan. Our strategy highlights the National objectives and timescales and how we plan to contribute to delivery of these objectives.

We recognise we are at an early stage of the strategy, however our priorities over the next 5 years will help us to deliver on the objectives below.

- Assess our current business activities to better understand our environmental impact and to establish a benchmark going forward to monitor our progress.
- Carry out a capacity assessment to establish the cost of the transition above current investment profiles.
- Explore new funding opportunities to assist with the delivery of this strategy.
- Adopt a fabric first approach to retrofit and in our newbuilds to ensure that our homes are as energy efficient as possible to reduce energy waste, help tackle fuel poverty and mitigate against energy price increases.
- Progress planned improvements in accordance with the Energy Efficiency Standard for Social Housing (EESHS 2) standards.
- Prioritise the installation of net zero carbon heating systems within our newbuild programme in advance of the 2024 Heat in Buildings Regulations coming into force and the Scottish Government's grant funding requirements which will require affordable housing providers to install zero direct emissions heating in all new homes from December 2023.
- Explore green hydrogen options for heating our homes and offices.
- Explore options to enhance biodiversity.
- Review our procurement processes to increase emphasis on environmental performance and purchase products and services that cause minimal adverse environmental impact.
- Drive forward a range of innovation projects using off site construction, Modern Methods of Construction, new low carbon technologies and renewable battery storage to establish mainstream capabilities and inform future design.
- Continue to extend the provision of Electric Vehicle Charging facilities for our customers, communities and staff.
- Implement an electric vehicle replacement programme to reduce the carbon footprint of our maintenance fleet.



- Increase training opportunities for the 'green jobs' sector.
- Launch collaborative projects with other affordable housing providers.
- Raise customer and staff awareness of climate change through a range of mediums and training to drive forward behavioural change.
- Extend the use of sensor technology and SMART metering to gather building performance data to help inform future investment and design and allow our customers to live in their homes as environmentally and cost effectively as possible.

Further details and target timescales are included as part of our delivery plan.

15. Community Initiatives

Our community initiatives programme supports a wide range of organisations and individuals in the communities where we operate and focus on the following themes:

- Tenant, resident and community projects.
- Training and employment.
- Energy efficiency and the environment.
- Education and schools initiatives.
- Public art.

We plan to deliver community benefits through support activities which go beyond our core housing activities. This includes our Support & Care activities, our Care & Repair / Small Repairs projects, our employability project Kingdom Works, and community initiatives delivered through our contracts, which provide a community benefit.

We also have a Community Initiatives fund which has been established to promote or improve the economic, social or environmental wellbeing of Kingdom's residents and other people in the areas we operate.



Parkrun Supported By Community Initiatives Fund

16. People

Our People strategy is designed to deliver the following outcomes over the period of the Plan:

- Aim for Kingdom to be seen as an employer of choice to people in the communities and sectors we operate in.
- Through workforce planning we will ensure we have the right people in the right place with the right skills at the right time.
- Support the organisation to work to the guiding principles of our CARES Values.
- Maintain Gold Investors in People accreditation with the longer-term aim of achieving Platinum IIP accreditation.
- Maintain Platinum Investors in Young People accreditation.
- Aim to achieve IIP Wellbeing Gold accreditation.
- Ensure our people have the tools to proactively manage all people processes.
- Pay our people accurately, on time and regularly benchmark benefits to ensure we remain competitive.
- Remain compliant with Health & Safety legislation through regular reviews of processes and procedures ensuring our people work safely and securely.

We have identified 5 strategic priority themes, which are identified below and expanded on as part of the People Strategy:

- Delivery of Business-Centred services that protects Kingdom.
- Workforce Planning.
- Diversity & Inclusion.
- Employee Engagement.
- Learning & Development.



Investors in Young People Platinum Award



17. Digital

Our Digital outcomes and objectives aim to:

- Be customer focused.
- Enhance our digital infrastructure.
- Maximise business efficiency.
- Build knowledge and ensure compliance.

There will be a key focus on improving customer access to services and data. This will be driven by the implementation of our new housing system, through improving our asset management systems and investigating new Finance and HR systems.

The move to new and updated systems will improve both our customer and employee experience and we will ensure our digital infrastructure continues to remain secure and provides optimum performance.

18. Kingdom Support & Care

Kingdom Support and Care CIC (KSC) provides care at home and housing support for around 300 individuals across east central Scotland. We support those individuals to manage the challenges presented by a range of issues, including addiction, ageing, autism, complex needs, homelessness, learning disability and mental health issues.

Our purpose is to provide great support which helps people have great lives, living as fully and independently as possible as part of our community.

Our key Support and Care priorities are summarised below:

- Achieve growth and diversity.
- Deliver high quality services.
- Develop our workforce.
- Enhance the KSC brand.
- Improve the financial position of KSC.
- Remodel the provision and delivery of services for individuals affected by homelessness.

During the period of the plan, we aim to progress and implement the following objectives:

- Develop and launch the KSC Academy.
- Develop external and internal partnerships.
- Support more individuals.
- Demonstrate customer satisfaction.
- Develop new models of support and care.
- Improve systems for assuring the quality of our support and care.
- Enhance the tangible and intangible benefits of working with KSC.
- Improve recruitment and retention.
- Work to achieve Investors in People Platinum accreditation.
- Improve our engagement with the individuals we support, their families and our wider stakeholders.
- Increase the reach and impact of our social media.
- Increase the use of digital solutions which improve effectiveness and efficiency.
- Optimise our employment costs, balancing the financial wellbeing of our organisation with that of our staff.
- Decommission our hostel at James Bank and provide an alternative safe and secure home where the individuals we support can build and live their lives.
- Work to ensure the success of our “test of change” accommodation in Inverkeithing, Kirkcaldy and Rosyth.

19. Kingdom Initiatives

The role of Kingdom Initiatives (KI) is to carry out activities which complement the objectives of Kingdom or deliver initiatives, which Kingdom Housing Association itself cannot undertake by virtue of its charitable status.

The main driver for the year ahead will be to lay the foundations to work towards making KI a more financially stable business and, eventually, more attractive to lenders.



Earlsgate Co-Housing Community, Scone



The key priorities are to:

- Apply and demonstrate good governance as an independent company within the Kingdom Group.
- Review and change the financial relationship between KHA and KI on current and future Mid Market Rent (MMR) properties.
- Finalise the operating and financing arrangements for the St Andrews project and work towards earning income in year 2.
- Progress business proposal sign off and organisation set up for factoring, maintenance and repair services to expand and drive income.
- Develop the business proposal for the set up to provide consultancy/outsourced back-office services.
- Manage and maintain homes for our MMR customers and provide excellent customer focused services.
- Demonstrate innovation through the activities progressed.
- Investigate and support the Kingdom group of companies to develop the business, through initiatives such as:
 - Operating an MMR project as a co-housing community initiative for people over 55 years of age and investigating operations for further co-housing initiatives.
 - Investigate initiatives for a wider range of customers to meet housing needs for other customer groups such as older people, young people and ex-forces customers.
 - Investigate initiatives for support and care projects and services to support people with particular needs.

- Long-term affordability of rents.
- Making adequate provision for planned, cyclical and responsive maintenance expenditure.
- Taking advantage of development opportunities.
- Securing appropriate finance and complying with all lender covenants.
- Enabling KSC to meet its strategy to develop high quality, cost effective support and care services that meet the clients' needs.
- Enabling KI to meet its strategy of providing services and projects complementary to KHA's core activities.
- Supporting all activity within the Group whilst ensuring the business case for investment and borrowing meets the Board's agreed criteria.

The Finance Department has a series of KPIs reported to the Board quarterly. There are also the following key service objectives:

- To provide the highest quality service to its internal and external customers.
- To operate as a business advisory and support function for the Kingdom Group.
- To continue the transition from paper-based to digital processes to maximise efficiency.
- To set robust financial policies and ensure they are adhered to.
- To identify and manage financial risks through appropriate policies and controls.
- To manage the liquidity requirements for each Group company with robust forecasting models.
- To meet all financial compliance requirements of stakeholders including the Scottish Housing Regulator, Lenders, HMRC, the FCA and OSCR.

20. Finance

Our financial strategy is designed to complement and support the strategic objectives of the Group.

The overarching strategic financial priority is to meet the requirements of a viable long term financial model which incorporates all of the Group's ambitions. This includes reference to the following:

Our updated financial models, assumptions and financial plans are included as part of the Finance Strategy, within the Corporate Plan, to demonstrate how we will deliver on our strategic objectives.



21. Delivery Plan

The Corporate Plan identifies how we will progress our strategies to deliver on our priorities and a Delivery Plan is included as appendix A, however annual reviews will be carried out to update the strategies.

A copy of the full Corporate Plan can be found here or a copy can be provided on request.

22. Contact

Tom Barclay, Kingdom Group Chief Executive
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Appendix A: Delivery Plan 2023 - 2028

The schedule below provides detail of the key priorities we intend to deliver, across all services, over the period of the Plan.

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|-------------------------|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Asset Management | Meet response time and customer satisfaction targets and continue to develop the new repairs and maintenance systems | | | | | | |
| | To continue to deliver the 3-year investment plan to improve the properties in the former Fairfield HA operating area. | | | | | | |
| | To further extended the new Perth area in-house repairs and maintenance team to take over the full reactive maintenance delivery in the Perth & Kinross areas. | | | | | | |
| | To develop business growth through extending the customer base and work undertaken by the new private repairs service for external customers. | | | | | | |
| | Work towards meeting EESSH 2 by improving properties with a fabric first approach. | | | | | | |
| | Following the EESSH2 standards review prepare an action plan for meeting the revised standards by the target date, which is currently 2032. | | | | | | |
| | Continue to monitor SHQS compliance and carry out improvements to properties in the Perth area to bring them up to standard. | | | | | | |
| | Prepare a business case for extending the in-house team to carry out the annual bathroom replacement work from 2024. | | | | | | |
| | Investigate the feasibility of taking in-house some or all of our gas related work. | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|-------------------------------------|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Chief Executive's Department | Review Business Plan, Risk Register, PEST and SWOT Analysis. | | | | | | |
| | Ensure legal and regulatory compliance. Enhance the Annual Assurance statement process. | | | | | | |
| | Deliver constitutional change within the Group, where approved. | | | | | | |
| | Recruit Governing Body members annually where required. | | | | | | |
| | Deliver Governing Body learning & development programme. | | | | | | |
| | Continue to implement Communication Strategy and improve internal and external communications. | | | | | | |
| | Expand our internal compliance audits. | | | | | | |
| | Enhance our administrative support to the Governing body members and Senior Management Team. | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|--------------------------|---|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Customer Services | Launch Customer Service Standard (direct customers) | | | | | | |
| | Launch internal Customer Service Standards through SLAs | | | | | | |
| | CSE Accreditation | | | retain | retain | retain | retain |
| | Launch improved factoring service | | | | | | |
| | Deliver BD plans for new target markets | | | | | | |
| | Further Award applications/wins | | | | | | |
| | Central Resolution team | | | | | | |



| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|--------------------|--|-----------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Development | Deliver quality new affordable homes in line with Resource Planning Assumptions | Est'd 308 units | Target 436 units | Target 379 units | Target 374 units | Target 420 units | Target 382 units |
| | Alignment with Net Zero Strategy and Climate Change Plan, incl. fabric first strategy | | | | | | |
| | Implement net zero heating options in advance of the 2024 Heat in Buildings regulations and Scottish Government funding requirements | | | | | | |
| | Setting up new Procurement Frameworks that support environmental considerations | | | | | | |
| | Retain Preferred RSL Partner Lead Developer Status in Fife, our main area of operation | 2 year extension | reviewed | Lead status tbc | | | |
| | Embed expanded level of 'Green' Jobs & Training in employability projects | | | | | | |
| | Expand customer service delivery and engagement through collaborative working | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|---------|---|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Digital | Improve the online customer experience to access services and data | | | | | | |
| | Provide effective digital support to the group and partner organisations | | | | | | |
| | Ensure security and performance of all Digital systems | | | | | | |
| | Deliver business efficiencies through reviewing and implementing new digital applications across all services | | | | | | |
| | Ensure knowledge and compliance with effective risk management, procurement, financial, strategy, audit, security and policy management | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|--|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Fairfield Transfer Strategy 10 Transfer Commitments (1) | Provide an effective repairs services <ul style="list-style-type: none"> Introduce Kingdom's in house maintenance service to Fairfield from July 2022 Introduce an appointment system for repairs from July 2022 to improve flexibility for tenants. | | | | | | |
| (2) | More investment in homes and the environment Over the first 3 years from transfer, Kingdom will deliver a major accelerated investment programme that will see over £5.12m spent; | | | | | | |
| Installations | New Doors - 221 | | 121 | 72 | 28 | | |
| Installations | New Windows - 220 | | 120 | 72 | 28 | | |
| Installations | Replacement Kitchens - 376 | | 93 | 161 | 122 | | |
| Installations | Replacement Bathrooms - 36 | | 0 | 21 | 15 | | |
| Installations | Heating upgrades / replacement systems - 258 | | 14 | 154 | 90 | | |
| Installations | Smoke Detector Upgrades - 9 | | 9 | 0 | 0 | | |
| Installations | Replacement Consumer units - 261 | | 85 | 88 | 88 | | |
| Installations | Rewiring - 160 | | 0 | 0 | 160 | | |
| Installations | Total Number of installations - 1,541 | | 442 | 568 | 531 | | |
| (3) | Deliver quality Estate Management, Customer Services and Wider Services | | | | | | |
| (4) | Ensure rents remain affordable | | | | | | |

| | | | | | | | |
|------|---|--|--|--|--|--|--|
| (5) | Retain the local office | | | | | | |
| (6) | Retain existing staff | | | | | | |
| (7) | Ensure financial viability | | | | | | |
| (8) | Ensure good governance | | | | | | |
| (9) | Promote and facilitate a strong community voice | | | | | | |
| (10) | Expand housing options | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|---------|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Finance | Obtain sufficient funding to enable the Group to fulfil its strategic objectives | | | | | | |
| | Integrate accounting for new joint ventures, subsidiary companies or Transfer of Engagements | | | | | | |
| | Introduce further automation to reduce manual processes | | | | | | |
| | Complete review of finance software systems and introduce significant improvements in efficiency and outputs | | | | | | |
| | Improving presentation of financial information across the Group via charts and dashboards (continual process) | | | | | | |
| | Continue to develop internal financial controls to minimise risk of loss and satisfy both internal and external auditor scrutiny | | | | | | |
| | Investigate the feasibility of developing a structure and systems to enable the provision of Finance services to smaller RSLs (see Kingdom Initiatives section 15) | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|---------|---|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Housing | Enhance Tenancy sustainment and support services including through accessing external funding | | | | | | |
| | Test and assess rent affordability | | | | | | |
| | Achieve TPAS gold accreditation | | | Retain | Retain | Retain | Retain |
| | Deliver enhanced outputs from Tenant Participation and Scrutiny activities across all services | | | | | | |
| | Enhance team capacity and capability through CPD, including supporting the whole service to complete grade appropriate qualifications | | | | | | |
| | Deliver continuous improvement across core activities including rent collection, allocations, ASB and customer service | | | | | | |
| | Achieve year on year increase in proportion of customer transactions completed via digital channels | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|--------------------------------------|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| HR Services - People Plan | Maintain, operate and further develop Kingdom Academy | | | | | | |
| | Create and publicise Employer Brand for Kingdom | | | | | | |
| | launch Workforce Planning and Resourcing tool | | | | | | |
| | Maintain Gold Investors in People accreditation | | | | | | |
| | Maintain Platinum Investors in Young People accreditation | | | | | | |
| | Retain Accreditations | | | | | | |
| | Recruit to and launch Diversity & Inclusion forum | | | | | | |
| | Achieve Gold Standard Payroll Assurance Scheme (PAS) | | | | | | |
| | Review staff terms and conditions | | | | | | |
| | Design and launch 'Back to Basics' masterclasses | | | | | | |
| | Launch KSC Performance Management Process | | | | | | |
| | Continue and maintain CE Health & Safety assurance checks | | | | | | |
| | Achieve British Safety Council Health Safety & Wellbeing award | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|-----------------|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Net Zero | Deliver key innovation and net zero carbon projects at Gauldry and Torryburn | | | | | | |
| | Explore and install net zero heating options within our newbuild programme in advance of the 2024 Heat in Buildings regulations and Scottish Government funding requirements | | | | | | |
| | Extend the provision of electric vehicle charging facilities. | | | | | | |
| | Deliver a customer and staff climate change awareness programme | | | | | | |
| | Implement a Net Zero working group | | | | | | |
| | Assess our current business activities to better understand our environmental impact and to establish a benchmark going forward to monitor our progress | | | | | | |
| | Install sensor technology to gather building performance and end user energy data | | | | | | |
| | Adopt a fabric first approach to retrofit and in our newbuild to ensure that our homes are as energy efficient as possible | | | | | | |
| | Review procurement processes to increase environmental performance | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|---|--|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Kingdom Initiatives (KI) | Ensure KI is financially viable and profitable | | | | | | |
| | Review each activity within KI to ensure all meet target returns | | | | | | |
| | Obtain bank lending in KI to enable the first tranche of the KHA loan to be repaid in Feb 26 and consider feasibility of KI purchasing MMR properties from KHA with additional finance | | | | | | |
| | Joint venture with University of St Andrews - construction period years 1-2, income generating from year 3 | | | | | | |
| | Review business cases for factoring, maintenance and repair services | | Owners | Partners | | | |
| | Review other potential sources of collaborative working with UoSA and others | | | | | | |
| | Outsource/Consultancy back-office services | | | | | | |

| Service | Objective | PY 22/23 | Year 1 23/24 | Year 2 24/25 | Year 3 25/26 | Year 4 26/27 | Year 5 27/28 |
|---------------------------------|---|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Kingdom Support & Care (KSC) | Develop and launch the KSC Academy. | | | | | | |
| | Develop external and internal partnerships. | | | | | | |
| | Support more individuals. | | | | | | |
| | Demonstrate customer satisfaction. | | | | | | |
| | Develop new models of support and care. | | | | | | |
| | Improve systems for assuring the quality of our support and care. | | | | | | |
| | Enhance the tangible and intangible benefits of working with KSC. | | | | | | |
| | Improve recruitment and retention. | | | | | | |
| | Work to achieve Investors in People Platinum accreditation. | | | | | | |
| | Improve our engagement with the individuals we support, their families and our wider stakeholders. | | | | | | |
| | Increase the impact and reach of our social media. | | | | | | |
| | Increase the use of digital solutions which improve effectiveness and efficiency. | | | | | | |
| | Optimise our employment costs, balancing the financial wellbeing of our organisation with that of our staff. | | | | | | |
| | Decommission our hostel at James Bank and provide an alternative, safe and secure home where the individuals we support can build and live their lives. | | | | | | |
| | Work to ensure the success of our "test of change" accommodation in Inverkeithing, Kirkcaldy and Rosyth. | | | | | | |



KINGDOM

Group



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