



# KINGDOM

Housing Association

## November 2025 Minutes

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**KINGDOM HOUSING ASSOCIATION  
BOARD MEETING**

**HELD ON MONDAY 24 NOVEMBER 2025**

**5:30 pm**

**IN PERSON MEETING AT SALTIRE CENTRE, GLENROTHES, KY6 2DA**

**PRESENT:** Linda Leslie (Chair) David Redpath  
Mark Easton Guy Thomson  
Blair Louden Carol Watson  
Loretta Mordi

**PRESENT VIA VIDEO  
CONFERENCING:** None

**IN ATTENDANCE:** Tom Barclay, Group Chief Executive  
Dan Blake, Group Director of Communities  
Leigh Grubb, Group Director of Corporate Services  
Calum Kippen, Governance & Communications Director  
Gillian Maton, Corporate Governance Manager  
Matthew Busher, Neighbourhood Director (Agenda Item 07 only)  
Lesley Janes, Finance Director (Agenda Item 07 and 08 only)  
Tricia Hill, Development Services Director, Agenda Item 11 only)

Reference to abbreviated Job Titles in the Action Column:	<b>BM</b> - Board Members <b>GCE</b> - Group Chief Executive <b>DSD</b> - Development Director <b>FD</b> - Finance Director <b>ND</b> – Neighbourhoods Director <b>GDofC</b> - Group Director of Communities <b>GDofCS</b> - Group Director of Corporate Services <b>CGM</b> – Corporate Governance Manager <b>PA</b> - PA to Chief Executive
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The Chair welcomed everyone to the in-person meeting of the Board of Management. She extended that welcome to our observers Simon Stone, Craig Heron and Jessica Doherty from the Scottish Housing Regulator who are with us as part of our 2025/26 Engagement Plan.

It was noted that Board Members had an opportunity to ask any questions ahead of the meeting and the responses are in Admincontrol and, as **Appendix 1** at the end of this minute.

1. **APOLOGIES**

Ian Crocker, Brad Gilbert, Julie McKinnon, Sinclair Young

**ACTION  
BY**

2. **DECLARATION(S) OF INTEREST**

The Chair highlighted that Board Members may have an association or working relationship with other organisations that work in partnership with Kingdom and whilst this may not be a direct conflict of interest, the relationship should be declared as a standard declaration. It was noted that if Board members are in doubt about what to declare, speak to the Chief Executive or Governance and Communications Director.

The Board **noted** that Linda Leslie is a Board member of KSC. It was agreed that Linda could remain at the meeting while this item is being presented; however, will not participate in any decision taken.

The Board **noted** that Loretta Mordi is a Board member of KI. It was agreed that Loretta could remain at the meeting while this item is being presented; however, will not participate in any decision taken.

The Board **noted** that Tom Barclay is a Board member of KI and KSC. It was agreed that Tom could remain at the meeting while these items are being presented; however, will not participate in any decisions taken.

3. **TO APPROVE THE MINUTES OF THE BOARD OF MANAGEMENT MEETING HELD ON 20 OCTOBER 2025**

The Chair asked if there were any points of clarification in the draft minutes. There were none.

The minutes were **approved** by Guy Thomson and Carol Watson.

4. **MATTERS ARISING**

The Chair advised that approval of the main contractor for the new build estate would now be presented at a short meeting after the KHA Strategy Session in December.

The Chair invited Dan to give a verbal uptake on the risks associated with the re-development of James Bank to include some MMR accommodation which he advised would be picked up during agenda item 11.

5. **TO RECEIVE THE MINUTES FROM COMMITTEES MEETING HELD SINCE THE LAST BOARD MEETING**

*The Governance & Communications Director (GCD) was invited to present.*

He advised that the draft minutes from the AF&R Committee meeting on 13 August have been provided at **Appendix A** and that a verbal update had already been given at the KHA Board Meeting on 23 August.

The Staffing Committee draft minutes from their meeting on 08 September were provided at **Appendix B**.

The Customer Services Committee met on 7<sup>th</sup> October with draft minutes at **Appendix C**.

The GCD invited questions from Board Members. There were none.

The Board **noted** the minutes.

6. **CHIEF EXECUTIVE REPORT**

*The Group Chief Executive (GCE) was invited to present.*

**SECTION A: ITEMS FOR SPECIFIC APPROVAL**

None

**SECTION B: HIGHLIGHTED ITEMS.**

The GCE advised he would highlight a few areas in this section.

**2.1 Kingdom Group Architecture Working Group**

He reminded Board Members that all information from the Working Group is available in Admincontrol and that we will discuss the outcomes at the Kingdom Group Strategy Session in February 2026.

**2.2 Strategic Enablers**

**2.2.2 Digital transformation**

The GCE passed on his personal thanks to Board Members, staff and consultancy partners for their support and assistance in the transition to Microsoft. This has been a huge project and will set us up for success moving forward.

He advised that we are in a favourable position relevant to budget for our strategic enablers.

## 2.3 SHR Strategically Important Forum

The GCE attended the SHR Strategically Important Forum on 30 October and met the new Chair of the SHR Board, Gary Coutts. Discussions centred around where the SHR has focus at present;

- Financial Capacity and Resilience
- Homelessness
- Tenant & Resident Safety
- Stock Condition – RAAC, Cladding, Damp & Mould etc
- New Build Development
- Data Accuracy
- Governance Capacity & Resilience
- Cyber Security

## SECTION C: RECURRING MATTERS

### 3.2 Press Releases & Awards

The GCE was delighted to let Board Members know that our Communications & Media Officer won the CIH Young Achiever in Housing award and celebrated at the event with colleagues in Glasgow on 14<sup>th</sup> November. He noted that she is a credit to Kingdom and he is excited to see what she does next.

The Chair echoed the CGEs comments and passed her congratulations on. She also noted her thanks to the digital team for the delivery of the digital transformation.

CGM

## 7. RENT & SERVICE CHARGE PROPOSAL

*The Housing Director (HD) and Finance Director (FD) joined the meeting here at 5.42pm and the HD was invited to present. He shared supporting slides on the screen.*

### SECTION A: ITEMS FOR SPECIFIC APPROVAL

The HD firstly acknowledged that pre-board questions had been received from Board Members and that written responses have been provided. There is a lot of detail provided in the paper and the appendix, and his slides provided an overview.

He took a moment to highlight that this is **not** about the normal annual rent review. This is a much larger project which started in April 2025 and is a review

of the full rent structure with support from Arneil Johnston. It has been 10 years since KHA carried out a review like this.

There are currently 477 rent combinations and a lot of complexity in rents and service charges, resulting in potential shortfall. The intent of the project is to harmonise the structure and to deliver simplicity and affordability for our customers.

753 customers engaged with the project either via survey, or in person. 3 key rent components were identified by customers as below;

- Property Size – Reflected in proposal
- Property Type – Reflected in proposal
- Energy Efficiency – Not reflected in proposal

Energy efficiency isn't reflected in the proposal due to several factors including the complexity of managing this transparently and a lack of certainty that there is a direct link between a potential energy cost and a gain for customers in terms of fuel costs relief.

There was a clear preference for a phased implementation from our customers which is reflected in the proposal.

The key project outputs are;

- Simplicity – reducing from 477 to 27 rent levels
- Transparency – Rents linked definitively to property size
- 50% rents are going up, and 50% rents are going down. Note for FHA properties this is 80% up and 20% down.
- Affordability – All properties demonstrate affordability, with most significant improvement to 1 & 2 bedroomed properties.
- Fully recovers service costs and supports the business plan including future development aspiration

The HD highlighted that customer engagement is key in this process. We need to make a clear definition between comms for this project and the comms around the annual rent increase. The scrutiny panel will be reviewing this in December, and we will be tailoring comms to meet priority groups. We will also implement support for our customers which will remain in place for the full 3-year implementation of the plan.

Board Members were invited to ask any additional questions over and above those asked prior to the Board Meeting. Discussions mainly centred around the importance of good communication with our customers throughout this project.

The Group Director of Communities (GDofC) advised that we will engage with our C3 customers in local Elected Members and Politicians who may receive constituent enquiries to ensure a consistent message is delivered throughout.

The GCE also highlighted that our locality working model is working effectively at bringing us closer to our customers. This will support us in identifying any vulnerable customers who may need additional communications or support.

It was acknowledged that we will need to have a sympathetic ear for our customers throughout this process.

Board Members requested to see the comms strategy for the rent structure and would also like more information on the wraparound support that we will offer our customers and what it looks like in practice. What money can we set aside that will be genuinely impactful.

Board Members **approved** the proposed new rent structure as detailed in the report and **recommended** it is implemented over a three-year period to a point of full convergence.

*The Housing Director left the room here at 6.09pm*

HD / CM

#### **SECTION B: HIGHLIGHTED MATTERS:**

- 12 December
  - Board to approve proposals for customer consultation
- January
  - Customer Consultation
- 28 January
  - Update to be provided to Customer Services Committee
- 2 February
  - Board to approve rent level for 2026/27
- By 28 February
  - All rent notifications to be received by customers
- March – April
  - Customer Engagement and support programme
- 1 April
  - New rent levels applied.

#### **8. MANAGEMENT ACCOUNTS & TREASURY REPORT**

*The Finance Director (FD) was invited to present.*

#### **SECTION A: HIGHLIGHTED MATTERS**

## **1.1 Q2 Management Accounts**

The FD advised that the Q2 management accounts are the first set of accounts produced from XLedger and were included as Appendix 1 to the report. She noted that further development and refinement of reporting would be carried out during Q3 and Q4. She reminded the Board that as previously agreed, these accounts have not been reviewed by the Audit, Finance and Risk Committee prior to presentation at this meeting.

### **1.1.2 Income**

The FD summarised, the operating surplus for the period is £1.5m and is showing a positive variance to budget of £637k.

Income is tracking budget and is only £6k underbudget for the period.

### **1.1.3 Operating Expenditure**

Overall, operating expenditure is also tracking close to budget at £17.834m, £31k greater than budgeted.

The most significant variance to budget is reactive repairs costs of £1.859m which is 15.7% over budget. This is an improvement from Q1 where the overspend was 35%.

Board Members asked if the FD knew of any reason for the large variance in reactive repairs. She noted that the figure includes rechargeable repairs (£37k) and stage 3 repairs (£40k) which should have income to offset.

Board Members asked for the detail around this figure if it remains high through Q3 and Q4. The GCE confirmed that we will provide more analytics on the reactive repairs side of the business.

### **1.1.4 Rent Arrears & Bad Debt**

Bad debt expense for the year to date is £258k which is £76k higher than budget and represents 1.5% of total rent compared to a budget of 1%. This includes £55k of bad debts written off.

### **1.1.5 Interest**

Interest payable is showing a significant saving against budget of 12.5%. This is as a result of timings of RCF drawdowns and a lower than budgeted BoE base rate throughout the period.

### 1.1.7 Statement of Financial Position

On the Statement of Financial Position, cash balances at the period end were £8.25m. The net liabilities position is due to loans repayable in the next 12 months. Net assets have increased by £1.5m since the year end reflecting the surplus for the period and now stand at £86.341m

The Board **noted** the Management Accounts

## SECTION B: RECURRING ITEMS

### 2.1 Treasury Management Report

The treasury management report as at 30 September 2025 was included at Appendix 2. Total loan balances stood at £247.2m with undrawn facilities of £30m at the period end. Following the period end we have successfully drawn down a new £20m fixed rate loan with RBS and £15m has been used to repay Lloyds RCF.

All golden rules have been complied with, with the exception of excess security. We have a significant amount of excess security with Santander and Nationwide. We will look to tidy up the excess security as part of the next treasury funding exercise.

The Board **noted** the treasury management report.

*The FD left the room here at 6.18pm.*

## 9. PERFORMANCE REPORT

*The Governance & Communications Director (GCD) was invited to present.*

### SECTION A: KHA PERFORMANCE REPORT

The GCD referred to the table provided in the report which shows 3 green indicators, 3 amber and 3 red out of the 9 Board level KPIS. Management comments have been provided for the amber and red and he invited the GDoC to expand on the performance comments.

The GDoC provided some additional reassurance around our arrears performance explaining that performance is tracking better than last year but remains above budget. He informed the board that Q3 has started off well with October showing a 0.6% reduction in arrears and 103.66% income collection. He confirmed that the time spent in the first half upskilling and orientating colleagues with no previous experience in arrears collection seems to be paying off.

FD

We are seeing some healthy competition between localities and positive eNPS scores support that we are building a performance culture in Kingdom.

When discussing relet time, staff reiterated that we should be relating the impact of an extended relet time to the people in temporary accommodation waiting for a home and not just relating it to the lost rent number.

When discussing customer satisfaction with new build properties, Board Members asked for a bit of a drill down into future satisfaction surveys from this group to identify trends and/or sources of the problems.

The Board **noted** the performance report.

## 10. **DELIVERY PLAN REPORT**

*The Governance & Communications Director (GCD) was invited to present.*

### **SECTION A: ITEMS FOR SPECIFIC APPROVAL**

#### **1.1 Delivery Plan Summary**

The GCD let the Board know that we took on their feedback from the August meeting and have included summary tables with data to show progress of the Delivery Plan. He also noted that Board Members will hear more about our approach to the delivery plan at the Strategy Session.

The GCD focused on the only “red” area within the Delivery Plan - Value for Money and Optimising Use of Resources. The GDofCS explained that performance reporting and budget monitoring has been challenging in the first half due to resources and the new finance system. We haven’t yet implemented all the benefits of XLedger but we are confident reporting will look and feel very different next quarter. It is proposed the milestones here more to the end of the financial year.

The Board **noted** the Delivery Plan progress.

#### **1.2 New Milestones and Deadlines**

The GCD referred to the table in the report showing where we have pulled out some new milestones, we would like to add to year 2 and referenced the new dates requested for existing milestones, which were shown in Appendix A.

Board Members commented that they like the way reporting is developing and agree they like to see the commentary and discuss those items that are red’ in the plan.

HD

The Board **approved** the new milestones and deadlines.

The pre-board question received here is more aligned to communities report so will be covered in item 11.

## 11. COMMUNITIES REPORT

*The Group Director of Communities (GDoC) was invited to present. The Development Director joined the meeting here at 6.47pm.*

### SECTION A: ITEMS FOR SPECIFIC APPROVAL

#### 1.4 Quarterly Write-Off – Former Customer Debt

This item was taken first by the GDoC who requested approval for the write off of £22,784.36 which was **approved** by the Board as below;

Categorisation	Value	Count
Under £200. Uneconomical to pursue	£271.85	5
Customer Deceased	£5,169.51	6
Process Exhausted. No realistic chance of recovery	£17,343	13
<b>Total</b>	<b>£22,784.36</b>	<b>24</b>

*The Development Director presented the below;*

#### 1.1 Development Approvals – Sauchie West, Clackmannanshire

This item was brought to Board Members for approval as it is a windfall opportunity and therefore an addition to the agreed development programme. This approval will also require a disposal to Kingdom Initiatives for the purposes of mid-market rent.

The Board **approved** the project as Sauchie West, subject to receipt of formal offer of a grant from the Scottish Government to the value of £416,511.

The Board also **approved** the disposal of the properties at Sauchie West to Kingdom Initiatives for the purposes of mid-market rent.

#### Post meeting note

*Electronic approval for signing the inter-company lease was requested from the KI Board of Directors on 27 November 2025 and approved on 28 November 2025.*

#### 1.2 Development Programme Governance

The DD explained that we are asking for the delegated approvals to be updated in line with the growing development programme.

The proposed changes are outlined in the table below and will improve Kingdom’s ability to progress lower risk projects more efficiently and reduce the risk of missing contract timescales.

Oct 2025 proposed changes	
Units	Approval level
Up to 30 homes	Projects that are in the approved Five-Year Development Programme will be delegated to any 2 of the following - CEO, Group Director of Corporate Services or Group Director of Communities for approval.
Greater than 30 homes	Projects in the approved Five-Year Development Programme will be presented to the Customer Services Committee or the KHA Board for approval.
New projects	New projects up to 20 homes to be approved by the Executive Team, limited to an aggregate of 100 homes in any one financial year. New projects above 20 homes that are not in the Board approved Five Year Development Programme will be presented to the Group Board for consideration and approval.
Non-Standard Projects	Any projects whose viability is out with our standard model or attracts a different risk profile (e.g. modular construction) will be presented to the Customer Services Committee or the KHA Board for approval

Board Members would like to confirm a maximum front funded amount for ET approval out with the Board. ET preference is giving delegated authority on £5million but will bring options of what £5m and £10m would look like to the Board in February 2026.

The Board **approved** the updated delegated authority levels subject to the above information being presented in February.

### 1.3 Development Appraisal Assumptions

The DD explained that due to the prevailing economic conditions, cost of private finance and rising costs, it was necessary to undertake a comprehensive review of our development appraisal assumptions. We review these annually between Dev, Asset and Finance to reflect key changes in the external environments.

The DD advised that a Board Member not present, had a few questions about the changes being suggested but she had since had a conversation with him earlier in the day, after which he confirmed he was comfortable with the proposal via email.

The Board then **approved** the development appraisal assumptions as presented in Appendix B.

## SECTION B: HIGHLIGHTED MATTERS

*The GDofC briefly reviewed some items in this section.*

## **2.1 Rent & Service Charge Review**

This project is on track and advised this is covered in detail in agenda item 07.

## **2.2 Integrated Asset Management Strategy Update**

The GDofC advised that the Board approved the strategy at their October meeting, at which point we had commissioned Arneil Johnston to validate the strategy and were awaiting their response. Their review confirmed its strong foundations and made 2 recommendations which were incorporated.

These recommendations don't change the approval that was sought at the October meeting, but the updated report was provided for reference.

## **2.3 Kingdom Works (Opportunities Fife Tender and ETC Joint Bid)**

The GDoC advised that we will be making 2 separate submissions and that we have commissioned an external specialist to validate our bid.

Both Group Directors have been actively engaging with funders and all known delivery partners in anticipation of the bid.

## **SECTION C: RECURRING MATTERS**

*The DD provided the below update*

### **3.10 James Bank**

Board Members were advised of progress in the plans for James Bank, with plans submitted and further information will be provided when available.

**DETAILS WITHIN THIS MINUTE HAVE BEEN REMOVED AS CONFIDENTIAL INFORMATION AT THIS TIME.**

*The DD left the room here at 7.08pm.*

## **12. CORPORATE SERVICES REPORT**

*The Group Director of Corporate Services (GDCS) was invited to present*

### **SECTION A: ITEMS FOR SPECIFIC APPROVAL**

#### **1.1 Membership Approval**

The Board **approved** KHA Membership for **REDACTED**. KHA Membership now sits at 70.

## **1.2 Kingdom Group Reporting Cycle 2026/27**

The GDCS confirmed that we have agreed the timing of the Audit, Finance & Risk Committee meeting in August 2026 with RSM.

GM

The Board **approved** the Group Reporting cycle for 2026/27.

## **1.3 KHA Standing Orders**

The Board **approved** the Standing Orders.

## **1.4 Committee Remit Review**

The GDCS committed to reporting any business continuity plan testing to the Audit, Finance & Risk Committee, including results, plans and recommendations and next review. Board Member agreed to feedback after they receive the first report if any amendments are required.

The Board **approved** the Committee remits.

## **1.5 Board Appraisal Action Plan**

The GDCS asked any Board Members who hadn't yet provided a response to staff for their profiles to please respond asap so that the document can be finalised.

The Board noted they would like to see a variety of providers on the list as well as conferences and Forums that Board Members can attend.

The Board then **approved** the individual training plans for implementation.

## **1.6 Request for Variation to Budget**

The impact of our recent efforts to bring all our financial covenants across all lenders to EBITDA only is more headroom and flexibility around capital investments.

One of the lenders is restricting this covenant relaxation to an initial 5-year period so we are proposing to utilise some of that additional headroom in the current financial year.

The GDCS advised that a number of 'major works' projects to existing schemes had been identified as likely candidates for investment should the relaxation of covenants be achieved – this work would represent an aggregate of £1.0m.

We have also identified opportunities to restore some component replacements projects to 25/26 for approx £0.6m.

This is a total additional investment of £2m, which we are seeking Board approval for.

A Board Member asked for clarification of the difference in headroom being £130k and not £100k. The GDCS said he would check and confirm the number outside of the meeting.

The Board **approved** the aggregate sum of an additional £2million investment in our housing stock.

*Rule 36 of KHA Rules states that Meetings must not last longer than two hours unless at least two-thirds of the Members present agree after the end of that time to continue the meeting.*

*The Chair sought approval from the Board here at 1920 to continue the meeting should it exceed two hours. All members **agreed** they were happy to continue.*

#### **1.7 Allia Funding**

#### **MINUTE REMOVED AS IT CONTAINS CONFIDENTIAL INFORMATION**

The Board then **approved** the proposed terms of the Allia funding as outlined below and **delegate authority** to Group Director of Corporate Services or Finance Director to act as authorised signatories on the Association's behalf as set out in the draft minute for approval which was included as Appendix G.

#### **13. ANY OTHER BUSINESS**

The Chair advised there was no other business.

#### **14. CONFIDENTIAL ITEMS**

*All staff except for the Group Chief Executive, Group Director of Corporate Services, Group Director of Communities and Governance & Communications Director were invited to leave the meeting here for confidential items to be presented at 7.25pm.*

*This minute is held separately.*

#### **15. DATE OF NEXT MEETING**

12<sup>th</sup> December after the Strategy Session in the new Carnegie Conference Centre campus.