

# Working Together, Working For You

Kingdom Group Corporate Plan

2024 - 2029



**KINGDOM**  
Group

MORE THAN A HOME



Our five-year strategy: Year 3

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## 1. Executive Summary

The landscape in which the Kingdom Group operates has changed immeasurably since Kingdom Housing Association began in 1979. The scale and scope of our work have grown enormously and we are privileged to have positively impacted customers and communities across all our areas of operation. In doing so have become one of Scotland's leading affordable housing and social care groups.

Our overarching mission is to provide **more than a home**, illustrating that the work we do has always been about much more than just bricks and mortar. We believe that high-quality, affordable homes are the foundation of great lives, and as we have grown as an organisation beyond housing into property management and social care, our wraparound services have supported our customers and wider family connections, to reach their potential.

The Kingdom Group comprises Kingdom Housing Association, Kingdom Support & Care, Kingdom Initiatives and the Grange St Andrews LLP. To deliver a seamless customer journey and an exceptional customer experience, we take a **One Kingdom** approach that allows us to work together to do more and achieve more for our customers; much more than we could working independently of each other.

One of the main drivers for the Group is the desire for our customers and their families to thrive. Despite that aspiration, we are acutely aware of the economic challenges our customers face. We know that working as **One Kingdom** alongside our partners, including the Scottish Government and local authorities, we can deliver life-changing services in an effective and equitable way that benefits everyone, which may go some way towards counteracting the negative health and economic effects of recent years.

# ONE



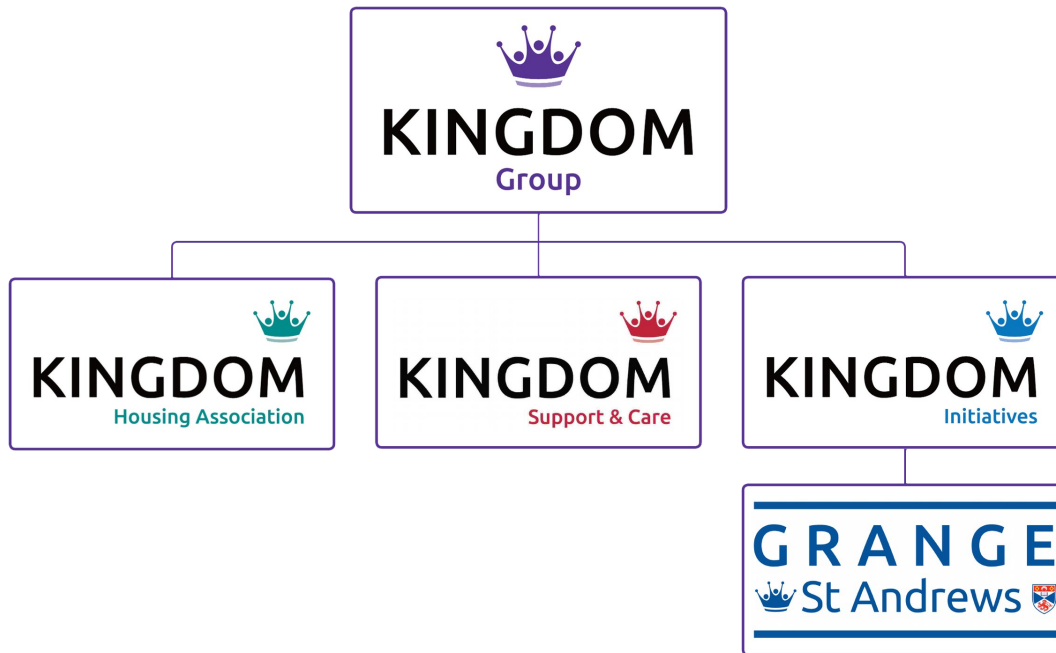
# KINGDOM

It is perhaps not unsurprising therefore to note that our Corporate Strategy places the customers at the centre of all that we do. Through a focus on **Governance, Performance and Leadership** we will use data to help us make great decisions that deliver value for money, innovative solutions and ultimately grow the Group as a force for good in the communities we serve. Empowered staff will deliver outstanding services and empowered customers will make their own decisions about when and where they receive those services. Customers will be more involved than ever before as they help direct the work we do.

We will continue to behave sustainably and with integrity, investing in our communities and having a positive social impact. We will continue to support the economic development of our communities through job creation, training and apprenticeships, minimising inequality and maximising opportunities, as we look to continue to deliver our pathway to net zero objectives, powerfully advocating for those whose voices often go unheard.



## 2. Kingdom Group Overview



Kingdom Housing Association (KHA) is the parent company within the Kingdom Group of companies, and we have two wholly-owned subsidiary companies, Kingdom Support & Care (KSC) and Kingdom Initiatives (KI). The Grange St Andrews LLP represents a groundbreaking partnership with the University of St Andrews.

**Kingdom Housing Association (KHA)** was established in 1979 to provide housing and support to single vulnerable people in Fife. Since then, we have gone on to become one of Scotland's leading housing associations working in East Central Scotland providing a range of affordable housing and support services to meet a wide range of needs.

**Kingdom Support & Care CIC (KSC)** is also a wholly-owned subsidiary of KHA. KSC, which is registered as a Community Interest Company, provides services for adults, children and young people with a range of support needs.

**Kingdom Initiatives (KI)** Limited is a non-charitable wholly-owned subsidiary of KHA. The role of KI is to carry out activities that complement Kingdom's objectives, which KHA itself cannot undertake by virtue of its charitable status.

**Grange St Andrews LLP** is a limited liability partnership with the University of St Andrews, in which Kingdom Initiatives has a 49% interest.

We provide a diverse range of services that reflect the Kingdom Group's mission to provide **more than a home**. These include:

- Providing high-quality, affordable and sustainable homes across a range of tenures and wraparound services that support our customers and their families to achieve their potential.
- Providing personalised support services, including care at home and housing support, employability and initiatives to tackle homelessness, delivering life-changing outcomes.
- Supporting our communities to thrive through the work of community initiatives and wider-role services, collaborations and partnership working.

The Kingdom Group:

- Operates in four local authorities
- Manages nearly 7,500 homes and will manage around 8,500 by the end of the Plan
- Provides factoring services to more than 450 owners
- Provides person-centred support and care to over 370 people, delivering around 8,000 hours of support every week
- Has generated over £42 million for the local economy and saved the NHS and local Councils an estimated £51 million by enabling vulnerable people to live in their own homes independently



Independent Boards govern the strategy for each of the Kingdom companies, and we have a Leadership Team responsible for the implementation of the Plan, alongside the operational management and delivery of the strategies.

In addition to our mainstream activities, we have developed a range of complementary projects and services that support our organisational objectives and promote social inclusion and community benefits. These include our tenancy support services and the Kingdom Works employability project.

Kingdom Group companies are proud of their own identity but are united in a common commitment to delivering as **One Kingdom** in helping the Group achieve its strategic objectives.

**We have 3 Strategic Objectives which cover the key areas of activity across the Kingdom Group.**



The Corporate Plan identifies our strategy across all areas of operation and highlights our key outcomes and priorities.



### 3. Vision to Values: More Than A Home



Our vision of **Great Homes, Services, People** and **Communities** is supported by our mission to provide **More Than A Home**.

Our **CARES** values (**C**ustomer, **A**ccountable, **R**espect, **E**fficient, **S**upportive) guide our work and allow us to deliver with integrity as **One Kingdom** for our customers.

We will deliver this mission through three strategic objectives, under which we have defined nine strategic outcomes.

Strategic Objectives		
<b>1. Delivering</b> exceptional customer experience	<b>2. Growing</b> through improvement, partnership and innovation	<b>3. Behaving</b> sustainably and with integrity
Strategic Outcomes		
1.1 Delivering a One Kingdom standard for our homes, services, people and communities	2.1 Growing the capabilities of our people and systems	3.1 Behaving in a manner that promotes the long-term success of the Kingdom Group
1.2 Delivering customer-led services	2.2 Growing relationships to enhance our impact, reach and reputation	3.2 Behaving in ways that support sustainable communities
1.3 Delivering on our promises	2.3 Growing operational efficiency through continuous improvement	3.3 Behaving to foster a culture of ethical decision-making



## 4. Strategic Objective 1: Delivering exceptional customer experience

Providing our customers with exceptional customer experiences that exceed their expectations is at the heart of everything we do. Our customers deserve our very best, and that is what we will deliver.

### 1.1 Delivering a One Kingdom standard for our homes, services, people and communities

An effective and efficient operating model will allow our frontline teams to respond to customer requests quickly as we simplify our administrative processes. We will provide wraparound services that support our mission to provide **more than a home**. We will deliver a One Kingdom Standard for our homes, services, people and communities.

Recognising the value of colleagues across the Kingdom Group, we will offer opportunities for personal and professional development and achieve high employee engagement and satisfaction scores.

### 1.2 Delivering a customer-led service

We will provide our customers with user-friendly and accessible tools that give them greater control over how, when and where they interact with us. We will support our customers with technology that is simple and intuitive to use. We will take a digital-first approach but we will make sure no-one is left behind. We recognise the importance of face-to-face service delivery and will blend that with technology that allows us to take a highly personalised approach.

We will engage with customers using technology where appropriate to provide them with opportunities to participate and share their views and experiences in a way and at a time that suits them.

Giving a greater voice to more customers will improve how we listen to, understand and act on customers' expectations. Reliable and robust customer data will help us deliver the right service, at the right time.

### 1.3 Delivering on our promises

Delivering services that demonstrate value for money is enormously important to our customers. Our ambition is to offer services that work around our customers' lives and priorities. For every service we provide, we will commit to keeping customers informed at every stage of the process and deliver on our promises. We will measure and monitor our service delivery performance and give customers the ability to offer feedback and influence the things that matter most to them.



Customer roadshow, Fairfield, Perth



## 5. Strategic Objective 2: Growing through improvement, partnership and innovation

We know that by working together, delivering as **One Kingdom** across the Kingdom Group, we can do more and achieve more for our customers. Identifying partnerships and pursuing innovation will allow us to grow communities, support aspirations and deliver excellent outcomes throughout the life of this strategy and beyond.

### 2.1 Growing the capabilities of our people and systems

We will support the development of new initiatives across the Kingdom Group through effective collaboration with colleagues, developing compelling and resilient business cases for change. Our people know our customers and our businesses well and are ideally placed to help us enhance our operational efficiency through continuous improvement. We will develop the capabilities of our people and our systems to achieve customer satisfaction rates, Care Inspectorate grades, and income levels that we are proud of, striving for top quartile performance across key measures. We will become a care provider and partner of choice and increase our customer numbers and contracted hours within our care service.

### 2.2 Growing relationships to enhance our impact, reach and reputation

We remain committed to increasing the supply of high-quality, affordable new homes and to investing in our existing housing stock. Over the life of this Plan, we have an agreed target of providing 1,500 highly energy-efficient new homes with capacity to deliver up to 500 homes per year should subsidy arrangements allow. Our homes will be across a range of tenures and meet the diverse housing needs and economic circumstances of our customers.

We will deliver life-changing support and care to more people, taking account of their ambitions, needs and preferences. We want to be a "gold standard" provider of social care services.

We will strengthen existing partnerships and pursue opportunities to develop new services, extend current services and identify new ways to meet the needs of our customers. Diversifying our service offering with strategic partners will allow us to enhance our impact, reach and reputation. In doing so we will be well-positioned to powerfully advocate for those whose voices often go unheard in society.

### 2.3 Growing operational efficiency through continuous improvement

Engaging proactively with key partners, we will strengthen our financial relationships and enhance risk management. Decreasing arrears and debt will enhance our ability to attract funding and allow us to develop additional services for our customers in pursuit of our mission to provide **more than a home**.

We will draw on the experience of our customers to identify better, more efficient, ways of working. And we will always seek to improve.



First Minister visit to Bertha Park, Perth



## 6. Strategic Objective 3: Behaving sustainably and with integrity

The Kingdom Group has an enviable reputation. We operate ethically and with integrity. We have built trust with our customers and within our communities throughout our history.

### 3.1 Behaving in a manner that promotes long-term success of the Kingdom Group

While this Plan covers a five-year period, we will ensure the long-term success of the Kingdom Group so our customers can be confident we will be around to support them, their families and their communities long into the future. We will maintain efficient and effective funding sources to support sustainable growth and investment in our homes and services. We will develop and stress-test longer-term financial models to assess capacity for growth and produce a fully-funded investment programme, including net-zero investment, when funding conditions and standards allow.

To ensure no regulatory or lender concerns around funding or financial arrangements, we will achieve compliance with appropriate lender covenants, and achieve compliance with Treasury Golden Rules and all regulatory bodies. Our Leadership Team and Boards will continue to collaborate, making ethical decisions that minimise risk and enhance reputation.

A key focus in the lifetime of the Plan is a new integrated Asset Management Strategy in line with the Scottish Housing Regulator guidance.

### 3.2 Behaving in ways that support sustainable communities

Acknowledging the economic challenges our customers face, we will reduce per-unit transaction costs across a range of services and increase customer satisfaction with value for money. We will reduce our environmental impact, reduce our carbon footprint against our baseline, and strive to make our corporate estate net zero.

## 3.3 Behaving to foster a culture of ethical decision-making

Our customers rightly expect the Kingdom Group to behave sustainably and with integrity. We take pride in the fact that we have always been open and transparent with our customers. This Plan cements that approach as we commit to ensuring the long-term success of the Kingdom Group while behaving in ways that foster a culture of ethical decision-making.

Our **CARES** values (**C**ustomer, **A**ccountable, **R**espect, **E**fficient, **S**upportive) are well-established and guide everything we do. Embedding a positive culture across the Kingdom Group that echoes those values benefits customers and colleagues alike. Happy and engaged staff, aligned with our mission and vision, keep their knowledge and expertise in the Group for longer, have fewer days away from work, and deliver exceptional customer service. We will attain high staff satisfaction levels, reduce staff absence and reduce staff turnover. We will deepen our commitment to our Code of Conduct for staff and the Codes of Practice for social care. It is our ambition to be an employer of choice.

## 7. Strategic Enablers

To support the achievement of our strategic objectives, we have identified **six** strategic enablers. Each strategic enabler in isolation conveys a benefit to the Kingdom Group and when combined the effect is substantial. Through the life of this Plan, we will deliver against all of our strategic enablers.

### 1. Connecting You

Delivering as **One Kingdom** has the customer journey at its centre. How we interact with and deliver for our customers is affected by lots of things. One of those things is how the organisation is structured.



Our structure should enable us to work collaboratively, effectively, and in an agile way that produces brilliant results; reducing workflow blockages and delivering exceptional customer experiences. The structure has to be best for our customers now, and best for where we will be in 10 years and beyond. We have completed a full review of our people structure, focusing on customer fulfilment and business fulfilment, engaging with staff and Boards along the way.

**Connecting You** is the next step in our journey. This reflects the purpose behind the changes, bringing teams, services and customers closer together, ensuring that everything we do is aligned to better outcomes.

**Connecting You** is more than a name; it's our commitment to working smarter, collaborating more effectively and making a real difference for our customers and each other.

The improved structure of the Kingdom Group will simplify administrative processes and increase our commitment to delivering high-quality personalised services to our customers.

## 2. Digital Transformation

Technology is an important part of our success. Simple, intuitive systems that work for our customers and our colleagues are essential. Using these systems makes us more efficient and allows customers to interact with us when, where and how they want to.

Our Digital Strategy sets out how technology will support the Kingdom Group through the life of this Corporate Plan. Shaped by feedback from colleagues and customers through workshops and team sessions, it responds directly to what we heard: people want better tools, faster responses, and more choice in how they connect with us, but not at the expense of human contact.

The Digital Strategy supports Connecting You and is built around five themes:

- 1. Creating Great Services:** designing services around people, making them easy to use and constantly improving them.
- 2. Unlocking the Value of Data:** managing information properly so we can make better decisions and improve services.
- 3. Integrating Infrastructure:** making our systems work together so colleagues spend less time fighting technology.
- 4. Developing Digital Skills, Capabilities and Tools:** giving colleagues the skills, confidence, and tools they need to succeed.
- 5. Innovating:** trying new ideas, testing them quickly, and learning what works.

Reliable and robust customer data will help us deliver the right service, at the right time. Using data warehouse technology allows us to gather and store a range of data in a safe, secure and compliant way.

We will make data-led decisions that deliver greater service satisfaction and value for money for our customers. The data will help us deliver our range of wraparound services to those who need them most, supporting our mission of providing **more than a home**.

## 3. Business Estate

The offices and buildings we work from are Kingdom's business estate. Employing over 580 people across the Group, we operate from several buildings, with teams and departments physically separated. Delivering as **One Kingdom** for our customers means reviewing our current business estate to make sure it meets the needs of our organisation and is fit for purpose now and in the future.

Working with colleagues across the Group and with partner architects and space planners, we will review our business estate to make sure teams who work closely together for our customers are co-located. This will break down work silos, improve communications and provide a better customer journey. Our redesigned offices will be welcoming spaces for everyone, and will support great outcomes.



## 4. Environmental, Social and Governance (ESG)

Sustainability is key to building strong, resilient communities for future generations. Reducing our impact on the environment, improving social outcomes, and making ethical decisions are all part of how we do business.

We will set targets to reduce our carbon footprint across all aspects of our work, from how we build new homes to the way we use our offices and vehicles. We will report our progress through the Sustainability Reporting Standard for Social Housing (SRS), making sure we're open and accountable about our impact in a consistent and comparable way. Our transition to net zero will be fair, responsible, and in line with Scottish Government targets.

To keep us on the right track, we will work with an independent ESG Advisory Panel whose subject matter experts will challenge and support us. Our customers will also play a part in helping to shape how we create sustainable places to live.

Bringing more services in-house may allow us to raise standards, improve value for money and give us greater control over our environmental and social impact. We are committed to making Kingdom a fair and inclusive organisation where our staff, Board, and services reflect the communities we work with. We will be dedicated to Equality, Diversity and Inclusion (EDI) and doing the right thing will always guide our decisions.

## 5. Strategic Finance Framework

Effective financial management and planning are vital to the long-term success of the Kingdom Group.

We recognise the importance of maintaining the affordability of rents and of paying our people fairly. We will set operational budgets which allow us to deliver high-quality services, provide sufficient funds to maintain and enhance the quality of our homes and ensure the financial resilience of the Group.

We will also position the Group financially to capitalise on opportunities to grow through a sustainable development programme.

Within this context, strong treasury management controls are essential to ensure that the Group has access to sufficient funding at all times to meet its obligations to its key partners. Availability of funding will be managed efficiently to protect the viability of our investment programme and safeguard the ongoing affordability of our homes and services. We maintain a rolling treasury management programme to achieve our funding objectives.

## 6. Journey to Top Quartile

### Performance

Using our performance management framework, we will create a performance improvement culture across the Kingdom Group. Robust measurement of performance allows us to deliver our strategic goals for our customers and deliver an exceptional customer experience.

We have identified five key strategic performance improvements:

- Reducing arrears and increasing income collection
- Meeting the expectations of customers and regulators
- Improving service delivery and value for money of repairs
- Reducing sickness absence
- Reducing void turnaround times and rent loss due to voids

Every year all Registered Social Landlords submit an Annual Return on the Charter (ARC) to the Scottish Housing Regulator (SHR). The ARC outlines how we have performed in the previous year against the set of standards that are set out by SHR.

Our ambition is to be in the top quartile of all performance measures collected in the ARC.

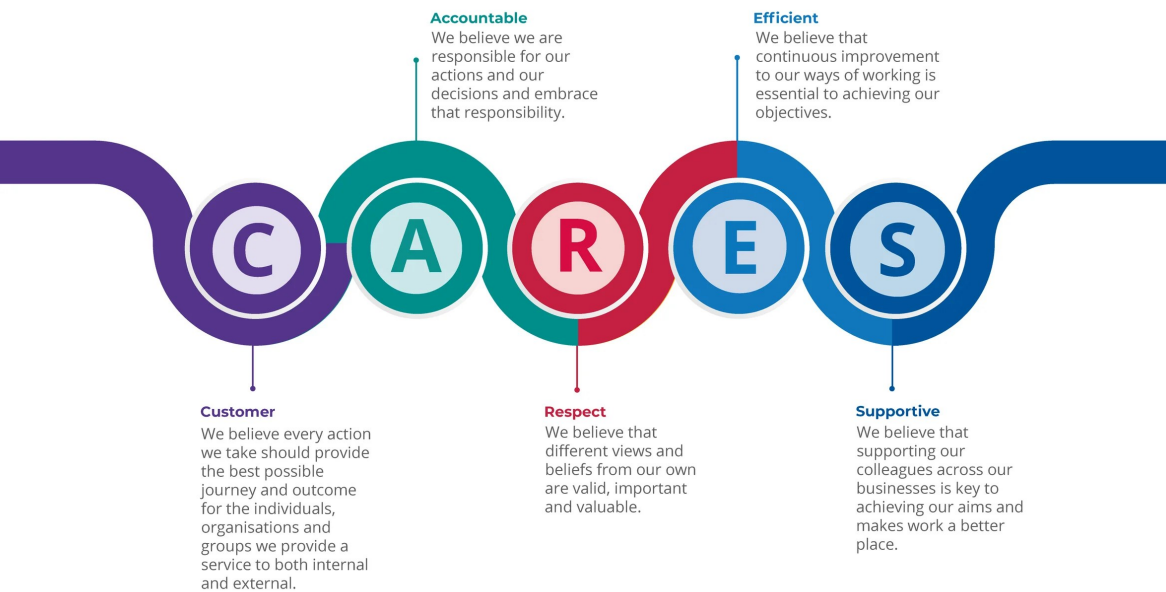


## Risk

We are committed to regularly reviewing and adopting good practices in our management of risk to ensure retained risk is of an acceptable and tolerable level. Our goal is to maximise opportunities and demonstrate we have made full consideration of the implications of risk for achieving our aims and objectives.

## Business Continuity

We have a robust business continuity plan in place. We will continue to develop incident-related business continuity and disaster recovery plans while continuing to test our readiness.



## 8. Strategic Objectives and Results

The varied activities of the Kingdom Group mean each subsidiary will contribute differently to our overall strategic objectives and we will measure the relevant results accordingly.

The following demonstrates how the work we do aligns with our objectives.

1. Delivering exceptional customer experience	KHA	KI	KSC
Achieving all customer satisfaction measures	✓	✓	✓
Engaging with our customers	✓	✓	✓
Exceeding our targets for reactive repairs; emergency, non-emergency and 'right first time'	✓	✓	
Complaints resolved within timescale: Stage 1 & 2	✓	✓	✓
Achieving our planned maintenance activity and spend targets to maintain the quality of our homes	✓	✓	
Achieving Excellent Care Inspectorate grades			✓
Increasing number of customers supported into employment	✓	✓	✓

<b>2. Growing</b> through improvement, partnership and innovation	<b>KHA</b>	<b>KI</b>	<b>KSC</b>
Improving Net Promoter Score	✓		✓
Achieving site start and completion targets	✓	✓	
Achieving development capital spend target	✓	✓	
Increase in rent and service charges collected	✓	✓	
Reduce rent lost through voids	✓	✓	
Reduce void turnaround time	✓	✓	
Full compliance with Gas Safety Checks	✓	✓	
Exceeding percentage of homes meeting relevant housing standards	✓	✓	
Increase extent, reach and scope of support and care services			✓

<b>3. Behaving</b> sustainably and with integrity	<b>KHA</b>	<b>KI</b>	<b>KSC</b>
Measuring financial turnover	✓	✓	✓
Measuring financial surplus	✓	✓	✓
Achieving Treasury Golden Rules and targets	✓	✓	
Reducing carbon footprint	✓	✓	✓
Reducing staff turnover and sickness/absence	✓		✓
Achieving Board attendance targets	✓	✓	✓
All regulatory reporting submitted on time and to the required standard	✓	✓	✓
Exceeding percentage of homes meeting relevant standards	✓	✓	
Achieving target for employment costs as a percentage of turnover			✓
High and sustained employee engagement and satisfaction scores	✓		✓



## 9. Governance

Kingdom Group is a large and complex organisation, made up of different companies working together. For it to function effectively, we need a governance structure that is agile, effective and supports collaboration across the Group.

The way our companies work together must be simple and aligned with our strategic objectives. We will make sure roles, responsibilities and relationships are clear so that every part of Kingdom Group is working towards our goals.

Kingdom is managed by voluntary Board members. Remuneration is available for some office bearer roles.

We have three separate Boards covering:

- **Kingdom Housing Association**
- **Kingdom Initiatives**
- **Kingdom Support & Care**

The Grange LLP is governed by an Executive Committee.

KHA is a registered society under the Co-operative and Community Benefit Societies Act 2014 and a non-profit distributing organisation. It is registered with the Scottish Housing Regulator and has charitable status.

KHA is governed by a voluntary Board of Management. KHA is the parent company within the Kingdom Group and the Board of Management, as at 1 April 2026, is as follows.



# KINGDOM

## Housing Association

BUILDING HOMES & COMMUNITIES

### Kingdom Housing Association Board Members

Linda Leslie (Chair)	David Redpath (Vice Chair)	Mark Easton
Brad Gilbert	Blair Louden	Julie McKinnon
Loretta Mordi	Stephen Swan	Guy Thomson
Carol Watson	Sinclair Young	

Kingdom Initiatives Board of Directors, as at 1 April 2026:



# KINGDOM

## Initiatives

STREETS AHEAD

### Kingdom Initiatives Board of Directors

Vacant (Chair)	Andrea Saunders (Vice Chair)	Tom Barclay
Mark Bramwell	Gillian Chin	Michael Fitzgerald
Lewis McKenzie	Loretta Mordi	Lawrie West



Grange St Andrews LLP Executive Committee, as at 1 April 2026:



**Grange St Andrews LLP Executive Committee**

Tom Barclay	Mark Easton
Andy Goor	Mike Gettinby
Leigh Grubb	Ben Stuart



The Grange, St Andrews, offers affordable housing for postgraduate students and university staff, helping to reduce accommodation pressures in St Andrews.

Kingdom Support & Care Board of Directors, as at 1 April 2026:



**GREAT SUPPORT, GREAT LIVES**

**Kingdom Support & Care Board Members**

Vacant (Chair)	Elizabeth Preston (Vice Chair)	Tom Barclay
Kelly Brown	Linda Leslie	Ijeoma Okoro
David Robertson	Sandeep Simon	

The following agreements have been approved regarding the relationship between KHA and its subsidiaries:

- Independence Agreement
- Members Agreement
- Subsidiary Group Services Agreement

The KHA Board is responsible for approving the strategic objectives for the Group and monitoring and reviewing the progress made in achieving these objectives.



## 10. Affordability

We recognise economic pressures can disproportionately impact our customers, so we are committed to making sure our rents remain as affordable as possible while appreciating that we must continue to support the development and delivery of high-quality services across the Kingdom Group.

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.

## 11. Value for Money

Delivering value for money (VFM) is an area of focus across the Kingdom Group. 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.

The Scottish Housing Regulator has made value for money a key priority. We will continue to focus on the VFM Indicators within the Scottish Social Housing Charter to demonstrate 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 subscribe to Housemark benchmarking services to ensure our performance represents value for money.

## 12. Managing Risk

Kingdom is committed to adopting best practice in its management of risk. This is to ensure retained risk is of an acceptable and tolerable level to maximise opportunities. It also demonstrates that Kingdom has made full consideration of the implications of risk to the delivery and achievement of aims and objectives.

The Group is obligated to protect its assets and to minimise its losses and liabilities. It recognises the need to equip its employees with the skills and expertise to manage risk on its behalf, and provides the necessary resources to ensure this can be delivered. The Group's risk management objectives are a long-term commitment, inherent to good governance practices.

We have dedicated risk management software that allows effective management and reporting of both Strategic and Operational Risk. It allows the Leadership Team and Boards to manage and review risk appetite, risk maturity, risk controls and actions while increasing ownership and accountability for risk owners.



Customer roadshow, Kingdom Park, Kirkcaldy

## 13. Strategic Risk

We have a robust risk management process. Our strategic risks are regularly reviewed by the Leadership Team, reported to the Audit, Finance and Risk Committee and all the Boards across the Kingdom Group.

Our Strategic risks are:

- **Availability and/or cost of loan finance**

Risk of funding shortage, resulting in curtailing our development ambitions.

- **Compliance with legislation and internal policies**

Risk of material non-compliance in Health and Safety, Data Protection, Freedom of Information (FOI) and Complaints handling resulting in fines and reputational damage to Kingdom and the sector.

- **Development capacity**

Risk of Development capability not meeting our development ambitions, resulting in failure to meet key development targets impacting our Business Plan.

- **Economic environment**

Risk of high inflation, increased costs, high interest rates and our customers finding themselves unable to pay rent, resulting in our customers struggling financially and a sharp increase in business costs.

- **Employment risks - availability and cost**

Risk of escalating employment costs impacting negatively on our financial viability resulting in supply and demand-driven wage increases and/or staff shortages and higher turnover.

- **Governance, legal and regulatory compliance**

Risk of material non-compliance with legal and regulatory requirements resulting in Scottish Housing Regulator statutory intervention, legal action, fines and reputational damage to the Kingdom Group and the sector.

- **Governance structure of the Kingdom Group**

Risk of organisational growth and business development that does not further the Group's objectives and is not supported by a viable business case resulting in Scottish Housing Regulator intervention and reputational damage.

- **Health and Safety compliance**

Risk of a breach of Health and Safety and associated legislation resulting in injury, serious injury or death of our customers, staff, contractors, Board members or members of the public. Third party litigation. Regulatory intervention. Reputational damage.

- **Kingdom Initiatives income**

Risk of financial impact on Kingdom Initiative's ability to generate a surplus and on reserves, resulting in damage to the financial stability of our organisation and the inability to sustain services.

- **Kingdom Support & Care income**

Risk of financial impact on Kingdom Support & Care's ability to generate a surplus and on reserves, resulting in damage to the financial stability of our organisation and the inability to sustain services.

- **Procurement and Contract Management**

Risk of procurement challenges, uncontrolled spending and ineffective contract management, resulting in loss of key services due to no contract, fines, reputational damage and Scottish Housing Regulator intervention.



### • **Scottish Government Programme for Government**

Risk of not aligning with the Scottish Government's priorities of eradicating child poverty, growing the economy, tackling the climate emergency, and ensuring high quality and sustainable public services, resulting in a reduction in support, funding and growth, leading to reputational damage.

### • **Security and Cyber Risk**

Risk of a cyber-attack on Kingdom's digital infrastructure, applications, networks, devices and data, resulting in loss of systems, access to data and customer data loss.

### • **Serious harm to people we support**

Risk of serious financial, physical, psychological or sexual harm to a supported individual resulting in significant detriment to an individual's health, wellbeing and ability to live safely in their home. Claim for damages against KSC and reputational damage to our organisation.

### • **Staff recruitment and retention in Kingdom Support & Care**

Risk of inability to recruit and retain suitable, qualified and experienced staff resulting in insufficient staffing resources to deliver services.

## **Financial Risks**

As a debt-funded organisation, the Group carries particular financial risks which are closely monitored and stress-tested in our modelling. These include:

- Failure to generate adequate finance to meet strategic objectives
- Failure to meet loan covenants
- Exposure to changing economic conditions, including inflation and interest rates

- Business plan assumptions differing significantly from actual experience.
- Failure to produce accurate and timely financial information on which decisions are based.

## **Covenants**

Kingdom's lenders each have their own financial covenants based on minimum levels of interest cover, gearing and asset cover (i.e. loan to value ratio). Our financial projections demonstrate that all financial covenant requirements are met during the lifetime of the Business Plan based on the assumptions in the model.



Kingdom's Big Day Out event

## 14. Partnership and Collaborative Working

Through our membership of several partnership bodies, we can ensure that this plan, where appropriate, reflects jointly agreed priorities and also ensures that our views are presented to partnering organisations.

The Kingdom Group works in partnership with other organisations, the key partnerships are:

- Kingdom Works where Kingdom is the host agency for employment and training projects in partnership with Fife Council, Opportunities Fife, Skills Development Scotland and Job Centre Plus.
- Various partnership arrangements with Fife Council and the other local authorities in Perth & Kinross, Clackmannanshire and Falkirk.
- As the lead developer for the Fife Housing Association Alliance, we deliver new affordable housing projects on behalf of the Alliance members (Fife Housing Group, Glen Housing Association, Kingdom Group and Ore Valley Housing Associations).
- Since 2016 Kingdom and Ochilview HA have worked collaboratively to deliver new homes in Clackmannanshire.
- Kingdom works with Fife Council and other Housing Associations to provide a partnership structure for developing Housing Strategies, through the Fife Housing Partnership.

- We work in partnership with local authorities and other providers of care and support in Fife and Forth Valley and we are members of the Coalition of Care Providers in Scotland (CCPS), contributing to the national agenda.
- We work with Fife Council Housing and Neighbourhood Services to support the reduction of homelessness agenda by contributing to the Rapid Rehousing Transition Plan and adopting a housing-first approach in all of our work.

## 15. Tell us what you think

This Plan has been prepared following a series of extensive strategy planning sessions. We do, however, remain open to ideas, suggestions and questions.

We have set out an ambitious strategy that will take the Kingdom Group to 2029, but we are mindful that circumstances can change quickly and new opportunities may present themselves.

If you would like to get in touch to discuss any of the content in this Plan, please email: **corporate@kha.scot**





# KINGDOM

## Group

### MORE THAN A HOME

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