

SHAPING OUR DIGITAL FUTURE

Kingdom Group Digital Strategy

2025-2030



KINGDOM
Group

MORE THAN A HOME



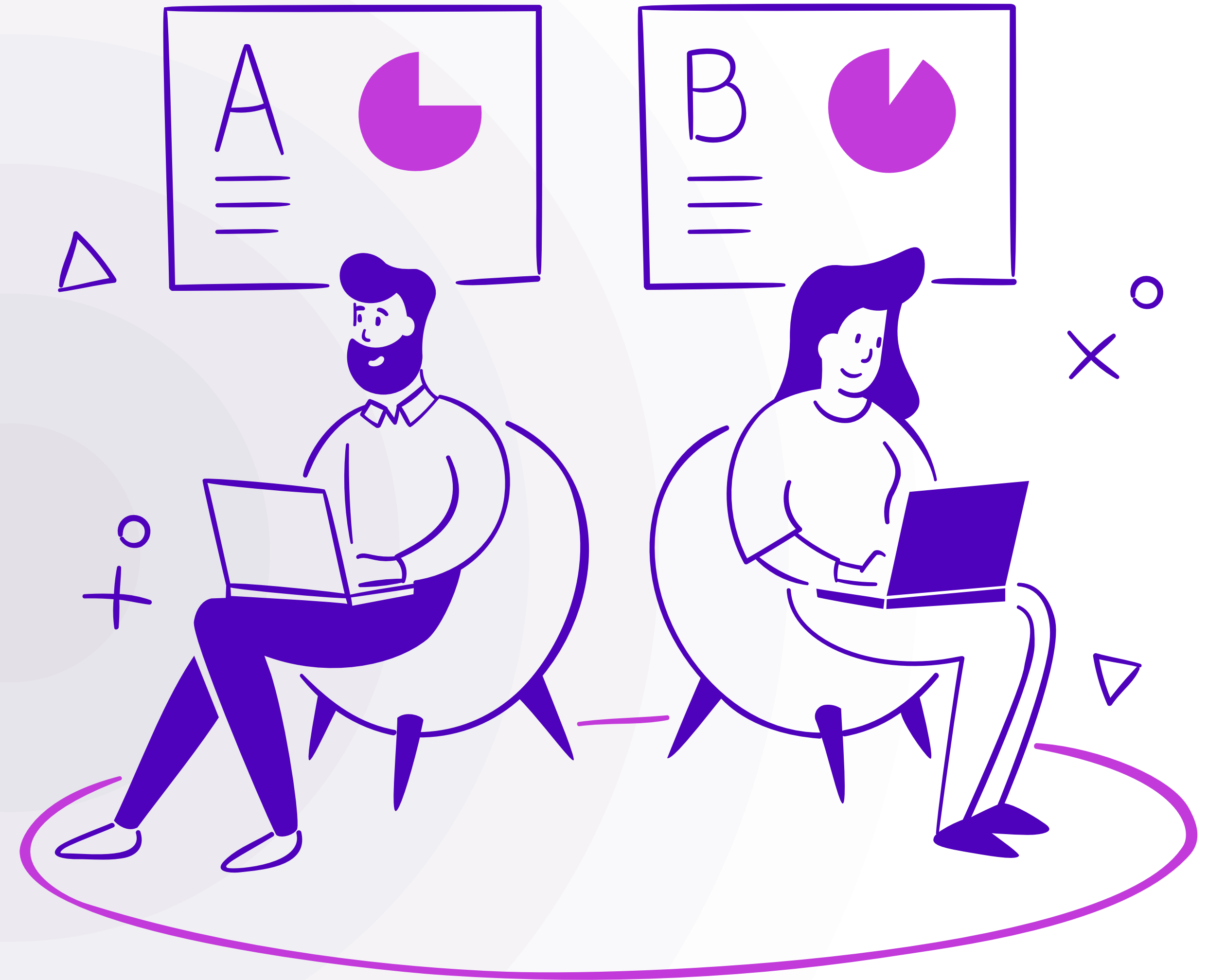
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**DIANE RENNIE,
DIGITAL DIRECTOR**

At Kingdom Group, technology serves people, never the other way round.

Our digital transformation follows a human-centred approach, placing customers and colleagues at the heart of everything we do. It directly supports our **Connecting You** approach. By improving how we connect people with services, support and each other, we can strengthen communities and improve lives.

We recognised early that true transformation means rethinking how we deliver services, not just digitising what we already have. Our approach focuses on five key areas of work that improve the customer experience and make our organisation more efficient, responsive and forward-looking. These areas form a framework that makes sure every initiative supports our wider strategic objectives and fits with our corporate plan.

Data is a cornerstone of our transformation. We are moving from disconnected and outdated systems to a planned setup that allows us to collect, manage and use information effectively. This will help us make informed decisions, anticipate customer needs and measure our impact with accuracy.

Building internal capability is just as important. We are developing digital skills across our workforce, creating career opportunities and embedding digital knowledge into our culture. Our multi-skilled delivery team will combine expertise in technology, service design and change management, working together to make sure a range of perspectives shape our progress.

Our main goal is to improve services for all our customer groups. By reducing repetitive tasks, we can free colleagues to focus on personal support and service. This transformation will not happen to our people; it will be shaped by them. Involving colleagues at every stage means those who use our digital tools have a say in how they are designed and delivered.

This is more than change. This is Kingdom Group's digital transformation.

Everyone has a role, and everyone can benefit.

INTRODUCTION

This was created with the assistance of Claude AI

OUR VISION: TRANSFORMING OUR CUSTOMER EXPERIENCE THROUGH DIGITAL

At Kingdom Group, providing **more than a home** is at the heart of everything we do and the promise we make to every customer. We are transforming into a service organisation designed around our customers, where technology strengthens human connection instead of replacing it.

We know that a home is so much more than bricks and mortar. It means security, community, dignity and opportunity. Our digital transformation will support all these by creating services that meet the full range of our customers' needs. When we design with our customers, **more than a home** is defined by those who matter most.

Today's customers want services available anytime and anywhere. They expect simplicity, convenience and personalisation. By becoming a customer-designed organisation, we are not only meeting today's expectations, we are also preparing for tomorrow's.

We know resources are limited. By designing around customer needs and making the most of digital capabilities, we can get the best value from every resource. This means delivering services that are sustainable, affordable and high-quality, giving our customers real value for money and creating a lasting impact.

Digital transformation opens the door to more customer involvement than ever before. This shared approach builds stronger communities where people feel heard, valued and empowered, and it delivers benefits that go beyond housing and care. By placing customers at the heart of our digital journey, we make sure technology serves our social purpose, not the other way round.













This is not just a change to systems. It is a renewed commitment to providing **more than a home** for every community we serve.

THE OPPORTUNITY

We have room to grow, and building strong foundations will open the door to real transformation. This work will build on our **Connecting You** approach, helping us strengthen relationships and create more meaningful connections with customers and communities.

We will look beyond traditional housing and care boundaries, using technology that has worked well in other industries. This helps us stand out through innovation, learning from excellence across different sectors and moving beyond housing-only solutions.

With these strong foundations in place, we can explore ideas such as:

 BIG DATA	 IMAGE RECOGNITION	 TECH ENABLED CARE	 ARTIFICIAL INTELLIGENCE
 SMART HOMES (IOT)	 PREDICTIVE ANALYSIS & MACHINE LEARNING		 TELE-HEALTH
 PAY SOLUTIONS	 REMOTE HEALTH MONITORING		 AUGMENTED REALITY
 DIGITAL TWINS AND BIM MODELLING		 VOICE FIRST SUPPORT	



**STRATEGIC OBJECTIVE 1:
DELIVERING EXCEPTION
CUSTOMER EXPERIENCE**



**STRATEGIC OBJECTIVE THREE:
BEHAVING SUSTAINABLY AND
WITH INTEGRITY**

**STRATEGIC OBJECTIVE TWO:
GROWING THROUGH
IMPROVEMENT, PARTNERSHIP
& INNOVATION**

DELIVERING OUTCOMES

Our digital strategy builds on our existing service quality to help us perform even better. We will take a human-centred approach, use data insights and strengthen our systems to deliver the corporate strategy more efficiently.

We are investing in digital skills and innovation to give our teams better tools. This helps them improve processes and make smarter decisions, creating more value and freeing up time for strategic work. We are moving technology and user experience forward together, setting new standards for accessible and inclusive services across everything we do.

Digital transformation supports our wider organisational plan. By bringing our **One Kingdom** approach to life through digital and supporting our **Connecting You** vision, we will increase our collective impact and help secure long-term sustainability.

WHAT DO CUSTOMERS THINK?

We asked colleagues and customers their views on digital. This is a high level look at their feedback that shaped the strategy

Colleague Perspective

- Past experiences shape current trust. Previous rollouts have raised concerns and could be repeated without meaningful change in delivery.
- Under-supported and under-consulted. Some teams feel system decisions are made without involving those who use them daily.
- Desire for practical tools. Colleagues want more than vision. They want better systems, faster IT response times, and simple guides.

“The response time from IT is far too long and it’s difficult to reach someone.”

“Most KSC systems are not fit for purpose any more... decisions are made by management who never use them.”

Customer Perspective

There is an awareness that many customers operate digitally across all avenues of their daily life and Kingdom Group does not currently meet their expectations, however we also recognise the following sentiment:

- Digital hesitation. Some welcome improvements, but many prefer human contact and are anxious about being forced online.
- Calls for inclusion. Communication methods that match their preferences and support for those less digitally confident

“I am someone who prefers to speak to someone over the phone or in person.”

“Please don’t forget that not everyone is online. You need to think about how this affects older or vulnerable customers.”



ALIGNING STRATEGIC AMBITION WITH CUSTOMER EXPECTATIONS

Our strategic ambition to become a customer-designed organisation directly responds to evolving service expectations. Today's customers expect services that adapt to their lives, offering real choice in how they engage while making sure human support is there when needed. This is not about forcing customers online. We recognise that not everyone prefers digital services, has digital skills, or can access digital technology easily. We will not leave anyone behind. It is about working together to create services that understand individual needs and make sure everyone feels heard, valued, and empowered.

The future we are building strengthens human connection rather than replacing it.

By 2030, customers will experience technology that makes us more responsive to individual needs and more effective at supporting people to build the lives they want. When colleagues spend less time fighting systems, and routine tasks happen smoothly, every human interaction can focus on building relationships and delivering our promise of providing **more than a home**.

A DAY IN THE FUTURE



Zara, a Neighbourhood Officer in one of our locality teams starts her workday. Instead of the old routine of individually reviewing customer visit schedules and manually checking maintenance records, she opens her tablet to find **everything organised in her digital workspace**. It looks different from last week. Now, her day's visits are **optimised** for location efficiency, saving her nearly an hour of travel time across Fife.



The **system alerts** Zara that Ms Reid, her first visit of the day, recently reported a minor heating issue. Before arriving, Zara has access to the **complete property history** — previous maintenance records, the age of the boiler, and the preferred contact method for Ms Reid. The system has **cross-referenced the issue with similar cases and suggests the most likely solution**, which Zara reviews before her visit.



When Zara arrives, **Ms Reid is impressed** that she doesn't have to explain her situation from scratch. The visit is efficient but doesn't feel rushed. When Zara arranges for a maintenance team to visit, the **scheduling happens instantly on her tablet**. Ms Reid receives a **text confirmation with the appointment details and a link to reschedule** if needed. There are no more paper letters or follow-up calls.



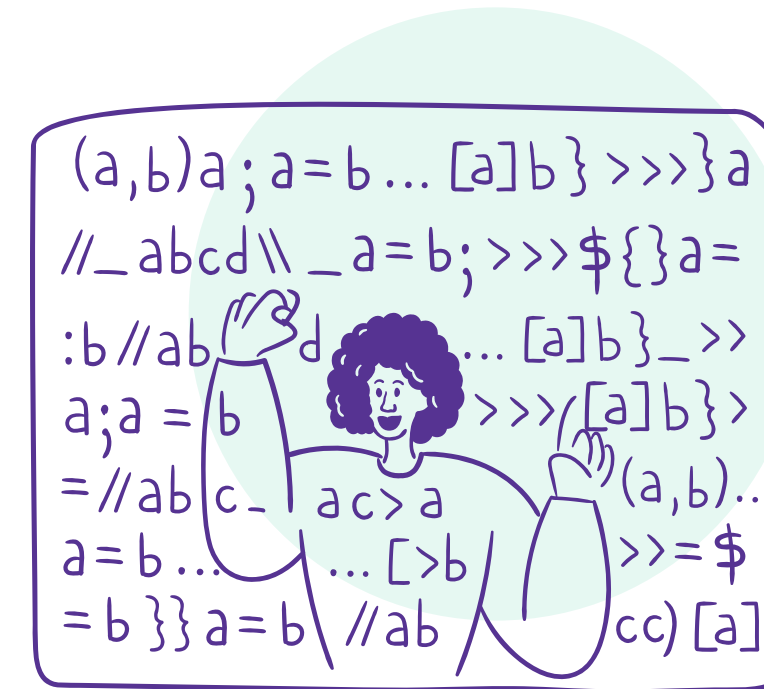
Meanwhile, in KSC, Team Leader Kai is coordinating care visits. The new system has **transformed how care schedules** are managed. It accounts for care **workers' skills, customers' specific needs, and even traffic patterns to create optimal visit schedules**. When a care worker calls in sick, the **system identifies who can cover the visits with minimal disruption**.



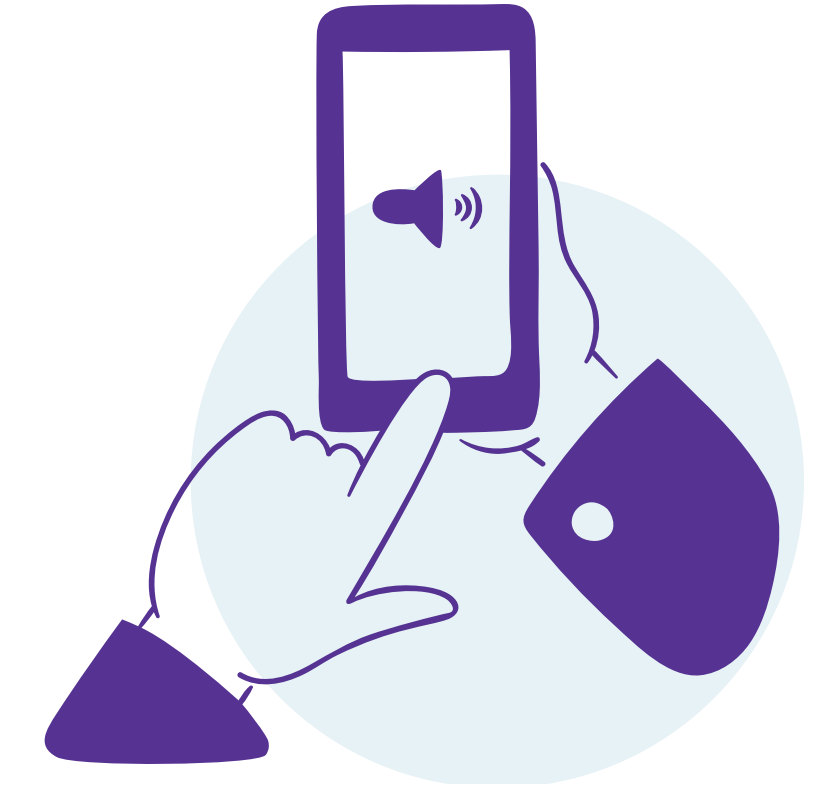
Care worker Aisha visits Mr Chen, who receives both housing and care services. On her secure tablet, she can see his **care plan but also his relevant housing information**, like the recent ramp installation that's made his home more accessible. Aisha updates Mr Chen's improved mobility in the app, so this information is immediately available to all his healthcare providers through **secure data sharing protocols**. Mr Chen may be a great candidate to try out **telehealth**.



Governance Manager Rosie is preparing for the annual return on the charter. Instead of compiling reports from different systems, she has a comprehensive **dashboard showing real-time performance** across housing and care. When asked about the financial impact of their energy efficiency programme, she can immediately show how **the investment in new boilers has reduced emergency callouts by 23%** and lowered customers' average heating costs, supporting both financial sustainability and customer wellbeing.



In the community engagement team, Layla is planning Kingdom's winter support programme. Using **data from multiple departments**, she can identify households potentially vulnerable to fuel poverty and prioritise them for support. The system helps her **track which customers have already been contacted and through which channels**, ensuring nobody falls through the cracks while avoiding duplicate outreach.



For customers across both housing and care services, the transformation is equally meaningful. Mr Patel, who's 75, previously struggled with paperwork, but now manages his **rent payments and maintenance requests through a simple voice interface on his phone**. The system recognises his voice and adapts to his speech patterns, making **digital interaction accessible despite his arthritis and visual impairment**.



New customer Maya completes her entire **onboarding process digitally**, from signing her housing agreement to scheduling her welcome visit and setting up direct debits. The system remembers her communication preferences, sending **important notifications via her preferred channel while respecting quiet hours she's specified**. Maya is impressed by her personalised service.



When Kingdom launches a community consultation about improvements to a local neighbourhood, **participation rates are substantially higher than previous exercises**. Customers can contribute through **multiple channels** — mobile app, text message, web portal, or in person — with all **feedback consolidated in real time**. The housing team can spot emerging patterns quickly and respond to community concerns proactively.

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The system runs 24 hours a day, seven days a week. **It analyses patterns in maintenance requests to predict potential issues before they become emergencies**. It cross-references weather forecasts with the locations of vulnerable customers to help plan welfare checks during adverse conditions. It even identifies opportunities for **group purchasing to reduce costs on upcoming maintenance materials**.

This isn't a distant aspiration. It's the achievable reality for Kingdom through thoughtful digital transformation. By creating integrated systems that connect housing and care information, and by implementing data-driven processes and always keeping customers' needs at the heart of everything we do, Kingdom can deliver more personalised support while operating more efficiently.



The true potential lies in becoming not just a provider of housing and care, but a responsive, proactive community partner that anticipates need, removes barriers, and creates a sense of security and belonging for everyone served — all while making the best use of resources to ensure sustainability for generations to come.

ORGANISATIONAL **IMPACT**

CUSTOMER



- Personalised services 24/7, support when they need it
- Better experience interacting with Kingdom Group when we get it right first time with no repeating of information
- Consistency of service
- Real-time status updates
- Proactive maintenance of properties
- Digital Inclusion support
- Health and Wellbeing (telehealth)
- Independence for ageing and those with additional needs
- Community and Social inclusion and skill sharing

COLLEAGUE



- Improved satisfaction with the right tools to do the job
- 360-degree view of the customer combining all service information
- Automated data to support business decisions, prioritisation and improved administrative workload
- Less admin and more time dealing with complex and challenging work for customers
- Modern and intuitive technology to work with
- Opportunity for development in Digital and to find solutions
- Connected workforce with stronger collaboration and performance
- Moving from reactive to proactive customer care

BUSINESS



- Significant efficiencies with reduced administrative burden and manual intervention
- Improved income, with reduction in rent arrears and time homes remain empty
- Improved resource management
- Improved quality
- Targeted improved plans
- Strategic agility
- Improvement across all key outcomes
- Positive reputational impact
- Data-driven decision making
- Future readiness

OUR THEMES

1. CREATING GREAT SERVICES

2. UNLOCKING THE VALUE OF DATA

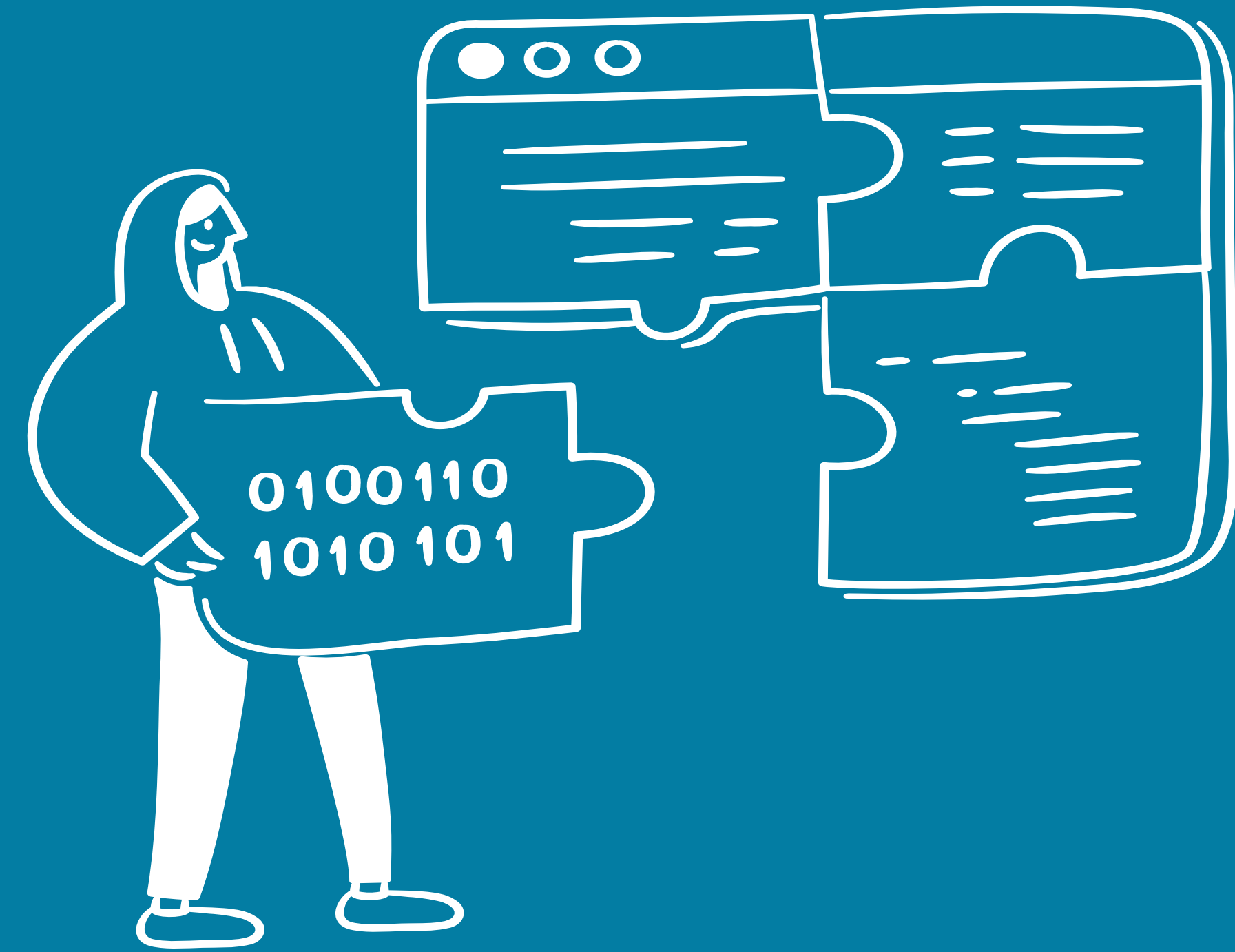
3. INTEGRATING INFRASTRUCTURE

**4. DEVELOPING DIGITAL SKILLS,
CAPABILITIES AND TOOLS**

5. INNOVATING

THEME ONE

CREATING GREAT SERVICES

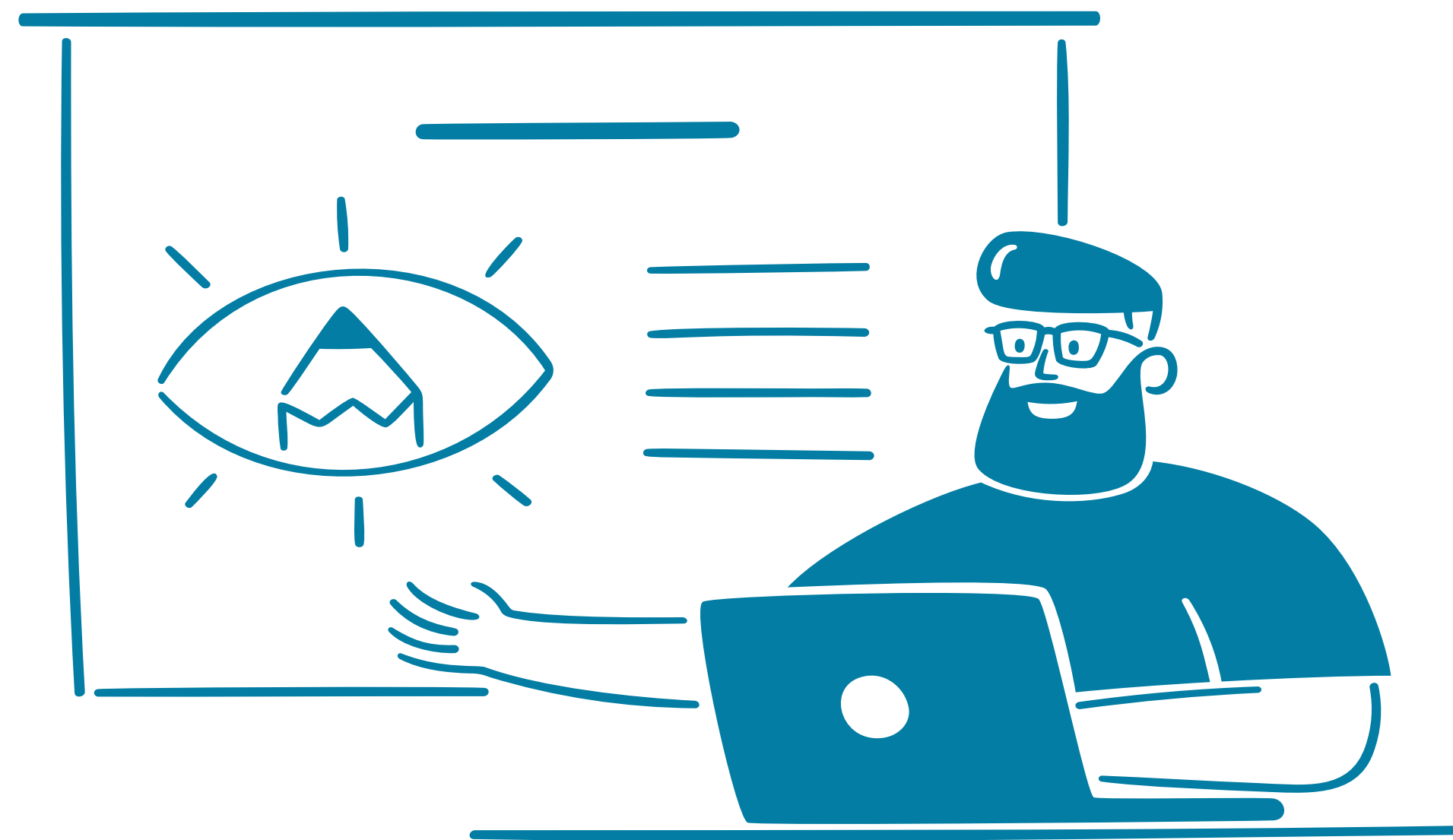


Great services should be at the heart of what any organisation does.

They happen when you really understand what people need and keep talking to them to learn more. This means customers, colleagues, and stakeholders working together to understand the problems and potential solutions before making any technical changes.

It requires working across your whole organisation to make things simple for users, building trust by respecting people's time and treating them well, and constantly improving based on what you learn.

DESIGNED AROUND PEOPLE, DELIVERED WITH PURPOSE



FOUNDATIONS

- **Basic Service Catalogue.** Map our organisation-wide service offer to highlight gaps and opportunities.
- **Design at the Core.** Embed design into transformation from day one; personas, journeys, ecosystems, and more.
- **Experience Team in Action.** Start with Neighbourhoods to map current experiences and uncover service gaps.

TRANSFORM

- **End-to-End Service Catalogue.** Build a detailed service catalogue with owners, data, and meaningful measures.
- **Kingdom 360.** Develop a 360-degree view of customer data for customer-facing services
- **Deep Dive into Key Journeys.** Deep-dive into key journeys like repairs and complaints to drive improvements.
- **Digital Channel Maturity Check / Self-Service.** Review platforms like Rubixx, StoriiCare and our websites to assess readiness for self-serve and start building.

OPTIMISE

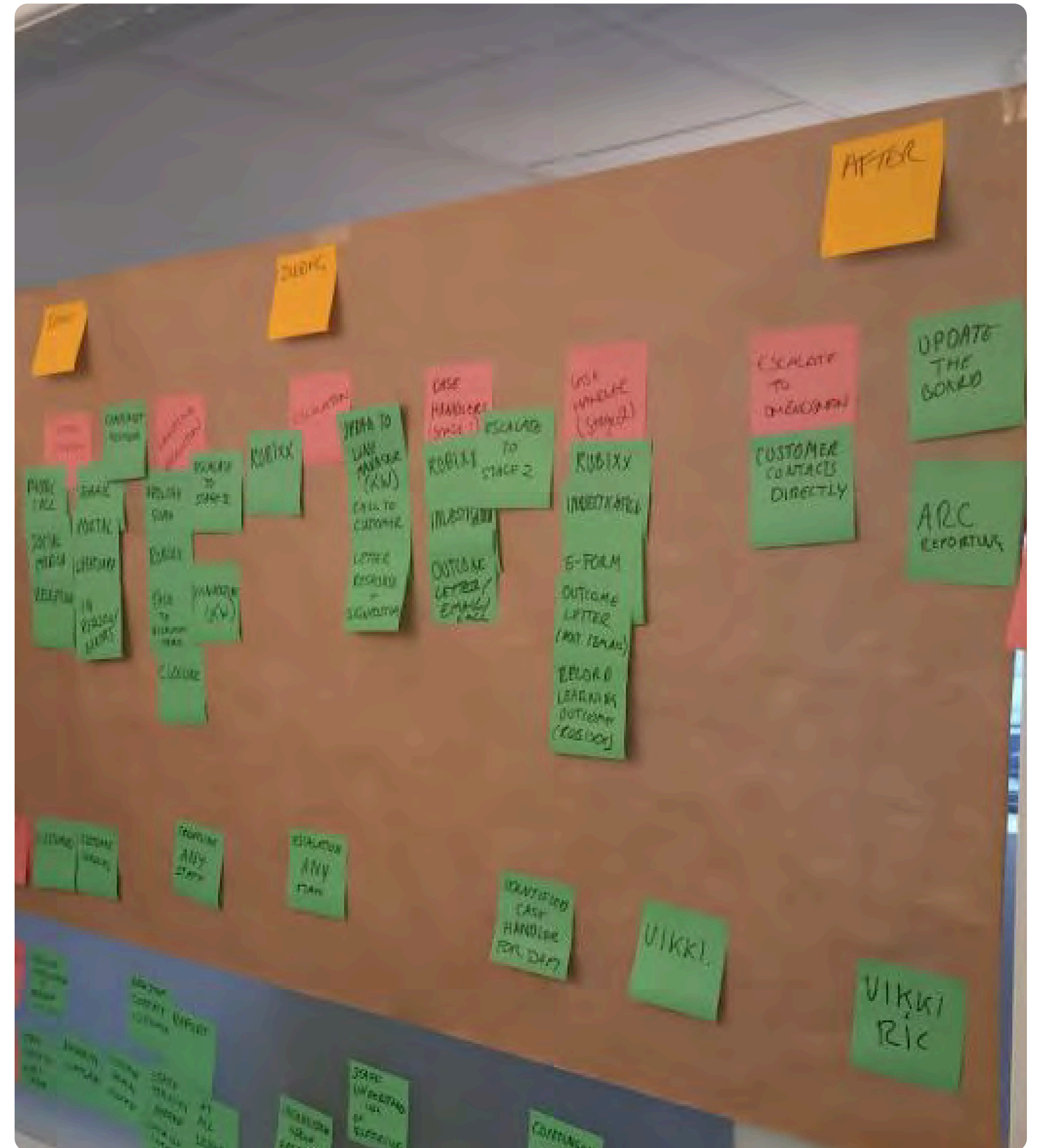
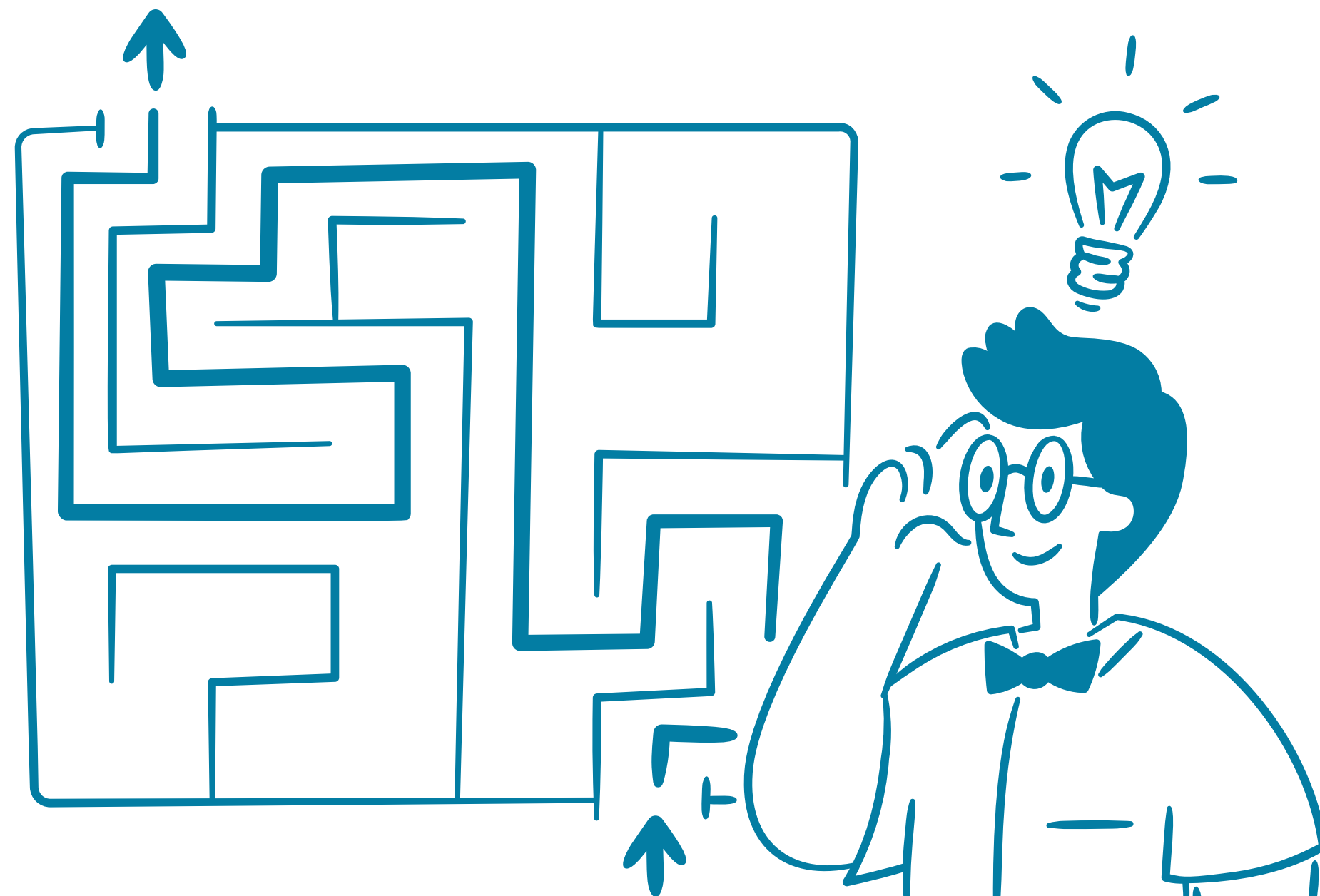
- **Smart Self-Service by Design.** Scale future-proof, AI-enabled self-service models.
- **Next-Gen Service Models.** Build proactive, predictive services that evolve with user needs.
- **Tech-Enabled Service Delivery.** Use Technology Enabled Care Scotland (TECS) and smart tools to enhance independence and quality of life.
- **Design Everywhere.** Embed design thinking across teams and service planning.
- **Real-Time, Real-Life Feedback.** Use live insight to evolve services continuously.

THEME ONE

EARLY ADOPTERS OF CHANGE

Communities play a vital role as the first point of contact for many customers, supporting residents with day-to-day queries, financial challenges, and building trusted relationships within the community.

Starting with Repairs and Empty Homes, we are testing the service design approach with multi-disciplinary teams. Colleagues from Neighbourhoods, Assets and Digital, along with customers have worked together to define the current challenges and will soon start defining the blueprint to solve these problems.



THEME TWO

UNLOCKING THE VALUE OF DATA



We need good, joined-up information about our business to run it well and deliver great services. Our data is as important as our people and money. It should be looked after by trained professionals who understand their role, kept in one reliable place that's secure but accessible, and regularly checked to make sure it's accurate. When we treat data as something the whole business owns rather than just leaving it to the tech team, we can make better decisions and stay in control of this vital resource.

THEME TWO

FROM INFORMATION TO INSIGHT, INSIGHT TO ACTION



FOUNDATIONS

- **Develop Data Strategy & Operating Model.** Shape a clear blueprint for how data is managed, governed, and activated across the organisation.
- **Establish Robust Governance & Architecture.** Set strong standards for data integrity, access, and quality across all systems.
- **Launch a Pathfinder for Asset Data.** Use Asset Management to explore, test, and scale new data approaches.
- **Build a Connected Data Environment.** Connect systems and departments with seamless data flow and integration.

TRANSFORM

- **Assess and Elevate Data Maturity.** Evaluate each team's data strengths and gaps, then build tailored improvement plans.
- **Prioritise High-Value Data Sets.** Identify key areas of transformation that unlock the greatest impact.
- **Build Organisational Data Confidence.** Rapidly develop core skills across the workforce to enable self-sufficient reporting.
- **Enable Better Reporting & a Culture of Data-Led Decisions.** Strengthen our capability to produce accurate, actionable business insights.
- **Explore Geospatial Data Opportunities.** Collaborate with KSC and Development teams to unlock location-based insights.

OPTIMISE

- **Enable Predictive Capabilities.** Shift from hindsight to foresight through advanced analytics and forecasting.
- **Adopt Machine Learning.** Use Machine Learning to automate processes and sharpen operational decision-making.
- **Integrate AI for Deeper Insight.** Harness AI to uncover patterns, trends, and opportunities we can't see today.
- **Ingrain Data Thinking Group-Wide.** Make data-driven thinking the norm, not the exception, across all services and functions.

THEME TWO

ASSET MANAGEMENT PATHFINDER: SMARTER WAYS OF WORKING

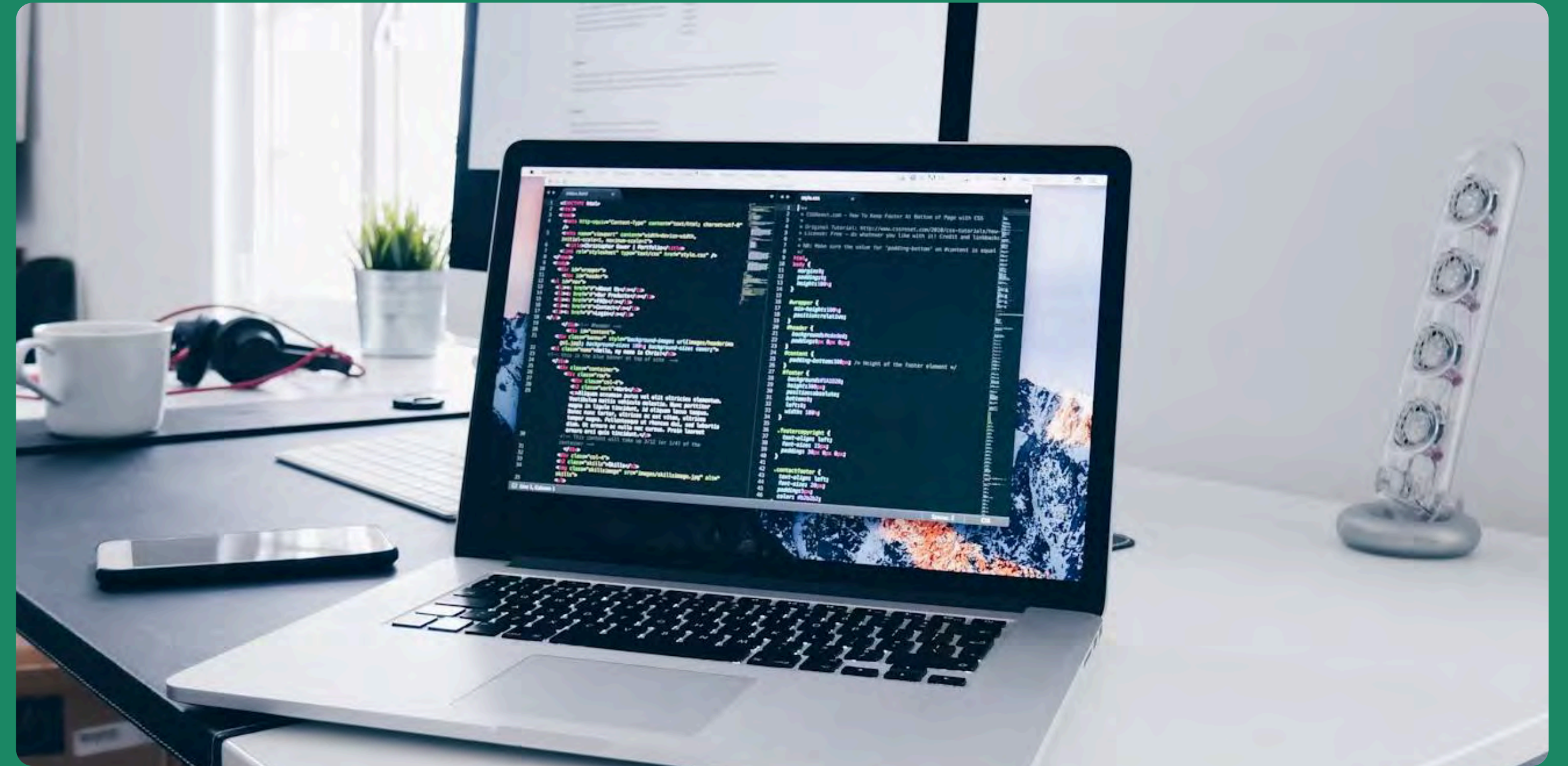
Our Asset Management Pathfinder will be an early initiative designed to explore new digital approaches to how we manage and maintain the data for our homes.

Potentially prioritising assets data, transitioning the current data processes to the new data model will test our approach to data, build a solid foundation to drive performance improvement and support our asset development programme activity.



THEME THREE

INTEGRATING INFRASTRUCTURE



We want to fix the frustrating problem where our different systems can't talk to each other, which wastes time, creates risks, and makes things harder for everyone, especially when critical safety information about risks and alerts doesn't get shared properly between systems like Rubixx and Total Mobile.

Our goal is to make information flow automatically between all our platforms so that colleagues can easily share what they know and support each other without anyone having to manually copy data from one system to another. We're building a connected digital system where critical safety information is instantly available, colleagues are helped rather than held back by technology, and everything runs on secure, reliable foundations.

THEME THREE

POWERING OUR FUTURE THROUGH INTEGRATION

FOUNDATIONS

- **Embed Microsoft as Our Operational Backbone.** Fully implement Microsoft as our central digital platform to power daily operations and collaboration.
- **Integrate XLedger for Smarter Financial Management.** Deploy our new Fintech solution to simplify, streamline, and future-proof financial processes.
- **Align Equipment to Real Needs.** Audit and upgrade digital devices based on user personas, prioritising Key Success Criteria to ensure the right tools for the job.
- **Design a Target Architecture & Governance.** Define a streamlined, future-ready architecture to consolidate and connect systems across the business with seamless integration.
- **Create Technical Standards and Blueprints.** Develop robust technical guidelines to ensure scalable, secure, and consistent system architecture.
- **Service Desk Improvements** - cyber essentials and service desk discovery.

TRANSFORM

- **Roll Out Core System Integrations.** Launch critical integrations following deep operational and risk analysis to ensure value and resilience (eg. Core Housing and Assets systems)
- **Strengthen Supplier Partnerships.** Build effective supplier relationships to ensure consistent delivery, support, and innovation.
- **Pursue AI and Automation Wins.** Kickstart early automation pilots to support People and Business Services, demonstrating the value of emerging technologies.
- **Evaluate Support Models.** Explore and implement the best-fit support structures across supplier networks.
- **Audit Strategic Tools.** Review systems aligned with Key Success Criteria to ensure they're delivering value and supporting our ambitions.
- **Microsoft-based Intranet.** Build and maintain a new intranet offering for colleagues.
- **Redesign of Customer Web Journey.** Co-create a new web experience for customers and colleagues.

OPTIMISE

- **Advance Integration with Automation.** Implement intelligent, self-healing integrations with automated testing to reduce friction and improve uptime.
- **Connect to the Wider Ecosystem.** Extend integrations to include external partners and community service systems for end-to-end connectivity.
- **Enable Real-Time Insight.** Build data capabilities that provide real-time analytics across connected platforms for smarter, faster decision-making.
- **Create a Plug-and-Play Adapter Framework.** Develop flexible integration frameworks that allow us to quickly connect new tools and systems as needs evolve.

THEME THREE

XLEDGER AND MICROSOFT IMPLEMENTATION

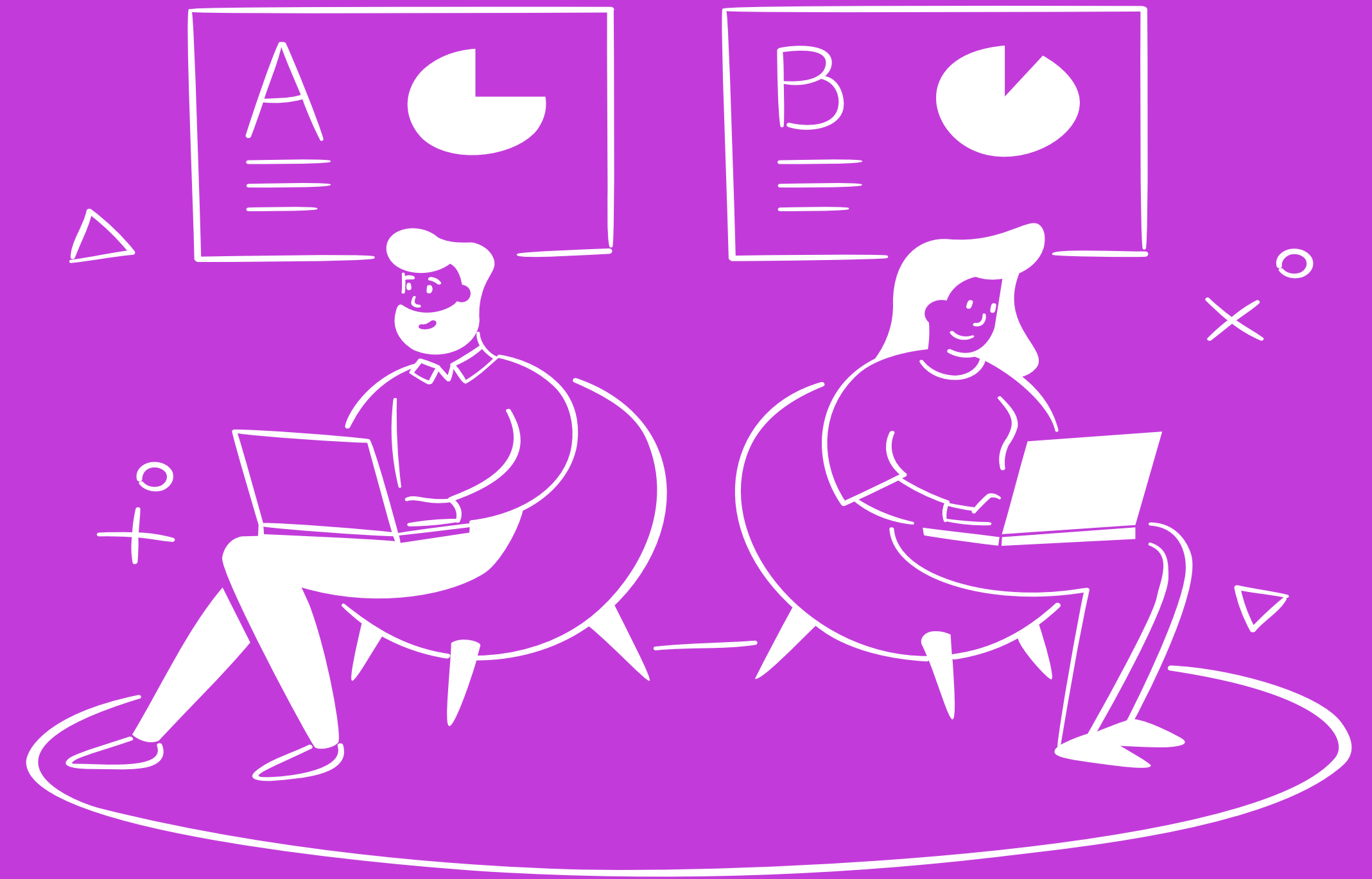
Our current digital environment has grown organically with a collection of tools, leading to problems that hold back collaboration, data flow, and user experience. The foundational core platforms such as Google and Open Accounts have not helped us operate as a modern organisation.

By investing in these core building blocks now, we are laying the groundwork for smoother integration with platforms like M365, improving colleague experience, and helping us deliver digital services more consistently and effectively across the business.



THEME FOUR

DIGITAL SKILLS, CAPABILITIES AND TOOLS



Digital skills, capabilities and tools are essential because they give people the confidence and ability to use new technology effectively, rather than feeling overwhelmed or left behind by changes. When colleagues have the right training and access to well-designed tools, they can work more efficiently, make better decisions with data, and focus on the important parts of their job instead of wrestling with complicated systems.

Without these foundations, even the best digital transformation plans will fail because people either can't use the new technology properly or will find ways to work around it.

THEME FOUR

EQUIPPING OUR PEOPLE FOR A DIGITAL FUTURE

FOUNDATIONS

- **Digital Champions Network.** Launch cross-departmental communities to support peer learning and drive adoption.
- **Digital Infrastructure & Resources.** Ensure strong governance, tools, and investment to enable transformation.
- **Digital Maturity Assessments.** Team specific baselining of digital capabilities
- **Establish a Change Engine (PMO).** Create a structure to manage change and guide investment decisions organisation-wide.
- **Lead with Change Management.** Equip colleagues with the tools, training, and support to confidently transition into integrated ways of working.

TRANSFORM

- **Communities of Practice.** Foster cross-team learning, experimentation, and best practice sharing.
- **External Expertise, Internal Growth.** Leverage specialists to support knowledge transfer and in-house capability.
- **Build Digital Confidence at All Levels.** Develop fluency across leadership, boards, and frontline teams.
- **Multi-Functional by Default.** Make collaboration across disciplines the standard for service design and delivery.

OPTIMISE

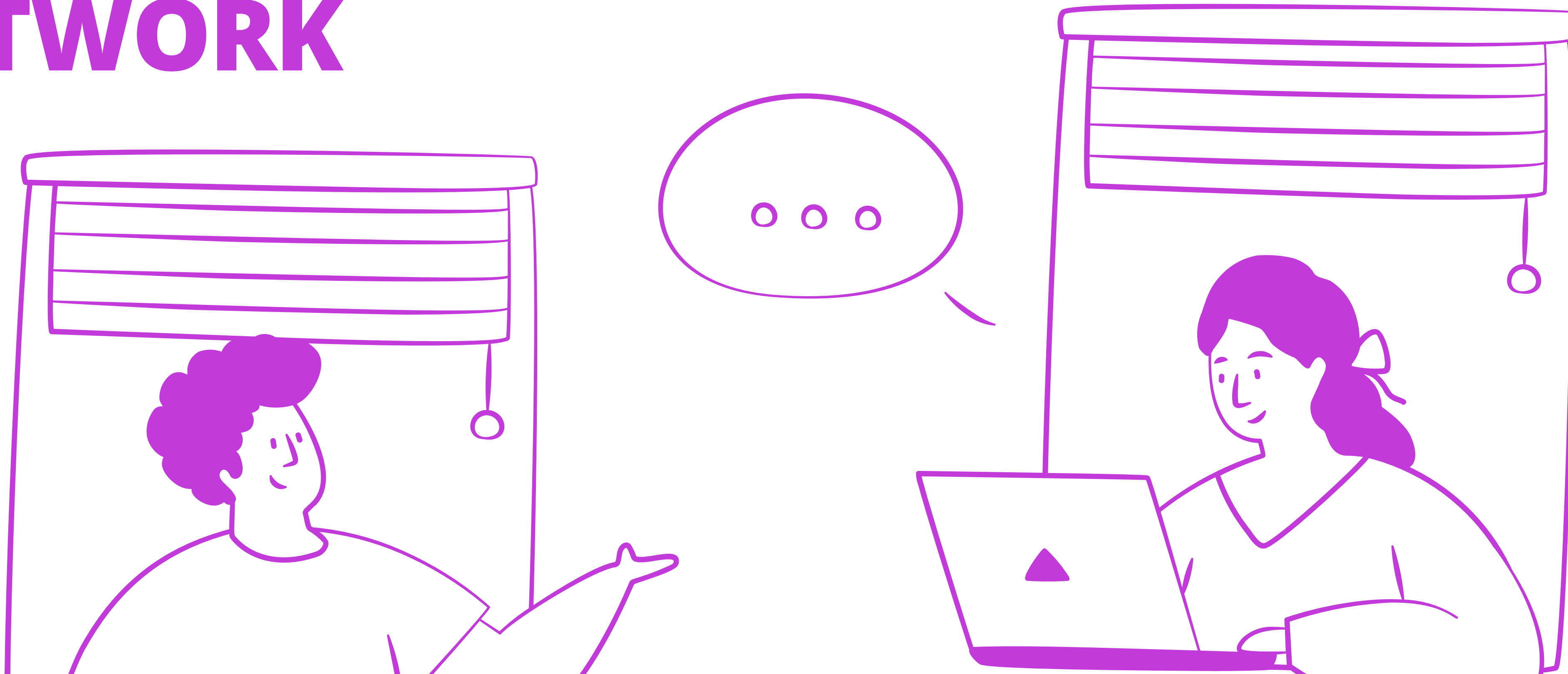
- **Mature the Champions Community.** Evolve Digital Champions into a recognised, influential network.
- **Tailored Change Management.** Design flexible support strategies that meet varied stakeholder needs.
- **Evolving Skills Frameworks.** Keep digital capabilities current with emerging technologies.
- **Digital in HR Processes.** Integrate digital fluency into recruitment, progression, and performance.

THEME FOUR

CREATING THE DIGITAL CHAMPIONS NETWORK

Our Digital Champions will be key to how we manage change in the organisation. They will be first responders to queries, embedded in teams locally who can support with basic questions and suggest better ways of working. This approach will start during our shift from Google to Microsoft and then continue to develop throughout the implementation of our digital strategy.

They will have a deep understanding of workflows in Kingdom, and will work alongside teams to build confidence in using Microsoft tools, sharing tips, answering questions, and helping embed new ways of working. From one-on-one support to informal coaching, they will play an important role in making sure everyone feels equipped, empowered, represented and ready, not just during the transition, but long after it is complete.



THEME FIVE

INNOVATING



Innovation is key for digital transformation and will help Kingdom Group find new and better ways to solve problems, serve customers, and keep up in a rapidly changing world. When people are encouraged to experiment, try new approaches, and learn from mistakes, they can find more efficient processes, create better services, and adapt quickly to new challenges or opportunities. Without a culture of innovation, organisations get stuck doing things the same old way and miss out on the improvements and breakthroughs that digital technology can bring.

THEME FIVE

TURNING IDEAS INTO IMPACT



FOUNDATIONS

- **Design Thinking 101.** Deliver hands-on sessions to introduce multi-functional teams to creative problem-solving and rapid idea development.
- **Build Innovation Literacy & Impact Measurement.** Start documenting early experiments and learnings to create a shared language and repeatable process. Introduce simple methods for tracking the outcomes of new ideas.
- **Horizon Scanning.** Create an information flow of new technology in the digital space.

TRANSFORM

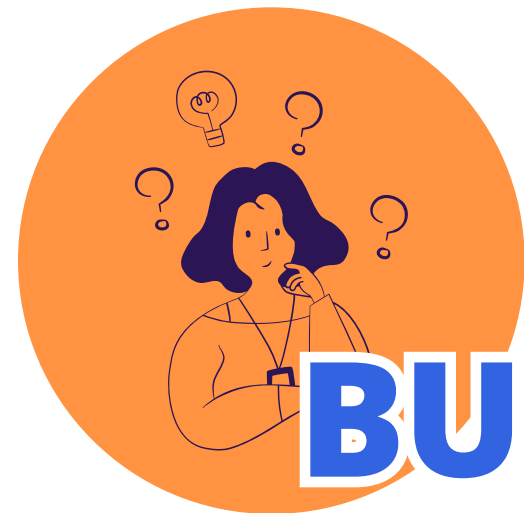
- **Rapid Prototyping in Action.** Launch time-boxed pilots and sprints in priority areas, using lightweight tools to measure what works and what doesn't.
- **Grow a Partner Ecosystem.** Collaborate with external experts and innovators to keep ahead of trends and bring in new thinking.
- **Insight-Driven Innovation.** Track progress using meaningful metrics, prioritise experiments with purpose, and build a central innovation knowledge base.
- **Innovation Toolkit & Co-Creation.** Launch accessible tools and run regular workshops with colleagues and customers to design better services together. Give colleagues permission to challenge the norm, test ideas without fear, and learn through doing.
- **Build Strategic Alliances.** Strengthen relationships with local and central government to explore collaborative innovation and funding opportunities.

OPTIMISE

- **A Mature Innovation Ecosystem.** Establish clear processes, tools, and governance to support innovation at every level.
- **Normalise Experimentation.** Build a culture where trying, testing, and tweaking is a natural part of how we work.
- **Customer-Led Innovation.** Embed customer voices deeply in every stage of idea development and testing.
- **Design Thinking Everywhere.** Apply design thinking to strategy, change, and colleague development, making innovation core to how we evolve.

THEME FIVE

OUR INNOVATION STANDARDS



**BUILD AROUND
THE CUSTOMER**



**NEEDS TO WORK
FOR EVERYONE**



**START WITH
SIMPLE**



**SAFE TO TRY,
SAFE TO LEARN**

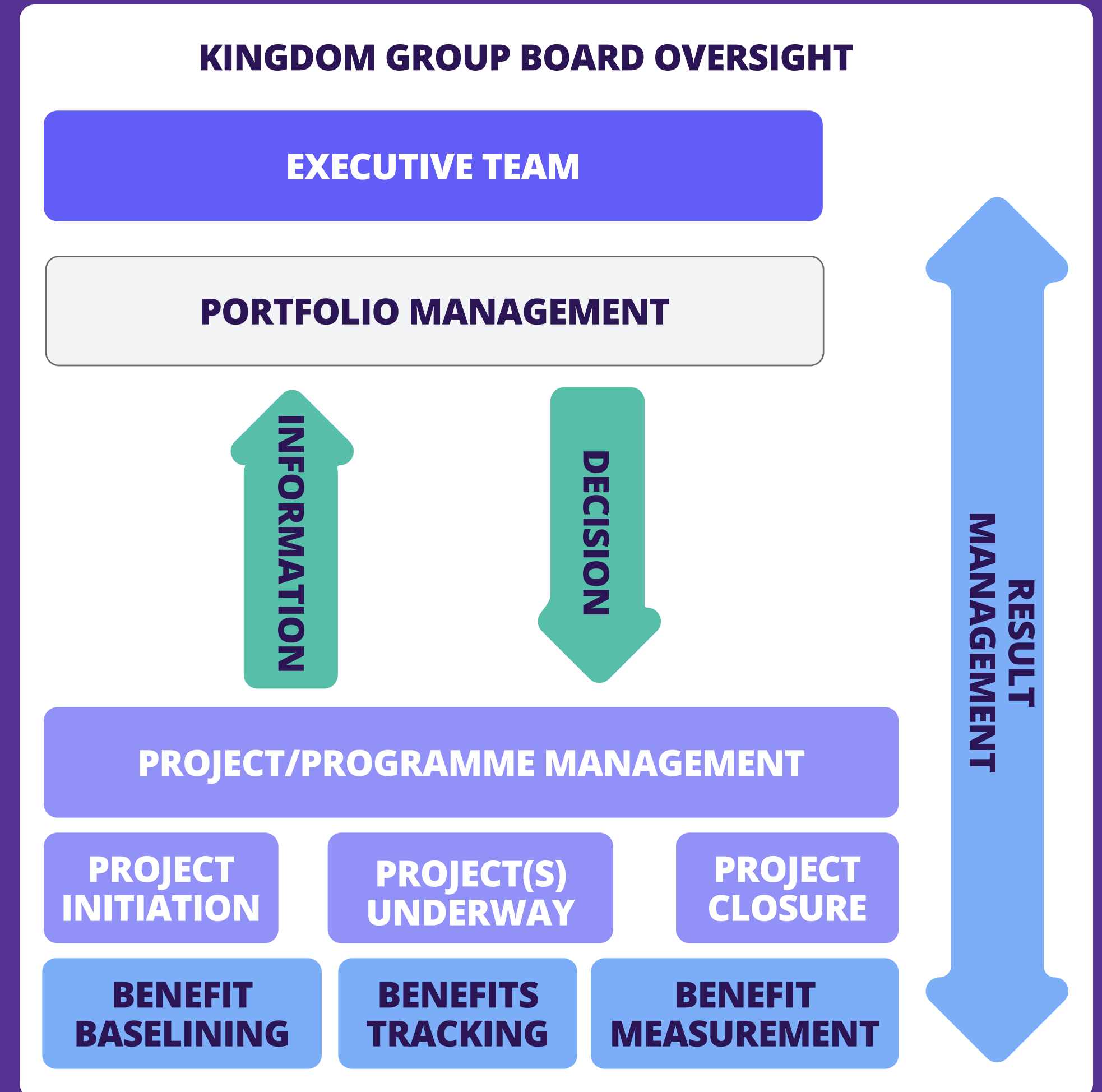
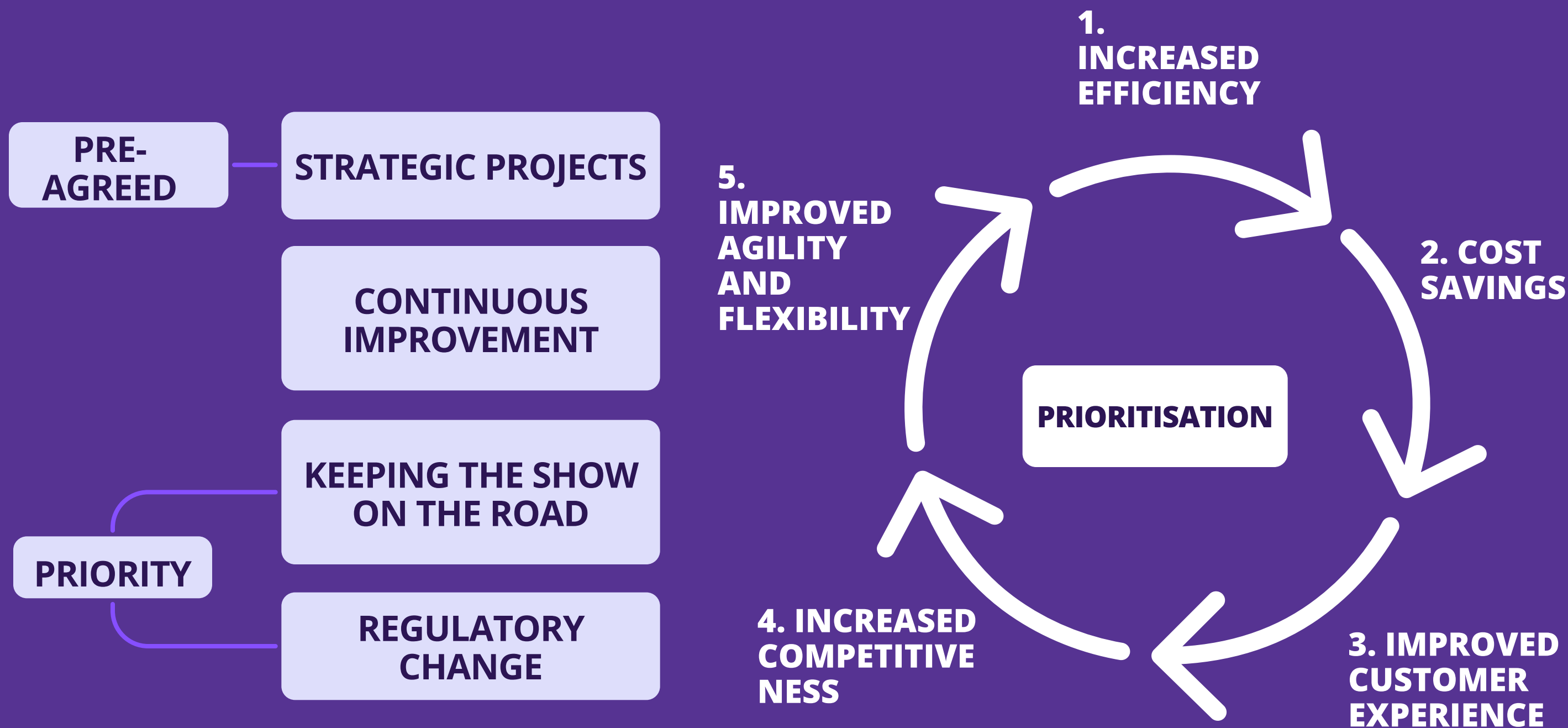


**TRANSPARENT
AND MEASURABLE**

OUR DELIVERY



MANAGING CHANGE AS AN ORGANISATION

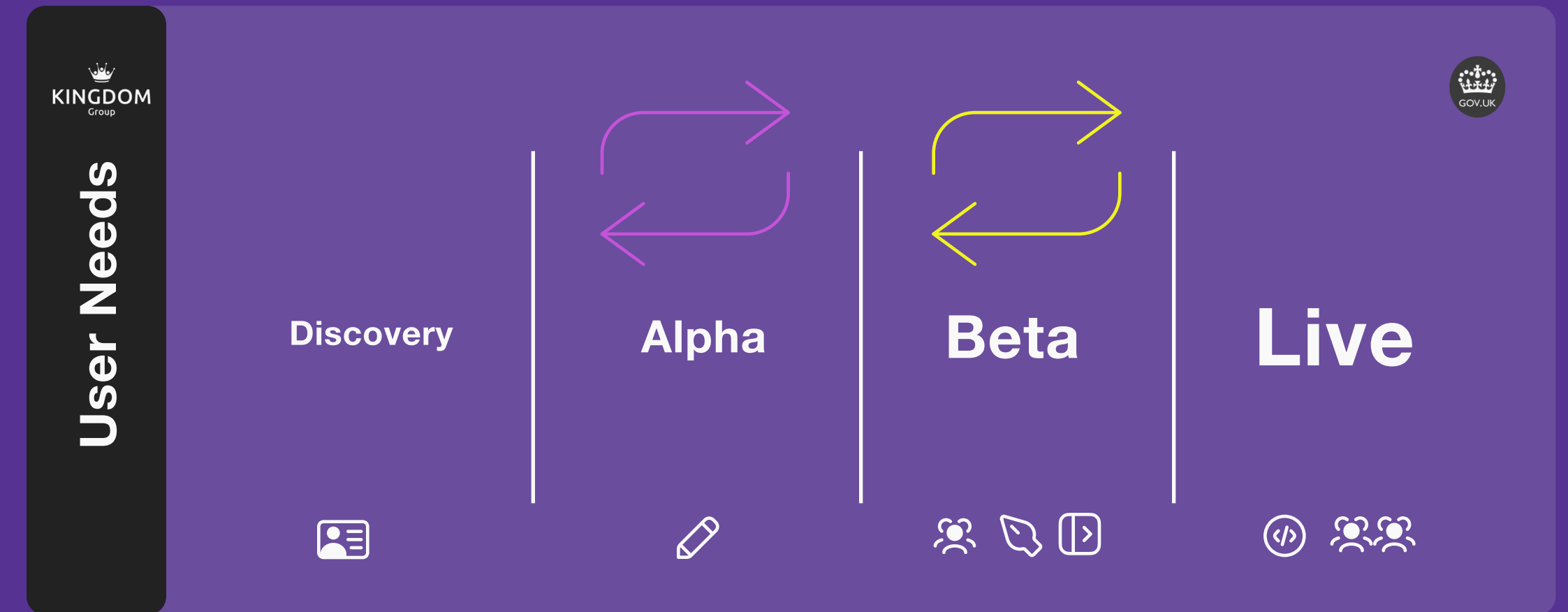


OUR METHODOLOGY

Agile delivery gives better results over traditional methods by embracing change, delivering value faster to our customers and the business, reducing risk, and keeping development closely aligned to changing business needs and user requirements.

Our key steps for delivery across the business are as follows:

1. Identify and train Product Owners who understand both customer needs and business priorities
2. Create a small, cross-functional team including a designer, developer, and business analyst
3. Establish a simple visual Kanban board (physical or digital) to track work items through phases: Backlog → In Progress → Review → Done
4. Implement 15-minute daily stand-ups to maintain momentum and quickly address blockers
5. Hold bi-weekly sprint planning and review sessions led by Product Owners to prioritise work and demonstrate progress



Service Delivery Approach based on Government Delivery Service (GDS)

Our delivery method will follow the public sector agile model with its four key phases:

Discovery: Research to understand user needs and define the problem (4-8 weeks)

Alpha: Rapid prototyping and testing of potential solutions with users (8-12 weeks)

Beta: Building and refining a working service, first with private users then public (3-12+ months)

Live: Full public release with ongoing monitoring, support, and continuous improvement

Each phase has specific goals and assessment criteria that must be met before progressing to the next phase, with user needs remaining central throughout the process.

OUR TEAMS

The creation of multi-disciplinary teams

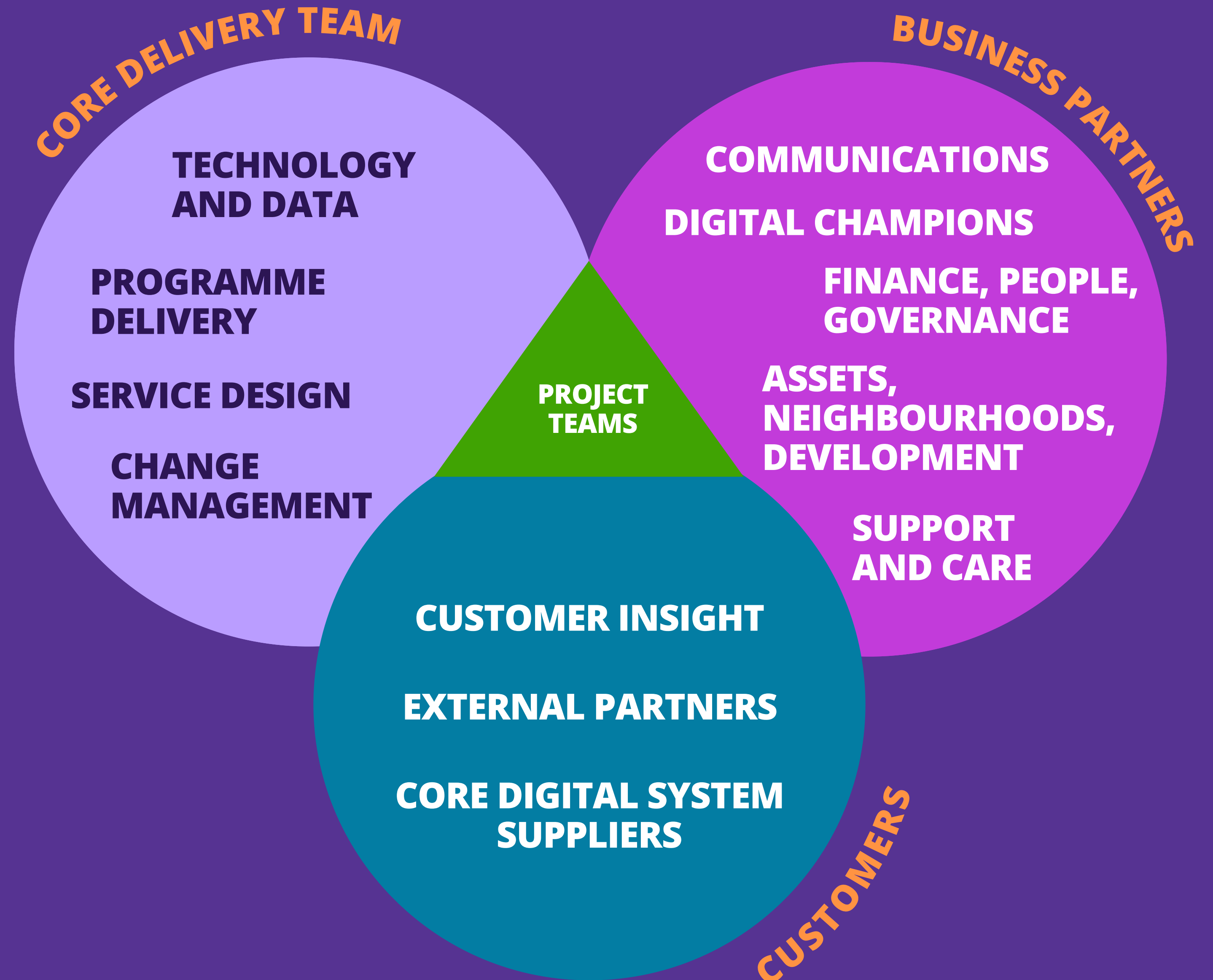
Digital teams can't complete any digital transformation on their own.

The feedback from colleagues around being part of the change will be addressed through creating multi-disciplinary project teams.

These teams will be built around problems that need to be solved and bring all areas of the business together to solve them.







As well as addressing colleague concerns, this approach will help us break down silos, add value to the business quickly and serve our customers better.

The leadership team will collectively make space for all parts of the business to engage in change activity.



ROADMAP

Let's go into a bit more detail of our expectations and goals over the course of the next 5 years. Deliverables will be annually reviewed, refreshed and renewed in line with the delivery plan.

 RUBIXX RENEWAL DATE FEB 26 - ROLLING COSTS ASSOCIATED £140,000	 ITRENT RENEWAL DATE MAR 28 COSTS ASSOCIATED £60,000	 CARISTA RENEWAL DATE MAR 26 COSTS ASSOCIATED £35,000
 OPEN ACCOUNTS RENEWAL DATE NA COSTS ASSOCIATED NA	 TOTAL MOBILE RENEWAL DATE MAR 27 COSTS ASSOCIATED £180,000	 STORIICARE RENEWAL DATE AUG 25 ROLLING COSTS ASSOCIATED £15,000

FOUNDATION

25/26

- Service Catalogue
- High Priority service mapping and improvement
 - Microsoft Data
- Infrastructure, starting with high priority data sets
 - Build Data Capability
 - Xledger
 - Microsoft
- Brixx & Procurement system
 - Cyber Essentials
 - Digital Champions
 - PMO established
- Service desk discovery

26/27

- Scoping self-service capabilities / develop infrastructure
- Continue High Priority service mapping and improvement
 - Neighbourhoods and Developments high priority data sets
 - Review Managed Services
 - Core Systems Review
 - Website and intranet
- Unified Digital Services mapping
- Develop an Asset Register
 - Low level innovation development
 - Horizon Scanning
 - Basic AI

TRANSFORM

27/28

- Medium Priority service mapping and improvement
 - Medium priority data sets
 - Wider AI implementation
 - Refresh strategy
- Tele care and IOT opportunities
 - Innovation competition
 - Geospatial Data
 - Audit Strategic Tools
 - Communities of Practice
- Develop self-service capabilities
 - iTrent Review

28/29

- Knowledge management
- TEC-enabled service delivery
 - Business Intelligence
- Smart self-service (Next Gen Service Models)
 - Predictive analysis
 - Machine Learning
- Plug and Play opportunities
 - Automation
 - Partner eco-system
- Build innovative strategic alliances

OPTIMISE

29/30

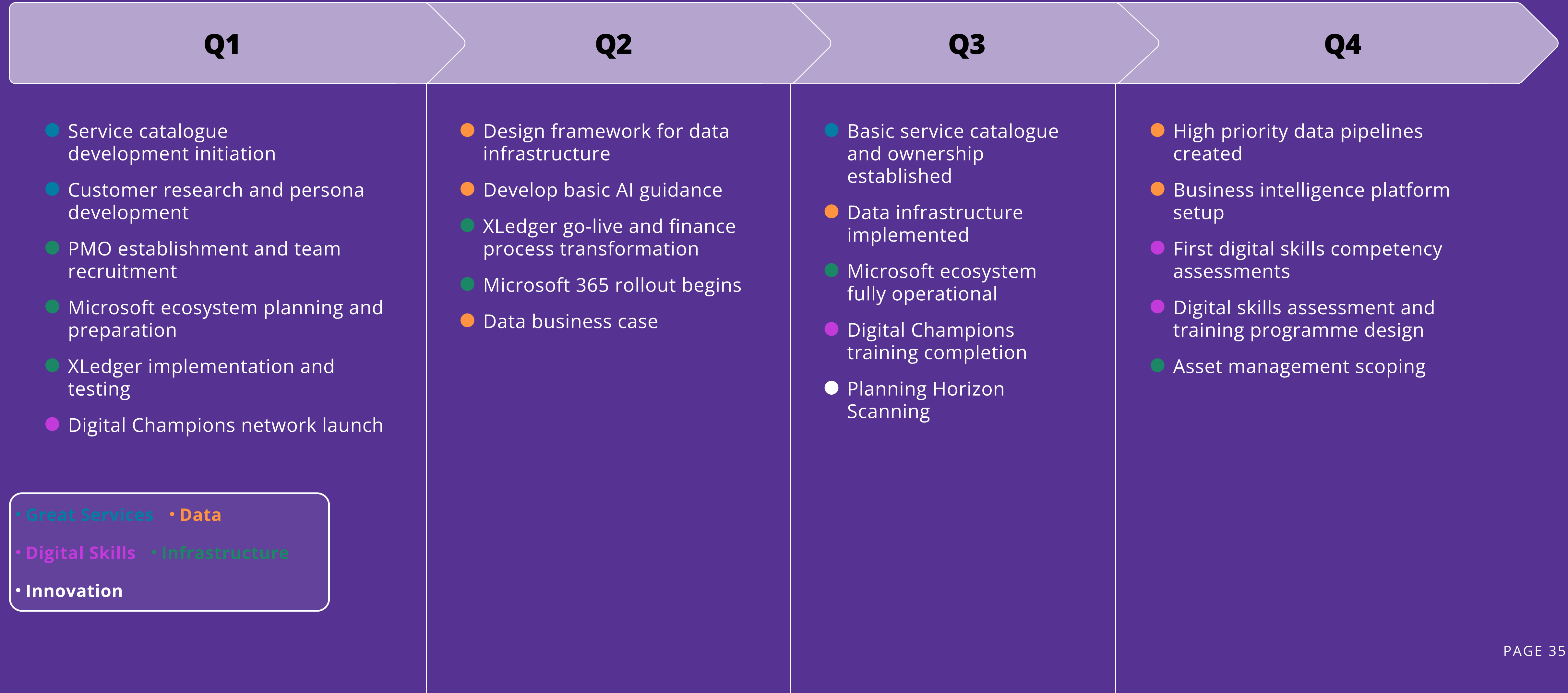
- Measure business Improvement
- Maximising the benefit of an integrated platform
 - Real-time, real-life feedback across all services
 - What's next?

Review Gate

Refresh Gate

Renew Gate

OUR TIMELINE - YEAR ONE 25/26



RISKS

STANDING STILL

There is a risk that by not investing in Digital, Kingdom Group will not realise efficiencies, attain top quartile performance and it may negatively impact reputation. In response, this Digital Strategy has been created.

ORGANISATIONAL DIGITAL MATURITY

There is a risk that the current level of digital maturity across the organisation is behind the curve and could impact the level of benefits realisation and engagement. In response, the Digital Skills, Capabilities and Tools theme has focused on understanding the current position and activities to address these, including a comprehensive approach to communications and engagement.

CYBERSECURITY

There is a risk that by not investing in Digital, Kingdom Group could be vulnerable to cyber incidents. In response, the strategy includes actions to ensure security and strengthen our resilience.

BUDGET AND ECONOMY

There is a risk that the current economic environment will impact budget capacity to deliver the strategy within the planned timescales. In response, we have developed budgeting principles to support the agile delivery model, linked to the annual budget cycle.



PRINCIPLES:

HOW WE WILL ACHIEVE THE VISION

USER-CENTRED & INCLUSIVE DESIGN

Put users first by understanding diverse needs and designing accessible services that work for everyone.

END-TO-END SOLUTIONS

Solve whole problems by addressing complete journeys, making all interactions feel connected and seamless.

SIMPLICITY & RELIABILITY

Make it easy to succeed by removing complexity and delivering dependable services users can count on.

CONTINUOUS IMPROVEMENT

Keep testing, learning and refining based on evidence and meaningful metrics.

TRUST & SECURITY

Build confidence through services that protect privacy and maintain data integrity.

STRATEGIC TECHNOLOGY

Choose tools wisely that best meet needs, creating reusable solutions and standards. Create reusable solutions.

ADAPTABLE CONSISTENCY

Maintain coherence across services while flexibly responding to different contexts.

SUSTAINABILITY

Minimise environmental impact through thoughtful design and resource use.

EVIDENCE-BASED DECISIONS

Follow data and measure what matters to guide development and track success.

GLOSSARY

Word/Term	Meaning
Digital	Involving or relating to the use of the internet, computers or cloud products and services to manage business delivery
Cloud	A network of remote servers accessible over the internet - these servers can host software, information, data, etc.
TECS	Technology Enabled Care Services
Tele-Health	Technology based health/care service delivery - supporting customers remotely alongside in-person delivery methods
Digital Twin	A virtual replica of a physical object or system that uses real-time data to simulate, monitor, and optimise performance.
BIM	Building Information Modelling
Service Design	A way of planning and organising people, processes, and tools to improve how services are delivered to customers.
Digital-First Service Design	Designing services primarily for digital channels to make them faster, more accessible, and easier to use.
IOT	Everyday objects connected to the internet that collect and share data, like smart thermostats or wearable fitness trackers.
Integration	Connecting different systems and tools so they can work together seamlessly and share information.
API	Application Programming Interface - A set of rules that allows different systems to communicate and exchange data easily.
Fintech	Technology that improves and automates financial services, like online banking apps or digital payment platforms.
Agile	A flexible way of managing projects that focuses on small, quick improvements based on regular feedback.
Smart home technology	Devices in homes that use technology to automate tasks, like controlling lights, heating, or security through a voice assistant.

