

Working Together, Working For You

Kingdom Group Corporate Plan

2024 - 2029



KINGDOM
Group

MORE THAN A HOME



Our five-year strategy

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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 and 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 lasting impact of the Covid-19 pandemic and the ongoing cost of living crisis and the challenges our customers face because of it. 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



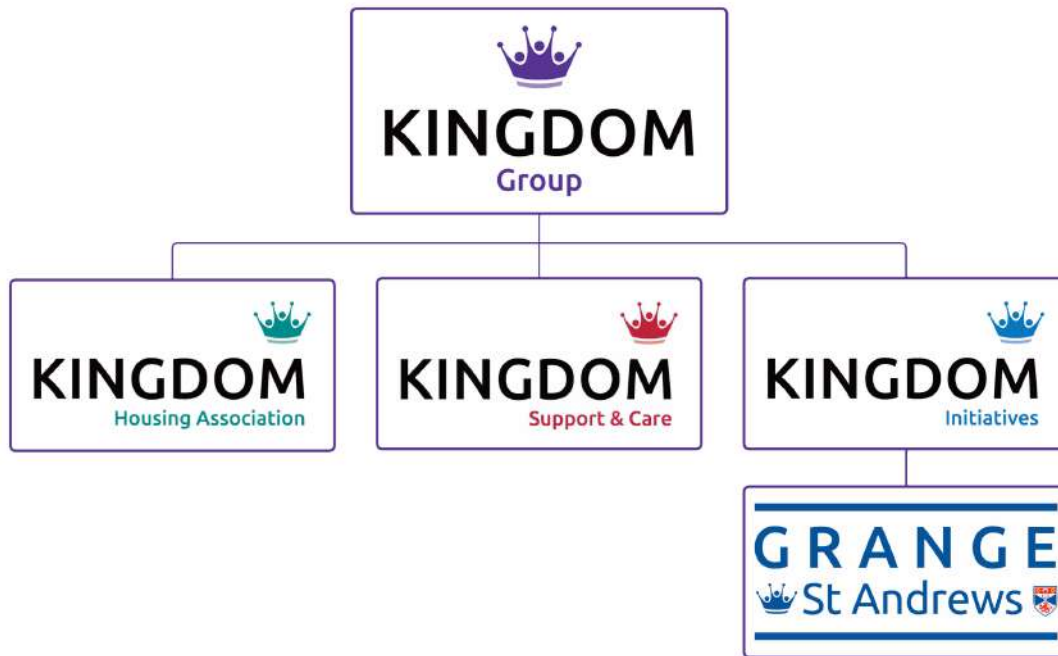
KINGDOM

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 key attributes of **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 that 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 majority stake.

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 4 local authorities
- Manages over 7,000 homes and will manage over 9,500 by the end of the Plan
- Provides factoring services to around 400 owners
- Provides person-centred support and care to over 300 people, delivering over 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 Group 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 core Group activities, we have developed a range of wider role projects and services which complement our organisational objectives and help to promote social inclusion and community benefits. These are activities such as the Care & Repair and Small Repairs service, the Kingdom Works employability project and the national award winning Naumann Initiative, tackling homelessness and unemployment.

Kingdom Group companies are proud of their individual identities and they are united in a common commitment to delivering as **One Kingdom** in helping the Group achieve its strategic objectives.

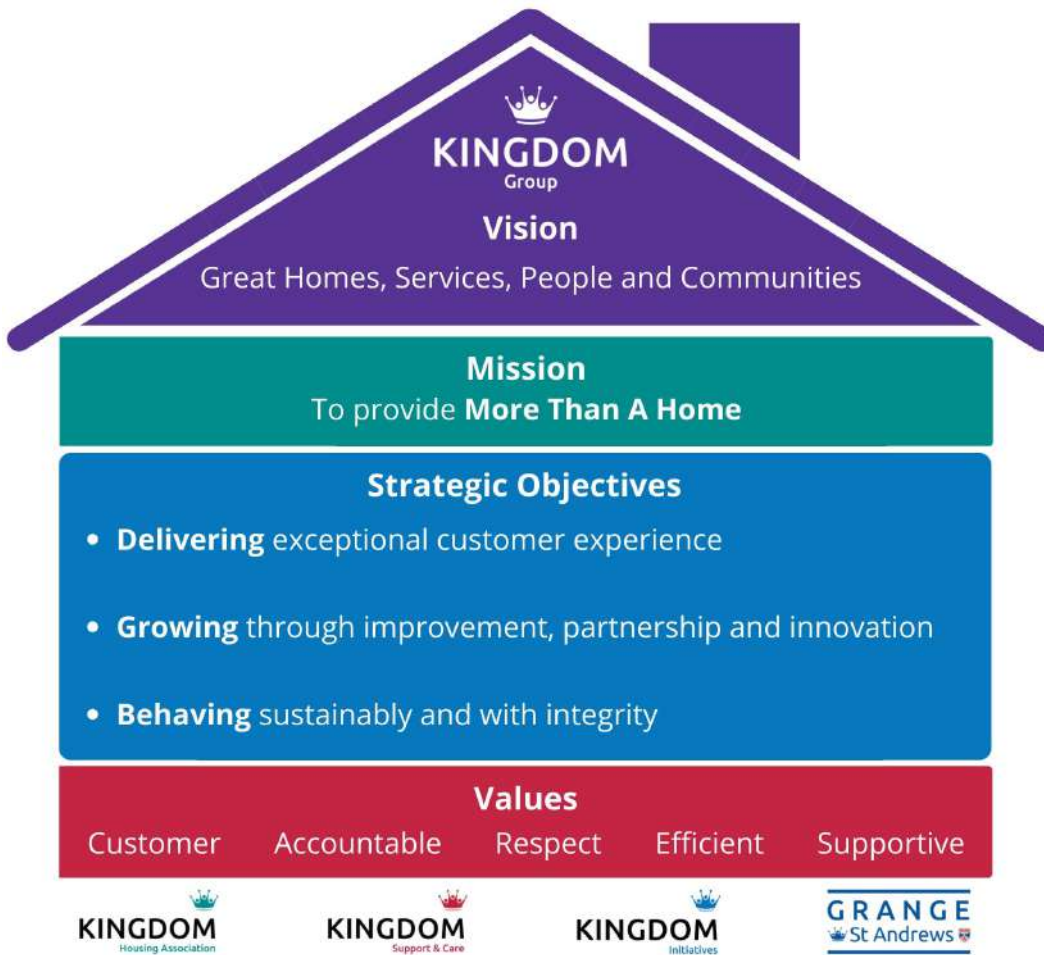
We have 3 Strategic Objectives which cover the key areas of activity across the Kingdom Group.



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		
1. Delivering exceptional customer experience	2. Growing through improvement, partnership and innovation	3. Behaving 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 customer-led services

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 provide the right service, at the right time and we will **deliver an exceptional customer experience**.

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. 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 next five years, we have an ambitious target of providing 2,500 highly energy-efficient new homes. 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 individuals, 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.



The Grange, St Andrews



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 45-year 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 that will include net-zero investment from year three of the Plan.

To ensure no regulatory or lender concerns around funding or financial arrangements, we will achieve compliance with 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 ongoing cost of living crisis, we will reduce per-unit transaction costs across a range of services and decrease our carbon footprint against our baseline while **striving 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 seven 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 exploit the power of the seven strategic enablers to enhance the impact and outcomes of the Plan

1. People & Structures

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 will complete a full review of our people structure, focusing on the fulfilment of both customer and business values, engaging with staff and Boards along the way. We call this review '**Fit For The Future**' and for the life of the project, we will work honestly and transparently with colleagues to keep them fully informed.

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

2. Data & Systems

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.

We will commission an independent review of our six core digital systems used across the Kingdom Group. Feedback on the core systems and the independent review will allow us to make platform and systems choices for the Kingdom Group that provide an infrastructure that works for everyone.

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 525 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 customers and colleagues and support great outcomes for everyone.



4. Vertical Integration

We know how important it is that the services we provide to customers are of the highest standard and offer the greatest value for money. By vertically integrating services into the Kingdom Group that have been previously contracted out, we can ensure **exceptional levels of service and demonstrate excellent value for money.**

We will integrate Grounds Maintenance into the Kingdom Group by April 2024, Stair Cleaning by November 2024, and bring Energy Management Services in-house during 2025/26.

5. Governance Review

The Kingdom Group is a large and complex organisation. We need an appropriate Governance structure that is agile and works for all companies across the Group. We have undertaken a high-level Governance review to look at our structure from the Parent organisation, through the subsidiaries and down to Group committees. The review was needed as the demands on the Board have grown exponentially over recent years with more Board meetings, Committees, Focus groups and Strategy events.

The review reinforced the Group's approach to future collaboration, developing and delivering our strategy and monitoring and improving performance across all companies in the Group.

We value the Board members' experience and time and want to make the Board role as fulfilling as possible. In recognition of this, we will continually review our Governance arrangements as a whole Group, to ensure we are making the best use of Board members' experience, time and development opportunities going forward.

The continuous review process will not reduce scrutiny by having fewer Board meetings; they would focus the scrutiny on key decisions and performance aspects of the business while delegating authority to the work of the Committees.

Effective Community Governance is also important to us. We will review how we support customers to positively impact their communities and help them achieve their goals.

6. Group Business Plan and Treasury Management

Effective business planning and treasury management 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.

Our growth ambitions over the next five years include the development of around 2,500 homes. These ambitions are backed up by a rolling five-year development programme, with the majority of new units being for social rent with the balance being for mid market rent. Our current five-year development programme envisages a gross investment in new homes of more than £320m, with an assumption that around 50% of that total will be funded through Housing Association Grants. Our development programme, together with the refinancing of existing borrowings, drives a new funding requirement over the five year period of more than £180m, with overall debt levels increasing to around £360m.

Within this context, **strong treasury management controls** are essential in order to ensure that the Group has access to sufficient funding at all times to meet its obligations to its key partners, and that availability of funding is managed efficiently to protect the viability of our investment programme and safeguard the ongoing affordability of our homes and services. We have already begun an exercise to put funding in place for the first two years of our investment programme and will maintain a rolling treasury management programme to achieve our funding objectives.



7. Group Performance Management Framework (Improvements, Risk and Business Continuity)

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 practice 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	Grange	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	✓	✓	✓	✓



2. Growing through improvement, partnership and innovation	KHA	KI	Grange	KSC
Improving Net Promoter Score	✓			✓
Achieving target cyber certification	✓	✓	✓	✓
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	✓	✓	✓	
Achieve key milestones on Grange LLP structure			✓	
Increase extent, reach and scope of support and care services				✓

3. Behaving sustainably and with integrity	KHA	KI	Grange	KSC
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	✓	✓	✓	✓
Measuring new build lets	✓	✓	✓	
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 is managed by voluntary Board members. We have 4 separate Boards covering:

- Kingdom Housing Association
- Kingdom Initiatives
- Kingdom Support & Care
- Grange St Andrews LLP

Kingdom Housing Association 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.

Kingdom Housing Association is governed by a voluntary Board of Management. Kingdom Housing Association is the parent company within the Kingdom Group and the Board of Management, as at March 2024, is shown below.



BUILDING HOMES & COMMUNITIES

Kingdom Housing Association Board Members

Linda Leslie (Chair)	David Redpath (Vice Chair)	Ian Crocker
Blair Louden	Graeme Mackay	Loretta Mordi
Stephen Swan	Guy Thomson	Carol Watson

Kingdom Initiatives Board of Directors, as at March 2024:



STREETS AHEAD

Kingdom Initiatives Board Members

Mark Easton (Chair)	Finlay Ross (Vice Chair)
Tom Barclay	Derek Helmore
Loretta Mordi	Andrea Saunders
Lawrie West	Stuart Wilson



Kingdom Initiatives homes, Earslgate, Scone

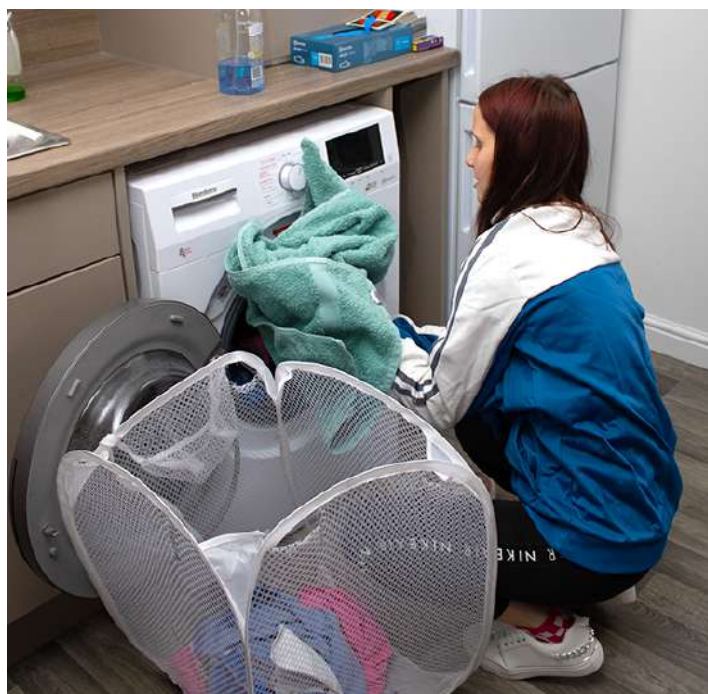




GREAT SUPPORT, GREAT LIVES

Kingdom Support & Care Board Members

Karen Koyman (Chair)	Jeff Lockart (Vice Chair)
Kelly Brown	Tom Barclay
Linda Leslie	David Robertson



Kingdom Support & Care help people live independently



Grange St Andrews LLP Executive Committee

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

The following agreements have been approved regarding the relationship between Kingdom Housing Association and its subsidiaries:

- Independence Agreement
- Members Agreement
- Subsidiary Group Services Agreement

The Kingdom Housing Association 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 the cost of living crisis can disproportionately impact our customers so we are committed to making sure our rents remain as affordable as possible, while recognising 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 also included value for money as one of their key priorities and as such we will continue to focus on the VFM Indicators within the Scottish Social Housing Charter to be able to give assurance that this is also a priority for Kingdom.

In order to show how we are delivering VFM we take part in the annual Scottish Housing Network Value for Money exercise which gives us valuable insight into our performance in this area. We also subscribe to Housemark benchmarking services to ensure our performance represents VFM.

12. Managing Risk

Kingdom is committed to adopting best practice in its management of risk to ensure retained risk is of an acceptable and tolerable level in order to maximise opportunities and demonstrate it 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 Board(s) to manage and review risk appetite, risk maturity, risk controls and actions while increasing ownership and accountability for risk owners.



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 under constant review and at the outset of this Plan include:

- **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, 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 and Cost of Living Crisis**

Risk of High inflation, increased costs, high interest rates and our customers struggling financially to pay rent resulting in compounded financial hardship for them and a sharp increase in business costs.

- **Employment risks - availability & 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 SHR statutory intervention, legal action, fines and reputational damage to Kingdom 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 SHR 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 Support & Care income**

Risk of financial impact on KSC'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 spend and ineffective contract management resulting in loss of key services, due to no contract, fines, reputational damage, SHR intervention.

- **Scottish Government Programme for Government to 2026**

Risk of not aligning to the Scottish Government priorities of Equality, Opportunity and Community, resulting in a reduction in support, funding and growth. Leading to reputation 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, well being 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 differ 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). To meet the most stringent of the interest cover covenants, Kingdom must generate an operating surplus (adjusted as defined in loan agreements) of at least 110% of interest payable. The financial projections demonstrate that interest cover does not fall below 120% during the lifetime of the Business Plan based upon the assumptions in the model.

In order to meet the most stringent of the gearing covenants, Kingdom must not borrow more than 69% of the sum of its capital and reserves and grants received. The financial plans show that the maximum additional borrowing required in the period of the plan would not raise gearing above 51% for the period of the Plan.

Borrowing Capacity

The other main financial constraint faced by the Group is the availability of sufficient security through unencumbered properties to enable loan finance to be obtained. The maximum amount of secured lending is determined by the lender's asset cover stipulation. For example, an asset cover of 125% means that we could borrow a maximum of 80% of the value of properties required for security. This could lead to a situation where there is no longer further valuation headroom available for borrowing, but that is not expected to be a constraint during the lifetime of this Plan.



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.

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

- **Fife Care & Repair** and **Small Repairs Project** where Kingdom manages the Fife service, in partnership with Fife Council.
- **Kingdom Works** where Kingdom is the host agency for an employment and training project 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 capital projects on behalf of the Alliance members (Fife, Glen, Kingdom and Ore Valley Housing Associations).
- Since 2016 Kingdom and Ochilview HA have worked collaboratively to deliver projects 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.
- We work in partnership with local employers who support the **Naumann Initiative**, our groundbreaking project that aims to break the cycle of homelessness and unemployment.

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: kingdom@kha.scot





KINGDOM

www.kingdomhousing.org.uk
Group

MORE THAN A HOME

If you require this report in larger print, audio format, Braille or another language, please contact us

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