

# ANNUAL REPORT 2023



**KINGDOM**  
Group

MORE THAN A HOME

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01

## CHAIR'S INTRODUCTION:

I'm delighted to share with you the Kingdom Group's Annual Report for 2022-23. In compiling this report one thing became very clear to me; Kingdom could not have achieved everything it has over the last 12 months by operating in isolation.

Kingdom is active across four local authority areas and I'm proud to say we have excellent relationships with our partners in Fife, Perth and Kinross, Clackmannanshire, and Falkirk. We also have excellent relationships with a large number of partner organisations including the Scottish Government, Fife Housing Association Alliance, academic institutions, construction companies, architects, suppliers, manufacturers and many, many more.

Working together allows us to do more, achieve more and deliver more for our customers and our communities.

Our Annual Report this year demonstrates the key achievements over the last 12 months as we

pursue our mission to deliver more than a home. By developing existing partnerships and cultivating new ones, we have been able to achieve our objectives and have another successful year.

Recognising the terrible impact of the cost of living crisis, Kingdom's Tenancy Sustainment Service helped almost 1,100 customers access around £800,000 of support and offered advice to combat food and fuel poverty.

The Fife Voices Housing Advocacy Project published its first impact report celebrating a successful first year with over 100 customers referred to the service. A partnership of Fife-based Housing Associations, Fife Voices Housing Advocacy Project is a collaborative initiative designed to provide additional support to vulnerable tenants, promote tenancy sustainment and prevent homelessness within Fife.

TPAS Scotland, the Tenant Participation Advisory Service awarded Kingdom Housing Association Gold accreditation for its ongoing commitment to customer participation, giving customers



# WORKING TOGETHER TO ACHIEVE MORE

the opportunity to influence our services, and Kingdom launched its Customer Service Standard, setting out our commitment to delivering customer service excellence.

Kingdom Works, Kingdom's employability project, delivered a range of training academies and support for nearly 650 unemployed people in Fife, helping almost 300 into employment, and supporting new apprenticeships roles.

Care and Repair continued to deliver major permanent adaptations in the private sector across Fife. The service completed nearly 200 home adaptations for clients, allowing them to remain living safely at home in familiar surroundings.

The Small Repairs Service carried out almost 850 jobs in the homes of elderly/disabled customers giving them peace of mind without having to pay hefty repair bills. Client Satisfaction levels remained very high at 96%.

Kingdom continued to focus on sustainability and the environment as work began on 30 affordable homes for social rent, built to Passivhaus standards, at Balgove Road, Gauldry.

This site is our largest fully passive affordable housing development to date and the homes will mean significantly lower fuel bills for our customers and a much reduced impact on the environment.

Kingdom won 3 Green Apple Awards for the renovation of Hunter House in Kirkcaldy and the Kingdom Group received a RoSPA Silver Health & Safety Award. Kingdom's approach to employee wellbeing, working in partnership with local primary school children, earned it the 'Wellbeing Award' at the prestigious Fife Business Awards, and for the second year in a row was recognised as the top housing association to work for in Scotland by Best Companies.

At the CIH Scotland Housing Awards, the country's annual awards for excellence in housing that celebrate the individuals, organisations and projects that have made a difference to tenants, customers and communities across the country, Kingdom was named 'Housing Provider of The Year'.

Working together isn't just an approach we take with our external partners, it's the approach we take

internally as colleagues from across teams, departments and office locations deliver as One Kingdom for all of our customers. Thanks also to the management and staff for their hard work and dedication over the last 12 months. It's also the approach we take at Board level and I'd like to take this opportunity to thank my fellow Board members for their continued commitment and support.

In particular, I'd like to acknowledge the contributions made to the Kingdom Group by two Board colleagues who are standing down at our 2023 Annual General Meeting.

Freya Lees joined the Kingdom Board in 2013 and provided leadership as Chair for 5 years and most recently has served as Joint Vice Chair.

Laurie Naumann has been a Board member since 1979 and has dedicated over 4 decades to supporting the work we do at Kingdom, including serving as Joint Vice Chair for many years. His enormous experience and expertise have played a vital role in Kingdom's continuing success and I'm delighted that Laurie's involvement with Kingdom will

continue as he takes up his new role as Kingdom's first Ambassador.

Lastly, a special thank you to Bill Banks, who retired at the end of March 2023. For over 35 years Bill dedicated himself to Kingdom and its mission to provide more than a home. From starting as an admin assistant to ending his career as Kingdom's Group Chief Executive, Bill was instrumental in making Kingdom the success it is today, laying the foundations for the future as we work together to achieve even more.

**Linda Leslie**

Kingdom Housing Association Chair



# 02

# KEY INDICATORS

as at End March 2023

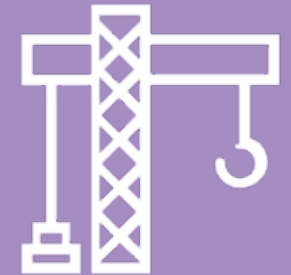


We own and manage  
**6,286\***  
social rented homes

We manage  
**899**  
Mid Market Rented Homes



We started on site with  
**204**  
new homes during 2022/23



We built/completed on  
**503**  
new homes during 2022/23

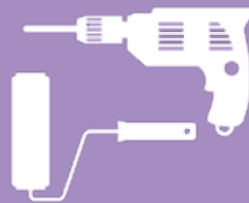


We invested over  
**£50M**  
in new homes during 2022/23

We provided over  
**410,000**  
hours of support to Individuals through KSC



Small Repairs carried out  
**827**  
completed jobs



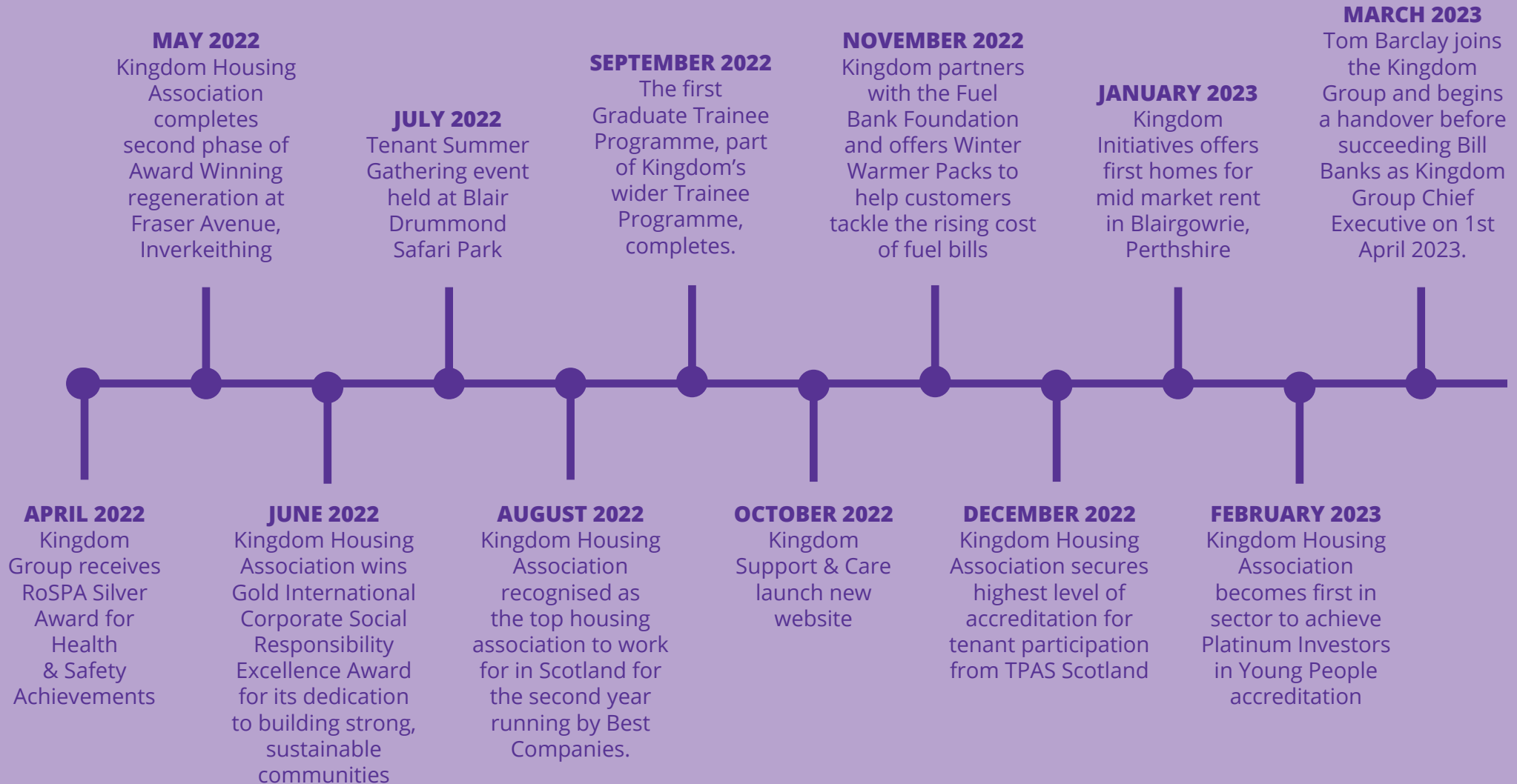
Our Care & Repair service completed  
**192**  
major permanent disability adaptations



Kingdom Works helped  
**281**  
people into Employment

# 03

# TIMELINE



# GOVERNANCE AND ORGANISATIONAL SUPPORT (CHIEF EXECUTIVES TEAM)

The Chief Executive's Department is responsible for Governance, Communications, Business & Organisational Support, Business & Partnership Development and Community Initiatives. Applying and demonstrating good governance is included within our strategic objectives.

The Scottish Housing regulator is the independent body that protects tenants' interest and those of other service users. They make sure good quality social housing is provided across the country. We have maintained our compliant rating from the Scottish Housing Regulator with regard to our legal and regulatory compliance requirements. That means you can trust that we're doing everything that is asked of us to make sure we are always looking after your best interests.

Communities are about more than bricks and mortar, that's why we are delighted that over the last 12 months we've donated over £21,000 to support groups and projects in your neighbourhood from our Community Initiatives Fund, that's the largest amount donated in a single year.

Looking at the end of the first year of our Transfer Commitments around the Transfer of Engagements with homes in Perth, we're really proud of our work we've done in partnership with the local community. Our Local Area Committee in Perth has given a strong voice to our customers in the area and helped shape the work we do.

As part of our internal systems and processes we have implemented Decision Time, a risk management system that allows us to monitor and manage risk across the Kingdom Group. That means we can be more effective at business planning and you can be confident that we're looking after you and your home effectively.



KHA Board Members:

11



KSC Board Members:

8



KI Board Members:

8



Policies reviewed:

25

Compliance with our Compliance Calendar:

100%

Average attendance at Board meetings across the group:

84%

Common Fund donations to community projects:

£3,425

Amount raised by Kingdom staff for this year's chosen charity, Andy's Man Club:

£3,521

Donated to community projects through Community Initiatives Fund:

£21,317

# 05 DIGITAL

The Digital Team source, manage and maintain all of the Group's Digital systems and infrastructure that allow us to do our work in a secure and compliant way.

Demonstrating innovation across all of our services is included as part of our strategic objectives and our Digital Strategy helps us achieve this.

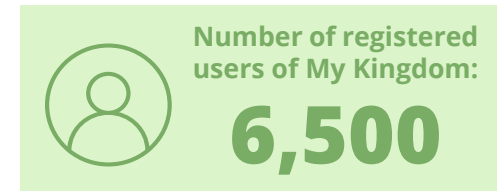
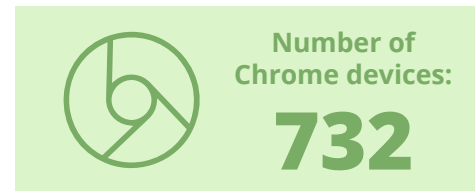
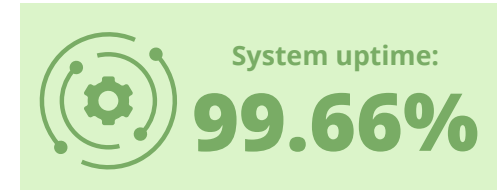
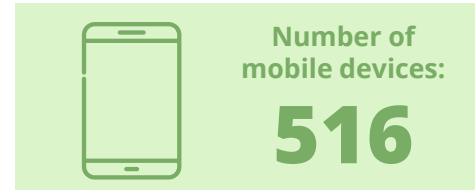
Making the best use of available technology allows us to work effectively and efficiently. We make sure our systems work well with those of our partner organisations so we can achieve even more together.

Our Digital Team looks after all of our internal systems as well as the applications that allow you to get in touch with us and manage your account such as 'Live Chat' on our website and 'My Kingdom', your tenant portal.

Our goal is always to offer you the best possible experience when you use our digital systems and we are always looking for ways to enhance our service to customers.

An outstanding achievement during 22/23 was supporting our colleagues with project management, data migration and the technical expertise to implement the Rubixx Housing Management system. This project was customer focused, met our primary objectives and will provide a great platform where we can be agile in technology advancement.

We Maintained our security systems to ensure 100% compliance with international computing standards and achieved a good audit status. Our secure Google and advanced artificial intelligence software resulted in 0% of phishing emails reaching the recipient and no malware incidents.



That means you can be confident your information is safe with us.

We also provided support and training to our colleagues to ensure quick access to systems and data.

Our training improves our skills and knowledge to help us use technology better and enhance your customer experience.

Support Feedback	22/23 Result
% Satisfaction with how easy it was to request support	99.4%
Satisfaction with the time to resolve	94.0%
Satisfaction with	99.6%
Satisfaction with overall support provided	99.4%

# 06 HR SERVICES

Our HR Department provides support to colleagues across the Kingdom Group, delivering a range of learning, development and training initiatives with the goal of providing great service to our customers. Payroll and Health & Safety are managed through our HR Department and being an employer of choice is part of our strategic objectives.

We recognise that our people are our greatest asset. Our HR Department supports them across the Kingdom Group to achieve their career goals. Ongoing training and learning development means that our staff perform at the highest possible level which improves our service to you.

We have worked hard to develop our culture at Kingdom and we have embedded our CARES values into everything we do. Whether we are working with our colleagues internally or with any of our external partners, we focus on delivering the best possible outcome for our customers.

At the beginning of 2023 we achieved the prestigious 'Investors In Young

People Platinum' accreditation. We are an ambassador for employing young people and are an employer for the sector to be benchmarked against. This accreditation is a result of our passion and commitment from the top down to grow our own and equip our young people to learn, develop, reach their full potential and have a rewarding career in the Housing Sector.

In 2023 we launched our 'Back to Basics' campaign. This is a suite of training designed for all colleagues to bridge the gap caused by 3 years of isolation where colleagues were prevented from working and learning together. The attendance at the

Number of staff KHA:

**543.54 FTE\***

Number of staff KSC:

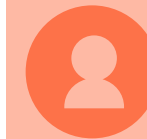
**226.39 FTE\***

Number of staff Kingdom Group:

**469.93 FTE\***

sessions has been overwhelming and the feedback has prompted us to plan follow-on sessions for 2024.

The first year of 'Women at Work' has seen the group grow from strength to strength through a varied syllabus of events from menopause awareness, which was later rolled out to the wider organisation, to imposter syndrome support and a variety of other topics that the women in Kingdom feel are relevant to supporting their career development.



Staff turnover:

**22.04%**



Staff satisfaction level:

**84.40%**

**\*Full Time Equivalent**



# OUR VALUES



## CUSTOMER

We believe every action we take should provide the best possible journey and outcome for the individuals, organisations, groups and individuals we provide a service to both internal and external.



## ACCOUNTABLE

We believe we are responsible for our actions and our decisions and embrace that responsibility.



## RESPECT

We believe that different views and beliefs from our own are valid, important and valuable.



## EFFICIENT

We believe that continuous improvement to our ways of working is essential to achieving our objectives.



## SUPPORTIVE

We believe that supporting our colleagues across Kingdom's businesses is key to achieving our aims and makes work a better place.



# 07 CUSTOMER SERVICES

Customer Services work closely with colleagues throughout Kingdom and with external partners to provide effective and efficient solutions to every customer query. We strive to get it right first time, every time, and aim to improve customer satisfaction. Providing excellent customer focused services is part of our strategic objectives.

Key Performance Indicator	22/23 Result
% customers satisfied with overall service provided	88.8%
% customers who feel landlord keeps them informed about services and decisions	89.6%
% customers satisfied with participation opportunities	85.2%
% factored owners satisfied with the factoring service they receive	47.76%
Complaints: Average time for full response at Stage 1	2.75 days
Complaints: Average time for full response at Stage 2	9.59 days

Customer service excellence is at the heart of everything we do. Making your life better is why we're here and we work hard to make every interaction you have with us the best it can possibly be.

We have updated our systems so that you can manage your account online at the times that suit you best and have expanded the ways you can get in touch with us. We also know that not everyone wants to use digital systems so we have streamlined our processes to help us get to your calls faster.

Throughout the year we continued our successful Roadshow programme that gave us the chance to speak to and meet over 1,500 customers in developments across all of the areas where we work. We held virtual and live events to help us build relationships in areas where low engagement was identified in our large scale survey. Conversations with customers are really important for helping us deliver even better services.

We launched our new and improved 'My Kingdom' customer portal. Available 24 hours a day, 365 days

a year, with simple access to a range of services, 'My Kingdom' is an online service that allows you to access information about your tenancy, check the status of service requests and report repairs at a time that suits you best.

We also introduced our 'Engagement Plus' digital engagement tool which allows us to reach many most customers, provide them with more information about our services and capture their views so we can continue to deliver customer service improvements







08

# DEVELOPMENT SERVICES: CAPITAL INVESTMENT

The aim of Development Services is to enhance our local communities by providing high-quality affordable homes as well as wider role activities that help deliver the vision, values and strategic objectives of the Kingdom Group. We rely on strong partnerships and excellent relationships for our new build and employability projects.

We know that safe, secure and affordable homes change lives. We are committed to delivering our new build programme with our partners in Fife, Perth and Kinross, Clackmannanshire, and Falkirk. We work hard to maintain our excellent relationships with partner organisations including the Scottish Government and Fife Housing Association Alliance. Those partnerships mean we are able to provide energy efficient affordable homes to meet a range of housing needs, help tackle climate change and sustain our local communities.

Our focus on sustainability and energy efficient standards in our new homes is good for the

environment and good for our customers who face increasing fuel bills during the cost of living crisis.

At Primrose Street in Alloa we supported Clackmannanshire Council's sustainable ageing policy by providing homes for older people in the community. Townhead House is a bespoke development packed full of unique features that deliver against dementia friendly standards, making the homes safe and secure for everyone living there.

Using off-site construction methods helps us provide a more efficient and better quality home, such as those at Phase 2 of Main Street in Torryburn. Using Aico smart technology in the homes means we

can monitor and identify any early warning signs of air quality within the properties and helps with our delivery of new energy efficient homes.

Working closely with Perth and Kinross Social Care teams at Broich Road, Crieff and Rattray, we have provided bespoke homes and adaptations for customers with particular needs which allows them to live more independently within their communities. The partnership that has been developed will allow the model to be rolled out on future projects with another at Bertha Park in Perth already underway.



Total Capital Investment:

**£50M**

Number of new home starts:

**204**

Satisfied with their new home:

**96%**

Number of new homes completed:

**503**



# DEVELOPMENT SERVICES: KINGDOM WORKS, CARE AND REPAIR, SMALL REPAIRS

## Kingdom Works

Kingdom Works is Kingdom's employability project providing a link between employers and people looking for a job. We provided a full range of training, employer engagement and employability services and through working with our Capital Investment colleagues, we delivered community benefits into our contracts, with targets exceeded in all areas on our completed projects.



**637**

people supported with  
Employability Services

**375**

people undertook  
accredited training  
courses

**281**

people moved  
into employment

**97.25%**

client satisfaction with  
the service

**97.78%**

partner satisfaction  
with the service

## Care & Repair

Care & Repair is funded by Fife Council as part of an ongoing commitment to support older and other vulnerable people who need assistance to live independently in their private homes. We provide both an Adaptation Service and a Small Repairs Service, which is funded by Fife Council. Adaptations works carried out include fixed ramps, accessible kitchen layouts, wet floor showers and level access house extensions. We worked in partnership with our colleagues in Fife Council to streamline service delivery and to deliver on value for money.

**827**

Small repairs  
carried out

**96%**

Customer  
satisfaction with  
Small Repairs

**192**

Adaptations  
completed



# 09 HOUSING

We remain a major provider of housing across Fife, Perth and Kinross, Clackmannanshire, and Falkirk. We know that decent, affordable homes play a major role in our lives. They support our physical and mental wellbeing. That's why managing our customers' homes is a key strategic priority for us.



Providing homes to meet the varied needs of our customers is vital for us. During the year we provided 975 households with a new tenancy and a new home. This included 736 homes for social rent, 239 for Mid Market Rent and we helped 231 homeless households find a new permanent, warm, secure home.

The cost of living crisis continues to be a major challenge facing all of us, and our Tenancy Support Service has worked hard to support our customers and our communities, helping them with free money and energy advice as well as speaking up for those whose voice wasn't being heard.

We developed closer working relationships with our customers in our scrutiny panel and local area committee and made sure they had the opportunity to get involved and shape our services.

Through a combination of new developments and re-let properties we provided a record number of tenancies and homes to new Mid

Market Rent customers through Kingdom Initiatives during the year. We provided 239 new affordable tenancies, giving access to high-quality, safe and secure homes.

Our Fife Voices Housing Advocacy project directly provided support at an early tenancy stage to 134 customers to help them to settle in to their new homes on a long term basis.

Our Housing Officers continued to provide a responsive customer service through their core work, that helps to support all of our customers to benefit from sustainable long term housing solutions.





Stock numbers as at 31 March 2023

Shared Ownership:

**227**

Social Rent:

**6,286**

Gross rent arrears:

**7.47%**

Mid Market Rent:

**899**

Voids:

**1.72%**

We provided

**231**

homes to homeless households during 2022-23

Number of customers directly supported by TSS:

**1,324**

Estimated financial gains from TSS:

**£882,864**

Our Energy Advisers helped customers save an estimated

**£19,397**

on their bills through energy efficiency advice

Our Money Advice arrears officers helped customers make

**143**

new benefit claims and

**337**

claims for discretionary grants



# 10 ASSET MANAGEMENT

Making sure we maintain your home to the highest standards is reflected in our strategic objectives. We want your home to be safe, secure and well maintained. Our large in-house maintenance team, supported by our technical services team, help us achieve this by responding to unexpected repairs as well as delivering our planned maintenance programme.

We have always been proud of the quality of our homes and we work hard to make sure your home remains well maintained. Over the last year we've invested £4.3m in our planned maintenance programme and completed upgrades to 1350 homes.

We know the unexpected can happen so we continue to offer a 24/7 repairs service to all of our customers.

We always strive for better and that's why we continue to listen to your feedback. We're committed to providing you with the service you deserve and getting it right first time.

During the year, we introduced a new team in the Perth area to take all of the reactive repair work, including out of hours work, in-house. This gives us much more control over the work in the area and will allow us to improve the response times for the work we do for you.

We formed a Compliance Team to take over the responsibility of key health & safety aspects that are managed by the Asset Management department. The initial focus of the team is on gas servicing and maintenance, with other areas being added in the future. We also installed a new digital system to help with

this and expanded the use of an existing system. This helps us make sure that we meet all compliance requirements, so you know your home is safe and well maintained.

We have worked to improve the properties taken over in Perth as part of our Transfer of Engagement commitments. We still have a number of improvements to make across the area and we are currently working through Year 2. In Year 1 of the plan we replaced 71 kitchens and 108 homes have had new windows installed. There have also been a number of other improvements made which have improved our customers' homes.

## KEY INDICATORS

**98.44%**

Emergency Out of Hours Repairs completed within target timescale

**93.04%**

Emergency Office Hours Repairs completed within target timescale

**94.38%**

Overall performance, within timescales, for Emergency Repairs

**91.68%**

Urgent Repairs completed within target timescale

**83.63%**

Routine Repairs completed within target timescale



**94.23%**

of Tenants were satisfied  
with the repairs service based  
on tenant feedback.

**85.33%**

Overall performance, within  
target timescale, for Non  
Emergency Repairs

**£4.3M**

invested in our homes,  
including

**158**

new kitchens,

**243**

bathrooms,

**269**

windows &

**132**

new external doors



# 11 FINANCE

Financial stability is essential to every organisation and Kingdom is no different. We take the responsibility of using our income extremely seriously and work hard to provide value for money for all of our customers. Ensuring the Kingdom Group remains financially secure is one of our strategic objectives.

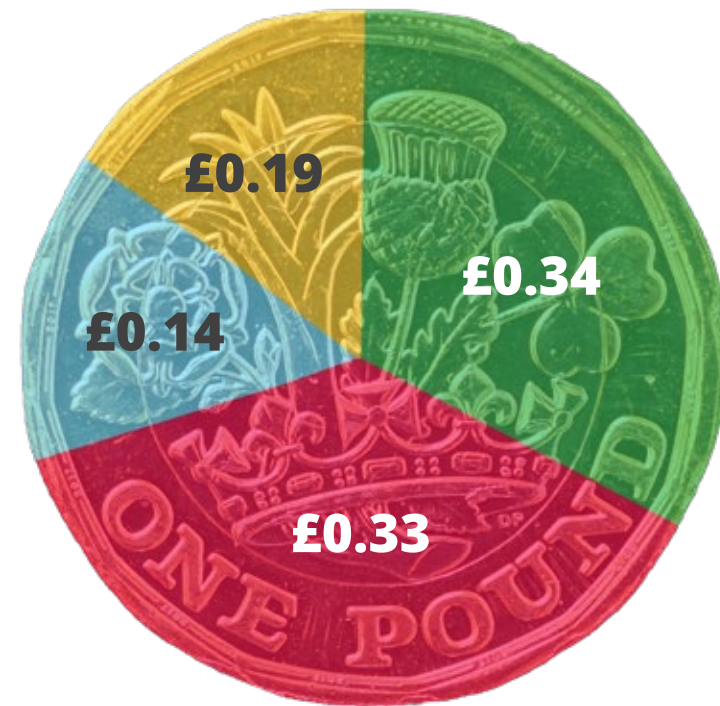
The Kingdom Group doesn't operate in isolation and working closely with all of our partners is vitally important to us. We maintain excellent relationships with the Scottish Government, with the four local authorities whose areas we operate in, and with all of our other stakeholders who support us to achieve our strategic objectives.

We know that working together means we can do more and deliver more for our customers and our

communities. Managing cash flow, producing accurate and timely information for management and Boards, and making sure all regulatory and compliance requirements continue to be met remain priorities for us.

We are focused on providing value for money for all of our customers and to keeping our rents affordable while delivering the level of service you expect from us.

## FINANCIAL & CENTRAL SUPPORT SERVICES HOW EACH £ OF RENT IS SPENT



- Interest on loans - £0.14
- Provision for future repairs and debt repayment - £0.19
- Management expenses - £0.34
- Repairs & service charges - £0.33



**SUMMARY INCOME AND EXPENDITURE TO 31 MARCH 2023**

	<b>£,000</b>
<b>INCOME</b>	
Rents & Services	24,271
Other	11,314
<b>TOTAL INCOME</b>	<b>35,585</b>
<b>EXPENDITURE</b>	
Management Costs	8,312
Repairs & Service Charges	7,972
Housing Depreciation	7,542
Other	4,484
<b>TOTAL EXPENDITURE</b>	<b>28,310</b>
Gain on sale of housing properties	169
Operating Surplus	7,444
Net interest payable	(4,835)
<b>SURPLUS FOR YEAR</b>	<b>2,609</b>
Pension liability adjustment	(1,235)
<b>TOTAL RETAINED INCOME</b>	<b>1,374</b>



Kingdom Support & Care (KSC) is a Community Interest Company and wholly owned subsidiary of Kingdom Housing Association. KSC provides personalised support that helps people live independently in their own homes, living the lives they choose for themselves and achieving their full potential. Supporting independent living is included in our strategic objectives.

This year Kingdom Support & Care has supported 355 people to live as independently as possible, at home or in a homely setting, to maintain their dignity and human rights. We helped them play an active part in our community and do the things that matter to them.

The people we work with require support for a range of reasons, including age-related needs, alcohol and drug addiction, autism spectrum disorders, complex needs, homelessness, learning disabilities and mental health problems.

We provided varying levels of support and care, in line with personal needs. Our support ranged

from one hour to 245 hours per week. The youngest person we supported was 10 years old, while the oldest was 97. In addition to daytime support, we provided sleepover or waking night assistance to individuals who required it.

We delivered 410,973 hours of support, an increase of 4% on the 2021/2022 financial year. Around 80% of our activity was in Fife, while 20% was in Forth Valley.

We supported people affected by homelessness by providing temporary accommodation at James Bank in Dunfermline and at new services in Inverkeithing, Kirkcaldy and Rosyth. These latter services, which

provide self-contained flats with on-site support, were developed in partnership with Kingdom Housing Association and supported by grants from Fife Council.

"I have been impressed by all that has been achieved within KSC this year. Our staff are dedicated and committed and know that the work they do changes lives for the better. Though we faced some challenges during the year, staff and management have worked together

to find solutions and make changes to get us back on course to delivering the quality service that I know we are capable of. I look forward to the coming year and to seeing some exciting projects being delivered."

Turnover for the year:  
**£10.35M**

Hours of support services provided:  
**410,973**

Number of people supported:  
**355**

Number of staff:  
**285**  
(226.39 FTE\*)  
\*Full time equivalent

**Karen Koyman**  
Kingdom Support & Care Chair







# 13

# KINGDOM INITIATIVES

Kingdom Initiatives (KI) is a wholly owned subsidiary of Kingdom Housing Association and contributes to Kingdom's strategic objectives through the provision of alternative housing tenures, primarily Mid Market Rent (MMR).

The main activity of Kingdom Initiatives during 2022-23 continued to be the management of Mid Market Rent homes. At the end of March 2023, KI owned 222 homes in its own right, up from 180 last year, and managed 771 homes on behalf of others during the year. That figure is up from 666 in 2022.

KI set up a joint venture with University of St Andrews (UoSA) in 2021 (Grange St Andrews LLP) and in July a two year new build programme of 61 homes in St Andrews got underway. On completion the modern, affordable homes will be rented principally to postgraduate students, designated by UoSA.

KI's pioneering partnership with University of St Andrews has started very constructively and we hope to be able to apply the Grange model to

other UoSA projects going forward.

"Kingdom Initiatives has continued to support Kingdom Housing Association in achieving its strategic objectives this year. Through developing existing partnerships and creating exciting

**Mark Easton**  
Chair of Kingdom Initiatives



Total properties available to rent:

**899**

Customer satisfaction with new properties:

**100%**

Customer satisfaction with repairs service:

**95%**

Turnover for the year:

**£5.72M**

Surplus for the year :

**£4K**

Emergency Repairs completed

on time (%): **97%**

Non-emergency repairs completed on time (%):

**86%**

Rent and service charge

collected: **98%**

Voided (%): **1%**

Total time to relet (days):

**33**

# 14 WELCOME MESSAGE FROM TOM BARCLAY

**I joined Kingdom as Group Chief Executive at the start of March 2023 and I'm pleased to introduce myself to you here.**

I've been working in the affordable housing sector for almost 30 years, though my original background is as a Chartered Surveyor, and includes having had roles in new build housing development and housing management operations. I'm really passionate about customer service, that's why I want to put you, our customers, at the heart of what we do.

I've already had the pleasure of meeting with some of you at customer events, in our offices and in your homes. I know we plan to build on our already successful customer engagement programme so if we haven't met yet, I really do hope that we will have the opportunity to at some point in the future.

As you've seen in this Annual Report, it has been a busy but also incredibly successful year for the Kingdom Group. We've made really positive contributions to our

strategic objectives whilst continuing to manage, maintain and invest in our homes, support people through the cost of living crisis, working with our partner network, including the Scottish Government, local authorities and our wider supply chains, to build and nurture communities and neighbourhoods.

I've been really encouraged by the feedback you've given me about the quality of the service you receive from us across the Kingdom Group, whether that's face-to-face, over the phone or digitally. But you've also helped me understand where we could do better and I know the insights from some of the conversations have already helped us place some extra focus on those areas.

Our priorities for next year are all very much focussed on you, your homes and your communities. As an organisation we are committed to making every interaction you have with us the best it can possibly be and we will look to do that working as One Kingdom across teams and departments to deliver the levels of customer service you expect of us. We will also look to continue to support

you through the cost of living crisis and be an ally whenever you need us.

Last year Kingdom was named Housing Provider of the Year and I am looking forward to building on that incredible legacy and to working closely with a top-class Kingdom Group staff team, and all of our partner organisations, to continue the delivery of our mission to provide more than a home.

*Tom*

**Tom Barclay**  
Kingdom Group Chief Executive







# KINGDOM Group

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Glenrothes Fife  
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[www.kingdomhousing.org.uk](http://www.kingdomhousing.org.uk)



# KINGDOM Housing Association

Scottish Charity No. SC000874  
Financial Conduct Authority Reg. No. 1981 R (5)  
Scottish Housing Regulator Reg. No. HEP 142



# KINGDOM Initiatives

Registered in Scotland Company No. SC383963



# KINGDOM Support & Care

Registered in Scotland as a Community Interest  
Company (CIC)  
Company No. SC545491

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contact us

## Kingdom Housing Association Board of Management (as at 31 March 2023)

Linda Leslie (Chair)  
Freya Lees (Joint Vice Chair)  
Laurie Naumann (Joint Vice Chair)  
Ian Crocker  
Graeme MacKay  
Loretta Mordi  
Charles Oliver  
David Redpath  
Stephen Swan

Guy Thomson (Chair of the Audit & Financial  
Compliance Committee)  
Carol Watson

## Kingdom Initiatives Limited Board of Directors (as at 31 March 2023)

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

### Auditors

RSM UK Audit LLP Edinburgh  
Bankers - Bank of Scotland

## Kingdom Support & Care CIC Board of Directors (as at 31 March 2023)

Karen Koyman (Chair)  
David Brown (Vice Chair)  
Tom Barclay (Group Chief Executive)  
Kelly Brown  
Linda Leslie  
Jeff Lockhart  
Blair Louden  
David Robertson

## Management Team (as at 31 March 2023)

Tom Barclay, Group Chief Executive  
Bill Banks, Group Chief Executive  
Matthew Busher, Housing Director  
Gary Haldane, Digital Director  
Calum Kippen, Head of Governance &  
Organisational Support  
Scott Kirkpatrick, Development Director  
Andrew Latto, HR Director  
Susan McDonald, Executive Director of  
Operations  
Alan Simpson, Asset Management Director  
Ken Tudhope, Executive Director of Finance  
Julie Watson, Head of Capital Investment  
Paul White, Executive Director of KSC