



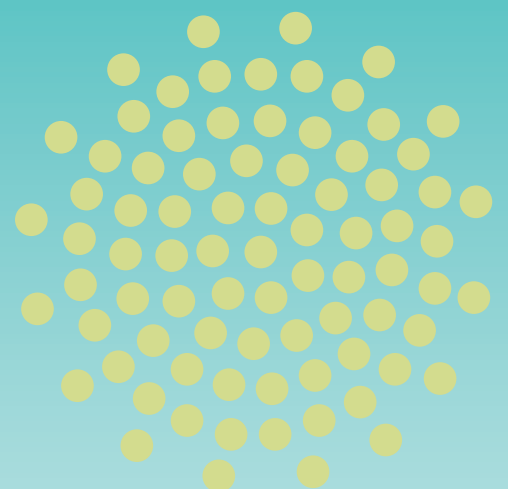
Keniston

Strategic Plan 2024-27

Smaller

Caring

**Big enough to
make a difference**





Strategic Plan 2024-27

Introduction

Our new strategic plan sets out our vision for what we are seeking to achieve over the next three years. As such, the plan sets out our overall goals and our priorities as a smaller provider of affordable housing.

All our work is underpinned by our values. These are:

- **Respect** Valuing diversity and treating everyone fairly as individuals
- **Openness** Listening, being accessible, and communicating clearly
- **Inclusivity** Our culture is one in which everybody matters
- **Integrity** Building trust by doing what we said we would
- **Excellence** Taking pride in providing the best customer experience

The strategic aims set out here complement our ongoing activities as a housing association with charitable status in a regulated sector.

Our starting point

We start with many strengths, which allow us to meet the significant challenges being placed on our industry.

Our size limits the impact we can have in addressing the need for social housing in our areas of operation, because we cannot grow at a fast scale or pace. However, it does bring key advantages:

- We are closer to our residents than would be possible in a larger organisation; building trust in what we do, giving us excellent feedback and embedding an understanding of what matters to our residents.
- Our ethos of delivering services fairly, respectfully, responsively and with a personal touch is valued by our customers.
- We can ensure that our contractors and other partners share our ethos and values.
- We can be more responsive and agile in a changing world.
- We can contribute to the diverse strength of the



social housing sector, with positive messages at a time of mixed wider reputations.

- Our track record of success supports recruitment and retention of high calibre people – both staff and board members – who can feel they are an integral part of our positive journey.

Our strengths include:

- We have worked hard to earn the trust of our residents to deliver the services they need, achieving high satisfaction levels.
- Our committed and experienced staff demonstrate a passion for their work, working together to create a strong organisational customer focused culture.
- Our leadership – at board and executive levels – is strong and resilient.
- We know our properties well, and they provide homes that are fit for purpose.
- We have sound financial and risk management.

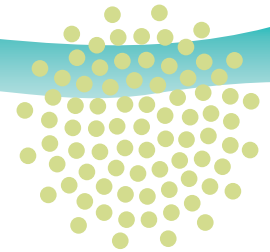
Our challenges include:

- Financial headwinds are strengthening, with many costs outpacing income.
- We aspire to deliver new homes, but recognise that development can be slow, expensive and uncertain, and is not always welcomed by all stakeholders.
- Ensuring our homes remain fit for the future will require investment, excellent programme management, and effective resident engagement, as we embark on the journey to a carbon-free future and address evolving standards around Decent Homes, building safety and ensuring healthy living environments.

- A strategic approach to our assets requires a willingness to embrace rationalisation whilst seeking to minimise negative impacts on our residents.
- Succession planning and delivery (for both the board and senior management) to maintain & enhance our leadership strengths.

- Retaining a personal ethos to delivering services, while controlling costs, modernising how we work, and investing in our systems and our team.
- Delivering landlord services and supporting communities while vulnerabilities amongst our residents are increasing and support services in the community are stretched.

Our ethos the key drivers



Defining our core ethos and the drivers that impact on what we do and how we do it helps to ensure that our plans are realistic, appropriate, and align with our values and vision. As with any organisation, there are certain intrinsic themes that help support and influence this plan.

be made. However, our overriding ethos is that planned investment – in our staff, in maintaining our homes, in our services, in our systems, and in creating and sustaining our organisational culture – leads to better outcomes for our residents and better long-term value.

Equality, diversity & inclusion (EDI)

EDI needs to underpin everything that we do as a service provider, social landlord, employer, developer and client. Alongside developing our next strategic plan, we are refreshing our EDI policy and strategy. The overall vision for this comprises four aims:

- Have a diverse, inclusive, transparent and accountable leadership
- Be an inclusive employer
- Remain an accessible and effective landlord
- Become a more listening, responsive and learning landlord

We recognise that our size and low staff turnover meant that there will be limited recruitment opportunities in the short to medium term for our leadership to become more diverse.

Risk & viability

All our activities are supported by a robust approach to risk management appropriate to our size, incorporating an agile approach to ongoing review and management. We aim to align our strategic aims and objectives to our identified risk appetite, creating a coherent and realistic forward plan.

Sound financial management and forward financial planning are critical elements in managing risk and ensuring viability.

Modernisation and smarter working

Our operating environment is changing; other public services are coming under pressure, while we are seeing increasing vulnerabilities amongst our residents, which are leading to more demands being placed upon our services. Technology, including AI, is evolving rapidly. Expectations of our services are increasing.

We are not immune to these pressures, and need to adopt appropriate ways of modernising how we work, without compromising our vision and values. We aim during the life of this plan to seek opportunities to work more efficiently, enabling our operational staff to work in a more pro-active way, focusing on identifying unmet needs and on tenancy sustainment.

Quality and a long-term vision

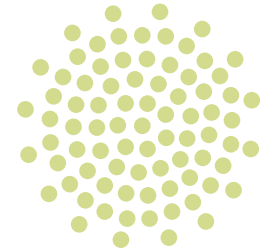
Keniston is committed to achieving quality in what we do. We recognise that limited resources mean that compromises are needed, which sometimes require difficult choices to



“ I think Keniston is doing a great job and I love it here. Thank you.

RESIDENT PANEL MEMBER

Strategic plan themes



The specific aims of our plan are grouped within three key themes.

Homes and communities

This includes our approach to strategic asset management, aligned to achieving long-term healthy living environments, sustainability and affordability across all our homes. It also addresses growth, focusing on our key projects at Darrick Wood and, in the longer term, our estate at Bickley.

'Communities' includes our role in promoting healthy environments for our schemes, that our residents are proud to live in.



Customer experience

Starting from a strong base with excellent tenant satisfaction survey results, and by fully embedding our values in how we work, during the life of this plan we aim to maintain these high levels of satisfaction. This requires that we develop our understanding of the key drivers and influence open to us, while making effective use of available technology.

Our people

Keniston's board, staff and leadership teams are strong assets of the Association. During the life of this plan, we will need to manage some critical changes:

- Managing leadership succession within the board and the executive management team
- Supporting staff development to maximise their potential, including recruitment to key posts across the organisation
- Ensuring that we deliver on our equality, diversity and inclusion aims as an employer, bringing opportunities to strengthen our effectiveness, greater diversity of thought and approach, and supporting healthy renewal, while maintaining the commitment to our values and vision

“ Well organised. Newsletters and communications to tenants easy to understand. Grounds well maintained, pretty and pleasing to look at.

RESIDENT PANEL MEMBER

“ Keniston consistently maintain the estate very well. This includes anything from dealing with rubbish, anti-social behaviour (if it occurs), grounds-keeping and maintenance in homes. It always responds in a timely fashion and updates the residents continuously all year.

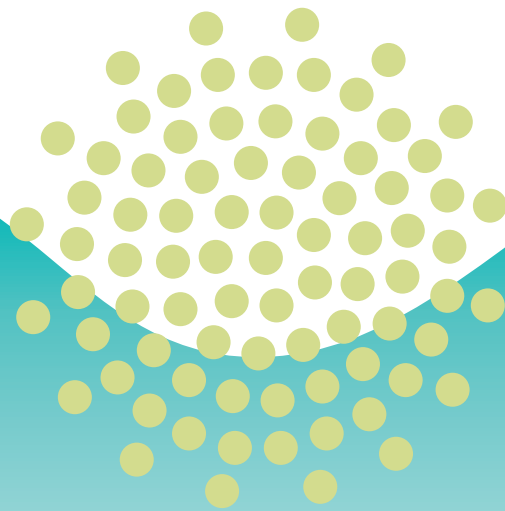
RESIDENT PANEL MEMBER

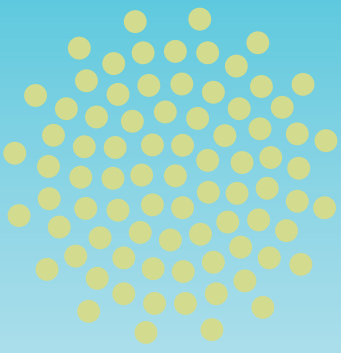
“ Remaining small enough that all residents can be recognised and known as individuals by all staff – a human village size. Staff continue to demonstrate they are subject to regulatory constraints – and human values take precedence over organisational requirements.

RESIDENT PANEL MEMBER

“ Resident inclusion in everything Keniston does and plans. Engages every resident via its brilliant communication formats.

RESIDENT PANEL MEMBER





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