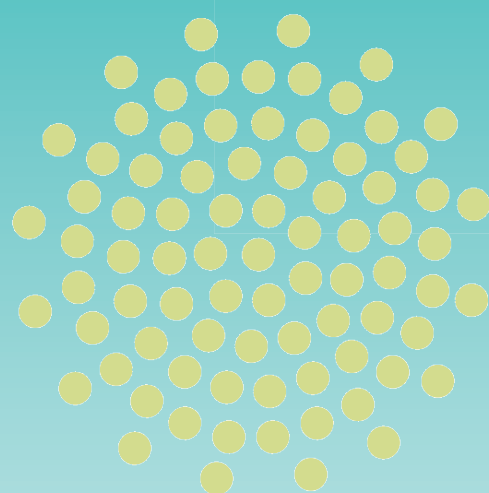




Keniston

Strategic Plan 2021-23





Strategic Plan 2021-23

Keniston's Strategic Plan sets out our priorities, as we work to deliver our vision as a smaller housing provider. The plan provides a framework for the Board to use as they measure our progress.

Why review it now?

The plan dates from 2018, but we updated it in 2020-21, for a number of reasons.

- We took over the Bickley estate in 2019 and then needed to bring forward our plans for Robert Whyte House.
- The Covid-19 pandemic has affected everything we do and how we do it, including the lives and wellbeing of our residents, our working practices, the way we support staff and how we communicate.
- We need to take climate change into account and begin working towards 'net zero carbon'.
- We need to meet new standards around building safety, the way our organisation is governed and how we involve residents in our work.

Our values – underpinning everything we do

- **Respect** – we will be courteous and considerate, treat everyone as individuals and value diversity
- **Openness** – we will listen, be accessible and communicate clearly
- **Accountability** – we will take responsibility for our actions and decisions
- **Honesty** – we will say what we mean, accept our mistakes and learn from them
- **Excellence** – we take pride in what we do and go beyond what is expected

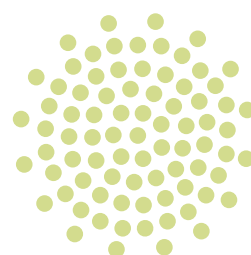
What comes first

- Our **Mission** is to use all our available resources to achieve better homes, better services and better neighbourhoods.
- We will improve how we report on our performance to residents and the Board, so that we are more transparent and accountable.
- We will focus on equality, diversity and inclusion in everything we do.
- We aim to achieve value for money in all our activities.

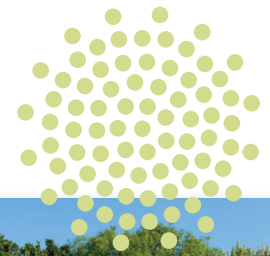


Online meetings meant I could take part for the first time – usually I have work commitments. I'm keen for more Zoom meetings. I could get involved in scrutiny work too, if it doesn't take up too much of my time.

RESIDENT FEEDBACK



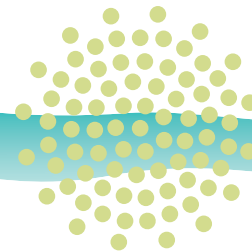
Four strategic themes



Homes and neighbourhoods

Goal: Keep our homes safe, well maintained, and neighbourhoods healthy, now and into the future

1. Develop an Asset Management strategy by March 2022, to make sure we make the best use of our properties
2. Develop a strategy to make our homes zero net carbon and affordable to heat, so that fewer residents struggle with fuel poverty.
3. Invest to support healthy neighbourhoods that people want to live in – with priorities identified through our Star surveys and through estate profiling.



Services

Goal: Deliver good quality, cost-effective services and always put our residents at the heart of what we do

1. Revisit the way we involve residents and get them to scrutinise our work. We will be guided by the National Housing Federation's Together with Tenants Charter and the Social Housing Charter included in the Social Housing White Paper in 2020.
2. Find ways to deliver services online, so that residents benefit from having more choice. Make sure we include people and keep standards high.
3. Excel at customer service, keeping up existing levels of resident satisfaction.



// *I am very happy with Keniston. I have lots of friends from council, private and other housing associations and I am really lucky compared to some of them.*

RESIDENT FEEDBACK

// *If Keniston starts new developments, will staffing increase? We don't want services to get worse. We support Keniston growing and taking on more properties, but we want the personal quality service to continue – for existing and new residents.*

RESIDENT FEEDBACK

Growth

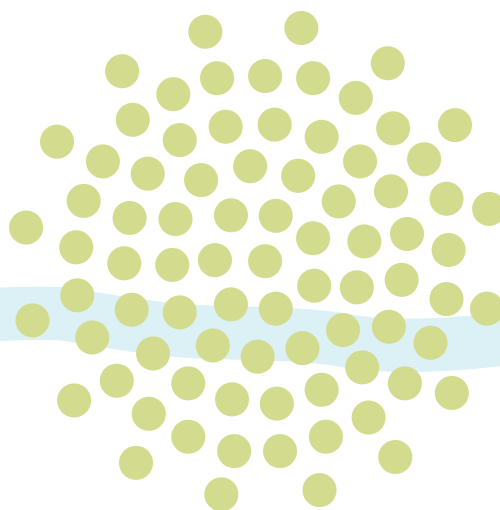
Goal: Invest in our existing stock and provide more homes in the areas where we work

1. Develop and start work on our long-term plan for the Bickley estate. We will get a masterplan drawn up during 2021.
2. Deliver a strong development plan for Darrick Wood that balances the needs of our existing and future residents.



The property guardians taking care of things at Robert Whyte House in Bickley for now sound like a good idea. I've heard of that being done in London. I was really surprised to hear that tenants had communal kitchens and bathrooms at Robert Whyte House. That wasn't a good set up at all.

RESIDENT FEEDBACK



People

Goal: Achieve excellent standards of governance, and value, support and develop our staff

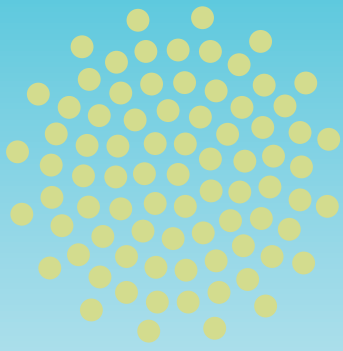
1. Develop a Board succession plan by December 2021. This means being prepared for when key Board members step down.
2. Develop a model of effective 'agile working'. In future, our staff will work from home or on the move – not just from our offices. We will give staff any additional support they need to make sure this works well for them too.
3. Refresh our Equality, Diversity and Inclusion strategy. We will take residents, staff and the Board into account. In the long term, we aim to make sure our workforce and the Board reflect the communities we work with.



“Keniston is responsible and helpful. It’s a shame you don’t manage more properties. The council tenants where I live have terrible issues. I want to see Keniston flourish in the future, as there’s a lot of responsible work you can do.”

RESIDENT FEEDBACK





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