

KLS Strategy 2023 - 2027

Our new 5-year strategy
and action plan.

Our focus over 2023-2027 is to continue



Evolving our community programmes to meet local people's needs.



Increasing our partnerships and collaborations.



Strengthening our systems and processes.

What's changed since our 2017-21 strategy

KLS changes (2017 - 2021)



Programme growth

Additional elders activities, summer school, 16+ and GCSE learning, parent workshops, women's wellbeing, fone friends, pandemic support.



Incubation

5-10 groups supported each year e.g. Link UP London working across 16 London boroughs; Sen Talk reaching 2,000 families.



Networks/Partnerships

Chair / active member of 14 partnerships including Battersea Alliance.



Campaigns

10 supported since 2017



Funding

Spend to £1 million (+ 86%)
Individual donors to 268 (+ 257%)
Grant funding increase (+ 63%)



Activity

Members to 576 (+ 52%)
Staff to 46 (+ 2%)

What's changed since our 2017-21 strategy

Community changes (2017 - 2021)



Housing

SW11 population grown 17,474 (+ 14%).
More live in rented accommodation.



Education

Children perform well in their early years.
Fewer pupils go on to higher education.



Mental wellbeing

The pandemic exacerbated issues with the greatest impact on those from BAME communities, with underlying health conditions, or on low incomes.



Climate change

The wellbeing of all communities increasingly depends on responding to the climate emergency challenge.



Cost of living

Economic and geopolitical developments have led to a cost of living crisis.



Community

People in Battersea report having a strong sense of community, with a range of local organisations to support them.

Our core remains constant

Vision

We exist to create an inclusive society where the people of Battersea and the Wandsworth community, achieve their potential together.

Values

Kindness.

Respect.

Collaboration.

Sustainability.

Aim

We foster and empower our local community to reduce poverty and isolation in Battersea.

Our aims remain the same

Foster community

Create a sense of belonging, unity and trust for all local people to engage and collaborate with each other.

Promote empowerment

Enable people's voices and ideas to be heard.

Tackle poverty

Identify, nurture and energise the potential in individuals and organisations by increasing their educational, economic and social opportunities.

Reduce isolation

Widen local people's circle of friends and networks of support, involvement in the community and access to health and social services.

Our community services are going to

Continue to grow and evolve to meet our members and the local communities changing needs



Through supporting our members and enabling our teams to work together as effectively as possible

Within Programmes

- Elders: deepening support for more independent living, health & wellbeing.
- ESOL: extending extra-curricula learning alongside the classroom.
- Love to Learn: progression from early years through to the world of work.

Across services

- Workforce development, wellbeing, training and performance.
- Safeguarding vigilance
- Admin coordination.
- Enabling transition between projects.
- Bolstering communication.

Goals 2027

Coordination, process improvement and people

Effective services and activities

Adapt our programmes, implement a people strategy, make the most of our resources by eliminating duplication and hassle and joining up our activities.

The emphasis of issues we work on will evolve over time as we involve our members, collect, collate and analyse data/evidence, and can be augmented by working with partners.



We will extend our impact by partnering

What we can do

Why we do it

Signpost

Bringing in or directing to partners within the community e.g. Citizens Advice, Foodbanks, NHS

If there is already an existing, adequate service with sufficient scale.

Coordinate

Sharing and pooling resources, drawing funders together

If change can't be achieved through the actions of one organisation alone.

Incubate

Nurturing and growing people and organisations

If existing services are good but need to grow.

Advocate

Campaigning to change insufficient policy and processes

If existing services aren't good enough and either: no funding is available, it doesn't match our skills, or we don't have capacity.

**If you want to go fast, go alone,
if you want to go far, go together!**

Goals 2027

Vetted partners, defined approach to partnerships

Partnerships and breadth of services

Broadening the obstacles we address through our community programmes and partnerships to effect change in Battersea.



We will support more local people rising to more challenges

2023



We will increase our impact and membership organically, adapting our services to the needs of our members and lightening the load on our staff, so that they can focus even more of their efforts on providing services for local people.

We will scale up our activities with partners to reach a wider population and make a greater difference.

2027



We will ensure that our premises, systems and back office functions support both our own activity and our partnership activities, professionally, responsibly and efficiently.

Goals 2027

Conserved/safe building, additional venues, awaiting refurb.

Green operations, stronger reputation, improved metrics and wider education.

Integrated systems, quality data and better decision making.

Broaden income streams, funded programmes.



Strengthening our foundations

Accommodation and maintenance

Take steps to mitigate the physical limitations at KLS until funding is available for major refurbishment.

Sustainability and environment

Strengthen the environmental/sustainability culture throughout KLS, our partners and across Battersea.

Measurement and data

Enable the collection, reporting and analysis of a wider range of data points to support data-led decisions.

Funding and investment

Subject to funding, investment in people strategy, data strategy, accommodation and sustainability.

Having doubled in size over the past 5 years, we need to invest into improving our systems and processes.

Strategy development milestones

	2022	2023	2024	2025	2026	2027
Funding and investment	Data/ systems & Eco cost plans	Individual fundraiser	Centenary fundraising			Broadened income streams
	Pilot Communication manager	Data manager and database	Business Dev. and campaign manager			Delivered initiatives
Accommodation and maintenance		Venues agreed, first service pilot	Annual programme of improvements			Capacity, safety, conservation
		Inclusion in developer plans				Working in new build
Efficient services and activities	Tools checked	People strategy	Coordinated comms, parameters & stories			Protect front line capacity/ resource
		Priorities listed	Process improvement - >2 areas of focus per year (e.g. record keeping, DBS checking, funder relations, member engagement)			Coordinate, define & promote projects

Strategy development milestones

	2022	2023	2024	2025	2026	2027
Sustainability and environment	Quick wins, audit	Internal comms	Measure impact (KPI per theme) and revise plans across: Culture, Operational, Education, Comms & outreach, benefits & funding			Profile and education content
		Recruit champion	Community comms		Eco-funding and efficiencies	EPC, Carbon, plastic, BREEAM
Partnerships and obstacles addressed		Launch programmes	Annual campaign & partner review			Vetted preferred partners
		Formalise incubation	Staff training on partnerships	Dedicated resource		Defined approach per priority
Measurement and data	IT systems audit, migrate accounts, define CRM build	Launch CRM & HR system				Integrated systems
		Staff training				Quality data

We will consult and keep you updated

Next steps

- 1 Behind this summary there are detailed plans underpinning each aspect.
- 2 Our Board of Trustees and Leadership Team will regularly review progress and adjust to changes.
- 3 We will report on progress at each AGM and key points in the year.



Talk to us!

We need your help over the next 5 years to make this strategy a success.

Get in touch as we'd love your help in shaping our next 5 years. Together we can make a real difference to the lives of local people in Battersea and the wider Wandsworth community.

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