

Report to the Shareholder Board

20 October 2020

Section Two: Business Plan



Shareholder Board – October 2020

South Essex Homes are pleased to present this third report to Shareholders. The report encompasses our published fully narrated Accounts in respect of the last trading year, 2019/20 along with the interim South Essex Homes Business Plan.

This year 2020 is a difficult year. Covid-19 has tested us all requiring South Essex Homes staff to work flexibly often in the most difficult of circumstances. Throughout the crisis we have worked hard to support tenants by continuing to deliver services during lockdown and beyond. Our staff have demonstrated resilience and caring. I am proud of every member of staff.

In tackling Covid-19 we and our Council colleagues have of necessity slowed the process of finalising the partnership agreement and therefore our well-constructed business plan is short of the detail needed to finalise the document. Nevertheless, we have determined our five year trajectory, laid out our objectives and themes, estimated the resources and income associated with our business, and confirmed our priorities.

We fully understand that Covid-19 will bring about changes in the way we operate and the timescales laid out within this document. These are challenging times and we can assure shareholders that we will continue to respond appropriately.

We remain a critical partner of Southend Borough Council and our plan reflects our desire to continue to provide excellent services and to expand our support for the Council. Our joint working throughout the current crisis has demonstrated to us all that as a partner we can be fully relied upon to continue delivering services and to go beyond those service boundaries to assist our Council colleague, and all residents of the Borough.

The future will be much different to our past and South Essex Homes assure the Council of our continuing support in what will be difficult and challenging times ahead.



Roger Eastwood
Chair South Essex Homes

Contents

Shareholder Board – October 2020	2
Section 1 – Financial Statements –(please see separate document)	4
Section 2 – Interim Business Plan 2020-2025	5
The South Essex Homes’ Business Plan – Comment by the Chair of the Board	7
From the Executive Team	8
Introduction	9
Caring for our Environment	9
Improving our Organisation	10
Improving our Service Delivery	10
Innovating, Commercially and Socially	11
The Business Plan Structure and Design	11
Timelines	13
Covid-19	14
The timescale schematic.....	14
Covid-19 Recovery Plan	16
Key recovery areas.....	16
Resource Estimates	17
Income and Expenditure Forecast	17
Source of Funds.....	18
Staffing	18
Risks	20
Business Plan Overall	20

Section 1 – Financial Statements –(please see separate document)

Section 2 – Interim Business Plan 2020-2025

South Essex Homes Strategy and Vision 2020-2025

Protect and improve the quality of our core housing management services

Caring for
our
Environment

70 % carbon neutral footprint by 2024
100% by 2026
(Southend Borough Council)

Significant Reduction in grid water, gas, electricity usage

Comprehensive 10 year plan for Environmental improvement

Refit policies in force recognising environmental impact

Tower blocks photo voltaic equipped

E vehicles deployed throughout all activities

Improving
our
Organisation
(Internal)

Best ALMO employer

Proudest ALMO workforce

Fully optimised IT integration

Workforce fully matched with requirements of job numbers and skills

Workforce fully engaged in organisational improvement IIP style

Improving
our service
delivery
(External)

Tenants fully engaged at all levels

Clients fully engaged at all levels

Clear evidence of responsiveness to complaints and outcomes of estates walkabouts and scrutiny reviews etc.

Fire and general H&S Tenant issues fully addressed

Client stakeholder fully knowledgeable about South Essex Homes activities

Sheltered accommodation issues resolved

Innovating
Commercial
and Social

Properties managed numbers match 2020

Private landlords engaged in managed social lettings

South Essex Homes actively engaged in regeneration commercial and social

CarelineSoS future resolved

South Essex Homes engaged in the provision of Specialist Accommodation in partnership

Expanded non Southend Borough Council business lines

The South Essex Homes' Business Plan – Comment by the Chair of the Board

2020 has developed into a year like no other. When the Board met in February 2020, it was able to set out a way forward and propose how the organisation would link even more closely with our Council colleagues in support of the Southend 2050 Ambition. We were confident and enthused by the opportunity of creating and signing an innovative partnership agreement, one that would serve all involved well by setting the future firmly on strong foundations.

In March, barely two weeks after our Board discussion, Covid-19 rose to challenge the world. South Essex Homes responded alongside the Council by shifting resources to support the most vulnerable and changing the way we operate to protect tenants and staff alike.

Within a matter of weeks our focus became Covid-19 and maintaining critical services in this time of crisis. Staff and tenants worked together and many of our staff operated outside of the boundaries of South Essex Homes, providing assistance to the Council and third parties where it was most needed.

The Board and I are proud of our response to the crisis. I have absolutely no doubt that our assistance has been instrumental in making a difficult situation a little easier by being there with Council colleagues, helping and continuing to provide those critical services.

However, I am conscious that the downside of our Covid-19 response and that of our colleagues in the Council is that we have had to delay timetables in respect of business plans, strategic plans and finalisation of the partnership agreement. All have been agreed in principle, but the necessary documentation has been, understandably, delayed while we developed our response and recovery from Covid-19 and the design of a new model of operation.

Given the current situation, I am pleased to present an interim business plan which outlines our intent and direction, albeit one that will inevitably change in detail as we progress towards recovery. I am happy with our performance to date and with our plan to assure continuing performance in these difficult times. I am also confident that our direction remains valid and supportive of our key partner, Southend Borough Council.



Roger Eastwood
Chair South Essex Homes

From the Executive Team

As the Chair has commented above 2020 has been a challenging and surprising year. 2020 has tested our ability to react swiftly and appropriately to the unknown. I am pleased to note the way in which the whole South Essex Homes' Team stepped up and responded, in partnership with Council colleagues, to the challenges we have all faced this year. Our staff have continued to deliver services to the most vulnerable within the community while others have worked remotely to maintain support for all who need it.

This is a situation also faced by our colleagues in the Council and together we can reflect on how well our swiftly constructed joint working arrangements came together. I believe this unprecedented period has shown the benefits of true partnership work in our community.

The business plan, set out in this report, is an interim one constructed to inform the Shareholder Board of our intent and direction. It is not as detailed as we would normally provide but, as we finalise details of the partnership agreement, further elements of the detailed plan will be able to be added.

Our plan looks forward five years and our planning process started with a comprehensive Board discussion in February 2020 where members debated and agreed their aspirations for the business. The Board emphasised above all their desire to continue to deliver an excellent and improving service to both tenants and the Council.

In spite of the Coronavirus pandemic nevertheless the essence and spirit of this plan is as set out and agreed by our Board. Inevitably, the pandemic has taken attention away from being able to finalise the detail of our new business plan while we have responded to the crisis.

We recognise that the Council have also had to focus on the same Covid-19 issues we all have. Nevertheless, the partnership agreement has continued to be addressed, now being virtually finalised. Therefore, when the final details of the partnership agreement become available, we will finalise our business plan to include the agreed KPIs, new joint initiatives and summaries of the new agreed controls. Meanwhile, we continue to work closely with the Council ensuring the delivery of excellent service throughout this period of challenge and crisis.



Mike Gatrell
South Essex Homes

Introduction

The South Essex Homes Business plan sets firmly our desire to continue the work that led to our establishment in 2005. Today, South Essex Homes remains the provider of choice delivering high quality good value housing management services on behalf of Southend Borough Council to Southend Council residents.

Our organisation has over the years changed, improved, and matured whilst carefully holding the interests of tenants central to all decisions made and services delivered. This plan continues and builds upon our strategy of keeping pace with the changing world, changing client and tenant desires and to improve our delivery at every opportunity.

Our plan

We have structured our plan recognising the overarching objective of ***'Protect and improve the quality of our core housing management services'***. To achieve our overarching objective the Board have laid out four themes, four areas within which we need to change and improve in order to succeed.

Our four themes supporting the overarching objective are

- **Caring for our environment**
- **Improving our organisation**
- **Improving our service delivery**
- **Innovating commercial and social**

Caring for our Environment

Southend Borough Council recognises the obligation of all public realm providers to minimise the adverse impact of their activities on the world within which we live. South Essex Homes have a role to play on behalf of the Council by operating as the vehicle for housing change and improvement; recycling, reduction in fossil fuel use, low impact procurement of refurbishment items, and low impact cleaning and maintenance regimes.

Equally, South Essex Homes as an organisation must set the standard for our own operational reductions in carbon and increase in recycling. In pursuit of this we will change the way that we work, the way we deliver work, and the things that we consume in the course of our work. Our 10 year Caring for our environment plan due for completion in 2020 (Pre covid-19 date) clarifying the costs, benefits, and initiatives open to us as we move through the next phase of our operation

Improving our Organisation

South Essex Homes must attract and retain the best employees. It is of the utmost importance that staff who work for South Essex Homes are proud of their employer and are active agents in ensuring that we always 'do the right thing at the right time' for them and those to who we provide services.

Our employees are already a long way along the journey of understanding that excellent service sits at the centre of our success. Our staff deliver a strong foundation and is the beating heart of our business. Staff know our requirements, know our tenants and ultimately, know our business. It is our intent to build an improvement plan model that allows staff to use their knowledge and skill to assist South Essex Homes as co-designers of the way forward. Over the next five years, we aim to build an even stronger and more resilient foundation for our business, using all of the tacit knowledge embedded in our organisation to make things better, swifter and more economic.

Through this model we will continually improve our services, improve our performance and improve the overall satisfaction of employees with their employment. As a starting point we will replace the current IIP programme with a much more self-determined co-designed South Essex Homes programme of continuous improvement working through the entire organisation and covering working conditions, processes and culture.

Improving our Service Delivery

We will adopt a dual approach to improving our service delivery;

- Engage tenants more fully
- Create and execute an operational improvement plan

Engage

It has long been South Essex Homes practice to engage and consult tenants from ensuring tenants are represented on the Board to supporting Tenant Scrutiny. However, we believe that we can do more to involve and inform tenants. Our view of the desirability of tenant engagement is supported by the Regulator and whilst we conform to current standards we will co-design a more expansive engagement strategy where tenants are better informed, more involved, assist our service provision where possible, and where applicable self-determine outcomes and standards.

Operational Improvement

South Essex Homes develop operational improvement tactically and opportunistically. Tenants and South Essex Homes benefit by the swift and flexible response to improvement opportunities as they present be it restructuring services or staffing. This has worked well to date and our processes and workforce are now well matched to our operational needs. We would hope that further opportunities to develop our business will present themselves and that will add to our ability to deliver service improvements.

Innovating, Commercially and Socially

South Essex Homes are sufficiently mature and skilled such that they are capable of widening the support given to the Council and to Southend residents. We understand that Local Authorities do not have access to inexhaustible funds and yet demand for services continue to grow exponentially. South Essex Homes will over the period of this plan (and beyond) support the Council's plans for housing growth by supporting the process wherever and however possible and delivering housing management services, whilst ensuring that the costs of those services are excellent, the quality is high, and that the very best value is delivered at all times

In addition, we will continue to supplement our core organisation by using our resources to enhance critical areas of our operations such as fire safety, community development, resident liaison and CarelineSoS. Equally, using our professional skills and knowledge we can provide additional assistance bridging the gap between hospital and home enabling a smoother transition for the most vulnerable within our community

Another example might be in relation to potential housing development sites where there is for example no commercial gain opportunity for developers where South Essex Homes could, where appropriate, invest time and money to bring otherwise underused properties back into use.

South Essex Homes understand that we will not succeed here without the opportunity and will work hard with the Council to ensure that we are well placed to see, raise, and take advantage of all opportunities available

The Business Plan Structure and Design

Our objectives and themes fully support each other. They are clear, require development of opportunities as presented, are interdependent, and fully support the Southend 2050 Ambition. The schematic below demonstrates the design underpinning our plan one that will enable us to manage and monitor progress.

South Essex Homes Strategy and Vision 2020-2025

Supporting Southend 2050 ambition

Protect and improve the quality of our core housing management services

Caring for
our
Environment

70 % carbon
neutral footprint
by 2024 100% by
2026 (Southend
Borough Council)

Significant
Reduction in grid
water, gas,
electricity usage

Comprehensive 10
year plan for
Environmental
improvement

Refit policies in
force recognising
environmental
impact

Tower blocks
photo voltaic
equipped

E vehicles
deployed
throughout all
activities

Improving
our
Organisation
(Internal)

Best ALMO
employer

Proudest ALMO
workforce

Fully optimised IT
integration

Workforce fully
matched with
requirements of
job numbers and
skills

Workforce fully
engaged in
organisational
improvement IIP
style

Improving
our service
delivery
(External)

Tenants fully
engaged at all
levels

Clients fully
engaged at all
levels

Clear evidence of
responsiveness to
complaints and
outcomes of
estates
walkabouts and
scrutiny reviews
etc.

Fire and general
H&S Tenant issues
fully addressed

Client stakeholder
fully
knowledgeable
about South Essex
Homes activities

Sheltered
accommodation
issues resolved

Innovating
Commercial
and Social

Properties
managed
numbers match
2020

Private landlords
engaged in
managed social
lettings

South Essex
Homes actively
engaged in
regeneration
commercial and
social

CarelineSoS future
resolved

South Essex
Homes engaged in
the provision of
Specialist
Accommodation
in partnership

Expanded non
Southend
Borough Council

The schematic above lays out in brief our themes and the key elements within each. The elements identified are not exhaustive and will change over time to reflect the best of current thinking and learning obtained through our practice, and the practice of others. However, whilst the elements may update or change the general direction will not.

Many of the elements identified above will require further research and planning before they can be actioned. As an organisation, we accept this and will put in place the necessary resources to ensure our plans are beneficial and well made. In this respect we will continue to be a learning organisation learning from others and quickly adapting our practice to reflect the best within and without the sector.

Timelines

Our plan covers the next five years and we recognise that our service continues well beyond this relatively short period. As an organisation we have always planned for the longer term. Tenants hold an expectation of quality housing for their entire lifetime and often longer in the case of succession. It is for this reason that many of the individual plans that we intend to research and make during this period will impact many years beyond the five year period described here. We accept this and will maintain our respect for those requiring lifelong support.

We cannot complete every element of our plan at the same time; some elements are dependent upon others whilst many intertwine at the more granular level. For planning purposes we need to layout our milestones within banded timelines in the full knowledge that priorities are likely to change in line with the negotiations with our primary client Southend Borough Council. It is our intention to be fully flexible in the negotiation and the subsequent pursuit of providing an excellent service. We regard this plan to be a living plan, one that can swiftly adjust to best serve the needs of Southend Borough Council and tenants.

There is much to do over the next five years and we have prepared a draft comprehensive action plan that will serve as an operational guide for staff and executives. For the purposes of contextualising time, action, and milestone expectations we have prepared a 'fan/bowtie' schematic showing the elements of our ambitions in an easy to view time scale stretching from now to the five year period end and beyond.

Covid-19

A critical change has already occurred in the form of Covid-19. In early February 2020 our Board set out the parameters and direction of our business. However, we did not foresee or predict the rise of Covid-19 or the dramatic impact of the same on all of our lives. South Essex Homes is a capable and flexible organisation and we responded along with our Council colleagues to the crisis to the best of our abilities.

Our response has required us to turn our full attention to the crisis by way of maintaining and expanding service to tenants and vulnerable Southend residents whilst, creating a plan to change our fundamental operating model to ensure that we recover organisationally, and in terms of service delivery. Covid-19 has impacted our ability to produce and deliver elements of this plan. We remain confident that the strategic direction set by Board remains valid albeit noting that both the timescales and detail supporting the plan has fallen behind that originally anticipated in February 2020. (Original pre Covid-19 timescales retained within our schematic plan)

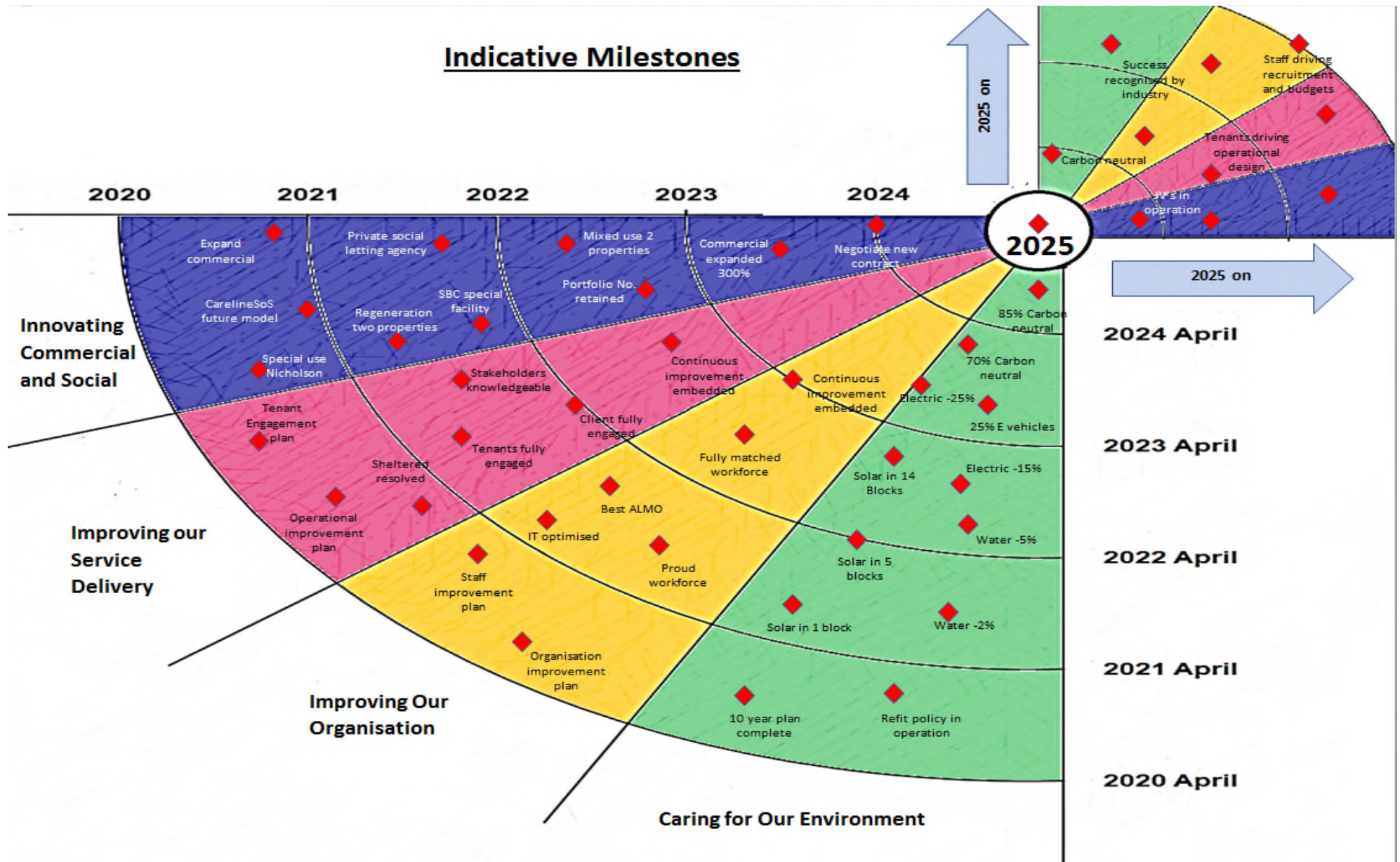
Overall, the impact is still being felt and our focus has changed in response to the need to plan a transitional operating model leading to the establishment of a new 'normal' post covid-19 operating model. The Council has of necessity has also turned their attention to the practicalities of managing the outbreak, Southend wide. The direct impact of this change in focus is that timelines are slipping and will in all likelihood slip 12 months. However, as the developing situation allows, the timelines of this plan will be adjusted accordingly.

In summary, our current estimate is that many of our detailed plans have been pushed back by 12 months and that new elements have entered our planning horizon. We accept these changes and will reflect them in our revised finalised plan at the appropriate time. However, our strategic direction laid out here remains unaltered.

The timescale schematic

Our pre Covid-19 milestone based timescales are laid out in the following schematic and will require updating post Covid-19 crisis.

Indicative Milestones



Covid-19 Recovery Plan

The post covid-19 recovery plan taking South Essex Homes through transition to a new stable operating model will as indicated earlier impact both the timescales and priorities set out within the above milestone plan. The context surrounding the covid-19 situation is a new critical element and our current understanding and actions are set out below

February 2020

Issues relating to Covid-19 arose in mid-February 2020 and prompted South Essex Homes to invoke and rewrite the Business Continuity Plan. The situation moved quickly from prepare for a reduction in staffing numbers and work normally to protect the vulnerable, change the way we work, and change the places we work whilst protecting people from the pandemic.

South Essex Homes acted swiftly to protect the safety of staff and the best interests of tenants whilst ensuring that critical services were maintained and/or enhanced. We worked closely with colleagues within the Council to support the most vulnerable residents. These are challenging times and we remain proud of the efforts of all our staff and the high levels of cooperation and assistance provided by and for our tenants.

Key recovery areas

As a consequence of our recent Covid-19 experience we have reviewed carefully our current operating model and are in the process of developing a future operating model that reflects three key areas of fundamental change

- **Change our working patterns to reflect a differing level of Civic Centre 3rd floor use, including remote working**
- **A strategic review of CarelineSoS operations, digitisation and remote working**
- **Improved technology support for current and future remote working**

Our new model of operations will positively impact this business plan. The changes detailed within the model flow across all four of our themes.

For example, we propose to consolidate working patterns that retain social distancing thereby reducing the number of journeys made to the Civic Centre by approximately 2/3rds, proportionally reducing the impact of our business on the environment. The same working patterns will allow staff greater flexibility in terms of working arrangements thereby increasing well-being and reducing sickness absence.

We will look at the potential for CarelineSoS staff currently having to operate from our West Office, to be able to work more remotely.

Technology improvements critical to our ability to perform will be brought forward, changed, and delivered as a remote working support blueprint. Our staff will be better supported by both an in-house service and the service provide to us by Southend Borough Council

Costs and benefits of our new operating model have yet to be completed in detail but we can already see that while the costs of setting up remote working may initially be higher, it should be possible to achieve breakeven within two years and to deliver productivity savings thereafter.

Resource Estimates

The following table summarises our estimated and projected five year resource positions. Given the crisis, the imminent finalisation of the partnership agreement, and the impact of the series of plans laid out in the document earlier it is highly likely that the detail below will change.

Income and Expenditure Forecast

Estimated Income and Expenditure £000 (price base March 2020)										
		Core	Innovating Commercial and Social	Improving our service delivery	Improving our organisation	Productivity Gain - Non Cash gains	Caring for our environment	Tenant Benefit	Total	% Change
2020/21	Expenditure	11,153,806		15,000	320,000				11,488,806	3.0%
	Income	11,162,853		-					11,162,853	0.0%
	Net position	9,047		- 15,000		2.5%			- 325,953	-3702.9%
2021/22	Expenditure	11,208,604		75,000	140,000		150,000		11,423,604	1.9%
	Income	11,217,651		-		2.5%	150,000		11,217,651	0.0%
	Net position	9,047		- 75,000			-	4,500	- 205,953	-2376.5%
2022/23	Expenditure	11,407,869		150,000	140,000		600,000		11,697,869	2.5%
	Income	11,416,916		-		2.5%	600,000		11,416,916	0.0%
	Net position	9,047		- 150,000			-	22,500	- 280,953	-3205.5%
2023/24	Expenditure	11,611,711		150,000	390,000		1,350,000		12,151,711	4.7%
	Income	11,620,758		-		2.5%	1,350,000		11,620,758	0.0%
	Net position	9,047		- 150,000			-	63,000	- 530,953	-5968.8%
2024/25	Expenditure	11,820,241		150,000	140,000				12,110,241	2.5%
	Income	11,829,288		-		2.5%			11,829,288	0.0%
	Net position	9,047		- 150,000				63,000	- 280,953	-3205.5%

Our current resource estimates are based on assumptions prevalent at the time of agreeing our planning principles and adjusted for projected requirements known to date. These will be more fully documented when we have a finalised agreed partnership arrangement. However, it is reasonable to assume that (inflation aside) we will continue to operate effectively maintaining our financial position with only minor adjustments.

The table above shows the projected financial position and provides a further indication of how the 'Improving our organisation theme' specifically around technology will afford us an opportunity to increase overall productivity. Whilst it is not possible to reduce current expenditure it would be possible to use the efficiency gain to offset new costs and in some cases service increases. Not cash saving but certainly service value enhancement.

Our theme 'Caring for our Environment' requires more research and may deliver a neutral impact on South Essex Homes expenditure as the majority of activity will be costed within the Capital plan, saved by those not paying to access the Civic Centre, or saved by tenants who will access renewable energy in the form of reduced bills.

Source of Funds

South Essex Homes will continue to support service provision utilising a range of sources of funds our projections are as follows

Source of funds £000	2020/21	2021/22	2022/23	2023/24	2024/25
Management Fee SBC	6,112,259	6,380,762	6,381,855	6,557,561	6,410,892
Service Charges	3,975,767	4,055,282	4,136,388	4,219,116	4,303,498
Other Income SBC	114,210	10,210	110,210	210,210	210,210
Other direct Income (non SBC)	836,617	853,349	945,416	1,040,825	1,061,641
Contribution SEPS	99,000	99,000	99,000	99,000	99,000
Interest received	25,000	25,000	25,000	25,000	25,000
Drawn from reserves					
Released E,E,E working	325,953	205,953	280,953	530,953	280,953
Other Sources					
Total	11,488,806	11,423,604	11,697,869	12,151,711	12,110,241
Reserves position	2020/21	2021/22	2022/23	2023/24	2024/25
I & E Reserves	2,776,000	2,776,000	2,776,000	2,776,000	2,776,000
Capital Plan Estimates	2020/21	2021/22	2022/23	2023/24	2024/25
Capital		150,000	600,000	1,350,000	

Staffing

Our staffing forecast in terms of department and grade breakdown are shown below. Minor changes are forecast, primarily focused on improving our ability to engage with tenants and improve technological support.

Staffing data (Base data March 2020)						
Business area FTE's						
		2020/21	2021/22	2022/23	2023/24	2024/25
Board		-	-	-	-	-
EMT		4.70	4.70	4.70	4.70	4.70
Tenancy General		24.00	24.00	24.00	24.00	24.00
Supported Living		34.15	34.15	34.15	34.15	34.15
CarelineSoS		14.60	14.60	14.60	14.60	14.60
Property Professional		20.60	20.60	20.60	20.60	20.60
Property Estates		44.68	44.68	44.68	44.68	44.68
Rent Management		10.00	10.00	10.00	10.00	10.00
Corporate Services		9.61	9.61	9.61	9.61	9.61
Total		162.34	162.34	162.34	162.34	162.34
Grade FTE's						
		2020/21	2021/22	2022/23	2023/24	2024/25
Board		-	-	-	-	-
EMT		4.70	4.70	4.70	4.70	4.70
Heads of Service		3.00	3.00	3.00	3.00	3.00
Service Managers		10.00	10.00	10.00	10.00	10.00
Middle Grade Officers		55.75	55.75	55.75	55.75	55.75
Support Grade Officers		49.72	49.72	49.72	49.72	49.72
Manual grades		39.16	39.16	39.16	39.16	39.16
Total		162.34	162.34	162.34	162.34	162.34

Established staff numbers are forecast to remain broadly constant. However, it is clear that a significant amount of expenditure will be incurred to fully establish long term home working, improved Technology support, and to refresh aging hardware. At the present time the potential to provide a part of this upgrade by way of in-house resource has yet to be fully explored, or business cased. Where it proves to be economically advantageous to draw external expenditure in-house we propose to take the initiative and resource internally.

Equally, where new Southend Borough Council properties are added to the South Essex Homes Management portfolio any increase in staff numbers will (bearing in mind our non-profit making status) be subject to the generation of an appropriate, well-balanced, business case. Any adjustment in numbers supported by the business case will be reflected here at the appropriate time.

Risks

South Essex Homes complete continual business and delivery risk assessments whereby each element of service is reviewed, potential risks raised, and mitigations identified.

The risks associated with the business plan are much higher level and all risks are owned by South Essex Homes Board.

Theme	Risk	Risk Pre mitigation level	Mitigation (continue or new)	Post mitigation level
Protect and improve	SEH lose focus and develops unrelated business interests	G	Board and Executive focus and report monthly on delivery performance indicators	G
Innovating Commercial and Social	SBC does not engage SEH as a new homes managing partner	A	SEH focus on providing assistance, the right service levels, and the best prices/value	G
Improving our service delivery	SEH fails to engage tenants at enhanced levels	A	SEH invest in resources and planning to enable/facilitate engagement	G
Improving our organisation	Managers and staff fail to engage and deliver improved process and technology	R	SEH create a comprehensive plan to replace IIP, secure new technology staff and work with SBC to enhance services	G
Caring for our environment	SEH fails to secure technology to support remote working and/or fails to secure funding for solar initiatives	R	SEH create a comprehensive plan to secure new technology staff and work with SBC to enhance services	G
Covid-19	SEH fails to adapt to post Covid environment	A	SEH create and action plans to reform operating models	G

Business Plan Overall

This business plan provides a firm indication of South Essex Homes commitment to service in partnership with Southend Borough Council and to continually improve services to Tenants and clients alike. We consider the plan as interim; Covid-19 has and will continue to impact our ability to plan further than our immediate operational needs. However, our direction remains valid, is well supported, and will be delivered albeit in a different priority order and timescale.

We will revisit and revise our plan when we are better placed to incorporate the requirements of the new partnership agreement.

For further details please contact

Daniel Lyons

Financial Services Manager