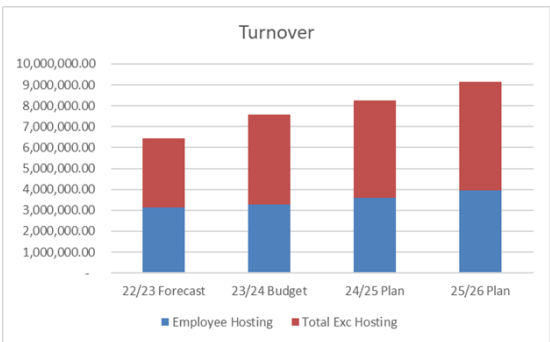


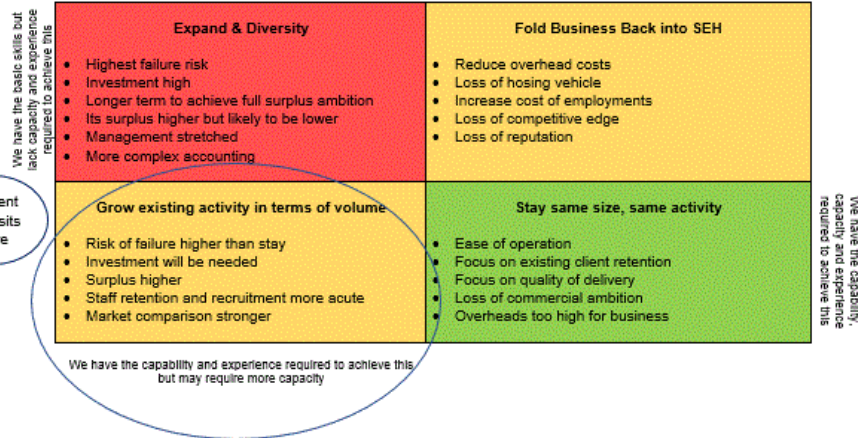
South Essex Property Services' Business Plan 2023-2026

Company Details	Five years Sales/net Profit	Products & Services	Sector Maturity Matrix				
South Essex Property Services Limited (SEPS) Incorporated June 2013 Company No 08821807	 <p style="text-align: center;">Turnover</p>	Security Industry Accredited and Safer Communities work	Sector Life Cycle Stage				
MISSION: TRUSTED PROVIDER OF CHOICE		Estate Services including cleaning and grounds maintenance	Maturity Matrix	Embryonic	Growth	Mature	Ageing
Shares issued 425k+1, £1 per share. Shares held by 100%.	 <p style="text-align: center;">Gross Profit</p>	Catering & Hospitality	Dominant	All out push for share. Hold position.	Hold position. Hold share.	Hold position. Grow with Sector	Hold position
Aspiration: 1) Expand customer base of current core services. 2) Maintain relationship with existing customers and extend business lines (Ground Maintenance& Contact Centre etc) 3) Expand maintenance team to include services as required by SEH. 4) Expand customer base of Fire Door Servicing and expand business line to include fire related products including fire door installations. 5) Expand dialogue with SCC to expand community safety offer and opportunities to provide alternative services on ending contracts.		Call Centre Operations	Strong	Attempt to improve position. All out push for share.	Attempt to improve position.	Hold position. Grow with Sector.	Hold position or harvest
		Fire Door installations & maintenance, and other fireworks. PAT, EPC	Favourable	Selective Selectively attempt to improve position.	Attempt to improve position. Push for share.	Custodial or maintenance. Find niche and attempt to protect it.	Phased out withdrawal or harvest
		Market & Sales Southend, Essex and Greater London. Public Sector plus wider including SCC, SEH and CPBC, Basildon for existing business lines. Sales routes personal relationship building, reputation & opportunities, plus aggressive sales. Other opportunities to with SBC to widen opportunity window linked directly to Vision 2050. TECKAL	Tenable	Selectively push for position	Fine niche and protect	Phased out withdrawal or find niche and hang on.	Phased out withdrawal or abandon
			Weak	Up or out	Turnaround or abandon	Turnaround orphaned out withdrawal.	Abandon
			Key Personnel Director – Commercial, Beverley Gallacher, Head of Business Development– Lynsey Hurd, Head of Operations Manager, Karen Knight Shared Services – Director of Finance – Daniel Lyons				
KSFs (Competitive advantage) Strong operational control, agile and responsive, value for money within public realms, hyper- effective understanding and control of costs, accreditations above market industry.							
SWOT			Competition				
Strengths	TECKAL base, SCC relationship, low-cost base, geography, SEH reputation, SEPS' reputation, SEPS have strong operational control, political nous, strong Board direction with aims and objectives, high staff morale, quality services., access resources as real living wage employer (above others in industry), Income generated remains within the group.		Security –AIB, Pinnacle, Kingdom. Catering – Vertas & Interserve. Estate Management – Kier, in-house teams, Pinnacle Cleaning – other in-house teams, Norse, large number of small operators in local area Fire Doors – Gerda, Axis, other local (but without BM Trada)				
Weaknesses	SCC risk spreading, locational issues, high recharges, small management team,						
Opportunities	Public sector contract churn, family potential TECKAL, close relationships with public sector, built asset wider potential hard FM, addressing public safety, exploit SBC/SEH/SEPS names, technology investment, environmental impact on FM, attraction, and retention of staff, Covid 19, increased staff capacity.						
Threats	Low-cost providers, BREXIT, Competition, political uncertainty, public realm cost, real living wage pay, Covid 19, current contract end dates, tightening of public purse due to inflation, difficulties with recruitment, smaller number of employees available						

South Essex Property Services' Business Plan 2023-2026

Marketing Strategy

We have the capability, capacity and experience required to achieve this



Key Business Risks

Loss of SCC main contracts, Key staff loss, Market runs dry, Operational staff acquisition and retention, Political change, mind change, Pricing errors, Overhead drift, warm leads not developing into sales (Fire Doors, Community Safety), Increased reliance on tendering in open competition

Business Strategies

- Strengthen & consolidate relationship with SEH and SCC and opportunities to deliver different business lines following pressures on the group.
- Build relationships with wider potential clients Castle Point, Basildon, other public sector,
- Maximize opportunities for security particularly community safety with additional above standard accreditations
- Invest in efficiency driving technology, image improvement, website branding, staff visibility
- Focus on Marketing Strategy for Fire Door work including servicing, maintenance, installations, and fire stopping.
- Focus on relationship with Gerda to deliver Contractor of Choice aspiration

Business Objectives:

1. Provide dividend to SEH
2. Sustain Profitability with some growth in future years
3. Become provider of choice within current business lines being offered
4. Extend security offer for community safety
5. Develop Fire door servicing work to include installations and other fire related works

Financial forecast excluding hosting

Financials	2023/24	2024/25	2025/26
	£'000	£'000	£'000
a Total Revenue	4,313	4,676	5,177
b Total Cost of Sales	3,504	3,860	4,261
c Gross Profit Margin (c£/a£* 100)	18.8%	17.4%	17.7%
d Total Operating Expenses	380	399	419
e Net Profit Margin (e£/a£*100)	10%	8.9%	9.6%

Staffing numbers (FTE) and ratio forecast ex hosting

Client Group	Service	Year	Year 2023/24	Year 2024/25
SCC/SEH	Security & cleaning	86	120	140
SCC/	Catering	3	3	0
SEH	Contact Centre	9	12	15
SEH	Fire Door Servicing	4	10	30
Basildon	Security	8.5	8.5	20
Totals		110.5	153.5	205

Management staffing	Year 2023/24	Year 2024/25	Year 2025/26
Head of New Business Development	0.7	1.0	1.0
Director of Commercial Services	1.0	1.0	1.0
. Finance Director	0.2	0.2	0
Operations Manager	1.0	1.0	2.0
HR Manager	0.7	1.0	1.0
Finance Manager		1.0	1.0
TOTAL	3.6	5.2	6.0