

SOUTH ESSEX HOMES

Business Plan Action Plan 2023 - 2026

IMPROVING THE CUSTOMER EXPERIENCE							
Strategic Objective	Action No	Action	Lead	Operational Measure	Estimated Start Date	Target Completion Date	Notes / Comments
Build Active Resident Engagement	BPCUS01	Progress alternative methods of engagement (including informal, ad-hoc or electronic means) so residents have a variety of options to influence SEH services that work for their own needs and wishes.	Sarah Lander	New methods of engagement established beyond the traditional methods currently employed giving a larger and more diverse range of tenants to engage with.	01/09/2023	31/12/2024	
	BPCUS02	Engage residents in how we prioritise resources to gain residents views on their priorities.	Sarah Lander	Residents panels established to discuss resource priorities for South Essex Homes.	01/01/2024	31/03/2024	
	BPCUS03	Explore our data to identify residents who are less likely to engage with us or access our services and take action to ensure equality of opportunity.	Sarah Lander	Residents identified with less engagement and contact made to discuss the positive aspects of engagement with South Essex Homes.	01/10/2023	31/03/2024	

Improve the quality and reliability of our services	BPCUS04	Develop and publish clear service standards agreed with residents.	Sarah Lander	Service Standards set and published to residents.	01/09/2023	31/03/2024	
	BPCUS05	Review the delivery of Tenancy and Support Services in response to staff and tenant feedback.	Sarah Lander	Tenancy and Support Services structure reviewed.	01/08/2023	31/03/2024	
	BPCUS06	Ensure our complaints process is fully analysed for outcomes and themes established so that we can effectively learn lessons and put in place changes to service delivery to meet resident expectations.	Daniel Lyons	Report on themes being established through the complaints process.	01/08/2023	30/09/2023	
	BPCUS07	Share regular updates on performance and financial position including how our service charges are calculated and how we spend our money.	Daniel Lyons	Performance and financial information published in insight and through social media.	01/09/2023	31/12/2023	
	BPCUS08	Demonstrate to residents how we have changed services because of their feedback.	Sarah Lander	Articles in Insight and on social media highlighting where feedback from residents has made a difference.	01/11/2023	31/03/2024	

Ensure staff are visible and services accessible	BPCUS09	Review 'Hub, Home, Roam' hybrid working policy with residents to ensure that it continues to underpin a customer-focused housing service.	Sarah Lander	Hub, Home, Roam Policy reviewed by the Leadership Team.	01/12/2023	31/03/2024	
	BPCUS10	Ensure attendance at our schemes is regular and officers from front line teams are visible whilst working on our estates.	EMT	Sheltered Schemes being attended in line with service charge allocation. Residents on our estates know when they will have estate walkabouts and are encouraged to join. Front line officers (Tenancy Services, Support Services, Property Services) visit estates and homes as required as part of their role.	01/09/2023	31/03/2024	
	BPCUS11	Ensure telephone calls are answered on generic team lines and residents can speak to teams when needed.	EMT	90% of calls to 'hunt' groups are answered and the resident query dealt with.	01/10/2023	31/03/2024	
Ensure our services provide Value for Money	BPCUS12	Benchmark our service financial and non-financial metrics to ensure that we are in line with sector performance. Look for top performing organisations and	Daniel Lyons	Performance (financial and non-financial) benchmarked for comparison.	01/08/2023	30/11/2024	

		network to learn lessons.					
Resolve issues at first point of contact	BPCUS13	Review Contact Centre scripts to ensure that contact centre staff can resolve as many issues at point of contact as possible.	Beverley Gallacher / Sarah Lander / Kevin Hazlewood	Scripts reviewed and agreement on range of services to be dealt with by the Contact Centre agreed upon.	01/01/2024	30/06/2024	
Learn from our residents by undertaking perception and transactional surveys	BPCUS14	Undertake annual resident satisfaction survey in line with the Tenant Satisfaction Measures.	Daniel Lyons	Annual perception survey undertaken for 23/24	01/10/2024	31/12/2024	
	BPCUS15	Review the current transactional surveys undertaken, identify where we could learn more by undertaking additional surveys (e.g. complaints) and ensure survey methodology is in line with sector expectations.	Daniel Lyons	Repairs, lettings and ASB satisfaction surveys reviewed for effectiveness and methodology.	01/01/2024	31/12/2024	
	BPCUS16	Benchmark our satisfaction results to ensure South Essex Homes results are in line with sector experience.	Daniel Lyons	Benchmarking undertaken and results analysed.	01/04/2024	31/07/2024	
Improve the efficiency of our ICT systems	BPCUS17	Build on the feedback from the Northgate Health checks by	Daniel Lyons	All major and minor proposals investigated further and implemented	01/06/2023	31/03/2025	

		implementing the quick fixes with the assistance of SCC ICT Team.		where possible and efficiency can be gained.			
	BPCUS18	Drive forward the Strategic Priorities for Northgate system developments, gaining financial approval and implementing the various solutions.	Daniel Lyons	All Strategic Northgate developments implemented and efficiencies to working practices established.	01/09/2023	31/03/2025	
	BPCUS19	Fully train all staff on use of Office 365, including Teams, Sharepoint, Word and Excel.	Daniel Lyons	Core ICT training undertaken with all staff on Office products.	01/08/2023	31/12/2023	
	BPCUS20	Migrate all documents, files, and folders from office-based servers to cloud based solutions in Sharepoint and teams.	Daniel Lyons	Office based servers are no longer used and can be decommissioned	01/08/2023	31/01/2024	
	BPCUS21	Upgrade Civica and migrate the system to the cloud, ensuring workflows and documents are fully reviewed.	Daniel Lyons	Civica migrated to the cloud and teams seamlessly can use the new system.	01/06/2023	29/02/2024	
Maintain high rent collection rates	BPCUS22	Work through the Service Development Plan for rent arrears ensuring all actions	Daniel Lyons	Service Development Plan for Rent Arrears fully implemented	01/06/2023	31/03/2024	

		have been explored and where necessary solutions implemented.					
	BPCUS23	Recommendations from the HQN accreditation report reviewed and where necessary actions put in place.	Daniel Lyons	Recommendations from HQN report fully complied with.	01/07/2023	31/12/2023	
	BPCUS24	HQN accreditation received in 2024	Daniel Lyons	HQN Accredited	01/04/2024	31/12/2024	
	BPCUS25	Review all held properties to establish timescales and resources needed to return to lettable use.	Kevin Hazlewood	No properties being held empty long term.	01/08/2023	31/12/2024	
Maintain a strong collaborative partnership with Southend on Sea City Council	BPCUS26	Continue to be active presence in the Partnership by attending all Partnership Meetings and Subgroups.	EMT	All EMT attendance at all partnership meetings and subgroups.	01/06/2023	31/03/2026	
	BPCUS27	Assist Southend on Sea City Council to develop a HRA Business Plan and associated Asset Management Plan.	Daniel Lyons / Kevin Hazlewood	HRA Business Plan in place agreed by both SCC and SEH.	01/06/2023	31/12/2023	

IMPROVING OUR ORGANISATION							
Strategic Objective	Action No	Action	Lead	Operational Measure	Estimated Start Date	Target Completion Date	
Understanding the skills required across our organisation	BPORG01	Develop and competency framework that ensures all skills required to meet objectives are mapped, as well as mapping the current skills required for all roles within our organisation.	Daniel Lyons	Skills based competency framework developed	01/10/2023	30/06/2024	
Embed our Values and Behaviours	BPORG02	Integrate our Values and Behaviours into our appraisals.	Sarah Lander	New appraisal framework incorporating Values and Behaviours	01/11/2023	31/03/2023	
	BPORG03	Communicate our Values regularly to all staff and residents.	Daniel Lyons	Values and Behaviours integrated into staff bulletin, insight magazine and social media posts.	01/10/2023	31/03/2023	
Having the right people doing the right things	BPORG04	Develop a recruitment framework to ensure we recruit the right people with the right attitudes for work in social housing.	Daniel Lyons	Recruitment framework in place and managers using to aid their recruitment process.	01/12/2023	31/03/2024	
	BPORG05	Implement a new induction programme for new starters	Sarah Lander	Induction process in place for all new starters	01/06/2023	31/03/2024	

		ensuring they are quickly inducted and feel at home in the organisation.					
Professional, competent staff	BPORG06	Ensure all housing managers have relevant professional housing qualifications in line with regulation.	Daniel Lyons	All Housing managers are CIH qualified	01/10/2023	31/03/2026	
	BPORG07	Implement annual review of training programme to reflect developing needs of the business.	Daniel Lyons	Annual review takes place in conjunction with the Leadership Group and staff groups.	01/10/2023	31/12/2023	
Recognising and rewarding talent.	BPORG08	Review our reward and recognition policy in conjunction with staff groups and the leadership forum to ensure we recognise in a way that is suitable for our staff	Daniel Lyons	Review of Reward and Recognition Policy taken place and agreed with staff groups.	01/04/2024	30/06/2024	

MEETING OUR GOVERNANCE RESPONSIBILITIES							
Strategic Objective	Action No	Action	Lead	Operational Measure	Estimated Start Date	Target Completion Date	
Understand what changing legislation means for South Essex Homes	BPGOV01	Fully understand all the requirements of any existing and potential future consumer and economic standards set by the regulator and map compliance against each element, supplemented with strong evidence and data.	Sarah Lander / Daniel Lyons / Kevin Hazlewood	Regulation compliance framework devised and areas for development identified.	01/08/2023	31/12/2023	
Ensure we have appropriate data collection and knowledge management systems in place	BPGOV02	Review our databases to ensure we can fully utilise analysis to understand our tenant base more fully and the properties we manage. Use this information to direct resources and establish trends to deliver adapted services.	Daniel Lyons / Kevin Hazlewood / Sarah Lander	Systems can be interrogated easily, and information drawn that is able to be used to inform service delivery.	01/01/2024	31/03/2025	
Continued programme of safety improvements to	BPGOV03	Continue existing building safety measures including installation of	Kevin Hazlewood	Rolling capital budget of safety improvements	01/04/2023	31/03/2026	

the homes we manage.		upgraded fire doors, sprinkler systems and annunciation systems where funding permits. Submit business cases for improvements where necessary.					
Fully understand the EPC and Stock condition of all our properties	BPGOV04	Implement a three-year rolling programme of Stock Condition reporting, utilising funding from the Capital Programme.	Kevin Hazlewood	Programme moved from 5 year to 3 year with resource increased to compensate.	01/04/2024	30/06/2024	
	BPGOV05	Train stock condition surveyors to undertake EPCs at the same time as Stock Condition Surveys are carried out.	Kevin Hazlewood	Stock Condition Surveyors trained and undertaking EPCs at the same time as Stock Condition Surveys.	01/09/2023	31/03/2024	
Take advantage of funding opportunities to advance the energy efficiency of our properties, reducing costs for our residents.	BPGOV06	Work in partnership with SCC to identify potential grant funding and ensure applications are made in time to qualify for funding.	Kevin Hazlewood	Grant funding being obtained and used to improve the efficiency of the properties we manage.	01/04/2023	31/03/2026	

INNOVATING COMMERCIALLY							
Strategic Objective	Action No	Action	Lead	Operational Measure	Estimated Start Date	Target Completion Date	
Support the growth of our subsidiaries	BPCOM01	Identify opportunities within South Essex Homes for services to be delivered via an alternate delivery system.	Beverley Gallacher	South Essex Homes services identified that fit the model for delivery by SEPS and a business case submitted.	01/04/2023	31/03/2026	
	BPCOM02	Use South Essex Homes communication tools (Insight, Staff Bulletin, Social Media) to tell our stakeholders about the work of SEPS, SEFM and Southend LocalitE	Beverley Gallacher / Daniel Lyons	Regular updates and articles in our communication tools about SEPS activity.	01/09/2023	31/03/2024	
Working with Southend Council to deliver services differently across the group	BPCOM03	Keep up to date and informed about the progress of Southend Council's Transformation programme.	Beverley Gallacher	'Seat' at the table to discuss options for transformation and how SEPS can contribute to the success.	01/10/2023	31/03/2025	
	BPCOM04	Keep informed with progress of the Roots Hall / Fossett's Farm development and ensure we are best placed to take	Mario Ambrose	Relationship built with key influencers in the development.	01/06/2023	31/03/2025	

		advantage of opportunities.					
--	--	-----------------------------	--	--	--	--	--

DEVELOPING SUSTAINABLE COMMUNITIES							
Strategic Objective	Action No	Action	Lead	Operational Measure	Estimated Start Date	Target Completion Date	
Supporting our tenants through financially difficult periods	BPSUS01	Continue to ensure the Hardship Fund can be funded and support our most in need residents.	Daniel Lyons	Hardship Fund has accessible resources	01/04/2023	31/03/2026	
	BPSUS02	Explore the use of additional software to support the identification of residents that may benefit from further welfare advice.	Sarah Lander	Software in place and identifying residents most likely to benefit from further advice.	01/04/2024	31/03/2025	
Supporting our tenants to sustain their tenancies	BPSUS03	Review the support offered to residents to ensure it meets the needs and expectations of residents.	Sarah Lander	Support service reviewed and any necessary adjustments made to support provision.	01/04/2024	31/03/2025	
	BPSUS04	Ensure all Tenancy, Income and Support Staff receive training on welfare and benefits.	Sarah Lander / Daniel Lyons	All staff receive regular training on welfare and benefits.	01/08/2023	31/03/2024	
Giving people in our communities a brighter future	BPSUS05	Develop partnerships with third sector and contractors to facilitate	Sarah Lander	Work delivered on our estates on in our schemes by specialists that can	01/04/2023	31/03/2025	

		access to a broad range of opportunities for our residents.		develop the communities we support.			
	BPSUS06	Establish a charitable / community vehicle to access funding that we would not otherwise have access to.	Sarah lander	Charitable / Community Interest organisation established	01/10/2023	31/03/2024	