![wellhouse Housing Association logo]

18 June 2020

Dear Member,

The next Management Committee will be held on **25 June 2020, at 11:00am via Zoom**

	Agenda Item	Lead	Time	
1.	Welcome, *Sederunt* & Apologies.	Chair	1 min	Verbal
2.	Declarations of Interest.	Chair	1 min	Verbal
3.	Rent Arrears Update & Approach to Arrears presentation. T.C. Young in attendance	Housing Manager, TC Young	15 min	Note
4.	Minutes of the Committee Meeting of 28 May 2020	Chair	3 min	Approval
5.	Matters Arising & Actions from the minutes report	Director	2 min	Note
6.	SHR Loan Portfolio	Finance Manager	15 min	Approval
7.	Snap Survey Report	Housing Manager	15 min	Note
8.	Operational updates	Management Team	20 min	Note
7.	AOCB	Chair	5min	

Meeting close: 12:30pm, Next Meeting: 27 August 2020, time to be confirmed.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

wellhouse
Housing Association

Management Committee	25 June 2020
Agenda Item	3
Title of Paper	Rent Arrears Update
Author	Carol Hamilton, Housing & Customer Service Manager
Attachment(s)	N/A
Executive summary	The following information is recorded at the end of Period 2, 31 May 2020: • Gross current tenant rent arrears are £323,672– 9.81% of annual income • Net arrears are £279,024 – 8.46% of annual income • Former Tenant's arrears are £34,442 • Rent collection is currently 90.19% (cumulative 2 months to end May 2020) • 98 tenants owing £1000+ now owe £193,151 collectively – 59.67% of current arrears and 5.85% of annual rent income. 55 of these are UC recipients. • The number of tenants claiming UC is 161. • The amount of UC arrears figure is £154,607.56

FOR INFORMATION

1   PURPOSE

1.1   To update Committee on the arrears position

2   RECOMMENDATIONS

2.1   That the content be noted for information

3   BUSINESS PLAN, VISION AND VALUES

3.1   The production of an arrears report is consistent with:
   • our strategic objective 5: to maintain good governance and financial management and:
   • our values of excellence and accountability

4   BACKGROUND

4.1   Committee have requested regular arrears reports

4.2   This summary forms an update to the end of May position.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

1

5.   MAIN ISSUES:

5.1   Since the last Committee update, gross current tenant rent arrears have increased by £28,303 to £323,671. There are 27 new arrears cases recorded.

5.2   Of these new cases, 18 have been affected by employment or bursary/college changes due to Covid-19 while others are suffering from increased costs due to their children being at home, where assistance is normally provided by school meals and lunch clubs. Officers report that at least 12 cases missed their normal end of month payments and paid on June 1st.

5.3   Direct payments (technical arrears) of £44,647 are included in the gross current arrear and the cut-off date for those payments was May 10th. Direct payments from DWP are paid in arrears to Landlords.

5.4   Arrears attributable to Universal Credit (UC) have increased by £13,842 to £154,607 and there were 6 more applications during the month of May. UC applications continue to increase. New claimants will wait for around 5-8 weeks for their first payment depending on their claim date.

As reported at last Committee, direct arrears payments from DWP have been delayed due to other priorities which accounts for a minimum of £1,488 each for the months of April and May.

5.5   Since lockdown 13 direct debits for rent payments were returned as unpaid or cancelled by tenants.

5.6   Housing Officers are continuing to contact tenants and provide support to those who have missed payments and where arrears are increasing. Contact is by way of telephone calls, texts, letters, email and website.

5.7   A separate agenda item will discuss the current approach for the collection of arrears and consideration for an approach going forward.

5.8   The following table categorises UC until the end of May:

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

2

Universal Credit EOP reporting	Universal Credit EOP 31/03/2020 Period 12	Universal Credit EOP 30/04/2020 Period 1	Difference + Increase. – Decrease 31/03/2020 to 30/04/2020	Universal Credit EOP 31/05/2020 Period 2	Difference + Increase. – Decrease 30/04/2020 31/05/2020
Actual EOP arrears balance	£130,641.40	£140,764.64	+£10,123.24	£154,607.56	+£13,842.92
Actual Number of tenants on UC at last EOP	140	155	+15	161	+6
Actual number of tenants with arrears between £0.01 & £499	44	49	+5	49	0
Actual number of tenants with arrears between £500 and £999.99	23	30	+7	30	0
Actual number of tenants with arrears between £1000 and £1999.99	17	27	+ 10	31	+4
Actual number of tenants with arrears between £2000 and £2999.99	9	11	+2	13	+2
Actual number of tenants with arrears between £3000 and £3999.99	9	10	+1	10	0
Actual number of tenants with arrears between £4000 and £4999.99	1	1	0	1	0

6.   DISCUSSION

6.1   The full extent of the impact of Covid-19 on the rental income of the Association remains to seen. It remains unclear at this stage how it has affected the ability of some tenants to pay their rent on time. The situation will be monitored closely and further reports will be provided to Committee.

7   REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES

7.1   ARC report will include our performance.

7.2   Regulatory and current legislation dictates that legal action will not be pursued where arears have occurred solely as a result of the Covid-19 situation.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

3

8.   FINANCIAL IMPLICATIONS

8.1   Dealt with in the body of the report.

9   KEY RISKS

9.1   Failure to robustly manage arrears is a failure to deliver on core KPI and reduces income to the Association. Mitigation – persistent and consistent application of policy and staff performance management.

9.2   Any rise in evictions may lead to reputational damage. Mitigation- use only as a last resort and adhere to Coronavirus (Scotland) Bill.

10   EQUALITY, DIVERSITY & HUMAN RIGHTS IMPLICATIONS

10.1   The rent management policy has been written with our commitment to diversity included.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

4

WHA Approach to Collection of Rent Arrears

Carol Hamilton, Housing and Customer Service Manager,

Claire Mullen, Associate Solicitor, TC Young

Current Approach

- Policy and Procedure
- Income Advice and support
- Payment arrangements
- Variety of payment methods
- Tenant interviews with Manager and Director
- Pre-Action Requirements (PARs)
- Universal Credit
- Housing Benefit
- Managed Payments to Landlords for rent and arrears

Current Issues

- 85 tenants owing more than £1k account for 56% of arrears. Many have not had a clear rent account for several years. There are 20,979 recorded actions by Officers on these cases alone.
- Frequently broken payment arrangements pose greatest risk
- Increase in UC applications and waiting time
- Community perception- nothing will happen ?
- Few evictions- only 1 in recent years
- Effects of Covid -19
- Legal action and emergency legislation

Future Approach

- Eviction is still a last resort
- A reasonable approach will be taken in all cases
- Support and assistance will always be provided
- Legal action to begin on those who have had lengthy periods of arrears
- Recall sisted cases as a priority
- Change community perception
- Increase in legal action and increasing number of evictions inevitable

SST update after Covid-19

- **Coronavirus (Scotland) Act 2020 applies to notices served on or after 7th April 2020 – notices served prior not affected**

- **Extends notice periods until 30th September 2020 at moment**

- **Provision for longer – 30th September 2021**

- **Length of notice depends on the type of tenancy and what ground is used**

- **Notice Changes for SSTs - All grounds need 6 months**

Except - 3 months for: Ground 2 (criminal conviction), Ground 6: Ground 7 (Antisocial behaviour) and Ground 8

Except – 4 weeks for Ground 5

ALL NOTICES REMAIN VALID FOR 6 MONTHS.

- **Notice Changes for SSSTs - 6 months or 2 months where SSST granted due to previous ASB/criminal conviction**

- **Don't forget - can still convert SST to SSST for ASB**

tc young solicitors
effective legal solutions

Courts and Sheriff Officers

- Urgent civil business only - await guidance on what civil business is to be progressed next (If your NOP is expiring we can seek to have it warranted on basis it is urgent)
- SCTS are developing ways to deal with cases by conference and video link or written submissions
- Expected that other civil business will resume in coming months with attendance only where necessary – suggestion this will happen in phase 2
- Guidance to follow on how we will be asked to recall cases sisted due to pandemic
- Actions can be lodged in a queue.

Sheriff Officers are returning to business in phases:

- Phase 1 commenced on 3 June 2020 with service of NOPs
- Phase 2 – Date TBC –resume service of charges for payments and removal
- Phase 3 – evictions will resume

tc young solicitors
effective legal solutions

WELLHOUSE HOUSING ASSOCIATION
MINUTES OF THE COMMITTEE MEETING HELD ON 28th May 2020
AT 11:00am via ZOOM

1. **Welcome, Sederunt & Apologies.**

   Present:
   Darron Brown   **Chair**
   Maureen Morris   Vice Chair
   Clair Monteith   Committee Member
   Michelle Harrow   Committee Member
   Jane Heppenstall   Committee Member

   In Attendance:
   Martin Wilkie-McFarlane   Director
   Gordon Kerr   Finance & Corporate Services Manager
   Bill Black   Assets & Maintenance Manager
   John Stevenson   Housing Officer (Item 6 & 7 only)
   Scott Moncrieff   Auditor, Wylie Bisset (Item 3A & 3B only)
   Linda Logan   Minute secretary

   Apologies:
   Sarah Morris   Committee Member
   Carol Torrie   Co-optee
   Shona McKenna   Co-optee

   The Chair welcomed Scott Moncrieff, Auditor, Wylie & Bisset who would present (items 3A & 3B) and John Stevenson, Housing Officer (Items 6 & 7).

2. **Declarations of Interest.**

   Maureen Morris declared an interest at agenda item 10 highlighting that her daughter was an employee of L & D Services. Darron Brown declared that due to the nature of his work he may have contact with some of our approved contractors and would declare such should the need arise.

3A **Internal Audit Reports**

   Scott Moncrieff thanked committee for the extension to the current contract with Wylie & Bisset, Internal Auditors for a further year.

   Scott provided a brief overview as to the purpose and scope of the reviews.

   Corporate Governance – Regulatory Standards audit:

   He noted that the overall conclusion for the Corporate Governance – Regulatory Standards audit had provided a substantial level of assurance over the systems and processes in place for the completion of

   Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

the Annual Assurance Statement. He highlighted that the self-assessment toolkit completed by the Association could not be located during the audit and as a result they had sought evidence of the Association's compliance. He confirmed that they had been assured that the work had been undertaken/reviewed through the committee reports and minutes of meetings and that there were no material non-compliance issues. He asked committee to note 4 medium and 1 low recommendation and 9 areas of good practice. He took committee through each of the recommendations.

Maureen Morris stated that she had been very surprised to read that the evidence bank template could not be located as it had been presented to committee and she was aware of the staff time spent gathering the evidence.

The Director expressed his annoyance to discover that the document had disappeared from the system. He highlighted that our IT provider, Hiper, had tried to locate the document, to no avail. He advised that the Governance & Corporate Services Officer was re-populating the evidence bank and it is hoped it will be completed within the next few weeks.

Jane Heppenstall offered to forward to the Corporate & Governance Officer her notes and observations on the structure of the evidence provided, during her own review of such.

The Finance Manager informed committee of our current system using daily back-up tapes which were secured off site each evening. He advised committee that back up to the cloud was currently being explored.

Scott took committee through further recommendations to appropriately review our Standing Orders and Delegated Scheme of Authority as per our review schedule and to ensure that all committee members complete a Code of Conduct and Declaration of Interest forms.

The Governance & Corporate Services Officer confirmed that the 2 committee members referred to in the audit report had completed a Code of Conduct and Declarations of Interest on appointment.

Action: The Governance & Corporate Services Officer will scan these documents to Wylie & Bisset when she is back in the office.

Data Retention:

Scott highlighted a weak level of assurance over the Association's Data Retention arrangements. The auditors had raised 1 high recommendation regarding the data being out-with their retention period and 1 recommendation where processes could be improved. 4 areas of good practice were highlighted where the Association is operating effectively. It was recommended that data maps are reviewed and updated annually and any data out-with the retention period is destroyed.

Maureen Morris sought clarification on the new timeframe for these works to be completed. The Finance Manager confirmed that this item would be added and reviewed by the management team on a quarterly basis. The Director also confirmed that staff have been instructed that all data cleaning must be completed during this period of lockdown.

Trust Honesty Integrity Excellence Accountability Sustainability

Scott asked committee to note that during the review, the auditors found that the Association's registration number was not accurately stated on the Fair Processing Notice and on the website. They found the registration number listed with the Fair Processing Notice related to Dunbritton Housing Association.

The Finance Manager stated that he was unsure how Dunbritton's registration number was listed. The Director instructed that clarification be sought from the printers, as he suspects this may have been an error on their part during the design/print stage and he would expect them to pick up the costs of any print re-run costs.

Action: The Finance Manager will ensure the Fair Processing Notice and all other instances of registration are updated to reflect the correct number. He will also contact the printers to seek clarification on the registration number error at time of print.

Annual Follow-up report:

Scott emphasised a substantial level of assurance over the annual follow-up audit. He noted that the Association had endeavoured to implement recommendations as far as possible and are considering these in line with ongoing business and development. He highlighted the summary of recommendations these being 1 not yet implemented, 6 partially implemented, 3 superseded and 12 fully implemented recommendations.

3B Audit Plan 20/21

Scott took committee through the annual audit plan for 20/21. He stated that in their opinion WHA have adequate and effective risk management, control and governance processes in place. He asked committee to note audit areas for the year as outlined on pages 5 – 6 and the detailed assignment plan and the scope and objectives of the work.

The Chair sought clarification on the flexibility of the dates provided for the audits given the current Covid-19 situation. Scott confirmed that they would undertake the audits remotely.

Resolution:

Committee;

- **Noted the findings from the internal audit reports and agreed follow up actions;**
- **Approved the draft management responses;**
- **Noted the contents from the internal audit report 19/20 and progress staff have made in addressing the recommendations of internal audits carried out to date;**
- **Confirmed that they were satisfied with the action taken with superseded recommendation in the follow up review and that the points could now be removed from the action plan.**

- **Approved the 2020/21 Internal Audit Plan drawn up by Wylie & Bisset, Internal Auditors.**

Maureen Morris proposed and Jane Heppenstall seconded the above resolutions and approved the 20/21 Internal Audit Plan as drawn up by Wylie & Bisset.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

Scott Moncrieff, Wylie & Bisset, left the meeting at this time.

4.   Minutes of the committee meeting of 28 April 2020

The minute of the committee meeting held on 28 April 2020 were proposed as accurate Maureen Morris by and seconded by Jane Heppenstall.

5.   Matters arising from the minutes of 27 February 2020.

There were no matters arising that were not covered in subsequent agenda items.

6.   ARC Return:

John Stevenson, Housing Officer, joined the meeting. The Director thanked him his work in completion of the ARC Return.

The Director emphasised that all members had received a copy of the ARC for their consideration prior to the meeting.

John presented the Annual Return of the Charter. He drew committee attention to the ARC key comparators at appendix 1 which were grouped into service areas. He took committee through the verification, highlighting variances, areas of improvement and satisfaction levels from last year. He discussed areas where our systems could be improved in relation to the comparators for tenant participation, which he found surprising given our participation in the Next Steps programme. He highlighted on further investigation the last two quarters had had high tenant satisfaction levels and it had in fact been the first two quarters of the year which had reduced the overall satisfaction level. He noted Corporate Complaints had changed due to what we were now required to report on, however we had responded to all stage 1 & 2 complaints within the required timescales. Void rent losses were lower than last year and the percentage of tenancy offers refused during the year were higher. John provided an explanation as to the reasons for these refusals, noting that none of the refusals related to the property themselves. He highlighted no evictions during the year, there had been an SSST case during the year which had progressed well.

Jane Heppenstall sought clarification on the tracking and planning of this case. John explained that dates were diarised, around Notice periods required under the act. Prior to decision on reverting back to SST he had met with the tenant in February and reviewed their payment history. The SST was due to be signed up this month, however the current Covid-19 situation had prevented this from happening.

Michelle queried if necessary and given current circumstances could it tacitly relocate i.e. revert to SST by default. John clarified that given the tenant's history, he had wanted to formalise processes and decision to grant SST was done as part of a formal interview and review of the case with the tenant and agreement reached to reinforce responsibilities. The tenant is aware that the SST will be signed when normal operations re-commence. Director confirmed that Michelle's assessment that tact relocation would apply is correct.

The percentage of rent collection increased despite an increase in gross rent arrears. Abandonments had increased from 4 – 6 during the year.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

Repairs performance remains positive with a marginal increase in the length of time taken to complete emergency repairs. SHQS had remained the same.

The Director shared the ARC return via the zoom meeting and asked committee to confirm digital receipt and their consideration of the ARC return prior to the meeting. Committee confirmed receipt and review of the ARC.

The Director confirmed that following approval he would submit the ARC Return to the SHR portal.

Resolution:

Committee delegated authority to the Director and approved the ARC Return for submission to the Scottish Housing Regulator.

Michelle Harrow proposed and Clare Monteith seconded submission of the ARC Return.

7. **Allocations & Lettings Plan**

John Stevenson highlighted that the purpose of the report was to set out targets for allocating properties which become available to applicants within the Common Housing Register, to request a review on a stand-alone allocation policy to allow Wellhouse HA to make best use of stock and maximise opportunities and review the lease and management arrangements with Glasgow City Council to allow for an increase in our acceptance of Section 5 referrals from 25% to 35%.

He asked committee to note the allocation targets and outcomes at appendix 1 and the proposed allocation targets for 20/21.

He highlighted that Wellhouse had joined other EHRA landlords who operate a current Common Housing Register Policy. Analysis indicates that over the last 2 years, the CHR approach has resulted in 8 lets to our own tenants. He emphasised that these were headline figures and further investigation would be required.

Michelle Harrow welcomed the initiative with Glasgow City Council to allow for an increase in acceptance of Section 5 referrals and the review of leases.

Resolution:

Committee;
- **Approved the Allocation Letting Plan for 20/21;**
- **Approved the review of the current CHR policy to ensure it reflects the needs of the local community;**
- **Noted the intention to explore the opportunity to rehouse homeless individuals and families by offering SSTs to those have successfully occupied temporary furnished flats, leased to GCC for a lengthy period of times.**

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

Jane Heppenstall proposed and Clare Monteith seconded the recommendations.

John Stevenson left the meeting at this time.

8.   **Rent Arrears update.**

The Director presented in the absence of the Housing Manager.   He stressed that rent arrears remains a real area of concern. Arrears have increased by a further £30,000. 55 new rent arrears cases have been recorded, 15 of the cases attributable to Universal Credit.

He considered 9% rent arrears to be on the higher side. He highlighted that some tenants' income stream has genuinely been affected by the Covid-19 situation. He plans to meet with the Housing Team and Income Advice Officer before the next committee meeting to discuss a detailed plan of action and a way forward to deal with the situation.

Jane Heppenstall sought clarification and of point 5.4 which states that 88 tenants in receipt of UC, for whom payments are made direct to the HA and are currently suspended. She asked the reason for the suspension and timescales of these. The Director believed it amounts to a lack of internal communication with Universal Credit and direct payments to landlords that have not actually happened. Further discussion will be required with the DWP.

Action: The Director will forward to committee further details on the Universal Credit suspension following discussion with the housing team

 Committee noted the contents of the report.

9.   **Tenants Handbook**

The proposed tenants' handbook had been previously sent to committee for their perusal and comments. Approval was given via email. The Director sought formal agreement to instruct print of the handbook. He thanked Fiona Cochran, Housing Officer, for completion of the handbook.

Resolution:

Committee approved commencing to print of the tenants' handbook.

10. **Approved Contractors list**

Committee noted and approved minor amendments to the approved contractors list 20/21.

Resolution:

The approved contractors list 20/21 was proposed by Maureen Morris and seconded by Michelle Harrow.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

11. Management Accounts – March 2020

The Finance & Corporate Services Manager presented the report to provide committee members with a comparison of the estimated and actual financial position to 31 March 2020.

He provided a brief overview of the Statement of Comprehensive Income and variances. The budgeted surplus for the period to 31 March 2020 was £535,563. The actual results for the period show a surplus of £962,911, a favourable variance for the period of £427,348.

The overall variance arises from:

Operational activities £422,699 – favourable variance
Net interest and other £4,479 – favourable variance

The Finance & Corporate Services Manager highlighted that rental income was slightly higher than budget. Void losses are lower than the budget figure £13,229 as opposed to £25,721, a favourable variance in net rental income of £15,854.

He asked committee to note the underspend in salaries £45,548 due to replacement Assets & Maintenance Manager and 1 Estate Warden not being in place for the full 12 months. Repairs and Maintenance shows an underspend of £355,800 against budget over all areas for the year. He provided a detailed explanation of some of the over and underspend in relation to reactive maintenance, cyclical maintenance and major repairs/planned renewals as highlighted within the report.

Cash has increased by almost £250,000 to £2,018,751.

He reported no covenant compliance issues and a gearing result of 19.83%.

He highlighted an overall good performance in 19/20 resulting in a healthy financial position.

Committee discussed how to progress on delayed works when staff are back in the office The Assets & Maintenance Manager highlighted discussions with the SFHA and considered that due to the requirement to social distance, contractors will take longer to complete the works and prices may increase, which could result in a reduction of the kitchens etc. being fitted.

The Director confirmed that the Association was in a good financial position however considered that we need to revisit our 5-year financial plan to include the impact of Covid-19.

The Finance & Corporate Services Manager highlighted that the required provision for bad debt write offs will be determined on the level and type of arrears at year end and whether each type should be fully or partially provided for. He and the Director considered that we will need to put in a caveat to the Regulator and come back later in the year with an updated 5-year plan.

Resolution:

Committee approved the management accounts for the period to date.

Trust   **Honesty**   **Integrity**   **Excellence**   **Accountability**   **Sustainability**

The management accounts to March 2020 were proposed by Michelle Harrow and seconded by Jane Heppenstall.

12. Operational Update:

The various updates reports were noted for information.

Director:

Covid-19 Plans for phased return to work.

The Director provided committee with an overview measures being explored for a phased return to work and the associated costs with screens, social distancing signage and additional PPE for staff and customers as outlined within the report.

He highlighted that we intend to introduce a 50/50 office and home working rota to ensure social distancing and any staff with underlying health conditions, care responsibilities and those who reply on public transport will continue to work from home in the meantime.

The Management Team are currently completing and risk assessment for the phased return to work.

Housing and Customer Services Manager:

The Director informed committee of grant aid received from Glasgow City Council to purchase a previously owned property in Wellhouse. The property has been allocated to a homeless family and date of entry will be arranged as soon as possible. The property requires very little work.

Finance & Corporate Services Manager:

Main issues were noted for information

Assets & Maintenance Manager:

Main issues were noted for information.

13. AOCB

There was no other business. Meeting closed 12:45pm. Next meeting 25 June 2020.

I certify that the above minute has been approved as a true and accurate reflection of the proceedings:

Signed (Chair) ………………………………   Date:………………………………..

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

MINUTE REFERENCE	ACTION	OWNER	DUE BY	STATUS OPEN/ CLOSED	PROGRESS
					24 October 2019
11. Management Team Report	Site at the former Wellhouse Primary School; The Director will report on the feasibility of progressing a development and a bid for this site.	Martin Wilkie-McFarlane	March 2020	**Open**	Site Investigations are suspended during Covid 19 lockdown period.
13. Rent Arrears	Universal credit will be included on the November committee meeting agenda	Carol Hamilton	November 2019	**Open**	25 June 2020 – update: In response to the action point in relation to 5.4 of the arrears update at May Committee, I can confirm that as of April, there were 88 tenants for whom WHA receive their rent payment directly from Universal Credit. This is called a Managed Payment to Landlord (MPTL). These payments were received as normal in April however there are 48 tenants for whom WHA receive an additional payment, on top of either Housing Benefit or Universal Credit MPTL, which were suspended by the DWP as per their email which stated: 'An unprecedented number of Universal Credit applications have been made since March. The Department has rightly prioritised the processing of these claims to ensure people get the support they need during the coronavirus outbreak. This means prioritising our resources and as a result of this we've made a decision to pause deductions from existing UC claimants, on behalf of third parties. This includes deductions taken on behalf of landlords relating to rent arrears and service charge arrears. This activity has been paused for one month only, while we work through the huge number of new claims. All deductions will resume on 10 May as normal.'

5. Matters arising from the minutes

1

| | | | | | The delayed payments will start to be paid to accounts throughout June, although some will not arrive until July, therefore arrears will continue to be affected meanwhile.

These arrears deductions vary in amount dependant on the circumstances of the claimant and whether they have other deductions taken from their benefits. However, if we calculate the 48 tenants on the lowest payment we usually receive, this amounts to £1,488. |
|---|---|---|---|---|---|
| **November 2019** | | | | | |
| 11. Management Team Report | The Finance Manager will email proposed dates for fraud training to interested members | Gordon Kerr | January 2020 | **Open** | The Finance Manager is still waiting for proposed dates for fraud training from the auditors. Suspended during Covid 19 lockdown period |
| **January 2020** | | | | | |
| 10. Management Team Report Hub BP | The Director will provide a full report on the assessment of use for the hub at the end of the business year 2020 | Director | December 2020 | **Open** | The Director will report at the 25 June 2020 committee meeting. |
| **February 2020** | | | | | |
| There were no actions arising from the 27 February 2020 management committee meeting. | | | | | |
| **April 2020** | | | | | |
| | | | | | |
| 10. AOCB Committee Appraisals | The Corporate & Governance Officer will contact Linda Ewart for suitable dates and set up appraisal meetings in due course. | Governance & Corporate Services Officer | May 2020 | **Open** | Committee appraisals were completed on 10th and 11th June. Linda Ewart's report will be presented to the August committee meeting. |
| 10. AOCB Return to work. | The Director will bring a further report to the next committee with regards a recovery plan and measures to be put in place for return to work. He considered the risk to be too high at present and will continue to | Director | May 2020 | **Open** | The Director will report on 25 June 2020 under section updates to report on progress and measures being put in place with regards tenant and staff wellbeing upon return to work. |

2

	follow Government advice.				
May 2020
Internal Audit reports – Governance	**Action: The Governance & Corporate Services Officer will scan these documents to Wylie & Bisset when she is back in the office**	Governance & Corporate Services Officer	June 2020	**Open**	The documents will be scanned on 18 June 2020 when the Governance & Corporate Services Officer is in the office running off reports.
Internal Audits – Data Retention	**Action: The Finance Manager will ensure the Fair Processing Notice and all other instances of registration are updated to reflect the correct number. He will also contact the printers to seek clarification on the registration number error at time of print.**	Finance Manager	June 2020	**Open**	At time of writing the Finance Manager is awaiting an update from the printers. He will report at the committee meeting of 25 June 2020.
Rent Arrears	**Action: The Director will forward to committee further details on the Universal Credit suspension following discussion with the housing team**	Director	June 2020	**Open**	An update was emailed to committee members and is also provided at item 13 – Rent Arrears in the matters arising above.

5. Matters arising from the minutes

3

Management Committee	25th June 2020
Agenda Item	6
Title of Paper	Loan Portfolio Return
Author	Gordon Kerr, Finance & Corporate Services Manager
Attachment(s)	Annual Loan Portfolio Return Information

FOR APPROVAL

1   PURPOSE

1.1   To provide Committee with details of the Annual Loan Portfolio Return to be submitted to Scottish Housing Regulator (SHR).

2   RECOMMENDATIONS

2.1   There are no concerns regarding any aspect of the loan portfolio return for the Association and Committee approval is requested.

3   BUSINESS PLAN, VISION AND VALUES

3.1   This Report is consistent with Wellhouse's objective to provide good governance and financial management and is relevant in respect of the following values: -

- Accountability

3.2   This Report also meets point 12:16 from 2019/20 Operational Plan – "Five year and loan return to SHR".

4   BACKGROUND

4.1   The Housing (Scotland) Act 2010 places an obligation upon the Scottish Housing Regulator (SHR) to monitor, assess and report regularly on the financial health of registered social landlords (RSLs). They are able to achieve this by using information, which has been collected from the annual accounts, loan portfolios and financial projections provided by RSLs. Each RSL, therefore, also has an obligation to submit reports to SHR on a regular basis meeting required timescales.

4.2   Wellhouse is required to submit a Loan Portfolio Return annually prior to 30 June, however, this year the deadline has been extended to 31 July 2020. Any significant events should also be reported on an ad-hoc basis as and when they occur, via an In-Year Return. Appended to this report are extracts from the submission showing a summary of the loans and also the authorisation page.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

1

5   MAIN ISSUES

5.1   The summary of loans shows a total of £8.155 million and this agrees to the figures contained in the management accounts and draft statutory year-end accounts. All financial covenants have been updated to reflect the position as at March 2020 and show the latest date when financial covenants were reported to lenders. These also agree to the figures reported on in the Management Accounts at March 2020.

5.2   Main Points

- Approximately 17% of all housing stock is not granted as security for loan finance and remains unencumbered.
- The Association has loans with two lenders - Royal Bank of Scotland (RBS) and Clydesdale Bank.
- All facilities have been drawn down in full.
- Total loan debt at March '20 is £8.155m.
- Around 86% of debt is on a fixed rate basis, this complies with the treasury management policy – "applying an appropriate hedging strategy will assist in minimising any adverse effects caused by increase in interest rates".
- There are no issues in terms of covenant compliance subject to lenders formalising discussions to date.

5.3   The loan portfolio report shows the status of the submission as "New". Once Committee has approved this document it will be electronically Authorised and submitted to SHR and will display the status as "Approved".

6.   DISCUSSION

6.1   Committee is invited to discuss any of the content in this report.

7.   REGULATORY, LEGAL AND CONSTITUTIONAL ISSUES

7.1   There is a regulatory requirement for Wellhouse to submit various annual Returns to SHR.

7.2   Keeping accurate records of the Association's loan balances and financial covenant's requirements and details is consistent with the Treasury Management policy.

8.   FINANCIAL IMPLICATIONS

8.1   None.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

2

9. **KEY RISKS**

9.1

(a) Strategic Risks	(b) Operational Risks	(c) Project Level Risks
Failure to submit Returns to SHR on time could result in engagement being kept at a higher level than is necessary.		
Mitigation	**Mitigation**	**Mitigation**
Ensure that all relevant staff members are aware of deadline dates for SHR submissions and these dates are adhered to.		

10. **EQUALITY AND DIVERSITY IMPLICATIONS**

10.1   None apparent.

11. **SUSTAINABILITY**

10.1   Not applicable.

12. **SWOT ANALYSIS**

11.1   Not required.

13. **CONCLUSION**

12.1   Not applicable.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

Reference	Name of Lead Lender	Total Facility (£'000s)	Facility Outstanding (£'000s)	Facility Undrawn (£'000s)	Status	Reference
WELCLY001	Clydesdale Bank plc	227.4	0.0	0.0	Closed	View
WELCLY002	Clydesdale Bank plc	1,000.0	525.5	0.0	Live	Edit
WELCLY003	Clydesdale Bank plc	1,132.4	599.9	0.0	Live	Edit
WELNBS007	Nationwide Building Society	1,606.0	0.0	0.0	Closed	View
WELNBS008	Nationwide Building Society	1,353.2	0.0	0.0	Closed	View
WELRBS004	Royal Bank of Scotland plc	322.4	0.0	0.0	Closed	View
WELRBS005	Royal Bank of Scotland plc	1,433.6	0.0	0.0	Closed	View
WELRBS006	Royal Bank of Scotland plc	2,250.0	0.0	0.0	Closed	View
WELRBS009	Royal Bank of Scotland plc	2,250.0	0.0	0.0	Closed	View
WELRBS010	Royal Bank of Scotland plc	4,600.0	0.0	0.0	Closed	View
WELRBS011	Royal Bank of Scotland plc	2,150.0	1,684.4	0.0	Live	Edit
WELRBS012	Royal Bank of Scotland plc	1,375.0	871.9	0.0	Live	Edit
WELRBS2889	Royal Bank of Scotland plc	4,473.1	4,473.1	0.0	Live	Edit
		£10,130.5	**£8,154.8**			

Social Landlord Portal

Scottish Housing Regulator

Home   Returns   Organisation Details   Forms   Documents   Help & Guidance

LPS Return

Wellhouse Housing Association Ltd - 2019/2020

| Submission |
| Quick links |
| Validation Summary |
| Approval |

Previous | Next | Save | Save and Close | Cancel
( )

/ccdf66cb-cc8a-
Id=8bcf184f-3940-
ae-
aadOfError=False)

/ccdf66cb-cc8a-
locid=952824cb-

eadOfError=False)

Approval

RSL.: 281 - Wellhouse Housing Association Ltd (WEL)

Date of Approval
25/06/2020

This return is provided to the Scottish Housing Regulator, in confidence, solely in connection with its annual financial information requirements and in order to assist the Scottish Housing Regulator in its role as regulator. The information contained herein must not be disclosed to any third party without the explicit consent of the RSL.

Name of Approver
Gordon Kerr

Job Role of Approver
Finance & Corporate Services Manager

Submit to SHR

Previous | Next | Save | Save and Close | Cancel
( )

(/en/Submit/Ren
(/en/Submit/Ren

Management Committee	25 June 2020
Agenda Item	7
Title of Paper	Snap Survey Results
Author	Carol Hamilton, Housing & Customer Service Manager
Attachment(s)	Appendix 1 - Survey questions Appendix 2 - Results of survey
Executive summary	• WHA commissioned a snap survey, conducted by MI Housing Services Ltd (Mihs) to gauge tenants' perception of the approach we have taken throughout lockdown and the temporary closure of The Hub. • The appendices attached indicate the questions asked as well as the results. • The survey achieved a response rate of **30%** (214 tenants) and enabled Wellhouse to seek the views of its tenants on the overall effect on them due to the office closure and to measure tenant satisfaction, test Wellhouse strengths and weaknesses, and to provide suitable benchmarks for future measurement of performance. • Almost all tenants **99.5%** (213 tenants) were happy with the approach taken by staff. • **77.6%** (166 tenants) were aware that they can still contact the Wellhouse despite service restrictions and **22.4%** (48 tenants) said they were not aware. • The 166 tenants (**100%**) knew they could still contact Wellhouse confirmed they knew which ways they could can make contact. • More than one-third of tenants who knew how to contact Wellhouse **42.8%** (71 tenants) have already to contacted Wellhouse since the closure Wellhouse's office and **57.2** (95 tenants) have not needed to contact them • **85.9%** (61 tenants) of tenants who contacted Wellhouse said they received the assistance they required whereas **14.1%** (10 tenants) did not. • All tenants were asked if they were shielding or do they have Covid-19 symptoms that would prevent emergency repairs being carried out. **39.3%** (84 tenants) confirmed they were shielding and **60.7%** (130 tenants) said they were not shielding or have Covid-19 symptoms. • 14 households requested that contact be made by staff for a variety of issues including rent payments, repairs, waste and gardens. All have been contacted as a result. • Officers will continue to ensure that tenants and service users are aware of the various available

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

1

	methods of contact by posting information on the website, texting, e mailing and by newsletter.

FOR INFORMATION

1   PURPOSE

1.1   To update Committee on the results of a snap survey by Mihs.

2   RECOMMENDATIONS

2.1   That the content be noted for information

3   BUSINESS PLAN, VISION AND VALUES

3.1   The production of an arrears report is consistent with:

- our values of excellence and accountability

4   BACKGROUND

4.1   On behalf of WHA, Mihs consult tenants on service delivery on a quarterly basis. We have taken the opportunity to conduct a snap survey to ensure that our approach during lockdown is sufficient and supportive.

5.   MAIN ISSUES:

5.1   Outlined in the Executive Summary.

6.   DISCUSSION

6.1   The full extent of the impact of Covid-19 on our community is yet to be fully realised and the team will continue to contact service users regularly to offer support and solutions to any matters that arise.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

2

<div align="center">

Appendix 1

WELLHOUSE HA

</div>

Snapshot of Office Closure due to COVID

1 Are you content with the approach that staff have taken during the closure of the office? **1** Yes   **2** No

2 Are you aware that you can still contact the Association despite service restrictions?

1 Yes (Go to **Q3**)   **2** No (Go to **Q6**)

3 Do you know which ways you can make contact?   **1** Yes Go to **Q4**)   **2** No (Go to **Q6**)

4 Have you already tried to contact the Association?   **1** Yes (Go to **Q5**)   **2** No (Go to **Q6**)

5 Did you get the assistance you required?   **1** Yes **2** No

6 Are you shielding or do you have Covid-19 symptoms that would prevent emergency repairs being carried out?

1 Yes **2** No

7.1 Appendix 1 Snap Survey Questionnaire June 2020

Appendix 2

MI Housing Services Ltd
Consultants/Interviewers

TENANT SURVEY (OFFICE CLOSURE)

JUNE 2020

Prepared for: **Wellhouse Housing Association**

Prepared by: **MI Housing Services Ltd**

     Tel: **01369 860 027**

     e-mail: bill.mihs@btinternet.com

WELLHOUSE HOUSING ASSOCIATION

Office Closure due to COVID

INTRODUCTION

Since the start of Wellhouse Housing Association almost 26 years ago tenants have visited Wellhouse's office when they needed advice, guidance about housing matters, request repairs, rent payments and housing applications.

The office has been a main point of contact for tenants either visiting, telephoning or by other electronic means. The office closure meant that staff had to work from their home and tenants could not speak to staff face to face in the usual manner. Wellhouse had to ensure staff had appropriate systems in place to accommodate seamless connectivity for their tenants. With this in mind Wellhouse wanted to find out how tenants felt about the systems put in place to provide a seamless operation for tenants.

MI Housing Services carried out a telephone survey of Wellhouse tenants during 4th June to 9th June 2020. The survey achieved a response rate of **30%** (214 tenants) and would enable Wellhouse to seek the views of its tenants on the overall effect on them due to the office closure and to measure tenant satisfaction, test Wellhouse strengths and weaknesses, and to provide suitable benchmarks for future measurement of performance.

Sample
Tenants' were surveyed from **714** properties (100% population sample) within Wellhouse's field of operation. The sample covered all Wellhouse's housing stock. All housing stock consisted of flats and houses.

Analysis and Reporting
MI Housing Services carried out comprehensive validation checks and analysed questionnaire returns using computer facilities. A full copy of raw data (SPSS software package) is available to Wellhouse Housing Association, along with the requirements of the brief.

SURVEY FINDINGS

Staff approach

Tenants were asked if they were content with the approach that Wellhouse staff have taken during the closure of the office. Almost all tenants **99.5%** (213 tenants) were happy with the approach taken by staff.
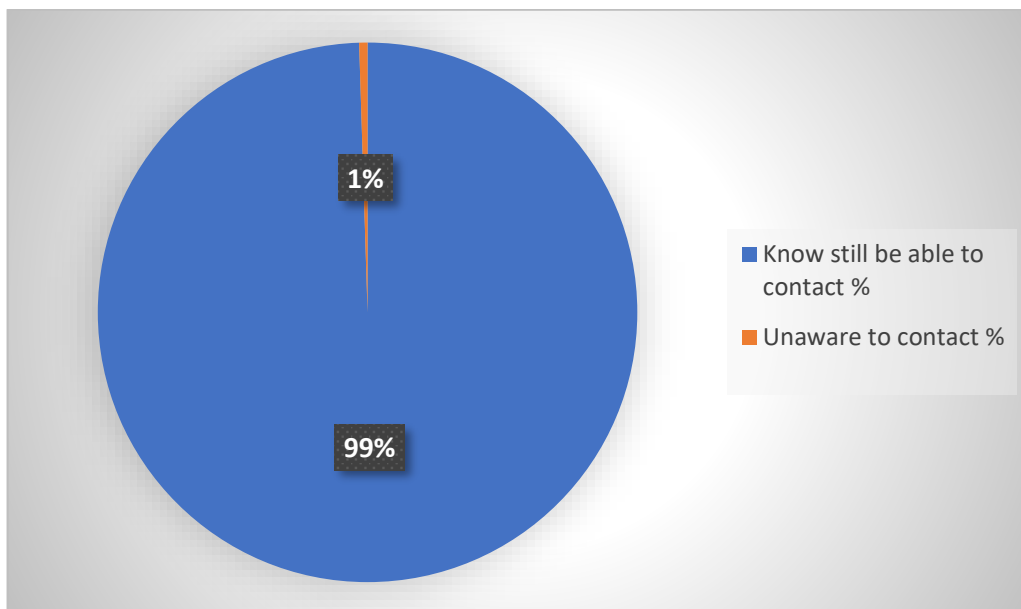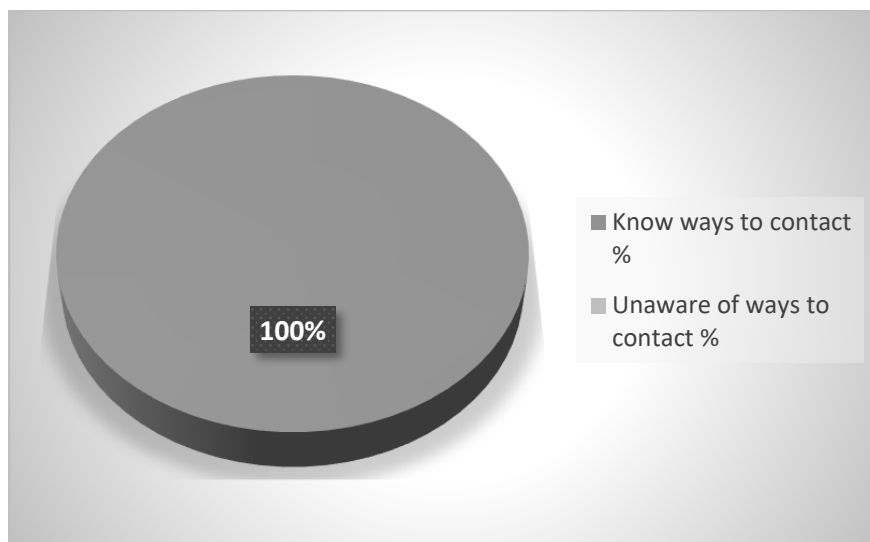
Contacting Wellhouse

77.6% (166 tenants) were aware that they can still contact the Wellhouse despite service restrictions and **22.4%** (48 tenants) said they were not aware.
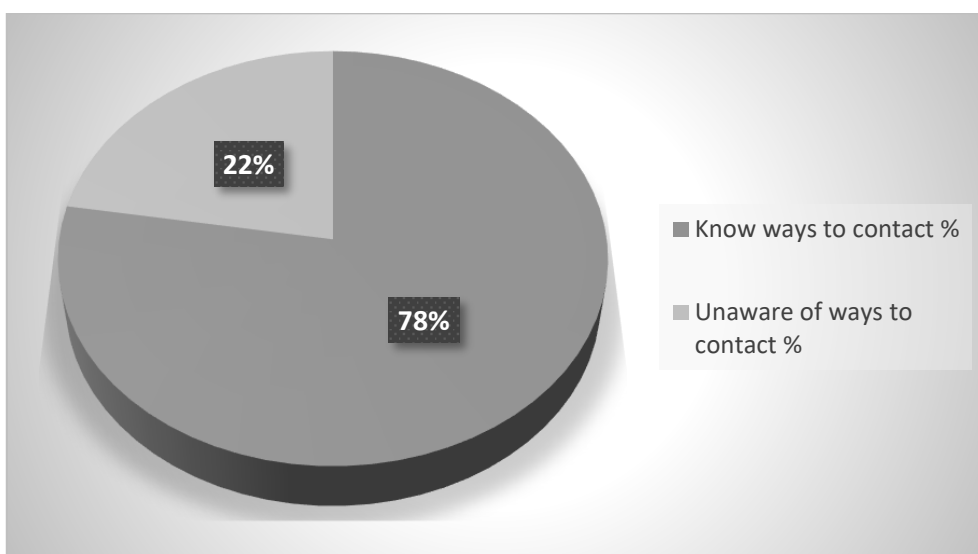
Ways to contact Wellhouse

The 166 tenants (**100%**) knew they could still contact Wellhouse confirmed they knew which ways they could can make contact.

Contacted Wellhouse

More than one-third of tenants who knew how to contact Wellhouse **42.8%** (71 tenants) have already to contacted Wellhouse since the closure Wellhouse's office and **57.2** (95 tenants) have not needed to contact them. The majority of vulnerable tenants who have not contacted Wellhouse stated they did not need too as Wellhouse contacted them to see if they needed any help or advice, in some cases more than once especially older tenants.
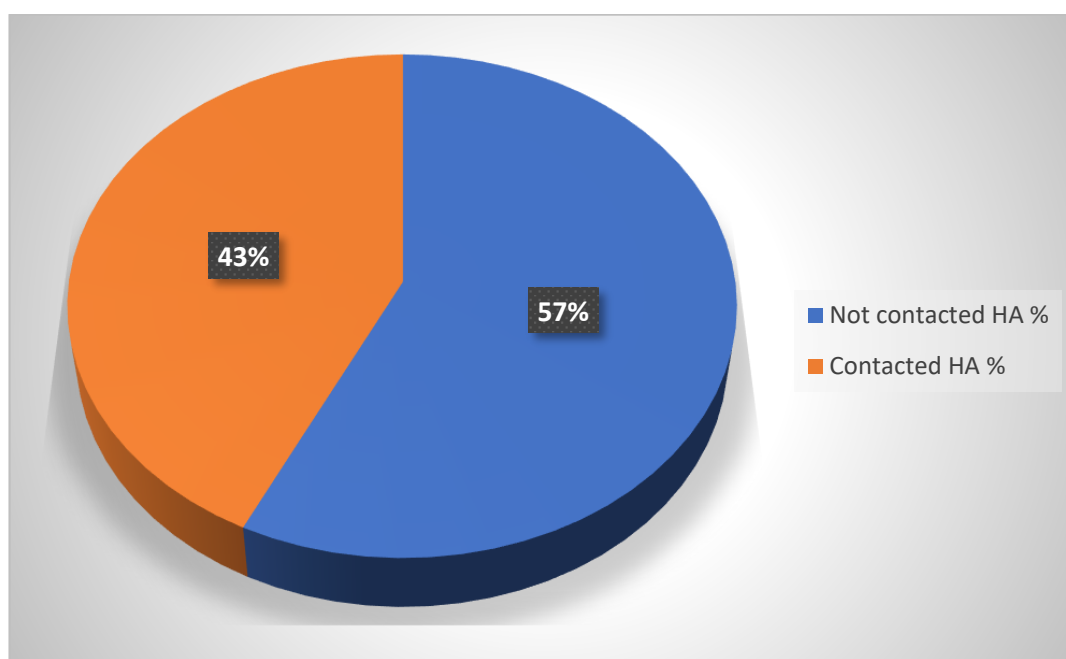
Assistance from staff

85.9% (61 tenants) of tenants who contacted Wellhouse said they received the assistance they required whereas **14.1%** (10 tenants) did not.
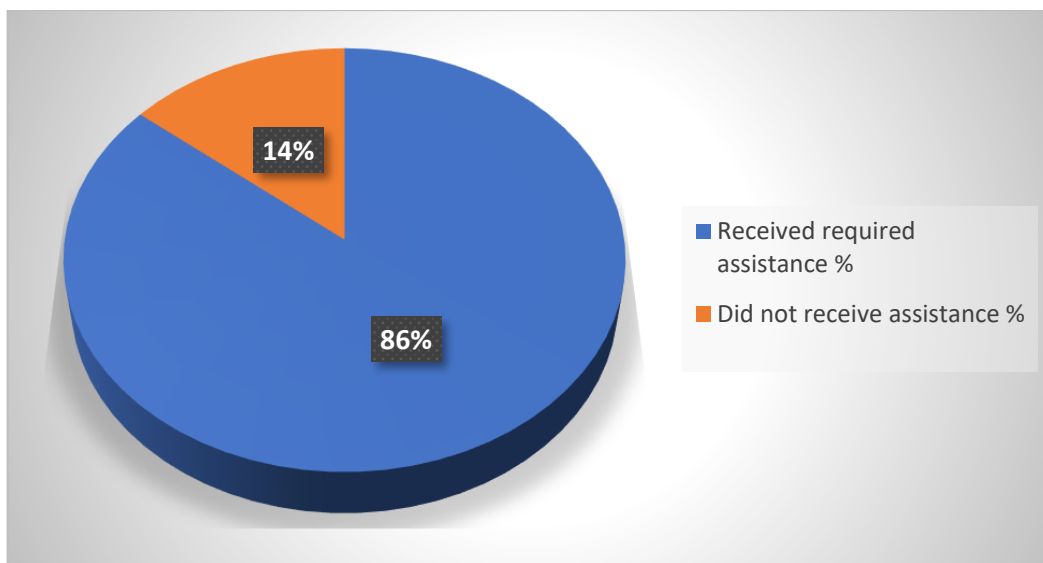
Covid-19 symptoms

All tenants were asked if they were shielding or do they have Covid-19 symptoms that would prevent emergency repairs being carried out. **39.3%** (84 tenants) confirmed they were shielding and **60.7%** (130 tenants) said they were not shielding or have Covid-19 symptoms.

wellhouse Housing Association
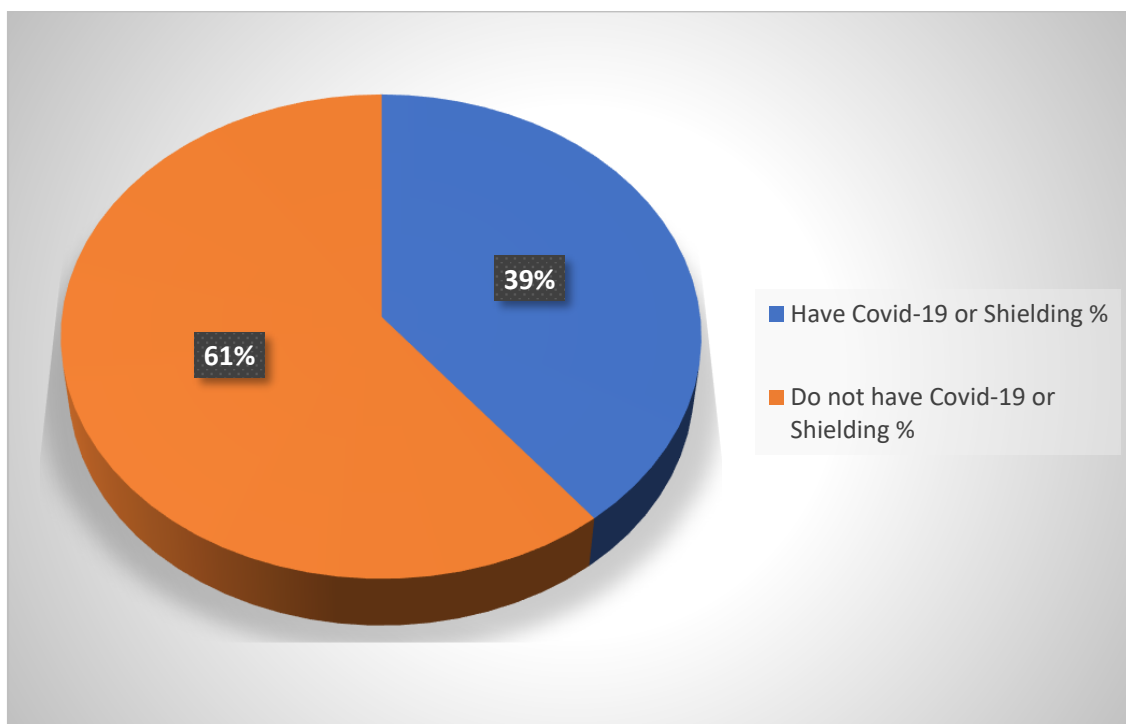
Management Committee	25 June 2020
Agenda Item	8
Title of Paper	Operational Update Report
Author	Management Team
Appendices:	1. Framework from Covid Resilience Team/SFHA

FOR INFORMATION AND DECISION

EXECUTIVE SUMMARY:

1. Director – Main Issues

1.1 Covid-19 update:

Please see attached framework from the Covid resilience team/ SFHA. Committee will note that offices are permitted to return with restrictions in phase 3, currently aimed at 13 July 2020 (I erroneously said the 6th before). We are still asked to work from home, where possible at that time – the phase will last for 3 weeks, taking us into August. At this time, we anticipate a 'new normal' for us this includes:
- Reduced capacity in the office;
- Limited access to the building for the public;
- Signage, one-way systems, sanitising stations, etc.
- No meetings with external agencies;
- The continued use of digital platforms for committee;
- A digital AGM (a separate report will be written on this issue).

Prior to the end of July, I intend to complete a survey of all staff, to ensure that we –
- Protect wellbeing;
- Identify any other actions we should take;
- Identify staff who have health conditions which may prevent them coming into work;
- Identify those who are caring for shielding relatives;
- Identify those with child care concerns;
- Identify those reliant on public transport.

This will allow a plan of action to manage staff welfare, minimise risk, protect the committee as the employer and protect staff/ customers. Survey results will be reported to committee.

1.2 Broadband Connection:

As I have mentioned before the broadband connection can do with upgrading. We currently have a BT Business Infinity service.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

1

This currently offers speeds of 67.4Mbps download (i.e. from the internet) and 15.8Mbps upload (to the internet)

The download currently copes with the following types of data:

- Email being delivered to the server from external sources;
- Downloading saved files to the drives on the server through the VPN from employees PC/Laptops;
- Downloading email from Outlook clients through the VPN;
- Traffic from websites;
- Traffic from remote connections to PCs in the office through the VPN.

The upload currently copes with the following types of data:

- Email being sent from the server to external sources;
- Uploading of files from the server drives through the VPN to employees PC/Laptops;
- Uploading email to Outlook clients through the VPN to employees PC/Laptops;
- Traffic to websites;
- Traffic to remote connections to PCs in the office through the VPN.

The above traffic produces the following weekly traffic graph:
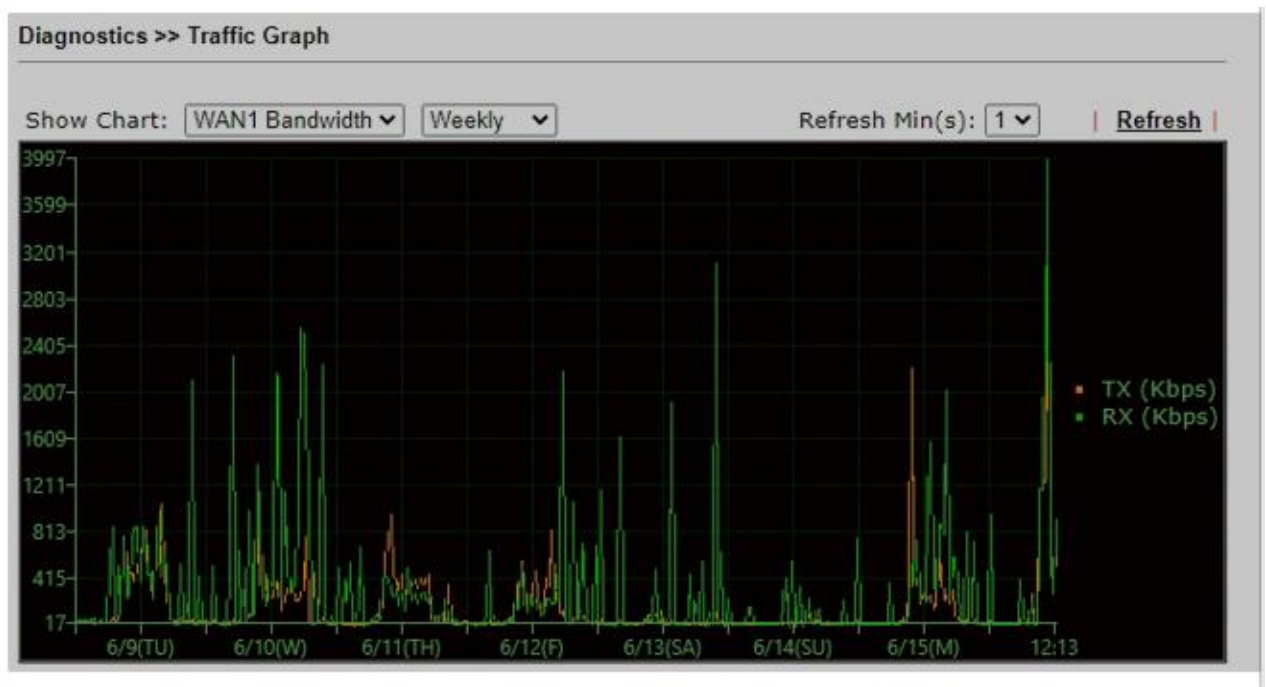
Measurements here are from the router connected to the internet through which all download and upload traffic flows. The maximum traffic can be seen today around 12 pm. This RX traffic is traffic from the internet and is a maximum of 3.2 Mbps which is below the 67.4Mbps capacity.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

2

However, our IT provider, Hiper believe that we need a better connection for the following reasons:

- Robustness of the connection – we have seen packet loss which seems to be affecting the remote connections to PCs;
- Cloud based services – the migration of email from the server to the cloud and subsequent Microsoft 365 traffic needs a fast and reliable connection;
- Cloud based backup – a fast connection will be required for cloud-based backup systems
- Future proof – the connection will provide the ability to look at other cloud-based services without the need to consider updating our internet connection;
- Contention – a leased fibre connection is not as contended as a fibre to the cabinet connection.

They have therefore asked for some indicative pricing from 2 sources. Highnet based out of Dundee and Vaioni a Manchester based company. They have quoted for a 100Mbps leased connection provided on a fibre (bearer) which, if necessary, can be increased in speed in increments to 100Mbps to 1000Mbps. The above providers have also priced for a fibre to the cabinet backup circuit in case the main fibre one fails.

Costs are based on a 3-year contract and are subject to survey. This means that although the cost for installation is free – the site survey may find that a road dig is required which may increase the cost of installation. Currently they are both suggesting that the installation is £0. These prices also exclude VAT.

- Highnet - £345 ex VAT per month
- Vaioni - £400 ex VAT per month (£4,889 ex VAT per annum)

Recommendation:

Committee are asked to approve Highnet to provide and install an upgraded internet connection and the costs associated with this.

Customer Services Manager – Main Issues

The following is a summary of the Housing & Customer Service Team since the May Committee meeting:

- The Tenants' handbook has been delivered to all households and is available on the website;

- Working from home has afforded the opportunity to update processes including rechargeable repairs and the 'resolution 'category' for complaints. In addition, a review of the Common Housing Register Policy has begun;

- The officers are continuing to offer support to those tenants and families affected by Covid-19 and monitoring rental income by contacting tenants regarding missed payments and assisting with claims for Universal Credit / Housing Benefit;

- The officers are dealing with an increase in neighbour disputes and complaints in relation to refuse collections and fly-tipping;

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

3

![wellhouse Housing Association]

- Discussions are continuing with Glasgow City Council Homeless Services to explore the possibility of converting leased temporary furnished properties to Scottish Secure Tenancies and Caseworkers are having conversations with those individuals and families who express a desire to remain in Wellhouse permanently;

- Data cleansing is ongoing for GDPR and audit purposes;

- The team has applied for funding from the Community Wellbeing Fund and a further funding application was submitted to the Supporting Communities Fund to support the community with digital assistance. The latter application was successful and final details for drawing down £9750 for much needed digital support for those on low income or isolated, which will enable users to keep in touch with vital services, is underway. We have registered our interest with Connecting Scotland for potential digital assistance to help those who are shielding to get online;

- The team has undertaking training on arrears, Anti-social behaviour (ASB) and tenancy agreements to keep abreast of recent changes due to Covid-19. A separate agenda item outlines the current legal approach for arrears cases and the following information is a summary of the main points: Due to changes and restrictions arising from The Coronavirus Scotland Act 2020 our solicitors are recommending that we remove Ground 1 Breach of Tenancy from ASB notices and use other ASB grounds that only have a 3 month notice period to minimise delays. They also confirmed that Sheriff Officers should be able to assist with service from 9th July 2020. Whilst courts are only dealing with urgent civil business, they are expected to resume summary cause and eviction case hearings from 30th July 2020;

- Due to practical restrictions caused by current court restrictions they are recommending for serious/repeat offending cases, including Covid – 19 Guidance breaches, that we should consider using Anti-Social Behaviour Orders (ASBOs). These are treated like Interdicts and are therefore essential cases and will be heard – normally Sheriff's will make decision based on written submissions at this time. Applications can be lodged in usual time frames and Hearings arranged within 6 to 10 weeks as normal. However, can also request Interim ASBO and secure this within normally one week but a maximum of two. The recommendation to use ASBOs is also based on us not being able to fully comply with current ASB Policy and could be an effective way of protecting complainers;

- The Income Advisor continues to support tenants by providing benefit advice and offering claim support as well as supporting the Housing Officer with arrears cases and providing Universal Credit early intervention support for new claim;

- The Income Advisor is also signposting and referring people to local community projects including the Glasgow Community Hub Helpline and Connect Community Trust for food parcels;

- In addition, she is updating the WHA web page, tenants and Housing Officers with Social Security news and changes where appropriate and continues to support tenants to become digitally capable, assisting them to access online services and apps.

2. **Assets & Maintenance Manager – Main Issues**

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

4

3.1 We are in weekly contact with our contractors and emergency works are being carried out, we also have a list of other works/issues that have been reported but we are unable to attend at the moment. Invoicing is ongoing to ensure Contractors are paid. Staff have also attended inspections as required, these have mainly been in response to flooding.

3.2 Buy Back 144 Bartiebeith Rd 1-1 the purchase of this property is due to be completed on the 19th June 2020 the purchase cost is £85,000.00 and fees of £740.00. The cost will be met by a 100% grant from GCC.

3.3 Gas servicing is continuing with several tenants reporting they are self-isolating. These services have been rearranged with Saltire and recorded in accordance with the Guidance from the Regulator, Gas Safe and HSE. At present we have 7 out with their service date and another 8 potentially late as these are shielding/self-isolating. Three out of the 7 have historically went to forced access. An update will be given at the meeting as to the numbers at that point.

3.4 The Tender documents for the Gutter Cleaning and roof Anchor Inspection will be issued on Public Contracts Scotland Portal by the end of the month.

3.5 Estate Services – Bulk is only being lifted to clear bin lanes on a Monday. Grass cutting has commenced with areas needing strimmed first. Several areas have been left uncut due to dog fouling. Housing Management have been notified and closes lettered.

3.6 The new Estates Supervisor, Daniel Healy will be starting Monday 6th July

4 Finance & Corporate Services Manager – Main Issues

4.1 **Operational Update**

The following is a summary of the ongoing day-to-day operational activity of the Finance & Corporate Services Team continuing to be carried out since remote working began:

- Adjusting to home working, with the following functions continuing to be carried out remotely;
- Posting all rent payments to tenant's accounts;
- Posting all factoring payments to owner's accounts;
- Sending out sales invoices to commercial customers;
- Processing purchase invoices and pay suppliers;
- Process payroll and pay staff, HMRC and Pensions Trust;
- All statutory and regulatory reporting and Returns;
- Internal management reporting;
- Treasury management and loan repayments;
- Dealing with GDPR and FOI requests;
- Internal and external audit functions;
- Liaising with Hiper and Resource to ensure IT/Telephony functions continue to operate smoothly;
- Update website;
- Working on Year-End Annual Statutory Accounts;

Trust Honesty Integrity Excellence Accountability Sustainability

5

- Preparation for the Year-End external audit;
- Regular staff contact and conducting 1-2-1's.

In addition to these day-to-day activities, the following tasks have been undertaken: -

- Taken delivery of additional PPE equipment in preparation of staff returning to office-based work – hand sanitisers dispensers, hand sanitiser portable bottles, face masks, gloves.
- Contacting Allander to organise a full deep clean of the office in preparation of staff returning to office-based work.
- Contacting Office Care to organise a full deep clean of the office IT equipment in preparation of staff returning to office-based work.
- Liaising with Insurers in preparation of staff returning to office-based work.
- New mobile phone handsets have been delivered to staff who use a business mobile phone and set up for business use.
- Additional Covid-19 Regulatory returns completed for SHR (monthly return and one-off staff costs) and SFHA Financial Data Collection return.
- Quarterly FOI/GDPR statistical return submitted.
- Inserting financial information in Hub Business Plan.

Trust   Honesty   Integrity   Excellence   Accountability   Sustainability

6

Social Housing Resilience Group
Guide to Restarting Services
June 2020

This guide is a resource to support social landlords with restarting services which have been paused during the coronavirus (COVID-19) pandemic. This guide covers:

- the re-opening of housing offices
- the resumption of services delivered to tenants in their homes.

It has been produced by the Social Housing Resilience Group (SHRG).

The Social Housing Resilience Group (SHRG) was convened by SFHA in response to the coronavirus outbreak. The SHRG aims to deal with the significant challenges the outbreak is causing so that social landlords can continue to provide the support their tenants and communities need. Issues identified by social landlords are fed directly into the group in order to find solutions and provide support.

The Social Housing Resilience Group comprises:
- Scottish Federation of Housing Associations
- Scottish Government
- Public Health Scotland
- Scottish Housing Regulator
- Wheatley Group
- Chartered Institute of Housing Scotland
- Glasgow and West of Scotland Forum of Housing Associations
- Association of Local Authority Chief Housing Officers
- Convention of Scottish Local Authorities (CoSLA).

SOCIAL HOUSING RESILIENCE GROUP

Social Housing Resilience Group
Guide to Restarting Services
June 2020

This briefing note is a resource to support social landlords with restarting services which have been paused during the coronavirus (COVID-19) pandemic. The document is a practical briefing note and does not replace any existing guidance for the social housing sector in Scotland, however it aims to summarise existing advice on the principles involved in re-starting services as part of the national recovery process.

This guide covers:
- the re-opening of housing offices
- the resumption of services delivered to tenants in their homes.

The information contained in this document is therefore not exhaustive and does not apply to specific settings such as care homes or sheltered housing. The section on tenant services also covers occupied properties rather than visits relating to voids and allocations.

The SHRG will be exploring key priorities relating to resumption and redesign of services including letting homes, financial and housing support for tenants, care and support, and building new homes. Online spaces for sharing practice and ideas, and developing new approaches will also be available in the coming weeks. Please get in touch with Lorna Wilson, SFHA on lwilson@sfha.co.uk if you would like to contribute to any of this work.

Contents

Background

The information contained in this briefing note should be considered alongside the most up to date guidance from the Scottish Government. As outlined in the safer work places statement, the Scottish Government expects employers to act responsibly in the transition from the current lockdown measures and respect the principles of the current emergency legislation. Local authorities and Police Scotland have been granted powers to take action where organisations are failing to meet the requirements of safe physical distancing. Measures to protect employees are also required under existing law such as The Health and Safety at Work Act 1974.

The Scottish Government's **Framework for Decision Making** and proposed route map through and out of the crisis provides a phased approach to easing the restrictions which have been put in place in response to the pandemic. The Scottish Government does not give specific dates for transitioning between different phases of the route map but states that decisions will be evidence led and based on meeting particular criteria such as those set by the World Health Organisation (WHO). Reviews will be conducted at least every three weeks in order to monitor progress and determine which elements of each phase should be accelerated or decelerated. It should also be noted that the proposed transitions may be different

to those applied elsewhere in the UK and while some of the guidance referenced in this document currently applies only to England, these have been included to assist with planning and developing practical measures.

With regard to the key topics of this briefing note, the Scottish Government has provided some details of the possible changes between each phase for particular industries and an indicative illustration of how the route map applies to those who are '**working or running a business**' can be found in Appendix A. These general principles will apply both to office-based workplaces and site-based work, both of which are discussed in this document. It is also acknowledged that some roles within the social housing sector will involve a combination of office-based and site-based working and the two sections of this document should therefore be considered together rather than in isolation. There are also some key issues and barriers which apply to both elements and indeed wider aspects of re-starting services within the social housing sector. For example, the ongoing requirements for physical distancing and hygiene will be applicable to all staff and have implications for the overall organisation. Changes to transportation and childcare provisions are also likely to impact staff alongside the requirements of the new test and protect system. In responding to all of these changes,

employers will need to consider the particular need of individuals and those with protected characteristics in order to ensure an equalities based approach in all decision making. Further guidance on how to support staff can be found in the fair work statement published by the Scottish Government and STUC.

8.1 Return to work guide (002)

Part one
Housing Offices

The current Scottish Government route map suggests that remote working should remain the default position, for those who can, until at least Phase 3 however preparatory work for re-opening premises, such as local housing offices, can begin in Phase 1. The preparatory phases may include conducting checks on the premises, updating risk assessments and making changes to facilitate any new safety procedures as well as discussing any proposed changes with staff. Indoor office workplaces including contact centres are only to re-open once relevant guidance has been agreed. Even at Phase 4, controls such as physical distancing measures and appropriate hygiene regimes will still be required and remote working will be encouraged where possible.

Housing Office Re-opening Checklist

Plans for reopening an office, both for staff and for the general public (where applicable), is likely to include the following key considerations:

1. Is the level of office re-opening in line with the guidance of the Scottish Government's proposed route map?

2. What are the risks of re-opening an office and how can these risks be managed?

3. Which members of staff should return to working in the office?

4. How can the physical office be modified to accommodate physical distancing requirements?

5. What measures are needed to ensure effective hygiene protocols?

6. What additional measures are needed for re-opening an office to the general public?

1. Is the level of office re-opening in line with the guidance of the Scottish Government's proposed route map?

Housing providers should refer to the most up to date guidance and ensure that any decision to open offices are in line with the Scottish Government guidance.

An example route map is provided below however please note that this a suggested interpretation and not official guidance.

Example Route Map (adapted from example provided by a Housing Association)

Business activity	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Office – limited staff opening	Yes with controls	Yes with controls	Yes with controls	Yes with controls	N/A
Office – full staff opening	No	No	No	No	Yes with controls
Office – third party access (e.g. tenants, prospective tenants, partners, contractors)	No	No	No	No	Yes with controls

8.1 Return to work guide (002)

2. What are the risks of re-opening an office and how can these risks be managed?

Each stage of re-opening will require a full COVID-19 risk assessment which should involve the following:

- Identifying which activities and services need to be delivered in the office on an essential basis

- Identifying which activities or scenarios could result in transmission of the virus

- Identifying who could be at risk

- Assessing how likely it is that someone could be exposed to the virus

- Removing certain activities or scenarios or controlling the risk

Ideas to consider:

→ Consult with your staff as part of the risk assessment process and reassure them that you understand people will have varying personal circumstances to consider and that you are working to the most up to date guidance and the principles of the fair work statement

→ Share the results of the risk assessment with your staff and on your website

→ If the workplace has been closed for some time, consider any additional measures which may be required prior to re-opening (e.g. additional cleaning, inspection of heating and ventilation systems and equipment safety checks)

Useful links and examples:

- The **Health and Safety Executive** have provided general guidance on managing risks in the workplace including risks assessment templates and examples.

- **IOSH** have also produced more specific guidance on producing a COVID-19 risk assessment as part of any plans to return to work safely.

- **Unite** have also developed advice for risk assessments and procedures in the context of the current pandemic

- **Supporting Social Employers (EVH)** have also provided some information on COVID-19 Risk Management which is available to their members. This includes information on Permitted Works and Industry Guidance (including a section on offices and contact centres), Safe Working Procedures and Risk Assessment and H&S Management and Administration.

- The **SVCO** website includes a section on Risks and Regulation and updates to their information on Essential Services and Premises. **NCVO** has also provided a risk register template.

- The **Federation of Small Businesses** has also provided general guidance on conducting risk assessments as part of the transition from lockdown and a Health and Safety Checklist

- Other examples of COVID-19 risk assessments in office environments have been provided by CIPD, HANDS HQ and Safewell

- **SFHA** hosted a webinar session on **Risk Management** with risk software developer, **Decision Time**. Further information and a recording of the session can be accessed here.

8.1 Return to work guide (002)

3. Which members of staff should return to working in the office?

Things to consider:

- What will be purpose of the office (e.g. what tasks will be performed there)?

- Can you define a set of overall principles to underpin decision making (e.g. minimising use of public transport, limit the number of staff working simultaneously, prioritise essential tasks)?

- Which staff can continue to work safely and effectively from home and how suitable are existing home working environments (e.g. space, equipment and privacy)?

- Which staff are vulnerable or shielding?

- Which staff have family members who are vulnerable or shielding?

- Which staff have care duties or have experienced changes to childcare needs due the part-time school model?

- What are the transport options available to staff (e.g. which staff drive, walk or cycle to work and which rely on public transport)?

- What are the individual preferences amongst staff (e.g. anxiety about returning to office or personal circumstances)?

- How will you support staff who show symptoms or test positive for COVID-19? How will this information be captured and are there any confidentiality issues to consider?

- How will you support staff who are are contacted by NHS contract tracers and asked to isolate as part of the Test and Protect system?

- Are there any additional training requirements for staff based on new protocols or changes to working practices?

- Do staff who have previously been furloughed require any additional support in their return to work?

- Is there a need to recruit any new employees or temporary workers (and associated training/induction) to cover staff absence or a backlog of tasks?

- How can staggered or flexible working hours for staff be accommodated?

- How can a cohesive workforce and effective team working be fostered when staff are working in different environments and/or different work schedules?

Ideas/proposed measures:

→ Agree a simple set of principles for working in the office, developed based on consultation with staff, in order to inform the overall plan for re-opening the office (e.g. maintain physical distancing, use own equipment and follow hygiene protocols)

→ Develop a staff profile based on personal circumstances, care duties, transport options, and home working arrangements and use this to develop flexible working arrangements in line with individual requirements

→ Continually engage with staff in order to explain and agree any changes in working arrangements within the office and continue to monitor the impacts through ongoing consultation

→ Encourage continued remote working where it is possible to do so

→ Provide the additional equipment needed for employees to work safely and effectively at home (e.g. laptops, mobile phones, and video conferencing equipment)

→ Help staff who are vulnerable, or live with someone who is vulnerable, and those who have care duties to work from home either in their current role or an alternative role

→ Stagger arrival and departure times so those who do have to access the office are not using entry/exit points at the same time

8.1 Return to work guide (002)

➔ Conduct virtual team meetings on a regular basis in order to connect those who are working in different environments and/or different work schedules

➔ Develop communication and training materials for staff prior to their return to the workplace. This should include any new workplace guidance and new COVID-19 procedures, including management of self-isolation and sickness absence

➔ Provide active travel facilities to encourage staff to walk or cycle to their place of work (e.g. bicycle storage)

Useful links and examples:

• The **Health and Safety Executive** have produced guidance on talking with your workers about preventing coronavirus (COVID-19) in the workplace

• The **Scottish Government** has provided a fair work statement alongside more specific guidance for employers on the requirements of Phase 1 of the route map and guidance on returning to work during Phase 1

• The **Scottish Government** has also published guidance on childcare closures and the current emergency provisions for schools

• **ACAS** have also provided general advice on returning to the workplace for employees and employers

• **Scottish Enterprise** have produced workplace innovation guides including advice on how to optimise team performance in the context of the current pandemic

• The **Construction Industry Coronavirus (CICV)** Forum has published guidance for employers on Returning from Furlough. This includes a return to work letter template and employee questionnaire

• In relation to COVID-19 testing for staff, the **Scottish Government** have provided advice for employers in relation to the test and protect contact tracing system alongside general information on getting tested

• **NHS Inform** also includes some specific guidance on shielding while the Scottish Government gives specific advice on the employment rights of those who are shielding

• The **Fair Work Convention** have published a Vision & Framework for Fair Work in Scotland

• **Transport Scotland** have produced a Transport Transition Plan outlining the expected changes within Phase 1–4 of the route map as well as more general guidance on how to travel safely during COVID-19

4. How can the physical office be modified to accommodate physical distancing requirements?

Things to consider:

• How many members of staff can safely work simultaneously in the existing office space while maintaining a physical distance of two metres?

• What is the minimum number of staff required to compete particular tasks?

• Can the physical office layout be adapted to facilitate physical distancing?

• Where are the most appropriate areas to install signage/markers to facilitate physical distancing?

• Are there any tasks where staff have to directly pass things to each other (e.g. office supplies, paperwork)?

• What is the volume of the air space and level of airflow in each room?

• How will each room be ventilated and what is the duration of occupation in each room?

• Are there any rooms where a two metre distance cannot be achieved (e.g. interview rooms) and can these rooms be re-purposed?

• Are there any lifts or shared access points?

• Are there any communal facilities such as kitchens, canteens or break rooms?

8.1 Return to work guide (002)

- Are there any available options for smaller offices and outposts for service delivery if appropriate?
- Are there any available options for collaborative and innovative working spaces?

Ideas/proposed measures:

→ Stagger start times through flexible working and rota/shift systems

→ Reduce the number of people each person has contact with by using fixed teams or a partnering system

→ Install new signage at key locations to reminder staff of two metre physical distancing and hygiene requirements

→ Use tape or paint to mark out two metres areas on the floor

→ Set-up a one-way traffic system through the office and at entry/exit points if possible

→ Remove shared workstations/ hot desks and allocate a specific workstation to each member of staff

→ Convert unused meeting rooms/conference rooms/interview rooms into workspaces

→ Provide room labels on doors with details of the maximum number of occupants permitted at one time

→ Stagger break times and make use of outdoor space for breaks where possible

→ Use screens or barriers to separate people from each other

→ Use back-to-back or side-to-side working whenever possible

→ Provide signage in car parks to ensure those travelling to work by car maintain physical distancing

→ Provide signage on lifts to indicate that these should only be used for essential purposes or on a one person per lift basis where possible

→ Set-up drop-off points or transfer zones for deliveries and mail

→ Develop an alternative staff clock-in system which avoids use of a shared pen and paper system

→ Restrict non-business deliveries (e.g. avoid staff directing personal deliveries to their workplace)

Useful links and examples:

- The **Health and Safety Executive** have produced guidance on working safely during the coronavirus outbreak

- The **UK Government** has provided specific guidance on working safely in office and contact centres

- **NHS Inform** have produced general guidance on physical distancing

- The **Scottish Government** have produced guidance on business and physical distancing in Phase 1

- The **World Health Organisation** have provided considerations of public health and social measures in the workplace in the context of COVID-19

- **Unite** have prepared a COVID-19 checklist in appendix 4 of their of procedural infection controls and facilities for the workplace

- **Scottish Enterprise** have published an article on Getting back to work – How to Thrive in a post-COVID-19 world which includes a return to work checklist. They have also produce an innovation guide on how to prepare and adapt your workplace.

8.1 Return to work guide (002)

5. What measures are needed to ensure effective hygiene protocols?

Things to consider:

- How can staff be encouraged to follow the guidance on hand washing and hygiene protocols?
- Are there any areas of the office which may require an enhanced cleaning regime (e.g. busy areas and objects or surfaces which are regularly touched)?
- What are the existing cleaning arrangements for the office including availability of cleaning staff/contractors and frequency of cleaning regimes?
- If the organisation employs their own cleaning staff, what are the arrangements for their health and safety and the supply of appropriate cleaning materials and PPE?
- What existing waste facilities are available and how often is waste collected? Does this need to be increased?
- What guidance should be provided on the use of workspaces? (e.g. keeping desks clear and removing personal items at the end of each shift)
- What guidance should be provided on the use and cleaning of toilets and other communal facilities such as kitchens and canteens?

- What guidance should be provided on how to handle goods, merchandise and materials?
- What guidance should be provided on the cleaning of work equipment including IT equipment and company vehicles?
- What guidance should be provided on the use of face coverings and PPE in the workplace?
- Where will PPE be stored and how will it be accessed?
- How will used PPE be disposed?

Ideas/proposed measures:

→ Use signs and posters to increase awareness of good handwashing techniques

→ Provide regular prompts to staff reminding them to avoid touching their face and to cough/sneeze into their arm

→ Provide cleaning products such as hand sanitiser around the workplace, in addition to washing facilities, and make sure that these remain well stocked

→ Provide hand drying facilities – either paper towels or electrical dryers

→ Develop a detailed cleaning schedule outlining the frequency and level of cleaning required in each area and who is responsible for the cleaning

→ Adopt 'clean as you use' systems for shared facilities and equipment to keep up with cleaning requirements

→ Ensure any crockery and cutlery in shared kitchen areas is cleaned with warm, general purpose detergent and dried thoroughly before being stored for re-use

→ Encourage staff to stay on-site during working hours rather than going to other premises during breaks

→ If staff have to use security devices such as keypads to enter the business through controlled areas, you should either seek alternatives or implement cleaning and diversification arrangements

8.1 Return to work guide (002)

→ Limit the use of high touch items such as printers and whiteboards

→ Ensure good ventilation throughout the office and keep windows open where appropriate

→ Check that any ventilation or air conditioning systems that normally use a recirculation mode are set up to run on full outside air where this is possible

→ Develop a process for decontamination if a member of staff is suspected or a known case of COVID-19 is reported

→ Develop a process to ensure staff know what to do if someone feels unwell whilst at work

→ Advise staff of the current guidance on PPE which states that workplaces should not encourage the precautionary use of PPE to protect against COVID-19 outside clinical settings although the use of face coverings for example would be a matter of personal choice

Useful links and examples:

• **Health Protection Scotland** have provided some useful resources in relation to hand hygiene and guidance for non-healthcare settings along with a poster for key messages in the workplace

• The **Scottish Government** has published advice on the public use of face coverings. Although members of staff will not be required to use face coverings when working in an office environment, employers should support staff who choose to do so

• The **UK Government** has provided specific guidance on COVID-19 decontamination in non-healthcare settings

• The **World Health Organisation** has produced interim guidance on the cleaning and disinfection of environmental surfaces in the context of COVID-19 which includes a section on non-healthcare settings

• **Unite** have also outlined some examples of procedural infection controls and facilities for the workplace

• **IOSH** have prepared a workplace hygiene factsheet which includes a caution/care checklist

• **CIBSE** have published some best practice advice on ventilation and the use HVAC equipment in order to reduce the risk of COVID-19 transmission

8.1 Return to work guide (002)

**Staff Journey Map
(Accessing the office or workplace)**

The template below provides an example of the staff journey when accessing their office or workplace. The aim of this is to support the design of new procedures for staff. This is an indicative example only and details should be adapted to suit the protocols of each organisation.

Journey Map Template

Please refer to **Appendix B** for an additional service user design template which could be used to explore the journey map for more specific groups.

Prior to office re-opening

✔ Manager consults with staff member and discusses their personal circumstances, home working/travel arrangements and preferences

✔ Staff member is encouraged to work from home where possible

✔ If it is deemed suitable that this member of staff returns to working in the office, manager consults on new working practices and revised risk assessments

✔ Manager provides staff member with training on new procedures and working practices

Travelling to the office

✔ Staff member does not travel to work if they or any member of their household is showing signs of COVID-19 or has recieved a positive test result

✔ Staff member travels to work preferrably using an active travel method and starts work at an off-peak time

✔ Staff member adheres to the physical distancing and hygeine requirements when travelling the office

8.1 Return to work guide (002)

Entering the office

- ✔ Staff member arrives at the office and accesses the building with a key
- ✔ Staff member is reminded of physical distancing and hygiene requirements upon entry via signage, a tannoy system or a member of staff

- ✔ Staff member is provided with acccess to hand sanister upon entering the building
- ✔ Staff member signs in with their own pen/clock in system

During working hours

- ✔ Staff member works at designated workstation (maintaining a 2m distance from all others)
- ✔ When moving around the office, staff member follows the one-way system and maintains physical distancing as guided by floor markers

- ✔ Staff member maintains good hygiene practices and washes hands regularly
- ✔ Staff member adheres to clean as you use system and cleans shared items after use

Leaving the office

ONE WAY

- ✔ Staff member clears workstation and removes all personal belongings at the end of the day

- ✔ Staff member exits the building following the one-way system and maintaining a 2m distance from all others

Following the office visit

- ✔ Staff member informs their manager if they develop symptoms and arranges to be tested
- ✔ If staff member tests positive, they should isolate and follow the guidance of NHS contact tracers

- ✔ NHS contact tracers will contact the member of staff if any close contacts develop symptoms/test positive

8.1 Return to work guide (002)

6. What additional measures are needed for re-opening an office to the general public?

Things to consider:

- Which services require in-person contact with customers or visitors compared to those which can still take place remotely?

- What are the options for holding remote or virtual appointments?

- Can appointments be held in another location other than the office (e.g. an outdoor space, a public place, a community facility or the premises of a partner organisation)?

- Which parts of the office will be open to the general public (e.g. reception, meeting rooms)?

- What are the current systems for managing access to public spaces such as public reception areas, meeting/interview rooms and toilet facilities as well as those outside of the building such as car parks?

- What is the maximum number of customers/visitors that can reasonably follow the two metre physical distancing guidance based on the overall floor space and likely busy/bottleneck areas?

- What will public opening times be and will these be aligned with new staff rotas/flexible working arrangements, the availability of public transport and the opening times of nearby premises?

- Are there any shared working spaces or shared access systems in multi-tenant sites which may need to be co-ordinated with other landlords or tenants?

- Are there any public areas which may require an enhanced cleaning regime (e.g. busy areas and objects or surfaces which are regularly touched)?

- What are the existing cleaning arrangements for public areas including the availability of cleaning staff/contractors and frequency of cleaning regimes? Do these need to modified?

- What existing waste facilities are available in the public areas and how often is waste collected? Does this need to be increased?

- How will clear communication on the physical distancing and hygiene members in place be provided to customers visiting the office (including those with visual impairments, disabilities or where English is a second language)?

- How can new or existing communication channels be used to notify tenants of re-opening dates, proposed opening hours and new measures which have been put in place to protect staff and customers?

- What protocols are in place for handling customer payments?

- How will customer/visitors to the office be logged?

Ideas/proposed measures:

→ Develop a process for conducting virtual appointments such as telephone or video call with customers

→ Continue to conduct video conference meetings with external partners rather than hosting large meetings in the office

→ Schedule staggered customer visits through pre-allocated appointments and use the appointment booking process as an opportunity to share information on new protocols with visitors before they come to the office

→ Limit the number of people who are permitted to occupy each public space at a time

→ Establish host responsibilities to manage queuing and access systems and provide any necessary training for people who act as hosts for visitors

→ Install signage at key locations or use a tannoy system to remind customers of two metre physical distancing and hygiene requirements

→ Use outside premises for queuing where available

8.1 Return to work guide (002)

Page 56 of 77

➔ Use tape or paint to mark out two metres areas on the floor (internally and externally) to facilitate a queuing system for customers

➔ Set-up a one-way traffic system through the public areas and at entry/exit points if possible

➔ Use screens or barriers to separate people from each other (e.g. a screen at the reception desk to separate staff and customers)

➔ If a public car park is available, provide signage to remind customers of two metre physical distancing and hygiene requirements

➔ Provide signage on lifts to indicate that these should only be used for essential purposes or on a one person per lift basis where possible

➔ Provide cleaning products such as hand sanitiser in public areas

➔ Develop a detailed cleaning schedule outlining the frequency and level of cleaning required in each of the public areas area

➔ Provide posters with specific instructions on effective cleaning protocols in public areas

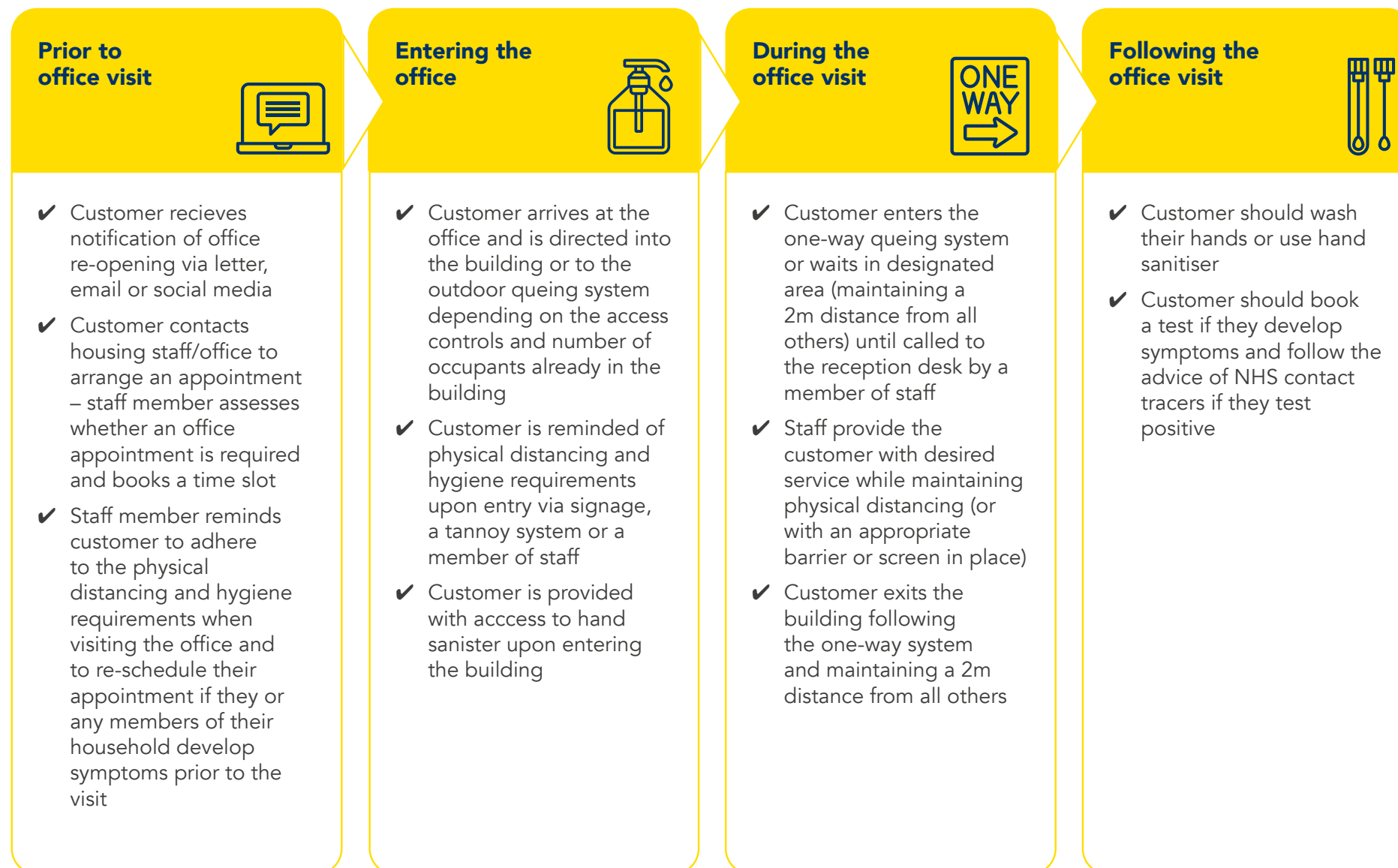➔ Adopt a cashless or contactless payment system for customers where possible

➔ Adopt a process for supporting staff who have been contacted by NHS contact tracers and asked to isolate as part of the Test and Protect strategy

➔ Develop an alternative visitor log which avoids use of a shared pen and paper system

Useful links and examples:

- **SVCO** have provided examples of new service delivery models and digital tools which can be used to support remote appointments rather than in-home visits

- The **UK Government** has provided specific guidance on working safely in offices and contact centres

- The **Scottish Government** has also provided guidance for customers, which although aimed at the retail sector, offers information which may be applicable to those accessing housing related customer services. Related documents include guidance for the retail sector and guidance on the public use of face coverings.

- **Health Protection Scotland** have provided some advice on what to do if a case of COVID-19 has recently attended the office in their guidance for non-healthcare settings including the recommended cleaning procedures

Customer Journey Map (Office visits)

The template below provides an example of a customer journey when visiting their local housing office. The aim of this is to support the design of the customer experience during such a visit. This is an indicative example only and details should be adapted to suit the protocols of each organisation. Please refer to Appendix B for an additional service user design template which could be used to explore the journey map for more specific groups.

8.1 Return to work guide (002)

Prior to office visit

✔ Customer recieves notification of office re-opening via letter, email or social media

✔ Customer contacts housing staff/office to arrange an appointment – staff member assesses whether an office appointment is required and books a time slot

✔ Staff member reminds customer to adhere to the physical distancing and hygiene requirements when visiting the office and to re-schedule their appointment if they or any members of their household develop symptoms prior to the visit

Entering the office

✔ Customer arrives at the office and is directed into the building or to the outdoor queing system depending on the access controls and number of occupants already in the building

✔ Customer is reminded of physical distancing and hygiene requirements upon entry via signage, a tannoy system or a member of staff

✔ Customer is provided with acccess to hand sanister upon entering the building

During the office visit

✔ Customer enters the one-way queing system or waits in designated area (maintaining a 2m distance from all others) until called to the reception desk by a member of staff

✔ Staff provide the customer with desired service while maintaining physical distancing (or with an appropriate barrier or screen in place)

✔ Customer exits the building following the one-way system and maintaining a 2m distance from all others

Following the office visit

✔ Customer should wash their hands or use hand sanitiser

✔ Customer should book a test if they develop symptoms and follow the advice of NHS contact tracers if they test positive

8.1 Return to work guide (002)

Part two
Services to Tenants in their Homes

The current Scottish Government route map suggests that remote working should remain the default position until at least Phase 3 however some tenant services, such as repairs and inspections, may require access to properties and closer contact with tenants. Some critical tenants services, such as emergency repairs, will have continued during lockdown and the guidance states that work carried out in people's homes, for example by tradespeople carrying out repairs and maintenance, can continue provided that the tradesperson is well and is not showing coronavirus symptoms and neither they nor any of their household are self-isolating. The route map suggests that Phase 1 will see outdoor workplaces resume and the construction sector will be able to implement the first two phases of its re-start plan which is detailed in the guidance for the construction sector.

There will also be a gradual resumption of key support services in the community and greater direct contact for social work and support services with at risk groups and families. Preparatory work for resuming other services can also begin in Phase 1 but specific services should only resume once relevant guidance has been agreed. In all phases, controls such as physical distancing measures and appropriate hygiene regimes will still be required and remote or virtual meetings with tenants will be encouraged where possible.

Please note that this section is focussed on services to existing tenants rather than those relating to allocations or development activity. Further guidance on these topics can however be found in the following documents:

- **Scottish Government/CosLA** have produced guidance on allocations in social housing

- **ALACHO** and **Public Health Scotland** have produced guidance on cleaning regimes for empty properties to support the process of bringing voids back into use

- The **SHRG** have also contributed to new guidance on domestic violence published by **Scottish Women's Aid (SWA)** and the **Chartered Institute of Housing Scotland (CIHS)** which provides further advice on homelessness provisions and allocating or transferring tenancies

- The **Scottish Government** have provided information on the impacts of COVID-19 on the affordable housing supply programme

Resuming Tenant Services Checklist

Plans for resuming services to existing tenants in their homes, will require consideration of the following:

1. Is resuming a particular service in line with the guidance of the Scottish Government's proposed route map?

2. What are the risks of resuming tenant services and how can these risks be managed?

3. Which members of staff and contractors should be visiting tenants in their homes?

4. How can working practices be modified to accommodate physical distancing requirements when visiting tenants?

5. What measures are needed to ensure effective hygiene protocols?

6. What additional measures are needed to communicate with and protect tenants as part of resuming services and home visits?

1. Is resuming a particular service in line with the guidance of the Scottish Government's proposed route map?

Housing providers should refer to the most up to date guidance and ensure that any decision to resume services are in line with the Scottish Government guidance.

An example route map is provided below however please note that this a suggested interpretation and not official guidance.

8.1 Return to work guide (002)

Example Route Map (adapted from example provided by a Housing Association)

Business Activity	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Construction sector restart plan	Phases 0-2 of construction industry restart plan can be implemented (Industry to consult government before progressing to Phase 2)		Construction industry to implement remaining stages of phased return		
Emergency Repair Service	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)
Non-emergency Repairs – External	No	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)
Non-emergency Repairs – Internal	No	No	Possible* (with tenant consent and with controls)	Possible* (with tenant consent and with controls)	Yes (with tenant consent and with controls)
Occupied Property Inspections	Avoid if possible (virtual appointments recommended)	Avoid if possible (virtual appointments recommended)	Possible* (with tenant consent and with controls)	Possible* (with tenant consent and with controls)	Yes (with tenant consent and with controls)
Estate Inspections	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)
Close Inspections – Safety Inspections	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)
Tenant Home Visits	No (virtual appointments only)	No (virtual appointments only)	Possible* – with controls (virtual appointments recommended)	Possible* – with controls (virtual appointments recommended)	Possible* – with controls (virtual appointments recommended)
Cyclical Maintenance – Statutory (e.g. gas safety checks)	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)
Cyclical Maintenance – Safety Related	No	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)
Planned and investment works – external	No	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)
Planned and investment works – internal	No	No	No	Yes (with tenant consent and with controls)	Yes (with tenant consent and with controls)

*This will be dependent on Scottish Government and Public Health Scotland guidance and the specific circumstances of the visit

8.1 Return to work guide (002)

2. What are the risks of resuming tenant services and how can these risks be managed?

Each stage of resuming services will require a full risk COVID-19 assessment which should involve the following:

- Identifying which activities or scenarios could result in transmission of the virus
- Identifying who could be at risk
- Assessing how likely it is that someone could be exposed to the virus
- Removing certain activities or scenarios or controlling the risk

Ideas/proposed measures:

➜ Consult with your staff and tenants as part of the risk assessment process to understand their views on in-home visits

➜ Share the results of the risk assessment with your staff, tenants and on your website

➜ If certain services have been suspended for some time, consider any additional measures which may be required (e.g. review of backlog, additional staff/training requirements, additional safety checks)

Useful links and examples:
(in addition to those provided as part of the Housing Offices section)

- The **Health and Safety Executive** has provided information on RIDDOR reporting of COVID-19 in cases of occupational exposure

- The **UK Government** has produced guidance on working safely in other people's homes. (The information is also detailed in this publication which contains an example compliance notice which can be shared with staff and member of the public.)

- The advice on COVID-19 Risk Management which **Supporting Social Employers (EVH)** have provided to their members also includes information on Landlord Compliance and Work in Domestic Homes, Construction, Occupational Driving, Gas Safety Checks and Asbestos works.

- **MSAFE** have published advice on COVID-19 risk control for tradespeople working in occupied homes alongside a tool for reviewing COVID-19 Site Operating Procedures

- Other examples of **COVID-19 risk assessments** relating to working in peoples homes, including essential repairs or maintenance, have been provided by HANDS HQ

3. Which members of staff and contractors should be visiting tenants in their homes?

Things to consider:

- What types of services require in-home visits and which members of staff (or external contractors) are absolutely necessary to deliver these particular services?

- Which staff can continue to offer tenant services safely and effectively from home and how suitable are existing homework environments (e.g. space, equipment and privacy) ?

- Which staff are vulnerable or shielding?

- Which staff have family members who vulnerable or shielding?

- Which staff have care duties or have experienced changes to childcare needs due part-time school model?

- Staff transport options – which staff drive, walk or cycle to work and which rely on public transport?

- Which staff make use of company vehicles for visits to tenants?

8.1 Return to work guide (002)

- What are the individual preferences amongst staff and tenants (e.g. anxiety about working in tenant's homes, personal circumstances)?

- How will you support staff who show symptoms or test positive for COVID-19? How will this information be captured and are there any confidentiality issues to consider?

- How will you support staff who are are contacted by NHS contract tracers and asked to isolate as part of the Test and Protect system?

- Are there any additional training requirements for staff/contractors based on new protocols or changes to working practices when visiting tenants and properties?

- Is there a need for any new employees or temporary workers (and associated training/induction) to cover staff absence or a backlog of tasks?

- Where applicable, do external contractors have sufficient availability and capacity to deliver services to tenants?

Ideas/proposed measures:

➜ Consult with staff in order to explain and agree any changes in working arrangements when providing visits to tenants in their homes and continue to monitor the impacts through ongoing engagement

➜ Encourage continued remote working where it is possible to do so (e.g. staff to provide tenant services via phone or video)

➜ Provide additional equipment needed for employees to work safely and effectively at home (e.g. laptops, mobile phones, video conferencing equipment)

➜ Help staff who are vulnerable, or live with someone who is vulnerable, and those who have care duties to work from home, either in their current role or an alternative role

➜ Offer staff who are clinically vulnerable (but not in the shielding group) and who cannot work at home the safest available on-site roles, enabling them to stay two metres away from others

➜ Stagger arrival and departure times so those who do have to access the office are not using entry/exit points at the same time

➜ Avoid sharing work vehicles

➜ Develop communication and training materials for staff who will be visiting tenants and properties prior to the resumption of these services. This should include any new workplace guidance and new COVID-19 procedures, including management of self-isolation and sickness absence

Useful links and examples:
(in addition to those provided as part of the Housing Offices section)

- **Health Protection Scotland** have provided some guidance on frontline outreach and visiting support services and essential maintenance in people's homes as part of their guidance on non-healthcare settings

- The **UK Government** has produced guidance on working safely in other people's homes as well as specific guidance on the use of work vehicles

8.1 Return to work guide (002)

4. How can working practices be modified to accommodate physical distancing requirements when visiting tenants?

Things to consider:

- Is a home visit required or are there any services which could be delivered remotely or in an alternative setting?

- What is the minimum number of staff/ contractors required to compete particular tasks and what is the expected duration of each activity?

- How many staff can safely work simultaneously on specific tasks while maintaining a physical distance of two metres?

- How can existing tenant/property visit protocols be adapted to facilitate physical distancing?

- Is face to face contact with the tenant required (e.g. for a support related visit)?

- If the visit is relating to a repair or maintenance, can the tenant(s) remain in a separate room to where the work is being completed?

- Are there any circumstances where staff and external contractors may have to work together to deliver a service to a tenant?

- Are there any busy areas in the property or building (e.g. stairs and corridors)?

- Are there any areas where staff have to directly pass things to each other or to tenants (e.g. tools, paperwork, ID)?

- What are the PPE requirements for particular tasks and job roles? Is this PPE available?

- Availability and protocols for any external contractors who may be visiting tenants or properties?

- Are there any available options for collaborative and innovative working practices?

- What is the volume of air space including the level of airflow and the duration of occupation in each room where staff are being asked to work? Can the windows be left open in the proposed work area?

- How will the property be accessed? Are there any lifts/shared access points?

Ideas/proposed measures:

→ Find digital or remote alternatives to physical, in-home work where possible such as video or phone consultation

→ Where tenant visits involve external contractors, agree shared protocols and review external contractor's risks assessments prior to commencing work

→ Reduce the number of people each person has contact with by using fixed teams or a partnering system

→ Where tasks require multiple visits to a particular property, allocate the same staff/contractors to each property

→ Match staff/contractors to households which are local to them to minimise travel distances

→ Use tape or paint to mark out two metres areas on the floor where two members of staff are working in the same area

→ Where the two metre physical distancing is not possible, use other methods such as:

  - keeping the activity time involved as short as possible

  - screens or barriers to separate people from each other

  - back-to-back or side-to-side working whenever possible

→ Provide staff with appropriate PPE where required

8.1 Return to work guide (002)

➜ Where possible, stagger break times, make use of outdoor space for breaks and ask staff/contractors to bring their own food and drink

➜ Assign tools and work equipment to particular individuals and avoid sharing where possibleWhere items do need to be shared, develop contactless procedures for exchanging items such as paperwork, keys, tools and materials by setting up drop-off points or transfer zones

➜ Hold meetings outdoors or in well-ventilated rooms whenever possible

➜ Provide signage on lifts in multi-storey flats to indicate that these should only be used for essential purposes or on a one person per lift basis where possible

Useful links and examples:
(in addition to those provided as part of the Housing Offices section)

• **Kingdom Housing Association** have been using augmented reality to minimise the need for staff to visit tenant properties. The technology allows a trades operative to be virtually present in a tenant's home, to review any repairs or problems in real time using video technology on a mobile phone or tablet. They can then offer support and advice by having their hand superimposed on the scene in the tenant's home. This project has been supported through a partnership between housing consultancy **DtL Creative** and Swedish-based **XMReality**

• The **Health and Safety Executive** have produced guidance for gas engineers who may be visiting properties for emergency repairs or as part of gas safety checks. This includes some example scenarios where dealing with clinically vulnerable tenants or households who are isolating

5. What measures are needed to ensure effective hygiene protocols?

Things to consider:

• How can staff, contractors and tenants be encouraged to follow the guidance on hand washing and hygiene protocols?

• Are there any cases where staff/contractors may need to move between different properties and locations to complete their work?

• Are there any items which may require an enhanced cleaning regime (e.g. tools, equipment and shared vehicles)?

• Are there any items which need to be exchanged between staff and tenants (e.g. paperwork and ID)?

• How will signatures be obtained for legal documents?

• What are the existing cleaning arrangements including availability of cleaning staff/contractors and frequency of cleaning regimes in areas used by those providing services to tenants (e.g. storage facilities, changing rooms, toilets)?

• How will waste be disposed when working in tenant properties?

• What guidance should be provided on the use of shared tools and equipment?

8.1 Return to work guide (002)

- What guidance should be provided on the use and cleaning toilets and other communal facilities such as kitchens and canteens?
- What guidance should be provided on how to handle goods, merchandise and materials?
- What guidance should be provided on cleaning of work equipment including IT equipment and company vehicles?
- What guidance should be provided on the use of face coverings and PPE in the workplace?
- Where will PPE be stored and how will it be accessed?
- How will used PPE be disposed?

Ideas/proposed measures:

→ Provide staff/contractors who are working in tenant's homes with regular reminders of the required hand washing and hygiene protocols and provide hand sanitiser to be used in cases where washing facilities are unavailable

→ Develop a contactless procedure for exchanging documents and obtaining electronic signatures where possible

→ Adopt 'clean as you use' systems for shared facilities, vehicles and equipment to keep up with cleaning requirements

→ Develop a detailed cleaning schedule outlining the frequency and level of cleaning required for each piece of equipment and who is responsible for the cleaning

→ Where staff/workers are working in a tenant's home, keep work areas tidy and adopt frequent cleaning of objects and surfaces that are touched regularly in order prevent transmission through contaminated surfaces

→ Collect materials in bulk to reduce the frequency of needing to visit shops to buy or collect materials

→ Remove all waste and belongings from the work area at the end of a shift and at the end of a job

→ Advise staff of the current guidance on PPE which states that where staff/contractors are working in roles which already require PPE to be used for particular tasks they should continue to do so. However workplaces should not encourage the precautionary use of PPE to protect against COVID-19 outside clinical settings

→ Adopt a process for supporting staff who have been contacted by NHS contact tracers and asked to isolate as part of the Test and Protect strategy

Useful links and examples:
(in addition to those provided as part of the Housing Offices section)

- The **Health and Safety Executive** have produce guidance on the use of PPE in non-healthcare settings in the context of COVID-19 as well more general information of the use of PPE in the workplace

- Health and social care providers (e.g. sheltered housing and supported accommodation) should continue to use the **local PPE hubs** and the **PPE Social Care Triage system** (further information can be found here)

- **Health Protection Scotland** have provide some advice on what to do if a member of staff becomes a first responder to a suspected COVID-19 case in their guidance for non-healthcare settings including the recommended cleaning procedures

8.1 Return to work guide (002)

Securing PPE

Please note that a new service, delivered by the **Scottish Government** and **Lyreco**, has been developed to support organisations in non-healthcare settings secure the appropriate PPE for delivering essential services. If you would like to register for access to this supply route, please reply to enquiries@sfha.co.uk. Your details will then be forwarded to the Scottish Government, and we will also issue a supplier form for you to engage with Lyreco.

6. What additional measures are needed to communicate with and protect tenants as part of resuming services and home visits?

Things to consider:

- How will you consult with tenants about proposed changes to home visits and how will tenants be informed about the resumption of services?

- If there is a backlog of requests (e.g. for non-emergency repairs)? How will this be prioritised and how will this system be communicated to tenants?

- How will you identify vulnerable tenants and the level of additional support that may be required?

- If an in-home visit is required, what is the process for notifying tenants about maintaining a safe distance and hygiene procedures prior to the visit?

- How will staff check whether the tenants are isolating or shielding prior to the visit?

- How can you assure tenants that home visits will be safe any staff/contractors who visit their home will adhere to the most up to date guidance and follow physical distancing and hygiene measures?

- Will there be a consistent point of contact for tenants to support them if they are anxious about in-home visits or need any follow-up assistance after the visit?

- How will you communicate with tenants to who don't have English as their first language and others who may struggle with written and verbal communication?

- Will there be any circumstances where physical distancing requirements cannot be followed? (e.g. emergency situations such as fires or an accident)

- Will home visits be required as a response to anti-social behaviour reports?

Ideas/proposed measures:

➜ Develop 'virtual tenant groups' or conduct remote surveys to consult with tenants

➜ Provide general advice on physical distancing and hygiene protocols to all tenants via posters, letters, emails, text or other communication methods using simple messaging to explain guidelines (e.g. images and clear language) with consideration of groups for which English may not be their first language

➜ Consider using wider media channels such as websites and social media as well as TV and local radio to communicate with tenants

8.1 Return to work guide (002)

➜ Issue written guidance to all tenants on what can and cannot be expected during any home visits including the requirements for physical distancing, hygiene and any other new protocols which they need to follow alongside a reassurance of the health and safety measures which have been put in place. This could include the following:

- Advise tenants that a two metre distance is kept from those working, if possible

- Advise tenants to follow all hygiene advice during the visit (e.g. washing hands and coughing or sneezing into elbow)

- Advise tenants to leave all internal doors open to minimise contact with door handles

- Advise tenants that in an emergency, for example, an accident, fire, or break-in, people do not have to stay 2m apart if it would be unsafe

- Advise tenants that all staff/external contractors have been fully trained on the new protocols

- Advise tenants that appropriate risk assessments have been connected for all home visits

➜ Where an in-home visit is required, discuss the working environment and practices with householders and clients in advance (e.g. by telephone or videocall) to confirm how the work will be carried out, if a physical visit is needed

➜ When booking appointments, remind the tenants of the new protocols and ensure they have understood any written guidance issued
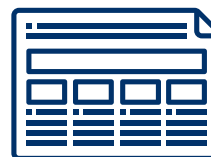
Useful links and examples:
(in addition to those provided as part of the Housing Offices section)

- The **NHS Inform** communication toolkit contains various resources for sharing important coronavirus (COVID-19) information, such as advice on symptoms and hygiene, with staff and tenants (this includes leaflets, posters and video content as well which are available in multiple languages and alternative formats such as audio, easy read and British Sign Language)

- Working with the **SHRG**, the **Scottish Government** has published specific non-statutory guidance on physical distancing and hygiene requirements in multi-storey and high-density flats. This includes examples of signage and letters to tenants which could be used to make them aware of any new protocols

- Dutch housing association **Qlinker** currently uses digital technology to deliver remote customer services to current and prospective tenants using the Qlinker app for all – from finding a new (or different) home, signing their contract, paying their rent and asking for maintenance or repairs.

- Some housing associations have prepared guidelines on home visits, such as this example by **Sanctuary Housing**, which outlines the steps which have been taken to keep tenants safe

- **ScotPHO** have produced a COVID-19 Community Vulnerability map tool based on demographic, social and clinical indicators relevant either directly to COVID-19 or to socio-economic factors that are likely to modify the impacts of the pandemic and efforts to delay it. This could be used to identify particularly vulnerable datazones and areas where tenants may require additional support.

8.1 Return to work guide (002)

Customer/Staff Journey Map (Home visits)

The template below provides an example of a customer journey when receiving a visiting from a member of staff or a contractor. The aim of this is to support the design of the customer experience during such a visit. This is an indicative example only and details should be adapted to suit the protocols of each organisation.

Journey Map Template

Please refer to **Appendix B** for an additional service user design template which could be used to explore the journey map for more specific groups.

8.1 Return to work guide (002)

	Customer	Staff/contractor
Prior to home visit	✔ Customer receives notification of services resuming via letter, email or social media ✔ Customer contacts housing staff to arrange a visit ✔ Staff member ask some screening questions and assesses whether an in-home visit is required ✔ If a visit is required, staff member reminds the customer to adhere to the physical distancing and hygiene requirements during the visit and to re-schedule their appointment if they or any members of their household develop symptoms prior to the visit	✔ Staff member/contractor is provided training on new working practices including physical distancing and hygiene requirements ✔ Staff member/contractor reviews risk assessment for the particular visit ✔ Staff member ensures they have appropriate PPE for the visit (e.g. hand sanitiser or PPE specific to repair/maintenance job) ✔ If staff member or any members of their household develop symptoms prior to the visit they should contact their manager and arrange to be tested. Another member of staff should complete the visit instead
Entering the home	✔ Customer reviews staff member(s)/contractor(s) ID while maintaining distance ✔ Customer confirms that no-one is the household is displaying COVID-19 symptoms, isolating or shielding ✔ Customer provides staff member/contractor access to the property including access to handwashing facilities where possible	✔ Staff member(s)/contractor(s) arrives at the home and shows ID/confirms appointment while maintaining distance ✔ Staff member(s)/contractor(s) confirms with tenant that no-one is the household is displaying COVID-19 symptoms, isolating or shielding ✔ Staff member enters the property and washes hand (where possible) or uses hand sanitiser

8.1 Return to work guide (002)

	Customer	Staff/contractor
During the home visit	This section could vary depending on the type of visit Repair/maintenance visit: ✔ Customer remains at least 2 metres away from staff/contractors and ideally in a separate room to where the work is being carried out Advice/support visit: ✔ Customer always remains at least 2 metres away from staff/contractors and within a well-ventilated room (or outdoors where possible)	This section could vary depending on the type of visit Repair/maintenance visit: ✔ Staff member(s)/contractor(s) completes designated task or required service while maintaining physical distancing (or with an appropriate barrier or screen in place) ✔ Where applicable, staff member(s)/contractor(s) dispose of any waste and clean working area in line with hygiene protocols Advice/support visit: ✔ Staff member remains at least 2 metres away from staff/contractors and within a well-ventilated room (or outdoors where possible)
Following the home visit	✔ Customer should wash their hands or use hand sanitiser ✔ Customer should book a test and isolate if they develop symptoms and following the advice of NHS contact tracers if they test positive	✔ Staff member/contractor follows RIDDOR reporting procedures in the event of any occupational exposure ✔ Staff member/contractor informs the manager if they develop symptoms and arranges to be tested ✔ If staff member tests positive, they should isolate and follow the guidance of NHS contact tracers

8.1 Return to work guide (002)

Appendix A: Scottish Government COVID-19 Routemap for 'working or running a business'

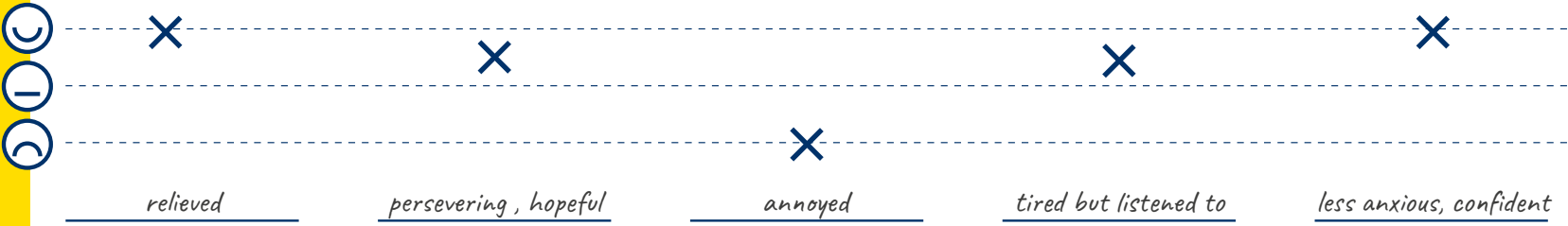|	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Working or running a business	Lockdown restrictions:	As with previous phase but with the following changes:			
	• Closure of non-essential workplaces. • Social distancing requirements for essential businesses. • Remote working is the default position.	• Remote working remains the default position for those who can. • For those workplaces that are reopening, employers should encourage staggered start times and flexible working. • Non-essential **outdoor** workplaces with physical distancing resume once relevant guidance agreed. • Construction – Phases 0-2 of industry restart plan can be implemented. Industry to consult government before progressing to phase 2. • Preparing for the safe reopening of the housing market. • Workplaces resuming in later phases can undertake preparatory work on physical distancing and hygiene measures.	• Remote working remains the default position for those who can. • Non-essential **indoor non-office-based** workplaces resume once relevant guidance agreed – including factories & warehouses, lab & research facilities – to re-open with physical distancing. • Construction sector to implement remaining stages of phased return. • Relaxation of restrictions on housing moves.	• Remote working remains the default position for those who can. • Non-essential **indoor office** workplaces can open, once relevant guidance agreed, including contact centres with physical distancing.	Remote and flexible working remains encouraged. All workplaces open with improved hygiene and in line with public health advice

Source: Scottish Government

8.1 Return to work guide (002)

Appendix B: User journey – staff

	Before work/travel	Arriving	At work activities	At work activities	Leaving
Draw or describe what this person does or will do					
How do they feel?					
What are the painful points in the journey?					
What are the opportunities to improve the journey?					

8.1 Return to work guide (002)

Appendix B: User journey – staff example

	Before work/travel	Arriving	At work activities	At work activities	Leaving
Draw or describe what this person does or will do	Jamie is keen to get back to work for his mental well being and because his internet connection isn't reliable. Jamie has to drop his toddler off at the child-minder before coming to work. The child-minder is taking only certain children on certain days.	He avoids the lift by climbing four flights of stairs. He arrives off peak but it is difficult to arrive at an exact time to avoid colleagues as it takes such a long time to find a parking space. He usually takes the train but is avoiding public transport.	Sitting apart from colleagues feels isolating. Things which make life easy at the office are not available to him for example no one is using the printer, if he uses the kettle he must disinfect all surfaces before and after.	Some meetings are taking place outside, including walking meetings, which is refreshing way of working. However, not great for note taking or the Scottish weather.	Jamie must leave earlier than usual to avoid peak travel. He also must build in time to clean his desk and tidy his materials.
How do they feel?	busy, multi-tasking	rushed, frustrated	still isolated, inefficient	intrigued, inspired	less productive
What are the painful points in the journey?		parking	physical distancing and hygiene impede social and pratical aspects of the office	practical limits of outdoor meetings	time being lost
What are the opportunities to improve the journey?	support Jamie to improve his internet connection at home	employer suggests cycle to work scheme, provides cycle parking, access to showers	consider physical ways to socialise at a safe distance	suggest voice recording notes and provide staff with headphones to listen back	balance at home working with office working

8.1 Return to work guide (002)

Appendix B: User journey – customer

	How do they hear about the service?	How do they access the service?	How do they experience the service?	How does the service develop for them?	How does the service conclude?
Draw or describe what this person does or will do					
How do they feel?					
What are the painful points in the journey?					
What are the opportunities to improve the journey?					

8.1 Return to work guide (002)

Appendix B: User journey – customer example

	How do they hear about the service?	How do they access the service?	How do they experience the service?	How does the service develop for them?	How does the service conclude?
Draw or describe what this person does or will do	Charlie gets a letter saying housing offices will be open for appointments for some services. She does not have a computer so is pleased she will be able to attend to address an ongoing problem and get information.	She calls to arrange an appointment. It takes a few attempts to get through. On the phone, they try to resolve the issue but decide it would be better to meet in person.	Charlie is surprised that she has to queue at the office as she has made an appointment. For health reason, she finds it difficult to stand for a long period. No one is outside to speak to.	Charlie finds it difficult to hear through the plastic screen. She is tired from standing. The staff member is helpful and understanding. They resolve the problem and she is given a number to call about this issue in future.	Overall Charlie is pleased she has been able to resolve the problem and it has relieved anxiety. She has also benefited from seeing someone in person after a long period at home.
How do they feel?	relieved	persevering , hopeful	annoyed	tired but listened to	less anxious, confident
What are the painful points in the journey?	no computer access	telephone lines are busy	having to stand; was not clear she might have to wait	plastic screen impedes communication; no where to sit due to hygiene concerns	
What are the opportunities to improve the journey?	introduce to digital inclusion services	explain what will happen at the appointment	consider how people with a disability will use the service; how are people identified to skip the queue	consider communication in instance of hearing or sight difficulties	take opportunity to check in with customer on their wellbeing and sign post relevant services

8.1 Return to work guide (002)

The Social Housing Resilience Group comprises:

- sfha — Scottish Federation of Housing Associations — We are housing Scotland
- Chartered Institute of Housing Scotland
- Scottish Government Riaghaltas na h-Alba gov.scot
- Public Health Scotland
- Wheatley Group
- Scottish Housing Regulator
- COSLA
- ALACHO — Association of Local Authority Chief Housing Officers
- Glasgow and West of Scotland Forum of Housing Associations GWSF

For further information please contact:

Lorna Wilson
Head of Policy, Membership and Innovation
Scottish Federation of Housing Associations
lwilson@sfha.co.uk

SOCIAL HOUSING RESILIENCE GROUP