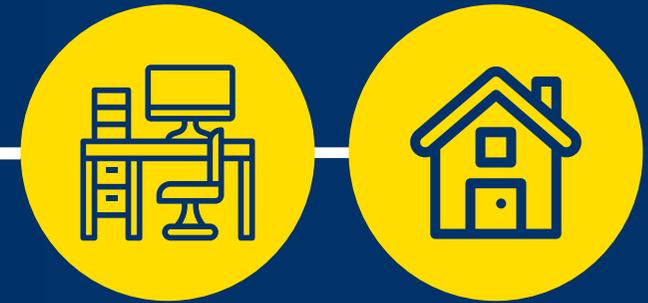# Social Housing Resilience Group
Guide to Restarting Services
Version 3, 13 July 2020

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.

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.

Following the Scottish Government's announcement on 9 July 2020 confirming progression to **Phase 3 of route map**, the guidance indicates that non-essential offices should not open any earlier than 31 July 2020 and this will be subject to the implementation of relevant guidance, including physical distancing. Even at Phase 4, control 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 (remote/ flexible working to remain the default position)	Yes – with controls – no earlier than 31 July
Office – third party access (e.g. tenants, prospective tenants, partners, contractors)	No	No	No	Possible* – with controls – no earlier than 31 July	Yes – with controls – no earlier than 31 July

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

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.

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

Things to consider:

- What will be the 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 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

➜ 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 businesses and guidance on returning to work safely

- 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

- The **Scottish Government** has also provided specific guidance on returning to work safely for micro and small businesses

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?

- 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

- 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.

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

➜ 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

➜ Advise staff on the latest information on the use of face coverings in the workplace

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 recommending that these should be used in enclosed spaces where physical distancing is difficult. Face coverings are also now mandatory in some environments such as retail and public transport. Employers should support staff who wish to wear a face covering in their workplace even where this is not required by law.

• 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

**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.
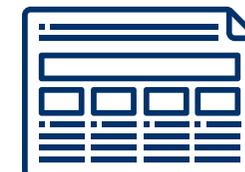
Prior to office re-opening	✔ Manager consults with staff member and discusses their personal circumstances, home working/travel arrangements and preferences ✔ Staff member is encouraged to work from home where possible	✔ If it is deemed suitable that this member of staff returns to working in the office, 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

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

- ✔ 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

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

➔ 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.

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

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 Scottish Government updated its guidance for the construction sector on 22 June 2020 and confirmed that the sector could now move to Phase 3 of the re-start plan (steady state operation – where physical distancing can be maintained). This involves a measured and controlled resumption of non-essential services including domestic housing. Further announcements on the remaining phases of the re-start plan are expected in due course.

With regards to repairs and maintenance work, the guidance on moving home (published on 23 June and updated on 9 July) contains further information on home moves in the social and private rented sector including some guidance on repairs, gas and electrical safety checks and energy performance assessments. Kevin Stewart MSP issued a further letter to social landlords on 2 July regarding compliance with statutory and regulatory targets. This gave some specific guidance on routine electrical safety inspections indicating that such checks should not be conducted in occupied properties until at least Phase 3 of the routemap unless there is an existing defect or cause for concern.

On 7 July 2020, an open letter to council, housing association and housing co-operative tenants was also issued by the Scottish Government. Amongst other topics this included a specific section on staff and contractor visits to tenant properties and guidance on repairs, maintenance and planned improvement programmes highlighting that social landlords will be working towards resuming these services.

In terms of other support related home visits to tenants, the routemap indicates that there will 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. For example, following the updates announced as part of Phase 2, visits to support Housing First tenants are now permitted from 19 June 2020. However the guidance for non-healthcare settings still states that frontline outreach and support services should be limited to essential visits only. Preparatory work for resuming other support services can also continue but remote support for tenants should remain the default position where possible and 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 even in Phase 4.

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:

- Updated **Scottish Government** **guidance on moving home** (updated 9 July 2020)

- **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 (updated 3 July 2020)

- 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.

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		Construction industry to implement remaining stages of phased return (Phase 3-5)		
Emergency Repair Service	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)	Yes (with controls)
Non-emergency Repairs – External	No	Possible* (with tenant consent and controls)	Possible* (with tenant consent and controls)	Possible* (with tenant consent and controls)	Possible* (with tenant consent and controls)
Non-emergency Repairs – Internal	No	No	Possible* (with tenant consent and controls)	Possible* (with tenant consent and controls)	Yes (with tenant consent and controls)
Occupied Property Inspections	Avoid if possible (virtual appointments recommended)	Avoid if possible (virtual appointments recommended)	Possible* (with tenant consent and controls)	Possible* (with tenant consent and controls)	Yes (with tenant consent and 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 for Housing First tenants* – 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 controls)	Yes (with tenant consent and controls)	Yes (with tenant consent and controls)	Yes (with tenant consent and controls)	Yes (with tenant consent and controls)
Cyclical Maintenance – Safety Related	No	Possible* (with controls)	Possible* (with controls)	Possible* (with controls)	Yes (with tenant consent and controls)
Planned and investment works – external	No	Possible* (with controls)	Possible* (with controls)	Possible* (with controls)	Yes (with controls)
Planned and investment works – internal	No	No	No	Possible* (with tenant consent and controls)	Yes (with tenant consent and controls)

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

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

- **CICV** have produce practical advice on work to be carried out in people's homes alongside a broader safe return and restart guide for the construction industry

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?

- 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

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

➜ 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?

- 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

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

➔ 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)

- **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.

- 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

Customer/Staff Journey Map (Home visits)

The template on the following page 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.
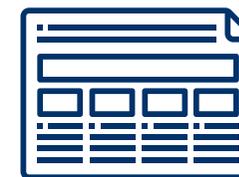
Journey Map Template

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.

	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

	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

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

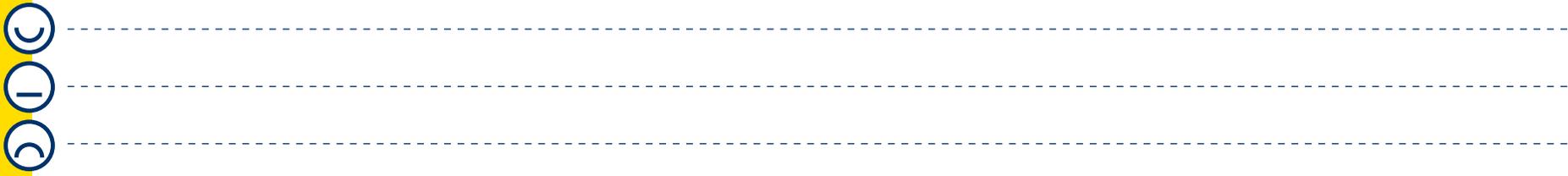|	Lockdown	Phase 1	Phase 2	Phase 3	Phase 4
Working or running a business	Lockdown restrictions:	As with previous phase but with the following changes:			
	• Closure of non-essential workplaces. • Social distancing requirements for essential businesses. • Remote working is the default position.	• Remote 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

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?					

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

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?					

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

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

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