

No	Service Area / Theme	Recovery and / or Transformation	Recovery and Transformation Objectives	Actions for Recovery Plan and / or Transformation	Update - as at 8th June 2020	Lead	Deadline (month)
1	Homelessness	Recovery	1)Ensure that Stockport homeless provision continues to meet need	1.1)Bringing back homeless customers on a pro-active basis into re-housing within Stockport from GM Hotel Provision	There are no Stockport placement felt in Manchester hotels.	Geoff Binns	Ongoing
				1.2)Establishing the Housing Options Team in Cornerstone as a priority service area	Housing Option Team presence within Cornerstone.	Geoff Binns	TBC (linked to Reception re-opening)
2	Mental health	Recovery & Transformation	2)Ensure that SHG maximises its offer for mental health to SHG customers	2.1)Review provision of mental health provision with TLC and other appropriate partners, using external funding to expand offer available	Challenge for TLC around lack of capacity to take on more referrals from SHG as some colleges won't allow student counsellors to practice during lockdown due to lack of supervision. This has resulted in a waiting list for counselling for the first time. Ongoing regular review liaison with SHG / TLC service. TLC are actively recruiting student counsellors from colleges where support infrastructure exists. TLC regularly reviewing position of position with colleges unable to recruit counsellors. Active wider promotion of service would only commence when capacity increases. SHG considering joint bid with TLC to access funding for more complex cases, exacerbated by lockdown situation. Designing new mental toughness sessions for schools for September 2020 to comply with social distancing. Bidding for funding through Youth Endowment Fund for this.	Tanya King	July 2020
				2.2)Review lessons learnt from Startpoint virtual IT support which has brought customers together who were isolated and develop plan of action to continue and extend this provision	Very positive working practices established during Covid with high take up from users. Additional referrals actioned via welfare calls. Virtual review of new working systems part completed. Agreed to submit bid for Covid impact on older people and isolation, in partnership with Start Point and OPS team. Devices and connectivity to be supplied, to enable virtual coffee mornings etc.	Tanya King	Jun-20
				2.3)Continue to promote TLC mental health support to our customers and other Council/partners support	TLC current capacity is full and therefore SHG not actively promoting service due to waiting list. SHG continuing to promote other local support including OWLS, new safe haven provision etc.	Tanya King	Ongoing
				2.4)SHG staff continue to support customers to navigate and access all available mental health services	Mental health support regularly promoted on social media, via contact details on weblink and through welfare calls.	Tanya King	Ongoing
3	Pantry Service	Recovery	3)Re-instate Pantry service from five locations, and maintain home delivery food provision services re COVID-19 until no longer required (in consultation with Council)	3.1)Review home deliveries to ensure targeted appropriately and encourage visits to Pantries (when suitable).	Script in use from w/c 1st June to encourage pantry membership. Using opportunity to gather feedback from pantry members about new format of pre-packed bags etc. Deliveries reducing week on week, with focus remaining on deliveries only for the most vulnerable Council deliveries going through Stockport Food bank from 5th June 2020.	Tanya King	May 2020
				3.2)Re-open three closed Pantries when sufficient supplies, volunteers and when it is possible to comply with social distancing Government guidance.	Woodley pantry opened 15th June. Applied for funding to secure additional supplies to meet demand. Two customer volunteers already back working at Woodley pantry w/c 25th May. Lancashire Hill and Mottram Street pantries cannot be opened due to size and being unable to adhere to social distancing. Investigation work underway regarding relocation of these pantries and applications for funding to support this work. Customers that would normally use Lancashire Hill / Mottram Street Pantries who are unable to travel to open pantries, will continue to have home delivery service.	Tanya King	July 2020 Woodley only (dependent on volunteers) / Dates for other two pantries TBC following assessments.
				3.3)Review of pantry members and service provision options/format.	New script started w/c 1st June as part of 'home deliveries/members phone survey' for the pantry review.	Tanya King	Jun-20
				3.4)Review of mobile pantry service offer for all targeted vulnerable households.	Working up model for long term mobile pantry in conjunction with Older Person Services. Changed pantry geographical criteria to accommodate more home deliveries and wider membership.	Tanya King	Jul-20
				3.5)Work with the Council to develop the long term sustainable food offer for the residents of Stockport	Emergency food requirements from the council helpline to be primarily delivered by Stockport Food Bank from the 27th May with SHG providing back-up for weekends, bank holidays and in case of spikes in demand. Weekly call being held with the council, Food Banks and the Wellspring to plan for future delivery.	Anne Marie-Heil	Ongoing (until no longer required)
4	Community development	Transformation	4)Ensure SHG helps its 'communities to bounce back'	4.1)SHG to review the community offer to help our 'communities bounce back' (linked to the development/approval of the Social Investment and Customer Engagement Strategies), linking to digital ambitions and learning from Covid-19 to enhance and improve this offer.	Working on both Social Investment and Engagement Strategies to take to board in September 2020. Using learning from Covid to consult customers about the impact of remote working on service delivery with a view to changing format of services.	Tanya King	Sep-20
5	Safeguarding	Recovery	5)Ensure that SHG continues to safeguard customers and work with partners to minimise risk	5.1)Continue to participate in the regular multi-disciplinary safeguarding calls and acting upon key activity / requirements as they arise	Fortnightly calls continue with all partners sharing relevant updates on service delivery, trends and key risks. Partners made aware of changes to services to conform with Government restrictions, any changes to such will be regularly communicated.	Anne-Marie Heil	Ongoing
6	Cornerstone	Recovery	6)Ensure safe building management of Cornerstone in light of Covid 19 and current Government guidance	6.1) Assessment of site and production of a role out plan to reopen building to maximum capacity in line with government guidelines	Assessment completed and all required actions implemented, including allocation of desks, meeting rooms, floor markings, hand sanitiser, wipes etc. Induction Video sent to all staff via Insight and on the HOG outlining all the changes and steps implemented to ensure a safe working environment. All staff attending Cornerstone are required to sign to confirm they have read the Stay Safe Considerate Colleague principles and watched the Induction Video. First phase of those returning commenced on 1st June 2020.	Linda Camblin	May-20
				6.2) Production of an updated Risk Assessment for Cornerstone (working with Health and Safety Team)	Risk assessment completed and available on Assure Portal. Risk Assessment has been shared with Union and staff.	Linda Camblin	May-20
				6.3) Production and promotion of the new 'Stay Safe Considerate Colleague' to all staff	Completed and shared with Staff Voice, Unions and circulated to all staff via Insight and on the HOG. All staff attending Cornerstone are required to sign to confirm they have read the Stay Safe Considerate Colleague principles and watched the Induction Video.	Liz Chadwick / Linda Camblin	May-20
6	Business continuity/Emergency Planning	Recovery	7)Review business continuity plans and update in the light of lessons learnt during the COVID crisis	7.1)Review and update Emergency Plan working with Stockport Council to ensure that this could manage an additional emergency on top of COVID.	Action not yet due.	Sandra Coleing	September 2020
				7.2)Review and update BC for P1 services	Action not yet due.	Sandra Coleing	Oct-20

7	IT	Recovery	8)Working with SMBC to improve IT network stability and resilience	8.1)Regular meetings with SMBC.	Network steadier. Increased capacity for homeworking and web access. Further developments around an upgrade for homeworking being planned mid June and SHG to assist with early testing.	John Chambers	Ongoing
				8.2)Collating data and escalating issues with SMBC Account Management and Senior Managers (as required)	Reports of issues investigated and acted upon in line with business as usual.	John Chambers	Ongoing
8	Digital Transformation	Transformation	8)Prioritise the projects to implement the three key IT pillars to support working from anywhere	8.1)Hybrid Mail roll out to all SHG staff, including further staff engagement	Usage being monitored. Plan to review what other teams could take advantage of this as interim solution (pending full scale digital document project.)	Simon Welch	August 2020 (review)
				8.2)Office 365 (with MS Teams) on a prioritised basis managed in groups to manage support	Early adopter teams being agreed. Roll out has been accelerated.	John Chambers	Dec-20
				8.3)Digital Documents Project for the whole organisation - phase 1 linked to Phoenix	Developing a Statement of Requirement and strategic narrative for Digital Documents Project. October Phoenix decision will determine the direction for this project (ie included within Phoenix or separate system which integrates required). Business Analysts to start process mapping.	John Chambers	May-22
9	Governance	Recovery & Transformation	9)Investigate how governance and Board meetings can be delivered digitally (when needed)	9.1)Review Governance documents, policies and procedures in line with digital solution.	Board meetings currently being delivered via Zoom. Need to investigate use of Teams as O365 roll out happens. Governance documents being reviewed / amended as needed. No obvious gaps at current time.	Jonathan Vail / Sam Donigan	Sep-20
10	Risk management	Recovery	10)Ensure corporate risks are surfaced and managed effectively relating to Covid 19	10.1)Review the risk register for 20/21, to consider emerging covid-19 risks	Audit and Risk Committee seeing paper to gather their views at meeting on 8 June 2020 and then SHG Board will receive report on 22 June 2020 outlining changes being made to all risk registers, seeking their approval. Will revert back to quarterly monitoring of risks / actions / scores from that point going forwards.	Sam Donigan	Jun-20
11	GDPR	Recovery	11)Review and ensure we comply with GDPR when implementing now as a result of working in Covid	11.1)Managers to complete a new Data Protection Impact Assessment (DPIA) for each new ways of working (e.g. video calls for customers)	IG Officer identifying areas where DPIA could be needed and will contact managers. May need to use existing template paperwork until One Trust is fully up and running.	Sam Donigan	Ongoing
				11.2)Engagement/promotion to staff of the outcome of the DPIA for new ways of working (e.g. Insights, team meeting slides/team meetings)	Can only do once have undertaken DPIAs.	Sam Donigan	Ongoing
12	Independent Living Service	Recovery	12)Ensuring vulnerable customers have adequate contact and are COVID safe during the COVID 19 period and beyond	12.1)Complete all welfare calls and CTV's calls and ensure the management of ongoing call backs.	Completed for all original cohorts for end of May 2020 as planned (including age 70+, aged under 70 with a disability and those classed as having an additional vulnerability). Two new cohorts then identified for welfare contact including a)65 to 69 age group (with new smaller welfare SNAP survey and CTVs being completed by NHOs); b) SNAP survey only to those customers aged 62 to 65 year age group (HSO's completing these). Revised completion date now July due to additional cohorts being added to the surveys and fewer people working on these surveys due to people returning to their normal roles. Call backs continue to be directed to the ILS team and incorporated into their regular patches.	Eva Holt	Jul-20
				12.2)ILS service review to include the focus of Older Persons Outreach role to link in with tenants identified needing welfare checks from surveys completed	Commenced review of wider services across both teams as a result of a number of vacancies that have arisen in recent weeks. Completion date revised from May 2020 to July 2020 to reflect the changing emphasis of this action.	Eva Holt	Jul-20
				12.3)Contact with all scheme customers checking their pull cord and pendants are full operational on a programmed basis	Commenced revised method of checks to limit the need for ILCs to enter flats. Recognise this may be required where a resident has additional needs for example dementia. Risk assessment undertaken and measures in place such as the NHO undertaking mutual exchange visits.	Eva Holt	Ongoing
				12.4)Gradual increasing of physical presence of ILCs at schemes (e.g. extra hour morning and afternoon)	Review during June to enable this to be in place from July.	Eva Holt	Jul-20
				12.5)Promote phone contact continuing where appropriate with customers in schemes	Links with review of wider services and SHG wish to continue with this service and expand upon it for Older Persons in general needs	Eva Holt	Ongoing
				12.6)Review and decide when the shared spaces in schemes can be re-opened (including necessary cleaning regime), in-line with the emerging Government guidance	Review has commenced. Main issues identified which need addressing link to the need for staff to be on site and how the additional cleaning will be managed. Recognise this is not insurmountable but the offer will be very different.	Eva Holt	July 2020 (review)
13	Housing Support Service	Recovery & Transformation	13)Re-evaluate the most effective model to deliver the Housing Support service	13.1)Implement the re-introduction of a range of risk based visits to customers	Visits currently being undertaken to those most vulnerable via social distancing in the garden, double cover and door/window knocking. TL reviewing the NHO mutual exchange risk assessment to adopt similar principles for the HSOs	Eva Holt	May 2020
				13.2)Re-introduce surgeries for Housing Support service (ensuring social distance)	To align with Cornerstone reception opening	Eva Holt	TBC
14	Homelessness	Recovery	14)Ensure that the Temporary Accommodation Service is up and running at normal capacity	14.1)Continue prioritised rehousing of homeless applications in the short term to free up capacity.	When Temporary Accommodation is full, homeless customers still remain as priority cases for rehousing due to COVID restrictions on sharing. ABEN phase 3 starting imminently (July start with a completion date of January 2021.)	Rachel Ryan/Geoff Binns	Ongoing
15	Cornerstone reception	Recovery	15)To re-open Cornerstone reception ensuring full compliance to latest Government guidance	15.1)Reorganise Cornerstone reception area and establish interim appointment/ triage system.	Martin Saunders, Jackie Jones and Linda Camblin have met to agree the physical changes required in the reception area. This includes signs and demarcation lines outside, demarcation lines inside to control queueing, a maximum number in reception, changes to the waiting area, changes to interview rooms and increased sanitisers for staff and visitors. A discussion is taking place about screens. Talks with Pure Innovations have also began about their options regarding the cafe. Currently considering opening reception at the start of July.	Martin Saunders	Start of July 2020 (under review)
				15.2)Maintain links with the Council re Fred Perry reception re-opening	Martin Saunders has spoken with manager of Fred Perry House reception on several occasions (last 27/5/20). At present SMBC do not intend to re-open reception until July and their view is that services are being managed well over phone and online.	Martin Saunders	Review again in mid June.
				15.3)Continue to promote alternative forms of customer access as preferential through all possible communication channels (e.g. Repairs on-line, web-chat etc. from Netcall telephony.)	Customers seem to have adapted well to different forms of contact. Staff across organisation still offering face to face services at customer's home (where required.) Reporting repairs online available again now.	Martin Saunders	Jul-20
				15.4)Utilisation of telephone triage system to determine which customers definitely needing a face to face interview at Cornerstone	One Number and individual services are assessing this by phone calls. Some face to face arranged at customer's home e.g. sign ups. Customers seem very understanding at present but easing lockdown may challenge this. Next review June 2020.	Martin Saunders	June 2020

16	Employment support	Recovery	16) Provision of comprehensive employment support to respond to significant increase in unemployment due to COVID 19	16.1) Review the current employment support offer and identify any areas which need to change/expand	Transition to remote working has been successful with the full service being delivered, referrals through 'drop in' have been supplemented by social media comms to promote service. Phone outreach to previous customers (18 month window) has increased referrals. Review of service commenced and identified swift early adoptions for case management, customer contact and engagement-registration paperwork being amended for remote working. Potential expansion identified from benefits of remote working as less physical contact gives increased capacity within the team.	Amanda Ward	July 2020
17	Customer training	Recovery & Transformation	17) Provision of comprehensive customer training.	17.1) Delivery of online and video sessions to customers to continue	14 online video sessions have been delivered and available on the SHG YouTube and website for customers. Blend of Wellbeing and Employment support sessions. Employment sessions are being shared on council website - Jobs Match with a view to design an additional portal that will link to SHG web page, video and employment team support	Amanda Ward	Ongoing
				17.2) Face to Face training session spaces to be reviewed (including limiting number and make sessions shorter)	Review of all community rooms and group sizes available completed. Schedule for face to face training created with a potential start date of mid-July. Reviewed option of videoing sessions for delivering live on SHG YouTube channel for customers who are unable to physically attend.	Amanda Ward	Jul-20
18	TPA	Recovery	18) Ensure that the TPA contract is delivered effectively in light of COVID 19	18.1) Continue to consult Commissioner and wider partners across Adult Social Care and Health to shape a coordinated approach to services across the borough	Wide range of requests for support facilitated including calls to those contacting the Council helpline due to social isolation, outbound calls to shielded group, support to Your Local Pantries and shopping support provided by Age UK.	Anne Marie-Heil	Ongoing
				18.2) Customers to be offered a flexible approach for 1 to 1 working (blend of face to face, video and telephone contact).	Service continues to be primarily delivered on a remote basis, face to face visits to be reintroduced in line with changing guidance	Anne Marie-Heil	Ongoing
				18.3) Face to face work to be retained in specific cases (e.g. domestic abuse)	Additional funding agreed by Commissioner.	Anne Marie-Heil	Ongoing
19	Equality Impact Assessments	Recovery	19) Ensure that SHG's service delivery does not disadvantage any particular sections of our communities due to changes required during the COVID 19 period	19.1) Review the need for Equality Impact Assessments on the Recovery and Transformation Plan action for alternative provision.	Action slightly reworded from 'Review SHG's approach to Equality Impact Assessments and the changes that are required in the light of the Recovery and Transformation Plan'. In progress. Sandra Coleing has copies of the Council's EIA's for their recovery plans.	Sandra Coleing	Jun-20
20	Workforce planning	Recovery	20) To ensure SHG's workforce is effectively managed and deployed during the COVID period	20.1) Manage work and tasks where required	A Covid 19 - work allocation spreadsheet has been set up which is now managed by HR Business Partners (reallocated from the Business Transformation Team). BP's are in touch with the key work areas that need support and are liaising with Directorate managers and HOS to see if there are volunteers with capacity to support this work. They are also identifying any other key work areas that may need to be added to the spreadsheet.	Di Laming	Ongoing
				20.2) Managing the workforce effectively while Covid restrictions are in place	HR BP's are discussing workload and capacity with Directorate managers and HoS to make sure staff are as productive as possible and challenging in areas where there is concern that managers may be struggling to manage remotely. HR BP's are available to support Managers who may be struggling and will work with OD to identify interventions to address this issue.	Di Laming	Ongoing
				20.3) Provision of clear guidance for staff and managers	FAQ's are being developed in response to government guidance and questions raised by staff and managers. Two detailed documents have been issued to date with further FAQ's to be issued as and when new guidance is released or the situation changes. HR BP's are also available to support managers and offer guidance as needed.	Di Laming	Ongoing
				20.4) Development of a policy for long term shielding staff	HR BP's are gathering information in relation to staff who are required to shield longer term and a paper will be presented to SLT in June that makes recommendations to address this and other longer term issues.	Di Laming	June 2020
21	Home working	Recovery	21) To review the approach to home working in the light of COVID	21.1) Managers to review work from home arrangements during phase 2	These discussions are underway and should be read in conjunction with 20.1 & 20.2	Di Laming / Managers	May 2020
				21.2) Assess whether these new ways of working can be extended post lock down via Business Partner discussions	These discussions are underway and should be read in conjunction with 20.1 & 20.2	Di Laming	TBC
22	Health and Safety	Recovery	22) Ensure all SHG practices meet H&S requirements during the COVID period	22.1) Review practices are in line with current Government guidance	SHG Guidance documents and risk assessments, including working safely in offices, vehicles, in customer homes / community and construction sites has been produced and communicated. These documents are available on Assure Portal	Neil Smith	Ongoing
				22.2) Ensure safe working practices are implemented and delivered across all SHG operations	Risk assessments and safe working practices completed and the H&S Team will conduct safety inspections and audits to ensure compliance	Neil Smith	Ongoing

23	Staff engagement	Transformation	23)Identify what's worked well and lessons learnt during 'stay at home period' to influence the priorities in regard to new ways of working	23.1)Design and complete a 'New ways of working survey' sent to Managers to collate team member and management perspective feedback	New ways of working survey compiled and distributed to key managers to complete for service area/team correlating to Best Companies employment group. Deadline for completion 12th June 2020.	Liz Chadwick	June 2020
				23.2)Analyse results and lessons learnt from the Management survey	Awaiting completion of the 'New ways of working' survey.	Liz Chadwick	June 2020
				23.3)Review and redesign longer term working practices as a result of the lessons learnt from the Covid period as well as progress towards our digital transformation	New ways of working survey' issued to Managers with reply date of Friday 12th June. The responses to part of this survey will also inform the future direction of the digital transformation project.	Simon Welch	Jul-20
				23.4)Undertake a Pulse survey to identify current engagement levels across the organisation; identify any disengaged groups due to COVID19 working arrangements and then develop bespoke actions plans	Best Companies Pulse survey completed by 67% of team members. Feedback currently being analysed.	Liz Chadwick	June 2020
				23.5)Redevelop our approach to ensure a dispersed and increasingly mobile workforce remain fully engaged (which will feed into the new People and OD Strategy)	Awaiting analysis of Best Companies Pulse Survey to develop update Engagement & Communications 'Opportunity & Transformation' Action Plan.	Liz Chadwick	Sep-20
				23.6)Delivery of Covid engagement and communications programme to ensure all staff across the group are engaged throughout the Covid period	Transition phase engagement and communications underway with the focus on Stay Safe Considerate Colleague & next steps linked to survey analysis.	Liz Chadwick / Verity Calderbank	Ongoing
				23.7)Ensure customer engagement channels are aligned to new customer practices / channel shift	Working with business areas to communicate with customers updated service delivery.	Verity Calderbank	Ongoing
24	Staff protection	Recovery	24)Protect Customers and Staff from exposure to, or transference of, the Covid 19 virus	24.1)Manage Testing Regime	SHG retaining option to refer via Stockport Council, who are advocating the drive through tests (not home testing, as these are less reliable).	Tony Lafferty	Ongoing
				24.1)Managing the Supply & Distribution of PPE	No issues with PPE supply and distribution of PPE for SHG as good supply in place for medium term. JB joined a Greater Manchester Housing Provider conference call on 4/6/20 re: group procurement for PPE with other GM housing providers to drive down price. GM group exploring use of factory in Wigan for face masks for as low as 20 pence per mask, ensuring VFM and keeping money within the NW.	Jenny Boswell	Ongoing
				24.3)Track & Trace - to review our approach to supporting it.	Awaiting further Government guidance / details which SHG will review.	Sandra Coleing	TBC
25	Staff development	Recovery & Transformation	25)Ensuring staff development opportunities are maximised whilst more people work remotely	25.1)Development of a programme of virtual short courses in order to deliver SHG's L&D Grow Plan for 2021/22 (outside of E-Learning courses already in place).	Values Charter & Conversation Workshops for Managers being delivered virtually. Corporate Induction planned for 25th June 2020 to be delivered virtually. Review of L&D Forward Plan to explore delivery options underway.	Liz Chadwick	September (review)
				25.2)Managers to encourage staff to explore wider virtual learning and development opportunities	Insight L&D focussed edition published on 3rd June 2020 outlining virtual and online options.	Liz Chadwick	Ongoing
26	Financial hardship for customers	Recovery	26)Ensure SHG have maximised every opportunity to support financial hardship within the borough	26.1)Keep abreast of SMBC, GM and Government updates related to financial hardship and consider options as issues arise	All social and private landlords have been restricted from taking possession action over this period. Any Notice of Seeking Possession (NSP) served between 27th March until the 30th September provide a 3 month notice period before legal action can commence compared to the usual 28 days' notice period. In addition to this, all possession and eviction applications for rent arrears have been stayed until at least the 23rd August 2020. The team are currently focussing contact to those with increasing arrears that have failed to engage, where the reason for arrears is unknown.	Christian Hartley	Ongoing
27	SHG financial security	Recovery	27)Ensuring SHG are financially secure following the impact of Covid 19	27.1)Review 20/21 budget for additional pressures and savings	27.1)& 27.2)Audit and Risk (A&R) are receiving an update on Management Accounts at every meeting.	John Kennedy	Ongoing
				27.2)Stress test SHG's medium / longer term financial plans across the group, HRA financial plans and budget forecasts (include the impact of arrears).	Stress test report received by A&R on 8/6/20 which presents scenarios and assesses impact on financial viability for SHG. Next stress test report will be presented with budget setting (for the HRA) at the December 20 Board meeting and the Group report at the March 21 Board meeting).	John Kennedy	Ongoing
28	SHG Strategies and Business Plans	Recovery	28)Review and update business plans and strategies in the light of Covid changes	28.1)Managers prompted to consider the impact of COVID 19 on current strategies and review if required & update the Performance team for forward planning	Managers sent an email from Charmaine McMillan prompting consideration of the impact of Covid-19 on services. It encourages managers to bring forward Policy and Strategy Reviews, if required. Managers will be asked to inform Charmaine if any reviews are being brought forward.	Rob Lloyd	May 2020
				28.2)Managers to undertake review of Key Strategies		All Managers & Rob Lloyd	November 2020
				28.1)Every SHG manager to review their business plans in the light of COVID 19 in conjunction with the Corporate Finance Team (which would then feed into the financial plans ongoing review for 2021 and future years financial modelling).		Managers and John Kennedy	TBC
29	Lingard Lane	Recovery	29)Ensure safe building management of Lingard Lane	29.1)Assessment of site and production of a role out plan to reopen building to maximum capacity in line with government guidelines	Assessment completed and all required actions implemented, including allocation of desks, meeting rooms, kitchen area, warehouse, floor markings, hand sanitiser, wipes etc. Email sent to all users outlining all the changes and steps implemented.	Carl Graham	May-20
				29.2)Production of an updated Risk Assessment for Lingard Lane (working with Health and Safety Team)	Risk Assessment completed, approved and made available on Assure Portal. Risk Assessment has been shared with staff.	Carl Graham	May-20
30	Repairs Service	Recovery	30)To get the full repairs service back to normal levels.	30.1)Management of phased return in line with Government advice (incremental increase in operatives workload with target of 1st June return to 'as normal as possible')	Diaries are back open from Monday 1st June, all operatives have been advised and the stores team have ensured materials and PPE are at levels required. The planning team will be returning to Cornerstone at 50% occupancy to ensure that the levels of requests can be dealt with. The repairs team have liaised with the One Number team to ensure front line staff are aware and prepared for the increase in requests. The marketing team have also prepared with messages to go out on social media and the website Friday 29th May 2020.	Jason Tighe/Carl Graham	Jun-20
				30.2)Key decision to be taken around promotion to customers when the full repairs service being open again and usage of on-line repairs option	Complete and full service back up and running.	Jason Tighe/Carl Graham	Jun-20
				30.3)Complete review of safe systems of work linked to government guidance	All safe systems of work are now in place.	Jason Tighe/Carl Graham	Jun-20
				30.4)Review resource requirements to assess backlog of repairs accumulated during COVID 19 lockdown period	Jobs in system have been significantly reduced following a data cleansing exercise completed during lockdown period. Customers have been contacted during this time and where required new appointments have been made. Backlog in the system is much more manageable now following the data cleansing exercise and now that the workforce is fully available and diaries available.	Jason Tighe/Carl Graham	Jun-20

31	SHG's carbon footprint	Transformation	31)Use this crisis as a catalyst to lower SHG's carbon footprint.	31.1)Provision of updates to SHMT and suggestions for improvements	Report was presented to Leadership Forum on 11/05/20. Joe Keating advised that the team will continue to monitor going forward but this will take many months of data to be able to provide further analytical scrutiny. Estimated to be end of August for updated report.	Joe Keating	Aug-20
				31.2)Production of a year end report to document and outline SHG's carbon footprint	An annual report will be prepared for presentation to LF in March 2021.	Joe Keating	Mar-21
32	Capital Programme	Recovery	32)Reviewing the delivery of the capital programme and reschedule priorities to maintain delivery of the capital programme during the Covid restrictions	32.1)Revise programme within agreed budget to maximise delivery potential through the Covid-19 crisis.	The Capital Programme has been refocused to enable more external works to be completed (as opposed to internal works) to allow for social distancing. No new works have been added to the Capital Programme, work has simply been brought forward within the Capital Programme. Any outstanding works within 2020/21 would be rolled forward to subsequent years of the Capital Programme.	Steve Leonard/ Jason Tighe	Jun-20
				32.2)Work with staff and contractors to ensure safe delivery of works on site as per government advice on Remediation and Covid-19: Building Safety update.	All contractors have submitted Risk Assessments which take into account Covid restrictions and SHG are satisfied that the Government / COVID 19 requirements have been met. Contractors are back on site.	Steve Leonard/ Jason Tighe	Jun-20
33	Development Programme	Recovery	33)Reviewing the delivery of the development programme - and reschedule works to deliver within Covid restrictions	33.1)Work with contractors to ensure safe delivery of works on site as per government advice on Remediation and Covid-19: Building Safety update.	All contractors have submitted Risk Assessment which take into account Covid restrictions and SHG are satisfied that the Government / COVID 19 requirements have been met. Contractors are back on site.	Chris Munby	Ongoing
34	Adaptations	Recovery	34)Determine the feasibility of delivering major adaptations work through current restrictions	34.1)Liaise with SMBC to determine their priorities and the most appropriate way forward in accordance with government advice on Working safely during coronavirus (covid-19).	All risk assessments and method statements have been received from our main contractors for returning to work. Council operations meeting confirmed SHG are managing works safely with RA put in place. The Council's Occupational Therapists (Adult Services) are still only carrying out critical essential visits at the moment (mainly moving and handling for equipment needs and not many of those require major adaptations). Adrienne Payne (SMBC) is still waiting for details of recovery plan by Senior Managers for Adult Social Care for carrying out the general visits. Overall, this will impact work flow for major adaptations work in 6 to 8 weeks as there will be no new work coming through for contractors to complete. Issue escalated to John Bowker who will discuss this further as well with the Council.	Mike Coppock	June-20
				34.2)Work closely with individual families to ensure works are Covid safe.	Outstanding works have been identified that were stopped due to lockdown, the customers have been sent a letter and rung by the HIA Team to assess if the adaptation is still going ahead and they feel safe to do so. Customer then receives a full explanation of the process for the adaptations work and how social distancing is adhered to (by the customer being in another room). Feedback then given to team and contractors following customer contact. Contractor to also phones the customer prior to attending (in line with the risk assessment.) SHG have carried out a risk assessment for the occasions when there is a need for SHG staff to visit a property.	Mike Coppock	Ongoing
35	Customer safety	Recovery	35)Manage customer safety and denied access in relation to gas and electric	35.1)Continue to manage access in accordance with the latest HSE guidance and documenting all steps taken.	Updated guidance was issued by the HSE and Gas Safe on 18th May with regards to the processes that should be followed where tenants are refusing access for the gas safety check due to Covid 19. Internal procedures have now been amended and implemented to reflect this new guidance. There has been no guidance issued in relation to electrical checks, as this is not a regulatory requirement, however SHG are following the same procedure followed for gas check for the electrical checks (where possible). Where properties have not had the safety check carried out by their due date, SHG is then able to evidence all steps taken to attempt to access the property.	Kate Meredith	Ongoing
				35.2)Continue to monitor latest guidance from the Regulator relating to reporting of non-compliance during the Covid-19 crisis.	No specific guidance has been issued by the Regulator. At the end of May our compliance position on gas was 99.50% and 99.99% on electric and therefore there remains no significant non compliance to the point where we are overwhelmed or unable to manage. We have robust procedures in place and where we have a non compliance issue as SHG is able to evidence all steps that have been taken to try to access the property. In addition Board are aware of the position, therefore co-regulatory obligations are being met. Discussed with Rob Lloyd, John Bowker and Sandra Coleing and agreed that at this stage we do not feel it is necessary for SHG to self report to the Regulator. SHG will however continue to monitor the position.	Kate Meredith	Ongoing
36	Three Sixty	Recovery	36)To re-establish Three Sixty operations on site and continue to deliver against the business plan targets	36.1)Plan and set up the sites so operatives can come in on a phased manner from the 25th May in accordance with government advice on Remediation and Covid-19: Building Safety update.	Sites have started again in a phased approach. All safe systems of work are in place, sites have been set up for new ways of working and inspections carried out by the Health and Safety Team. These are now approved and the next phases will continue.	Jason Tighe	May 2020
				36.2)Review overall impact of new operations on programme plan and business plan for Three Sixty	This will be ongoing now sites have resumed. Work is ongoing with the Investment Team to bring forward external works to assist with overall programme. The revised forecast and business plan will be ready for Augusts 2020 board.	Jason Tighe	Aug-20

37	Housing Management Services	Recovery & Transformation	37) Re-evaluate the most effective model to deliver Housing Management services	37.1) Implement the Customer Tenant Visits (CTV) review following consultation and further data analysis	Review ongoing. Approval from Leadership Forum to revert to tenancy calls in the first instance. Work underway to look at reprioritising customers to be targeted and improving sharing of information across teams.	Rebecca Cullen	Aug-20
				37.2) Re-introduction of a range of risk based CTV to customers	Urgent visits commenced including mutual exchange inspections. General risk assessment reviewed for staff undertaking these visits. Using technology where possible to share information with customers linked to transfer inspection, general enquiries etc to reduce number of inspections, property visits required and bring efficiencies to processes.	Rebecca Cullen	Aug-20
				37.3) Review all other Housing Management/NHO role working practices in-line with the CTV review	Review ongoing looking at process around block inspections to reduce any duplication with caretaking services	Rebecca Cullen	Dec-20
38	Housing Services	Transformation	38) Housing Services (name of service under review)	38.1) Explore opportunities to move elements of the service to digital solutions (e.g. virtual viewings, digital signatures)	New ways of working, including virtual viewings, is being explored with a focus upon customer service and also looking at best practice within similar organisations or businesses.	Emma Crick	September 2020
				38.2) Explore opportunities for more flexible working patterns to improve customer experience by offering out of hours services (Homechoice, Mutual Exchanges and Private Sector Teams)	Under current working arrangements, both Mutual Exchange team and Homechoice Registrations teams are working flexibly to get the most of IT systems (better access and performance when less users on the system). A large number of customer enquiries to MX team and Homechoice registrations are basic enquiries which can be well managed by One Number team (some additional training and scripting currently being developed linked to MXs). The information on the SHG website is also being reviewed to ensure essential customer information is available to help customers with most frequently asked questions. Homechoice application process is already digital and customers can access 24/7. Private sector team are flexible in their approach to work and already used to complete viewings with customers out of standard 9-5 hours following relevant risk assessments. Virtual viewings and interactions with customers have been used during CV19 where needed but face to face, safe interaction provides a more personal, customer focused touch and is in line with many high street agents, who are our competition. Review ongoing.	Emma Crick	September 2020
39	Community Buildings	Recovery	39) Ensure safe building management of Community Buildings	39.1) Review the community buildings usage in line with current Government guidance	Risk Assessment complete for centres. Practical measures taking place to prepare for re-opening of centres, ongoing engagement with users including assessment of capacity of centres to meet users requirements	Joanne Cole	Ongoing
				39.2) Manage Social Distancing within the building.	Practical measures in place to manage social distancing when centres re opened.	Joanne Cole	Ongoing
40	Caretaking	Recovery & Transformation	40) Ensure that Caretaking Service continues to operate effectively and safely	40.1) Current working patterns to be considered long term in delivery of service, balanced against maintain service standards.	Ongoing review with team on current working patterns	Joanne Cole	July 2020
				40.2) Review Bulky Waste service and development of a bespoke service to customers.	Benchmarking ongoing	Joanne Cole	Jan-21
				40.3) Review purpose and process of Block and Estate Inspections picking up on what has been learned during this crisis, in conjunction with housing management team	Review ongoing. Mig to review the content of low rise block inspections and the future ability to offer a cleaning service to these low rise block. Review process to establish what can be captured upon low rise block inspections on Sweep and/or CRM.	Rebecca Cullen/Joanne Cole	Dec-20
41	Grounds Maintenance	Recovery & Transformation	41) Ensure that effective Grounds Maintenance Service continues to be delivered	41.1) Review temporary operational practices to establish what can continue in the medium/longer term	Ongoing monitoring and review with contractors	Joanne Cole	July 2020
				41.2) Address the backlog of cutting services, moving to 100% delivery	Daily monitoring of progress with contractor via Glendale Live and engagement with contractors and customers, new ways of working implement to ensure 100% on target to be completed	Joanne Cole	Jun-20
				41.3) Consider pros and cons to move to in-house team for Grounds Maintenance as current external contract due for renewal in next 2 years	Benchmarking ongoing	Joanne Cole	TBC
42	Carecall	Recovery	42) Ensure welfare and safety of Carecall customers via welfare phone calls.	42.1) Review if / how the Carecall Covid calls can continue as the volunteer numbers reduce	Re-prioritisation of cases and handing off where appropriate	Simon Welch	Sep-20
43	SHG Visiting Policy	Recovery	43) Re-start non-essential visits to customers to ensure SHG can operate more effectively.	43.1) Develop a policy and process for staff to do visits safely.	Slight delay from end of May completion date due to final revision being required. Feedback received from Health and Safety Team and GM Housing Providers. Draft produced and sign off by Sandra Coleing, Neil Smith and Jenny Boswell by 12/6/2020 and then issued to staff.	Jenny Boswell	May-20