

APSE



Lessons learned and resilience moving forward.

Colin McInnes, 11th February 2021



Contents

- The Legal position
- Impact of the pandemic on Building & Housing Services
- Adapting & evolving services
- New technologies and ways of working
- Lessons Learned from 2020
- Resilience Planning

Question:



Was your Service READY to handle the
Pandemic?

The Legal position



- Coronavirus Act 2020
- 129 (Scottish) Statutory Instruments introduced since start of pandemic
- Coronavirus (COVID-19): Guidance to Landlords and Tenants, March 2020
- Homes (Fitness for Human Habitation) Act 2018 for all tenancies

Coronavirus (COVID-19): Guidance to Landlords and Tenants



Landlord's obligations have not changed!

- *Tenants have a right to “decent, warm and safe place to live” which is “kept in good repair and free from hazards”.*
- *Landlords must “make every effort to review and address issues brought to their attention by tenants”*
- *Landlords should consider using “technological solutions such as smartphones [to] reduce the need for in-person inspections of property issues”.*

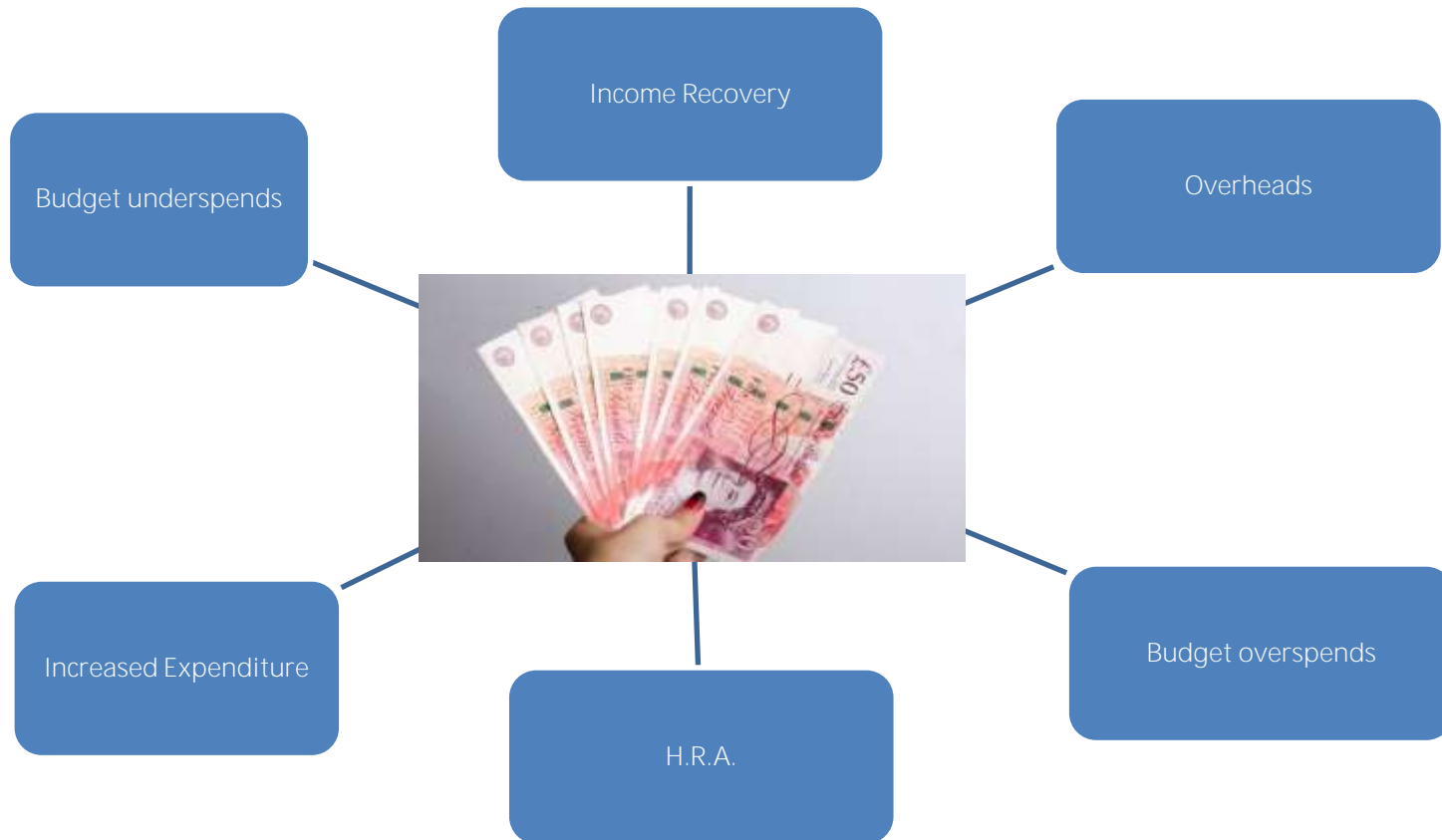
Areas of Impact



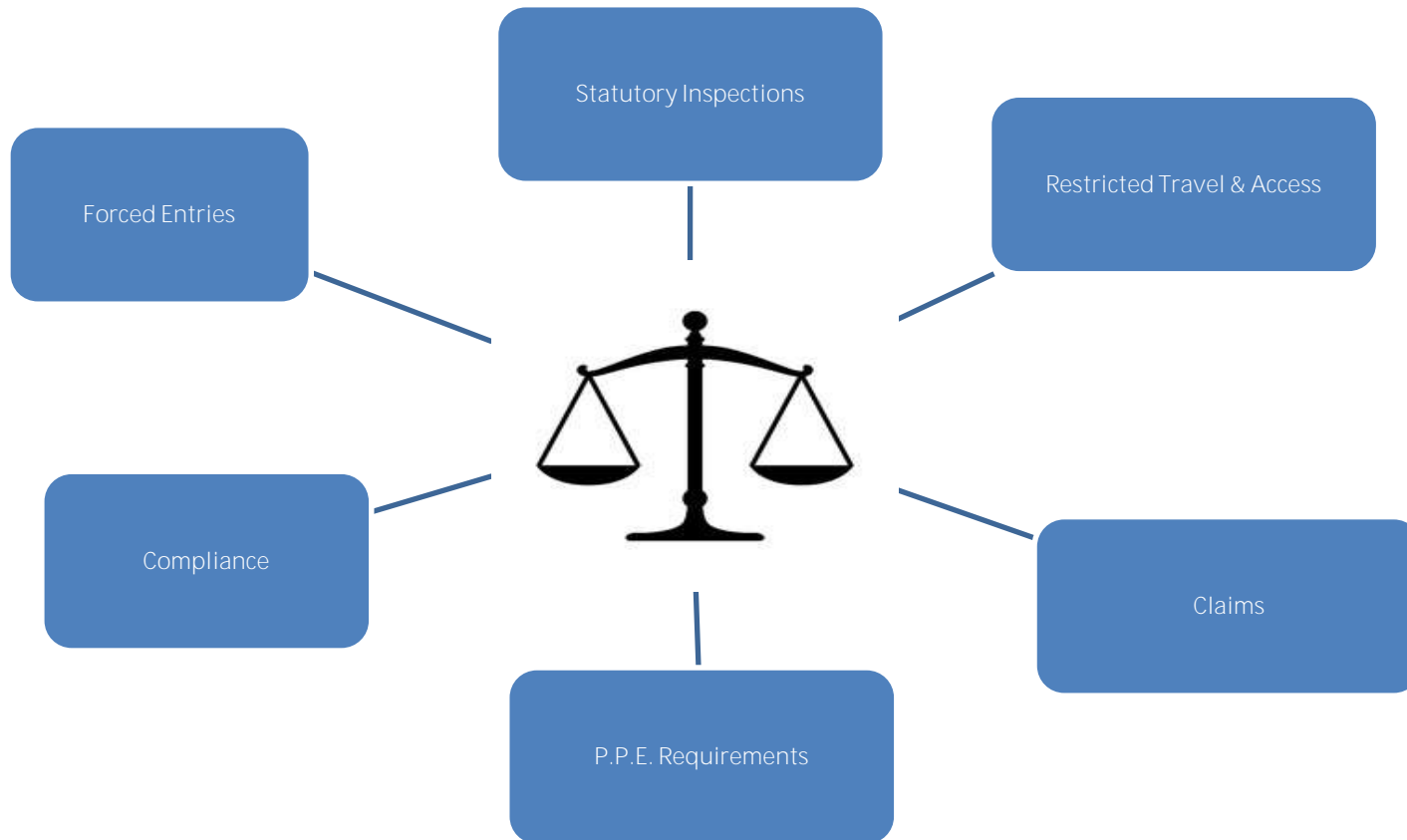
- Finance
- Legal
- Health
- Operations
- Team
- Customers



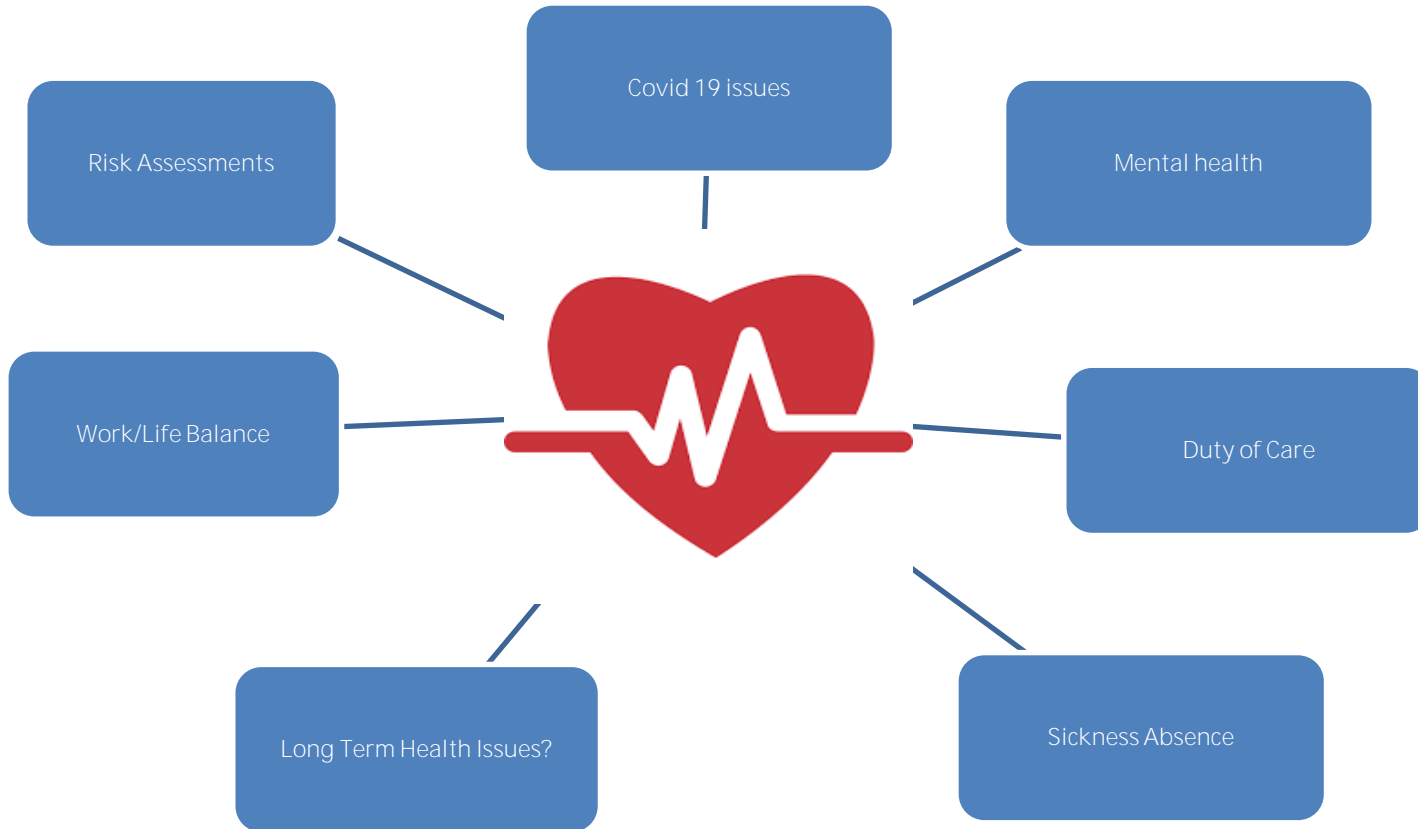
Impact on *Finance*



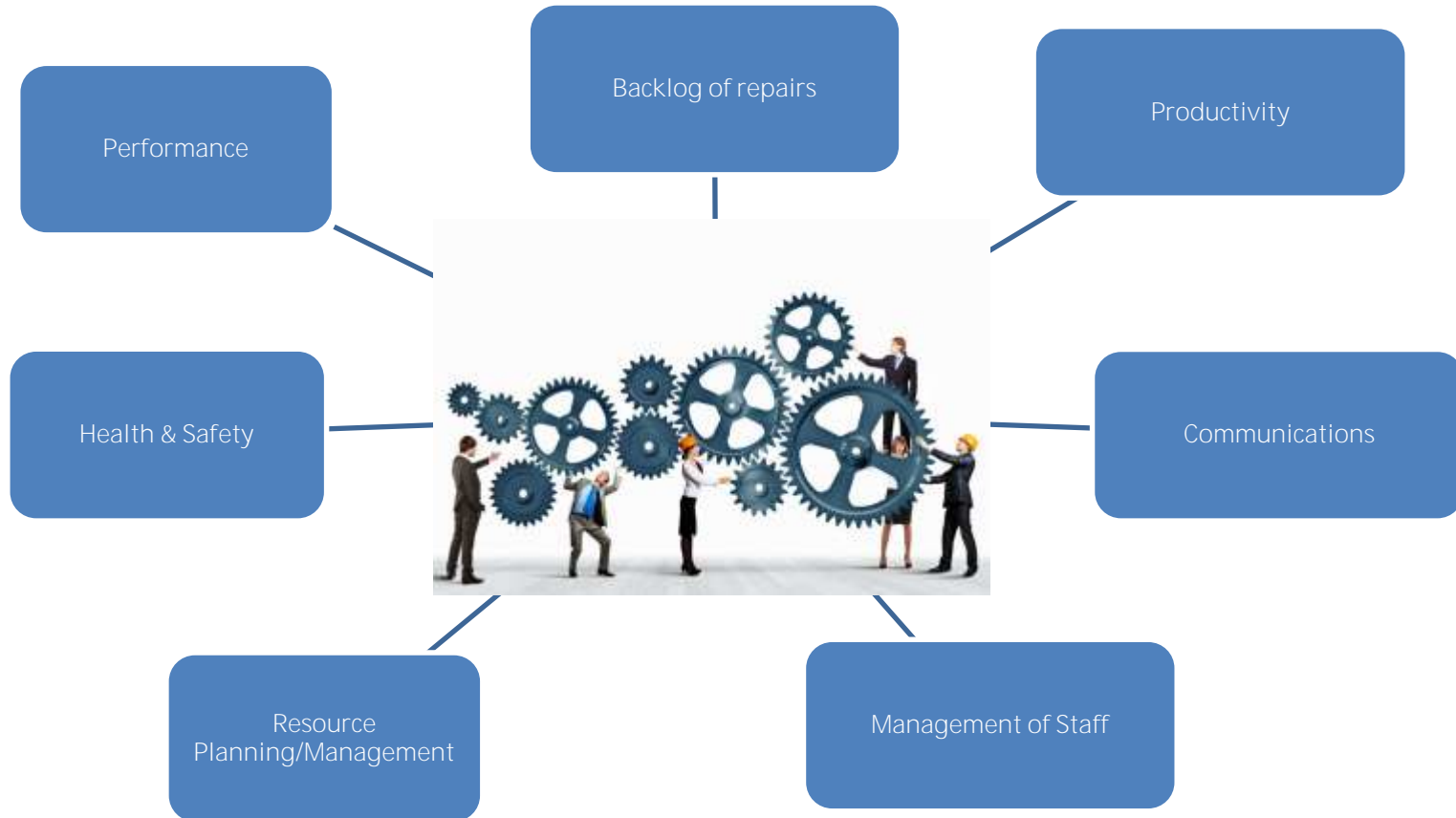
Impact on *Legal Issues*



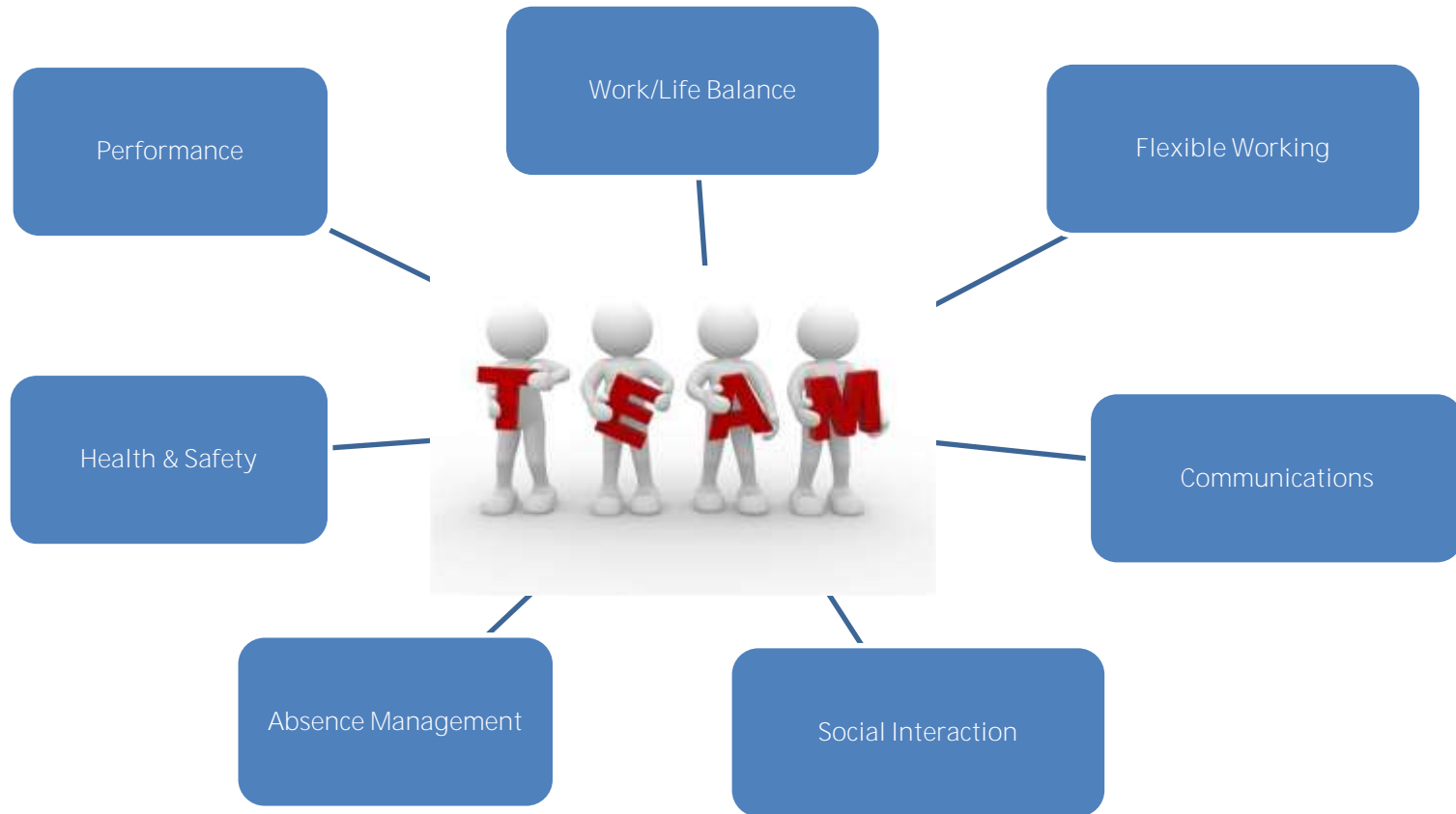
Impact on *Health*



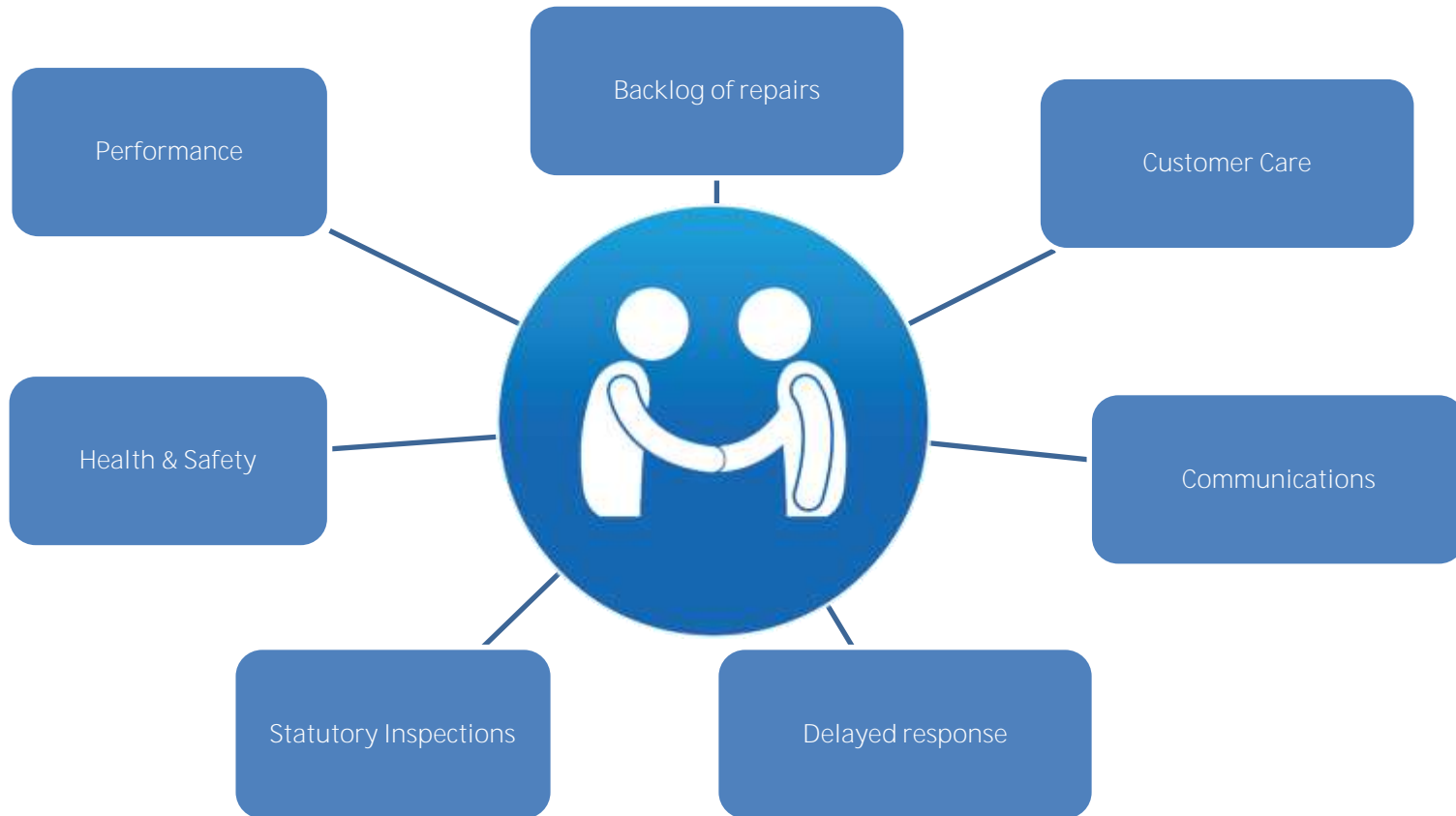
Impact on *Operations*



Impact on *Team*



Impact on *Customers*





Other Impacts

Pros:

- Benefits to Environment
- Reduction in emissions (vehicles, plant)
- Reduction in construction waste

Cons:

- Reduction in recruitment opportunities
- Local Economy
- Reduced use of local suppliers
- Reduction in need for sub-contractors

Adapting to “new” normal



- Identify what worked and what didn't
- Increased use of IT solutions
- Flexible working arrangements
- Review of current operating methods
- Review of office, parking and storage requirements
- Multi-skilling options across services
- Critical review of the impact of Covid 19 on service area
- Develop relevant Business Continuity Plans

New Technology



- Virtual Inspections / checks
- Video conferencing e.g. Teams, Zoom etc
- Use of mobile Apps
- I-Cloud storage/access for data
- End to End Digital solutions to replace paper based systems
- Alternative approach to site inspections e.g. smartphones (pictures/videos)
- Drones for external inspections

New ways of working



- Options appraisal
- Cultural change across organisation
- New communications protocols
- Review of working practices
- “Remote” or “hybrid” working solutions
- Enhanced flexible working methods





Lessons Learned

- Plan for, not React to!
- Know the legal position and apply it consistently.
- Empower staff
- Rapid decision making e.g. changes to emergency legislation
- Communication is key!
- Remote working is doable. (Cultural change)
- Invest in technology.
- **Have a “plan B” (the picture can change quickly!)**
- Concept of open floor plan may not be optimal

Resilience



“**is** the capacity of a system, enterprise or system to maintain its core purpose and integrity in the face of dramatically faced **circumstances**”.

Andrew Zolli

Resilience Planning



- Review Business Continuity / Recover Plans
- Test out BC plans to see if you are Business Ready!
- Incorporate lessons learnt into forward strategy
- **Dealing with the “new” normal environment**
- Resolve any identified gaps in processes and procedures
- Ignore it at your peril!

Resilience



- Business Continuity
- Crisis Management
- Critical Environments
- Financial Viability
- Human Resource Management
- ICT Continuity
- Incident Response
- Information Security
- Legal, Audit & Compliance
- Organisational Behavior
- Risk Management
- Supply Chain Resilience





LOCAL SERVICES

LOCAL SOLUTIONS



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