



## **Short-term Corporate Strategy – April 2020**

*For the duration of the Coronavirus Epidemic Emergency Measures*

### **Context**

Broadland Housing Association's Board agreed a new corporate strategy in June 2019 with the ambition that it would determine our priorities and direct our strategic ambitions up until 2023.

However, there was an outbreak of a novel coronavirus called Covid-19 in China during the winter of 2019/20, which has since spread to become a global pandemic. In March 2020 the British Government introduced significant restrictions on daily life for the entire UK population, which has required significant changes in the way Broadland is able to operate.

The key changes to our operating model, in line with Government guidance, are:

- Temporary closure of our Head Office and all three area offices
- All office-based staff working from home
- Reduction in our maintenance service to emergency and urgent repairs only, as well as gas servicing and other health and safety checks, where we are permitted access
- Reduction in our Estate Services to essential works to maintain basic standards
- All face-to-face business meetings, including board and committee meetings, to take place using video conferencing
- Our default position is that engagement with our tenants and prospective tenants will be undertaken via telephone or online.

In addition, we have made specific arrangements for employees with significant underlying health conditions, or who have household members with significant underlying health conditions, in order to optimise their protection.

These changes to our business model mean that the ambitious Corporate Strategy agreed by the Board, following an extensive consultation process with tenants, staff and stakeholders, needs to be revised with necessary qualifications on our ability to deliver projects over the period of business disruption.

This strategy document explains our priorities during the Coronavirus crisis. Once the crisis is over, we will undertake an accelerated review of the strategy approved

by the Board in June 2019, with the aim of reverting to it, subject to any appropriate contextual changes and revised timescales.

This strategy is therefore only an interim strategy to guide the organisation's decision making and resource allocation during the crisis.

## **Organisational background**

Broadland Housing Association was established in Norwich in 1963, initially to provide affordable rented homes just in the Norwich area but over the succeeding decades has grown to provide homes for people who cannot afford the open market across Norfolk and North Suffolk.

The Association, still headquartered in Norwich but with bases in Great Yarmouth, Colton, Dereham and King's Lynn, provides not just housing and asset management services, but also has a maintenance workforce looking after responsive, cyclical and planned works. Over the years the Association has established a Group structure with two subsidiaries, Broadland St Benedicts and Broadland Development Services, focused on providing new homes across Norfolk and Waveney; and Broadland Meridian, a charitable fund, working with the Norfolk Community Foundation to support mental health and wellbeing charities in Norfolk.

Broadland Housing now employs over 230 people and is strategically led by 13 non-executive directors of independents and tenants over the four companies, working with an executive of five who manage the Group operationally.

## **What we were set up to do**

Our primary purpose is to help families and individuals in housing need access high quality affordable homes in Norfolk and North Suffolk. Everything we do within the Group is connected to delivering our purpose.

## **What this means right now**

We recognise that during the current emergency we will be unable to undertake many of the activities that we would normally prioritise. However, we are still ambitious to make a difference in our neighbourhoods. To this end we will work with public sector and housing association partners to help people in acute housing need access safe housing. We will provide key services, including emergency repairs, so that our tenants can live and self-isolate in their homes safely and reasonably comfortably. We will follow Government guidelines to reduce the risk of infection for our staff and tenants.

## **Our priorities during the Coronavirus outbreak**

- To respond to requests for help from our partner local authorities to provide safe places to live for homeless and other vulnerable people in Norfolk and North Suffolk, including people escaping domestic violence

- To support our tenants to prevent tenancy failures due to their changed circumstances as a result of the Coronavirus crisis
- To manage and maintain our properties to ensure the safety of our tenants in their homes, with a focus on urgent and emergency repairs, gas servicing and any other compliance works
- To provide management services that meet tenants' reasonable expectations, while respecting physical distancing and minimising risks of infection for both tenants and staff
- To undertake basic Estate Services on our schemes to ensure that a reasonable state of appearance is maintained, and longer term that we can revert to a full service with minimal difficulty
- To involve our tenants in scrutinising our performance using video conferencing, social media and surveys to enable dialogue
- To keep our tenants aware of what we are doing and what we are prioritising, as well as informed on any restrictions that may apply from time to time to our services due to the Coronavirus epidemic
- To keep our central functions going in order to not just ensure that the business operates effectively during the emergency, but also that the organisation is in a good place to return to business as usual when restrictions are lifted by the Government
- To ensure that we remain financially robust and resilient

To help us achieve these priorities we will:

- Focus on being a good employer, supporting our staff to undertake their roles safely and effectively, with a focus on both good physical and mental health
- Support our staff when they, or a member of their immediate household, are in self-isolation, consistent with NHS guidance, due to Coronavirus
- Ensure that the whole staff and non-executive team maintain appropriate customer focus
- Ensure that we have the right digital tools and IT infrastructure for staff to do their jobs
- Ensure that we maintain a focus on the Value for Money of our activities
- Maintain good standards of governance with effective regular engagement with and scrutiny by Boards within the Group.
- Revisit the budget that was recently agreed by the Board and consider how recent events may impact on both this year's budget and the longer-term business plan. This may be an ongoing activity depending on the length of the disruption and whether additional restrictions are introduced by the Government.

## **Values and behaviours**

Our values form a central part of our working culture and how we want to work with tenants, employees, partners and stakeholders. All members of the Broadland team, whether non-executive directors, staff or volunteers, are expected to behave in ways that are consistent with our values.

**Trustworthy**

We will behave professionally and with integrity in a way that enables our tenants and partners to trust us.

**Honest**

We will be open and transparent with our tenants, regulators and partners.

**Collaborative**

We will work in equal partnerships with others to deliver our objectives.

**Innovative**

We will be creative and imaginative in finding solutions that work for our tenants and partners, learning from successes and setbacks to deliver our objectives.

**Fair**

We will treat our tenants and our staff fairly and with impartiality.

**Reliable**

We will take ownership of issues and deliver against our commitments.

**Responsible**

We will allocate our resources carefully to optimise the community benefits of our activities.

**Next review**

This is an interim strategy and will only be in place during the Coronavirus epidemic and particularly when the Group is operating under Government-imposed restrictions.

The Board and Leadership Team will regularly review whether the Group can lift the restrictions and constraints that this interim strategy imposes and revert to the corporate strategy agreed in June 2019. This is unlikely to happen while there are Government emergency restrictions on how people and businesses in the UK live and work.

Once the restrictions are permanently lifted, the Group will undertake an accelerated review of the previously approved 2019/2023 Corporate Strategy to consider whether it remains fit for purpose or whether any parts require a fuller review. The intention is to reinstate the 2019/2023 Corporate Strategy objectives, but with revised delivery dates.

## Our customer-facing activities

Statement Number 1	Frontline Services
<b>2019/23 Strategic ambition</b>	<b>We will provide a high-quality housing management and repair service.</b>
<b>What we are going to prioritise during the crisis:</b>	<p><b><u>Housing management</u></b></p> <p><b>Lettings</b></p> <ul style="list-style-type: none"> <li>➤ We will prioritise urgent lettings, in conjunction with our local authority partners, to households with emergency housing needs due to homelessness or other vulnerabilities.</li> <li>➤ We will undertake lettings using digital tools and we will ensure that the lettings process is as easy as possible for applicants and that the risk of infection is minimised for both prospective tenants and our staff.</li> <li>➤ We will always use Tenants Online as part of sign-up.</li> </ul> <p><b>Partnerships</b></p> <ul style="list-style-type: none"> <li>➤ We will, in partnership with our local authority partners, continue to provide homes to people with urgent housing needs due to homelessness; the lack of safe space to self-isolate; at risk due to domestic violence or for other reasons; and will operate flexible allocation and eligibility policies, treating people as individuals and taking account of their unique set of circumstances and housing history.</li> <li>➤ We will work with local authority and other partners, so we each do what we are good at and can achieve more together to benefit our tenants and communities during the Coronavirus crisis.</li> </ul> <p><b>Relationships with our tenants</b></p> <ul style="list-style-type: none"> <li>➤ Our default position is that interactions with tenants will normally take place only online or via telephone.</li> <li>➤ We will ensure that tenants are aware of their responsibilities under the terms of their tenancies.</li> <li>➤ We will promote the Government’s guidance on social distancing so that tenants are aware of their responsibilities to their neighbours and wider community.</li> </ul>

- We will respond promptly to reports of anti-social behaviour, including inappropriate gatherings, and seek to resolve issues through dialogue and mediation, before any tenancy enforcement actions.

### **Compliance**

- We will maximise our compliance with the Regulator of Social Housing (RSH)'s Tenancy and Neighbourhood and Community Standards, subject to compliance with the Government's guidance and any variations issued by public bodies, including the Regulator of Social Housing, while the Coronavirus crisis is ongoing.
- We will keep the Board informed on our compliance with the RSH's Tenancy and Neighbourhood and Community Standards, and particularly about any areas of non-compliance due to the Coronavirus crisis.

### **Maintenance services**

#### **Repairs**

- We will only undertake emergency and urgent repairs, in line with Government advice. Our target for the completion of such repairs will be 24 hours, but this may be marginally varied if repairs are reported during a period of high operative sickness or the tenant is in self-isolation, particularly if unwell with Coronavirus.

#### **Gas safety**

- We will prioritise gas servicing and the issuing of new gas certificates. Where tenants decline to allow us access, we will seek alternatives to using court proceedings when possible and will only cap supplies if we believe that there is a risk to tenants or the wider neighbourhood.

#### **Health and Safety**

- We will treat any repairs with significant health and safety implications as urgent.

#### **Communication**

- We will share on our website updates regarding our services and how we are adapting them to comply with Government restrictions and guidance, as well as our availability of staff, if we have periods of high sickness levels.
- We will signpost tenants using social media, texts and emails to the Coronavirus section of our website for up-to-date information, to ensure consistency of our messaging.
- We will ensure that all tenants are aware of what maintenance issues the Association is currently willing to

	<p>attend to and the process of reporting routine repairs for action when restrictions have been lifted.</p> <p><b>Compliance</b></p> <ul style="list-style-type: none"> <li>➤ We will maximise our compliance with the Regulator of Social Housing’s Home Standard, subject to compliance with the Government’s guidance and any variations issued by public bodies, including the Regulator of Social Housing, while the Coronavirus crisis is ongoing.</li> <li>➤ We will keep the Board informed on our compliance with the RSH’s Home Standard and particularly about any areas of non-compliance due to the Coronavirus crisis.</li> </ul> <p><b><u>Access to services</u></b></p> <p><b>Tenants online</b></p> <ul style="list-style-type: none"> <li>➤ We will continue to develop Tenants Online so that tenants can access our services online, including scheduling repairs.</li> <li>➤ We will ensure that Tenants Online works effectively on both desktop computers and mobile devices.</li> </ul>
<p><b>How we measure our success in doing this:</b></p>	<ul style="list-style-type: none"> <li>➤ Number of days between a local authority nomination and the tenant moving into the property</li> <li>➤ Number of reported ASB cases</li> <li>➤ Percentage of emergency and urgent repairs completed within 24 hours</li> <li>➤ Percentage of properties with a valid gas certificate</li> <li>➤ Number of “hits” on our Coronavirus measures web page</li> <li>➤ Number of expressions of dissatisfaction and complaints</li> </ul>

Statement Number 2      Sustaining Tenancies	
<b>2019/23 Strategic ambition</b>	<b>We will support tenants at risk of losing their homes by engaging with them to minimise the number of failed tenancies.</b>
<b>What we are going to prioritise during the crisis:</b>	<b>Working with our tenants</b> <ul style="list-style-type: none"> <li>➤ We will prioritise giving advice, normally by telephone or online, to tenants whose economic circumstances are adversely affected by the Coronavirus crisis, including budgeting support, access to benefits and signposting to other agencies.</li> <li>➤ We will not commence eviction proceedings against any tenant who engages with us regarding their arrears.</li> <li>➤ We will continue to promote awareness of this work to all tenants so that they are aware of the support available if their circumstances change.</li> </ul>
<b>How we measure our success in doing this:</b>	<ul style="list-style-type: none"> <li>➤ Number of tenants provided with advice by our Tenancy Support team, whose circumstances have been affected by Coronavirus</li> <li>➤ Number of tenants with arrears who have repayment agreements in place, including deferred repayment plans</li> </ul>



Statement Number 3 Asset Management	
2019/23 Strategic ambition	<b>We will invest in our homes to improve quality and energy efficiency.</b>
What we are going to prioritise during the crisis:	<p><b>Services on hold</b></p> <ul style="list-style-type: none"> <li>➤ We will not undertake planned works to the properties we own and manage during the Coronavirus crisis, including: <ul style="list-style-type: none"> <li>○ Kitchen replacements</li> <li>○ New heating systems, unless the heating in a home has failed and cannot be repaired</li> <li>○ Energy efficiency works, including solar panels</li> </ul> </li> </ul> <p><b>Delivering limited repairs</b></p> <ul style="list-style-type: none"> <li>➤ We will deliver an emergency and urgent maintenance service using, where possible, Broadland repairs service.</li> <li>➤ We will prioritise works to our tenants' homes and communal areas that affect their wellbeing and particularly their health and safety.</li> </ul>
How we measure our success in doing this:	<ul style="list-style-type: none"> <li>➤ Percentage of emergency and urgent repairs completed within 24 hours</li> </ul>

<b>Statement Number 5 Involving Residents</b>	
<b>2019/23 Strategic ambition</b>	<b>We will involve tenants in shaping our services and in scrutinising our performance.</b>
<b>What we are going to prioritise during the crisis:</b>	<p><b>Face-to-face events on hold</b></p> <ul style="list-style-type: none"> <li>➤ We will stop holding face-to-face consultation events, including Community Conversations, but will engage with tenants using telephone and online tools.</li> </ul> <p><b>Online engagement</b></p> <ul style="list-style-type: none"> <li>➤ We will explore holding online video conference events with members of the Tenant Action Group and Homes Panel to hear their views and advice on how Broadland operates during the Coronavirus crisis.</li> <li>➤ We will use social media platforms, including Facebook, to engage with tenants as widely as possible and to provide a route for all tenants to give us feedback and advice on our crisis arrangements.</li> </ul> <p><b>Compliance</b></p> <ul style="list-style-type: none"> <li>➤ We will maximise our compliance with the Regulator of Social Housing's Tenant Involvement and Empowerment Standard, where we can do so without exposing tenants or staff to the risk of infection.</li> </ul>
<b>How we measure our success in doing this:</b>	<ul style="list-style-type: none"> <li>➤ The number of tenants who engage with us using video conferencing facilities and online surveys</li> <li>➤ The number of tenants engaging with us on Facebook and other social media platforms</li> </ul>

## Our ambition to address unmet housing needs

Statement Number 6 Homelessness	
<b>2019/23 Strategic ambition</b>	<b>We will, working with others, seek to reduce homelessness in Norfolk and North Suffolk and will lobby for policy changes nationally that reduce the likelihood of homelessness.</b>
<b>What we are going to prioritise during the crisis:</b>	<p><b>Partnership working</b></p> <ul style="list-style-type: none"> <li>➤ We will work with our partner local authorities to help find safe homes for people in critical housing need, particularly rough sleepers and people fleeing domestic violence.</li> </ul> <p><b>Lobbying</b></p> <ul style="list-style-type: none"> <li>➤ We will continue to promote the work of Homes for Cathy, helping to run the group nationally and ensuring that we share our commitment to look for long-term and not just short-term solutions to homelessness with policy makers and influencers.</li> </ul>
<b>How we measure our success in doing this:</b>	<ul style="list-style-type: none"> <li>➤ Number of homeless and vulnerable households housed by Broadland during the Coronavirus crisis</li> </ul>

Statement Number 7	Development
2019/23 Strategic ambition	<p><b>We will optimise the number of new affordable homes we build each year, without compromising our ability to maintain our existing homes and ensure the safety of our tenants, and without threatening our long-term viability.</b></p>
What we are going to prioritise during the crisis:	<p><b>Planning to meet housing needs</b></p> <ul style="list-style-type: none"> <li>➤ While our current development sites are closed due to Coronavirus, we will: <ul style="list-style-type: none"> <li>○ Ensure that we are prepared to reactivate all sites quickly when the restrictions are lifted</li> <li>○ Engage with our contractors and developers to support them, as far as we are able without exposing Broadland to excessive risks, so that their businesses can be sustained and they are able to work in partnership with us again once the crisis is ended</li> <li>○ Continue to prepare and progress planning applications for potential schemes to allow us to meet our four-year development targets</li> </ul> </li> </ul> <p><b>Progressing open market sale to support the business</b></p> <ul style="list-style-type: none"> <li>➤ While the restrictions on house sales exist, we will: <ul style="list-style-type: none"> <li>○ Progress sales already agreed and support purchasers to move into properties if that is possible</li> <li>○ Actively engage with our marketing agents to keep potential purchasers informed and to plan the relaunch of all schemes when the restrictions are lifted</li> </ul> </li> </ul>
How we measure our success in doing this:	<ul style="list-style-type: none"> <li>➤ Progression of sales already agreed</li> <li>➤ Update reports from contractors and developers on their readiness to resume construction</li> <li>➤ Forward plan to meet our targets, supported by site identification and planning applications</li> </ul>

## Our infrastructure

Statement Number 8	Value for Money
<b>2019/23 Strategic ambition</b>	The focus of our financial management is to maximise efficiencies across Broadland, to provide better value for money for our tenants.
<b>What we are going to prioritise during the crisis:</b>	<p><b>Value for Money will be integral to our activities, including:</b></p> <p><b>Finance</b></p> <ul style="list-style-type: none"> <li>➤ We will revisit the 2020/21 budget, considering the impact that Coronavirus will have on this and the longer-term business plan.</li> <li>➤ We will undertake further budgetary reviews, dependent upon how long the crisis lasts and whether additional restrictions are introduced by the Government.</li> <li>➤ We will monitor our spending and our cash flows to ensure that we can adapt our expenditure if we experience significantly increased arrears and excessive voids.</li> </ul> <p><b>Procurement</b></p> <ul style="list-style-type: none"> <li>➤ We will undertake ongoing monitoring of the service delivery capability and financial liquidity of our key suppliers and contractors to ensure that we are not exposing Broadland to risks of significant financial loss.</li> <li>➤ We will focus on ensuring the efficient and effective procurement of sufficient maintenance and cleaning materials to allow us to deliver emergency and urgent repairs, as well as appropriate hygiene cleaning, particularly in Housing with Care and Sheltered schemes for a rolling three months.</li> <li>➤ We will aim to procure sufficient PPE (personal protective equipment) to allow our employees to undertake their roles safely.</li> </ul> <p><b>Digital</b></p> <ul style="list-style-type: none"> <li>➤ We will continue to progress the delivery of better online services for tenants so they can transact with us when convenient to them.</li> </ul>
<b>How we measure our success in doing this:</b>	<ul style="list-style-type: none"> <li>➤ Sufficient financial resources to deliver our priorities</li> <li>➤ No interruption to the effective delivery of our maintenance and cleaning services caused by a lack of materials or equipment</li> <li>➤ Advance notice of any supplier getting into problems so that we can mitigate the impact on the business</li> </ul>

Statement Number 9	Financial Resources
2019/23 Strategic ambition	<b>We will manage our financial resources sensibly, borrowing funds and maximising grant funding to deliver our strategic objectives and improve the Group's financial performance</b>
What we are going to prioritise during the crisis:	<p><b>Borrowing money</b></p> <ul style="list-style-type: none"> <li>➤ We will aim to complete our £20 million revolving credit facility.</li> </ul> <p><b>Business planning</b></p> <ul style="list-style-type: none"> <li>➤ We will prepare and maintain interim business plans, subjected to appropriate stress testing, to provide assurance to key stakeholders, including funders and external auditors, that we remain financially robust.</li> <li>➤ We will stress test both the 2020/21 budget and the business plan so that we understand the potential impact of Coronavirus and other risks and will regularly share these with the Board</li> <li>➤ We will ensure that we are able to submit an FFR (financial forecast return) to the RSH when they request it, probably in Autumn 2020.</li> </ul>
How we measure our success in doing this:	<ul style="list-style-type: none"> <li>➤ Completion of the new revolving credit facility</li> <li>➤ Preparation of a new business plan and stress tests, and then maintenance of the same so that we can adapt the business as required early enough to mitigate the risks to the business</li> </ul>

Statement Number 10	Governance
2019/23 Strategic ambition	<p><b>We will ensure that our Boards and committees are fit for purpose, reflecting good practice and compliant with all regulatory expectations.</b></p> <p><b>We will also ensure that we have effective executive management to lead and manage the staff team and deliver on the Board’s ambitions.</b></p>
What we are going to prioritise during the crisis:	<p><b>Capable Boards</b></p> <ul style="list-style-type: none"> <li>➤ We will hold all Board and committee meetings using video conferencing facilities within Teams.</li> <li>➤ We will hold a weekly informal video conference for Board members to ensure that they are aware of what is going on in the business and can engage with and challenge the executive team effectively. These meetings will be recorded.</li> <li>➤ We will continue the recruitment process for the new Chair of Audit and Risk Committee using video conferencing techniques.</li> <li>➤ We will review the timetable for the recruitment of an independent board member to succeed Kate Slack and an additional tenant Board member in May, and progress if feasible.</li> <li>➤ We will continue to progress Board member appraisals using video conferencing.</li> </ul> <p><b>Interim succession</b></p> <ul style="list-style-type: none"> <li>➤ We will ensure that the BHA Chair and the Chair of GARC (Group Audit and Risk Committee) have identified understudies to stand in for them should they be ill for a period and that these arrangements are known by other Board members and the Executive.</li> <li>➤ We will ensure that the Chief Executive and each member of the Executive, together with the Director of People and Culture, have identified understudies to stand in for them should they be ill for a period and that these arrangements are known by Board members and the Executive.</li> </ul> <p><b>Compliance</b></p> <ul style="list-style-type: none"> <li>➤ We will continue to aim to comply with the Regulator of Social Housing’s Governance and Financial Viability Standard.</li> </ul> <p><b>Shareholding membership</b></p> <ul style="list-style-type: none"> <li>➤ We will temporarily suspend face to face member events, but will investigate ways of engaging with members online.</li> </ul>

<p><b>How we measure our success in doing this:</b></p>	<ul style="list-style-type: none"> <li>➤ Non-Executive Directors feel appropriately informed on what is going on within Broadland and able to influence decision making</li> <li>➤ Successful recruitment of a new Chair of GARC</li> <li>➤ Numbers of Broadland members</li> <li>➤ Continued Executive and non-executive annual appraisals, feeding into the annual board effectiveness review</li> <li>➤ Not having to report any significant events or failures to the Regulator of Social Housing</li> </ul>
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<b>Statement Number 11 Environmental Responsibility</b>	
<p><b>2019/23 Strategic ambition</b></p>	<p><b>We will reduce our carbon footprint and our impact on the environment. We will consider sustainability in all our activities.</b></p>
<p><b>What we are going to prioritise during the crisis:</b></p>	<p><b>Home working</b></p> <ul style="list-style-type: none"> <li>➤ As we have closed all area offices and Carrow Road, we will optimise the use of video conferencing and agile working, so that all office-based employees can work from home.</li> </ul>
<p><b>How we measure our success in doing this:</b></p>	<ul style="list-style-type: none"> <li>➤ Staff satisfaction with home working</li> </ul>



<b>Statement Number</b>	<b>12</b>
<b>2019/23 Strategic ambition</b>	<b>We will ensure that we are a good employer with high levels of staff engagement and staff commitment to our tenants.</b>
<b>What we are going to prioritise during the crisis:</b>	<p><b>Staff agile working</b></p> <ul style="list-style-type: none"> <li>➤ We will ensure that we provide our staff with the right digital tools and devices to work effectively from home.</li> <li>➤ We will maintain Broadland Business Systems and other digital tools to provide staff with effective tools to do their jobs, especially when working from home.</li> </ul> <p><b>Staff wellbeing</b></p> <ul style="list-style-type: none"> <li>➤ We will engage with normally office-based employees, both as individuals and in groups, using video conferencing, to check on their wellbeing and particularly how they are coping with working on their own.</li> <li>➤ We will engage with all our operatives to support them in their roles and particularly those visiting our tenants' homes.</li> <li>➤ We will ensure that employees who need to self-isolate due to underlying medical conditions are supported appropriately.</li> <li>➤ We will ensure that staff self-isolate if they or a household member is unwell with suspected Coronavirus.</li> <li>➤ We will ensure that all staff are aware of how to access our Employer Assistance Programme and other sources of support.</li> </ul> <p><b>Staff representation</b></p> <ul style="list-style-type: none"> <li>➤ We will actively support our staff consultative group, CARE, to represent employee views, provide confidential support to colleagues and organise social programmes.</li> </ul> <p><b>Staff training and development</b></p> <ul style="list-style-type: none"> <li>➤ We will undertake mandatory training when it is essential to the delivery of services during the period of restrictions and where it can be delivered online.</li> <li>➤ We will roll out non-essential online training for staff to undertake from home when they have free time as a result of reduced duties.</li> </ul> <p><b>Staff recruitment</b></p> <ul style="list-style-type: none"> <li>➤ We will only undertake recruitment essential to the delivery of services, using video conferencing and online assessments.</li> </ul>

<b>How we measure our success in doing this:</b>	➤ Monthly pulse survey on staff wellbeing