

Moving from Crisis Response to the first stages of lockdown easing and beyond

As we move from the immediate crisis response and into the first stages of recovery/easing of lockdown, there are some questions to think about and frameworks or checklists to form.

Community and Services:

- Has the need changed? Who are you serving and how do you best meet their needs now, how do they differ from before the crisis?
- Who are your priority clients and how can you best meet their needs as restrictions are eased? Are some a higher priority than others?
- How can you best deliver services? Some aspects may remain as they have been during restrictions, others go back to how they were, others will evolve. Should remote delivery remain?
- Does your volunteer offer need to change? Have you got new volunteers going back to work; are previous volunteers who stopped because of COVID-19 coming back in, how can you manage this situation and support them?

Organisation and staffing:

- Which staff come back to the office when? You will need to balance the personal issues such as “who is shielding?” with the organisational i.e. who is a higher priority operationally?
- How do you rebuild a sense of identity as a single organisation? People will have had very different experiences while at home, emotionally and professionally, how do you reconcile that?
- Operational considerations will include maintaining social distance and also figuring out work shifts and having people at home on different days. How will communications work as it may feel more isolating at home if others are in the office. How far will you need to continue to use flexible and remote working alongside face to face?
- Health & Safety – Ensure you risk assess your arrangements and be mindful of H&S reporting requirements such as RIDDOR.

Finances:

- What existing income have you lost or has been reduced? For example, commercial income, contract work etc? For how long will this last? You may need to consider different scenarios here.
- What interim financial support have you got for example furloughing or short term grants?
- What from your pre COVID-19 income pipeline remains relevant, needs adapting or isn't relevant at all?
- What other opportunities are there? What assets and resources have you got, what is the need?

Collaboration and Challenge:

- How can you build on collaborations fostered during the COVID-19 crisis? What new links have been made and how do they support resilience and recovery?
- How can you exert influence over different levels for example the street, neighbourhood, the council and strategic partners? As we build our new normal, can we be bolder in our challenge to inequalities?
- What did you achieve during COVID-19? It's really important to capture the impact of what you did, and tell the story and for communities to see what you achieved. Volunteers and staff need to feel connected and part of something; and for funders to see your impact. This will galvanise volunteers and they will be more likely to continue and take up future posts.

For each aspect as above it might be useful to think about **THE 5 Rs:**

Rescue - What can you salvage from what you were doing before COVID-19 hit?

Reform - What needs to be fundamentally changed, but is still relevant?

Resilience - Where are your organisational strengths and how can you make the best use of them?

Recovery - How do you get back to where you were before? (Include the learning and changes brought in as a result of COVID-19 that you'll continue to run with).

Reoccurrence - How do you capture the learning from COVID that will be useful if it happens again?