From Crisis Response to Recovery
Considerations for your exit strategy

sobus
strengthening communities

Introduction

As we move from the immediate crisis response, and think about moving into the first stages of recovery as the lock-down position begins to ease, there are a number of questions which organisations might want to start thinking about as we move into the recovery phase.

We have seen that organisations and communities can be nimble – quick to develop and offer new responses and deliver services and run their organisations in new and innovative ways. There is an opportunity now to reflect
- what can we learn from our experiences during the Covid-19 crisis phase?
- what will the "new normal" be for the next 12 months and beyond?
- what new approaches, ways of working and successes do we want to build on

Below are some (hopefully) useful questions to consider when planning the way forward for your organisation.

Community and Services

Your customers:
- Have the needs of the people you support changed?
- Who are you serving?
- Is it a different customer base to what it was in February?
- How will you identify what their needs are for the next 6-12 months, and are those needs different to what they were in February 2020?
- Who are your priority clients/communities?
    - how can you best meet their needs as restrictions are eased?
    - Are some a higher priority than others for more contact?

Your services
- How can you best deliver services? Some aspects may remain as they have been during restrictions, others go back to how they were, others evolve.
- Should remote delivery remain? You might want to consider differentiated services – face-to-face for the most at risk, more distanced services for those that could be supported in that way
- Are there some services which are a higher priority to deliver or maintain than others?
- How will you deliver face to face services safely – both for staff, volunteers and clients?

Volunteers
- 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 (e.g. shielding) coming back in; how can you manage and support them?

Premises and staffing

Staff and volunteers

- Which staff and volunteers should be asked to come back to the office, and when. You need to balance the personal (who is shielding, less able to return to work, dependent on public transport to commute); with the organisational needs (relating to which services are a higher priority to deliver).

- Operational considerations – maintaining social distance (work shifts, have people at home on different days); how will communications work (it may feel more isolating at home if others are in the office); need to continue to use flexible and remote working alongside face to face.

- How do you rebuild a sense of identify and single organisation? People will have had very different experiences while at home, how to reconcile that.

Premises

- Have you considered how your office or premises will be safe for staff, volunteers and visitors? What steps do you need to put in place before staff can return?

- Do you need to provide PPE equipment for staff and volunteers, and should this be mandatory either in the office or when working with customers?

- Health and safety – Risk assess you arrangements and be mindful of H&S reporting requirements such as RIDDOR.

Finances

- What existing income have you lost or has been reduced – commercial income, contract etc. For how long/until when (might need different scenarios)?

- What interim financial support have you got – furloughing, short term grants?

- What from your pre COVID-19 income pipeline remain relevant, needs adapting, isn't relevant?

- 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 they support resilience and recovery.

- How can you exert influence different levels - street, neighbourhood and borough/ strategic. 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 – for communities to see what you did; for volunteers and staff to feel connected and part of something; and for funders to see the impact of what you did.