

## The Manchester Briefing on COVID-19

### International lessons for local and national government response and recovery

**Second briefing: Week beginning 12th April 2020**

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#### What is 'The Manchester Briefing on COVID-19'?

The Manchester Briefing on COVID-19 is aimed at those who will plan and implement the response and recovery from COVID-19, including government emergency planners and resilience officers.

Each week we aim to bring together international lessons and examples which may prompt your thinking on response to, and recovery from, COVID-19.

The lessons are taken from websites (e.g. UN, WHO), documents (e.g. from researchers and governments), webinars (e.g. those facilitated by WEF, GCRN), and other things we find. We hope to bring you lessons from COVID-19 from experts in civil protection, resilience and recovery.

We aim to report what others have done without making any judgement on the effectiveness of the approaches, or recommending any specific approach.

#### This week

We have provided two briefings:

**Briefing A. Lessons you may find helpful from across the world**

**Briefing B. Recovering from COVID-19: the key issues**

#### Other information

Briefing B is also available as a separate download from <http://ambs.ac.uk/covidrecovery> if required

Please register at [ambs.ac.uk/covidrecovery](http://ambs.ac.uk/covidrecovery) if you would like to receive future briefings.

If you would be willing to contribute your knowledge to the briefing (via a 30 minute interview) please contact [Duncan.Shaw@manchester.ac.uk](mailto:Duncan.Shaw@manchester.ac.uk)

## Briefing A. Lessons you may find helpful from across the world

We provide the lessons under six categories, with sub-categories for ease of reference. This framework has been developed by us to enable the key areas to be identified easily and relevant action plans developed. We also provide two short case studies on examples from the lessons. Further details of the framework are on p13 of this briefing.

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| Recovery:<br>Categories of<br>impact | Actions   | Country/<br>Region | Source  |
|--------------------------------------|---|--------------------|---|
| <b>Humanitarian Assistance</b>       |   |                    |   |
| Vulnerable people                    | <b>Consider how to engage with specific groups that can advise on vulnerability issues.</b> For example, the Vietnam National COVID-19 Plan commits to engaging the national women's association to collaborate with local governments to effectively manage the outbreak. Such collaborations can inform holistic recovery.  | Vietnam            | UNDRR<br><a href="https://www.undrr.org/publication/undrr-asia-pacific-covid-19-brief-leave-no-one-behind-covid-19-prevention-response-and">https://www.undrr.org/publication/undrr-asia-pacific-covid-19-brief-leave-no-one-behind-covid-19-prevention-response-and</a>  |
| Vulnerable people                    | <b>Consider people that make up the majority of the informal employment sector.</b> In the Asia Pacific region this is around 65% of working women. They, along with other daily wage earners, are the least likely to be able to take preventive measures such as self-isolation or physical distancing.   | Asia-Pacific       | United Nations Office for Disaster Risk Reduction (UNDRR).<br><a href="https://www.undrr.org/publication/undrr-asia-pacific-covid-19-brief-leave-no-one-behind-covid-19-prevention-response-and">https://www.undrr.org/publication/undrr-asia-pacific-covid-19-brief-leave-no-one-behind-covid-19-prevention-response-and</a> |
| Vulnerable people                    | <b>Consider how to ensure that COVID-19 health-related interventions do not detract from other types of critical health services,</b> such as care for persons living with disabilities or ante-natal care. The potential negative impacts of COVID-19 prevention and treatment actions need to be considered in decision-making so that vulnerable groups are not doubly affected by both the hazard and the response. | Asia-Pacific       | UNDRR<br><a href="https://www.undrr.org/publication/undrr-asia-pacific-covid-19-brief-leave-no-one-behind-covid-19-prevention-response-and">https://www.undrr.org/publication/undrr-asia-pacific-covid-19-brief-leave-no-one-behind-covid-19-prevention-response-and</a>  |
| Vulnerable people                    | <b>Consider how empty, habitable buildings can be designated to house vulnerable people who need to isolate,</b> including those without safe accommodation e.g. homeless, victims of domestic abuse. Consider the sustainability of these measures into longer-term recovery.  | Italy<br><br>USA   | Chief Resilience Officer (CRO)<br><br>CRO   |
| Health and wellbeing                 | <b>Consider the potential strain on mental health services, and distribution of healthcare resources.</b> While volunteers can help bolster these provisions, local government should be wary of levels of training, qualification and experience to reduce poor services and inefficient use of resources.   | China              | <a href="https://www.preventionweb.net/news/view/71196">https://www.preventionweb.net/news/view/71196</a>   |
| Health and wellbeing                 | <b>Consider promoting healthy eating agendas, working with supermarkets and convenience stores to combat unhealthy eating</b> and convenience foods which are often characteristic of low income homes that may not have access to support for healthy food choices.  | Vietnam            | <a href="https://www.preventionweb.net/news/view/71265">https://www.preventionweb.net/news/view/71265</a>   |

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| Health and wellbeing                 | <b>Consider whether immunity certificates would be helpful for residents who have safely survived the coronavirus</b> and have antibodies in their blood to prove it. The article says that certificates might "have some merit under certain circumstances".  | USA                | <a href="https://edition.cnn.com/world/live-news/coronavirus-pandemic-04-10-20/h_22356f654296c004330e2149b8afd5eb">https://edition.cnn.com/world/live-news/coronavirus-pandemic-04-10-20/h_22356f654296c004330e2149b8afd5eb</a> |
| Health and wellbeing                 | <b>Consider immediate implementation of widespread psychosocial interventions and consider the needs of different groups</b> (e.g. age, gender, and race). In the UK of 2,250 adults surveyed 49% said they had felt more anxious and depressed than normal, 38% said they were having trouble sleeping and, 22% said they were concerned about significant money problems. If current measures are to persist, these figures are likely to rise.    | UK                 | BBC<br><a href="https://www.bbc.co.uk/news/amp/uk-52228169">https://www.bbc.co.uk/news/amp/uk-52228169</a>  |
| Health and wellbeing                 | <b>Consider new vulnerabilities that may emerge.</b> For example, a study in the UK showed that among 24% of 16-24-year-olds said they were finding it extremely difficult to cope with the lockdown. Only 11% of those aged 45 to 75 said they were struggling. While older populations may be more susceptible to the physical impacts of COVID-19, younger people may be impacted more psychologically.   | UK                 | BBC<br><a href="https://www.bbc.co.uk/news/amp/uk-52228169">https://www.bbc.co.uk/news/amp/uk-52228169</a>  |
| Volunteers                           | <b>Identify the widest range of tasks which volunteers may usefully perform.</b> See Case Study 1  | UK                 | Duncan Shaw,<br><a href="https://page.bsigroup.com/COVID-19-Community-Resilience-and-Volunteers">https://page.bsigroup.com/COVID-19-Community-Resilience-and-Volunteers</a>   |
| Volunteers                           | <b>Consider the provision of a dedicated volunteer for a vulnerable person or family to build trust.</b> Consider how this service can be sustained, how expectations are managed and the welfare of volunteers is considered.   | UK                 | County Council  |
| Volunteers                           | <b>Consider how volunteers can be utilised to repurpose planned events.</b> For example, instead of doing the usual Easter egg hunt – encourage people to do something more community centric like creating bags for children in need.   | USA                | CRO   |
| Community engagement                 | <b>Consider how emergent community-led action was the initial response in the early days of COVID-19.</b> These groups (including the Facebook groups) rapidly led the humanitarian aid to vulnerable people when (they may perceive) no-one else was present. They may now be feeling pushed out by 'officials' who now are taking a leading role in their communities which can mean their reason for existing is being taken over by authorities. | UK                 | <a href="https://angelafell1.wixsite.com/website/post/hungry-hippos">https://angelafell1.wixsite.com/website/post/hungry-hippos</a>   |

| Recovery:<br>Categories of<br>impact | Actions   | Country/<br>Region               | Source  |
|--------------------------------------|---|----------------------------------|---|
| Emergency<br>preparedness            | <b>Consider evacuation planning, including prepositioning resources to evacuation centres and how to evacuate people during COVID-19.</b><br>Consider how to maintain two-metre distance and how to minimise time spent in evacuation centres. Consider working with the military to mobilise responders for emergencies that require international effort in a time where commercial flights are cancelled due to COVID-19.  | Philippines                      | Red Cross<br><br>UN Office for Coordination of Humanitarian Affairs   |
| <b>Economic</b>                      |   |                                  |   |
| Business<br>rejuvenation             | <b>Consider the development of a business task force that can listen to the concerns of local businesses.</b><br>This can ensure appropriate measures to recover the economy are developed. This may go hand-in-hand with the development of a resource centre for unemployed people to improve access to support. Considerations should be made to manage citizens' expectations of recovery and employment.   | USA                              | CRO   |
| Business<br>rejuvenation             | <b>Consider bringing infrastructure development projects forward</b> to get important development done, stimulate the economy, take advantage of quieter city centres, and save jobs  | Greece,<br>Australia,<br>Mexico, | Country CROs  |
| Economic strategy                    | <b>Consider recovery planning to build foundations for sustained growth.</b><br>Consider whether to: <ul style="list-style-type: none"> <li>Shift from central command to central orchestration. Consider the questions you should ask to anticipate and plan for the pivot from a response to a recovery-oriented position.</li> <li>Monitor for signals of the economic rebound and the indicators to be tracked to provide the clearest picture of the rebound timing, and the most likely progression back to a normal economic environment.</li> <li>Orchestrate and integrate cross-functional &amp; cross enterprise. Recommended actions for companies to take during the turbulent recovery period that will be essential for long-term success.</li> <li>Prepare for the "new normal." The COVID-19 crisis is likely to accelerate fundamental and structural changes that were inevitable- how can your organisation evolve to meet the challenge of the next unexpected global crisis.</li> </ul> | Canada                           | Deloitte<br><br><a href="https://www2.deloitte.com/ca/en/pages/finance/article/s/covid-19-orchestrating-recovery-of-organizations-supply-chains.html">https://www2.deloitte.com/ca/en/pages/finance/article/s/covid-19-orchestrating-recovery-of-organizations-supply-chains.html</a> |

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| Economic strategy                    | <p><b>Consider evaluating your economic models. For example, the 'doughnut model', adopted in Amsterdam.</b> This shifts from supply and demand models to one that drives health and well-being. It does this by:</p> <ul style="list-style-type: none"> <li>Setting out the minimum we need to lead a good life, derived from the UN's sustainable development goals (i.e. food and clean water to a certain level of housing, sanitation, energy, education, healthcare, gender equality, income and political voice)</li> <li>Considering the ecological ceiling drawn up by earth-system scientists (i.e. avoiding damaging the climate, soils, oceans, the ozone layer, freshwater and abundant biodiversity)</li> <li>Considering where everyone's needs and that of the planet are being met.</li> </ul>  | Amsterdam          | The Guardian, <a href="https://www.theguardian.com/world/2020/apr/08/amsterdam-doughnut-model-mend-post-coronavirus-economy?CMP=share_btn_tw">https://www.theguardian.com/world/2020/apr/08/amsterdam-doughnut-model-mend-post-coronavirus-economy?CMP=share_btn_tw</a> |
| Economic strategy                    | <b>Consider investment into clean energy that considers sustainability.</b> See <b>Case Study 2</b> .  | The Caribbean      | <a href="http://newenergyevents.com/coronavirus-the-caribbean-is-the-first-domino-to-fall-but-there-is-hope/">http://newenergyevents.com/coronavirus-the-caribbean-is-the-first-domino-to-fall-but-there-is-hope/</a>   |
| Financial support                    | <b>Consider compensating freelance workers for lost payments.</b> In Italy, government provided a lump sum compensation of €600 to all freelance workers (to compensate for March losses).   | Italy              | CRO   |
| <b>Infrastructure management</b>     |  |                    |   |
| Cyber security                       | <p><b>Consider prioritising the threat to cyber security given that many services have or will move online.</b> Hacking may have a cascading effect, for example, a cyber-attack on a trucking company could impact food security. The disruption could affect weekly food deliveries to supermarkets. In turn, the loss of revenue would weaken the business sustainability of distributors and producers.</p> <p>Risks include:</p> <ul style="list-style-type: none"> <li>Hackers crashing Zoom meetings, disrupting conversations of government officials who conduct remote discussions (USA)</li> <li>False emails from the US Department of Health and Human Services are targeting supplier companies. They request protective equipment described in an attachment infected with malware. (USA)</li> <li>A cyberattack on Italy's social security system (INPS) has revealed Personally Identifiable Information to applicants as they were attempting to claim benefits (Italy)</li> </ul> | USA, Italy         | COVID-19: When a health crisis drives cyber risk<br><a href="https://www.preventionweb.net/experts/oped/view/71249">https://www.preventionweb.net/experts/oped/view/71249</a>   |



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| Protecting<br>infrastructure         | <b>Consider how to protect education facilities, staff and students from the impact of the virus.</b><br>Measures should prevent the entry and spread of COVID-19 by students and staff. Students and staff should not be stigmatized if they become affected and schools should continue to be welcoming, respectful, inclusive, and supportive.  | All - UNICEF       | <a href="https://www.unicef.org/media/66216/file/Key%20Messages%20and%20Actions%20for%20COVID-19%20Prevention%20and%20Control%20in%20Schools_March%202020.pdf">https://www.unicef.org/media/66216/file/Key%20Messages%20and%20Actions%20for%20COVID-19%20Prevention%20and%20Control%20in%20Schools_March%202020.pdf</a> |
| Reopening<br>infrastructure          | <b>Consider expanding the boundaries of testing essential workers.</b> This should include people who are part of the wider working society e.g. municipal waste workers, those involved in food production and distribution, as well as the more obvious workers (health related and response). This would support both the reopening of key services and the economy.  | USA                | CRO   |
| Staffing                             | <b>Consider creating additional care facilities to create capacity and support hospital discharge.</b><br>Consider the redeployment of government staff and volunteers can help at the homes and for domiciliary care. Testing of staff and available PPE is essential for these support services to work.   | UK                 | County Council  |
| Staffing                             | <b>Consider regular scenario planning to understand impacts on staffing.</b>   | USA                | CRO   |
| Staffing                             | <b>Consider the redeployment of furloughed staff to build other sectors.</b> In the UK, 26,000 people have responded to the call for a 'land army' of UK-based workers to fill the potential 80,000 person seasonal farm labour shortage in the fruit and vegetable sector as it enters the crucial spring and summer harvest period.  | UK                 | <a href="http://www.fruitnet.com/fpi/article/181440/furloughed-staff-can-work-on-farms">http://www.fruitnet.com/fpi/article/181440/furloughed-staff-can-work-on-farms</a>   |
| Work culture                         | <b>To adapt to a new work culture and build resilience,</b> consider the following for recovery in your workplace: <ul style="list-style-type: none"> <li>Establish a business response and continuity office.</li> <li>Confirm critical roles and backup plans.</li> <li>Evaluate the actual work of your company and how it might be changed.</li> <li>Understand what work is mission-critical and what can be deferred or deprioritized.</li> <li>Prepare your worksite for containment and contamination.</li> <li>Update travel and meeting protocols.</li> <li>Review your social media policy and guidelines.</li> <li>Consider the sources of 'news' and information in the workplace.</li> </ul> | China              | Deloitte<br><br><a href="https://www2.deloitte.com/ca/en/pages/finance/articles/covid-19-orchestrating-recovery-of-organizations-supply-chains.html">https://www2.deloitte.com/ca/en/pages/finance/articles/covid-19-orchestrating-recovery-of-organizations-supply-chains.html</a>                                     |

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| Supply chain<br>management           | Consider lessons from the 2014 Ebola outbreak and <b>make preparations for disrupted food supply chains and the potential of price increases for key commodities alongside reduced economic activity, and people's reduced purchasing power.</b><br><i>"The lessons from the 2014 Ebola outbreak are clear: while health needs are an urgent and primary concern, we cannot neglect livelihoods or food security aspects...when people's livelihoods are disrupted, that can spark tensions and social unrest".</i> | All - UN           | Food and Agriculture Organization of The United Nations   |
| <b>Environmental</b>                 |   |                    |   |
| General<br>environmental             | <b>Consider prioritisation of environmentally cross-cutting projects during recovery.</b> This may include retrofitting of building to make them more efficient which supports the green agenda, jobs, economic recovery, and healthier living, while protecting them from other risks such as fire.  |                    | <a href="https://www.preventionweb.net/news/view/71103">https://www.preventionweb.net/news/view/71103</a>   |
| Clean energy                         | <b>Consider investment into clean energy that considers sustainability.</b> See Case Study 2  | The Caribbean      | <a href="http://newenergyevents.com/coronavirus-the-caribbean-is-the-first-domino-to-fall-but-there-is-hope/">http://newenergyevents.com/coronavirus-the-caribbean-is-the-first-domino-to-fall-but-there-is-hope/</a>   |
| Green Agenda                         | <b>Consider providing small lots of land to encourage community farms</b> as a way to keep people connected with the environment and land during recovery. This will help embed the importance of the environment in the public mind long term.   | Portugal           | Civil Protection  |
| Green Agenda                         | <b>Consider the use of space and positive impacts of rewilding and ecosystem recovery while cities are quieter.</b>   | Northern Ireland   | Resilience expert   |
| <b>Communications</b>                |   |                    |   |
| Stakeholder<br>feedback              | <b>Consider supporting initiatives that encourage children to ask questions</b> and express their feelings about COVID-19 to ease their stress  | All - UNICEF       | <a href="https://www.unicef.org/media/66216/file/Key%20Messages%20and%20Actions%20for%20COVID-19%20Prevention%20and%20Control%20in%20Schools_March%202020.pdf">https://www.unicef.org/media/66216/file/Key%20Messages%20and%20Actions%20for%20COVID-19%20Prevention%20and%20Control%20in%20Schools_March%202020.pdf</a> |



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|--------------------------------------|--|------------------------|--|
| Stakeholder<br>feedback              | <p><b>Consider working through community programmes to tackle the ‘infodemic’</b>, as local government plays a key role in building trust in new measures and tackling misinformation. There may be a need for this in the UK. Of 2,250 adults surveyed:</p> <ul style="list-style-type: none"> <li>15% of people thought seasonal flu was deadlier than coronavirus</li> <li>31% believed "most people" in the UK had already had the virus without realising it.</li> <li>39% think they should be shopping "little and often to avoid long queues", when the advice is only to go out to shop for basic necessities and as infrequently as possible.</li> <li>25% believed the conspiracy theory that coronavirus was "probably created in a lab" - one of several conspiracy theories currently circulating on social media platforms such as Facebook and YouTube.</li> </ul> <p>Surveys like this help your organisation identify areas where their messaging is not as clear as it needs to be. Local government would benefit from continuing surveys on public opinion.</p> | <p>Japan</p> <p>UK</p> | <p>Practices from local government in the Asia Pacific region.</p> <p><a href="https://www.bbc.co.uk/news/amp/uk-52228169">https://www.bbc.co.uk/news/amp/uk-52228169</a></p>  |
| Good news stories                    | <p><b>Consider mechanisms to get messages of support to frontline workers and volunteers.</b> For example, Cape Town has an official government website to post messages of support.</p>   | South Africa           | <p><a href="http://www.capetown.gov.za/coronavirus">www.capetown.gov.za/coronavirus</a></p>  |
| Good news stories                    | <p><b>Identify good news stories.</b> This can reflect different experiences of the crisis and its effect on our lives which are more uplifting and positive. Volunteers can help with this, as can the voluntary sector. Check out the “Together Cumbria” social media accounts which are run by voluntary organisations on behalf of the resilience partnership.</p>   | UK                     | <p>For example, see ...</p> <p><a href="https://twitter.com/togethercumbria/status/1248202466694434816?s=21">https://twitter.com/togethercumbria/status/1248202466694434816?s=21</a></p>   |
| Accessible<br>information            | <p><b>Consider multi-lingual posters provided by public health officials displayed in public spaces</b>, ensuring as wide a community outreach as possible.</p>  | USA                    | <p>OECD</p> <p><a href="https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-Responses">https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-Responses</a></p> |

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| Digital information sharing          | <b>Consider upscaling innovation and the use of online/digital tools in cities.</b> From many examples, internet and smart phone applications are playing a critical role for communication, awareness-raising, teleworking but also learning and skills development.<br>Online platforms should test how good their systems are, collect feedback, and improve their products—because many of us will never leave these platforms after discovering their utility. | West Africa        | OECD<br><a href="https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-ResponsesEbola-era Lessons for the Private Sectorhttps://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/news/insights/lessons-ps-ebola-1">https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-ResponsesEbola-era Lessons for the Private Sectorhttps://www.ifc.org/wps/wcm/connect/news_ext_content/ifc_external_corporate_site/news+and+events/news/insights/lessons-ps-ebola-1</a> |
| Digital information sharing          | <b>Consider the creation of a one-stop database for information in real-time, including the number of infected people,</b> their status, characteristics (e.g. age, gender), number of inquiries to the call centre, number of people using subways, etc. The city can also provide the website's source code as open-data, so that other municipalities and institutions can use the data and replicate similar webpages.  | Japan<br><br>UK    | OECD<br><a href="https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-Responses">https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-Responses</a><br><br>UK County Council  |
| Digital information sharing          | <b>Consider a 24/7 information line on Coronavirus</b> and a live-ticker on a website counting infections.  | Germany            | OECD<br><a href="https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-Responses">https://read.oecd-ilibrary.org/view/?ref=126126769-yen45847kf&amp;title=Coronavirus-COVID-19-Cities-Policy-Responses</a>   |
| <b>Governance and legislation</b>    |   |                    |   |
| Cyber security                       | <b>Consider the use of the 2019 Global Assessment Report (GAR19)</b> which contains recommendations on the cascading effects of cyber-attacks (used food security as a case study) to protect their online systems.   | All - UN           | <a href="https://www.undrr.org/publication/cybersecurity-and-its-cascading-effect-societal-systems">https://www.undrr.org/publication/cybersecurity-and-its-cascading-effect-societal-systems</a>   |
| Cyber security                       | <b>Consider risk and vulnerability analysis of online systems.</b> They may consider adopting the Global Risk Assessment Framework (GRAF) as a framework to track, respond to- and reduce the impact of expected cyber-attacks.   | All                | <a href="https://www.preventionweb.net/files/66504_f412finaltoregascybersecurityandits.pdf">https://www.preventionweb.net/files/66504_f412finaltoregascybersecurityandits.pdf</a>   |
| Funding                              | <b>Consider increased investment in cyber security and prioritise spending on cyber protection</b> based on the importance of the function(s) at risk, rather than technology requirements. Technical staff, the latest software and hardware protections and adequate external support from specialized consultants are essential to mitigate cyber risk.  | All - UN           | <a href="https://www.undrr.org/publication/cybersecurity-and-its-cascading-effect-societal-systems">https://www.undrr.org/publication/cybersecurity-and-its-cascading-effect-societal-systems</a>   |

| Recovery:<br>Categories of<br>impact | Actions   | Country/<br>Region | Source  |
|--------------------------------------|---|--------------------|---|
| Funding                              | <b>Consider building in a reserve budget in anticipation of additional shocks</b> and stressors, i.e. a natural disaster or malicious cyber-attack  | USA                | CRO   |
| Legislation                          | <b>Consider how first responders can develop a 'code compliant, agile public safety office'</b> that can support the public through shared responsibilities   | USA                | CRO   |
| Legislation                          | <b>Consider establishing exercises and training that will equip responders to deal with cascading disasters and multiple emergencies</b> in the context of COVID-19 to ensure preparedness. Consider the development of Standard Operating Procedures to address this risk.   | Bangladesh         | UNDRR Combating the dual challenges of climate-related disasters and COVID-19   |
| Legislation                          | <b>Consider simplifying processes by moving as many official documents and applications that require physical presence online to change the nature of citizen's interactions</b> with the state or organization. Build trust in this process to enable it to be sustained during recovery or ramped up in case of resurgence. Speed is paramount in limiting contact and contagion. | Greece             | <a href="https://www.theguardian.com/world/2020/apr/14/how-greece-is-beating-coronavirus-despite-a-decade-of-debt">https://www.theguardian.com/world/2020/apr/14/how-greece-is-beating-coronavirus-despite-a-decade-of-debt</a> |

### Case Study 1: Identify the widest range of tasks which volunteers may usefully perform

In the UK, there has been a surge in volunteerism with 750,000 people signing up to the NHS volunteer scheme using a phone app, and an estimated 250,000 extra people signing up at the country's volunteer centres<sup>1</sup>. It is important to consider how such volunteers could be utilised during recovery and how they can move beyond the delivery of support to vulnerable people<sup>2</sup>.

Volunteers could for example be deployed to relieve first responders, make the environment safer for responders and support healthy living.

Possible regulated and unregulated tasks include:

- Dog walking and pet care
- Reducing risk of infection to critical workers and freeing critical workers to deliver tasks with higher risk
- Support at food banks (sorting, filling boxes, loaders, delivery drivers, cleaners, washing up)
- Cleaning teams (hospitals, ambulance stations, care homes at 1am, laundry)
- Reducing loneliness of vulnerable people (supporting library swaps, free puzzles, driving to appointments)
- Social wellbeing programmes (knit keepsakes, gardening in care homes/households, singing outside care homes)
- Disinfecting (cash machines, petrol stations, play parks, trolleys)
- Community support (maintaining queues, filling petrol, maintaining community areas)
- Support for the food chain (picking fruit, tending small farm animals)

There is a wide range of support that volunteers could provide that go beyond the important task of supporting vulnerable people, and beyond the immediate needs of response and into long-term recovery. Consideration can be given to maintain the surge in volunteerism and community spirit to foster a culture of care.

<sup>1</sup>The Guardian: <https://www.theguardian.com/society/2020/apr/13/a-million-volunteer-to-help-nhs-and-others-during-covid-19-lockdown>

<sup>2</sup> <https://page.bsigroup.com/COVID-19-Community-Resilience-and-Volunteers>

### Case Study 2: Consider investment into clean energy that considers sustainability

COVID-19 has challenged traditional systems and required innovative thinking about how to recover. In the Caribbean consideration is being given to harnessing the power of renewable energies.

The Caribbean is vulnerable to a number of natural disasters and so too is its energy infrastructure. COVID-19 has raised questions about the resilience of energy infrastructure if a disaster such as a cyclone were to hit the region during the pandemic and the cascading impacts of this on critical services and well-being. Renewable energy systems are capable of surviving many types of natural disaster and would provide some protection in the case of an additional emergency during the COVID-19 pandemic<sup>3</sup>.

In addition, the wider benefits of renewable energy have been considered for recovery in the Caribbean. The benefits include lower costs of energy, more stable energy provision, and increased independence through diversified and local energy sources which would boost the economy and help develop equitable access to power.

<sup>3</sup> Energy news: <http://newenergyevents.com/coronavirus-the-caribbean-is-the-first-domino-to-fall-but-there-is-hope/>

### **For information: A framework to conduct impact assessments for recovery planning**

Using the UK Government's [National Recovery Guidance](#) and [Emergency Response and Recovery Guidance](#), and international lessons from pandemic response and recovery, we have developed an initial framework to assess the impact of COVID-19 and consider what dimensions recovery may need to address. This provides the structure to document national/international early recovery lessons for COVID-19 that we summarise in Briefing A.

| <b>Categories of impact</b>                       | <b>Examples of enablers of recovery</b>   |
|---|---|
| <b>Humanitarian Assistance (including health)</b> | <ul style="list-style-type: none"> <li>• <b>Humanitarian Assistance:</b> Volunteers; Assistance to vulnerable people; Homeless/rough sleeping; financial support; Return of displaced communities.</li> <li>• <b>Managing health:</b> Management of casualties; Communication of health initiatives.</li> <li>• <b>Management of deaths:</b> Body management and disposal; Memorials community commemoration and psychological impacts.</li> </ul>  |
| <b>Economic</b>                                   | <ul style="list-style-type: none"> <li>• <b>Economic:</b> Business impacts; human resource management</li> </ul>  |
| <b>Infrastructure management</b>                  | <ul style="list-style-type: none"> <li>• <b>Management:</b> Waste management; Digital infrastructure and cyber security; Smart urbanism; Utilities / essential services.</li> <li>• <b>Resumption of services:</b> Educational establishments, welfare services, transport system).</li> <li>• <b>Supply Chains &amp; Logistics:</b> Testing and reagents; Sustained delivery (face masks, gowns, gloves etc/sanitizer); Inventory management, prepositioning; Transformation of corporations/businesses to support the effort e.g. ventilator and hand gel production.</li> <li>• <b>PPE and resource sourcing:</b> Adequacy of responder hygiene and safety measures</li> </ul> |
| <b>Environmental</b>                              | <ul style="list-style-type: none"> <li>• <b>Green spaces:</b> Environmental spaces that can accommodate social distancing; Access to all; Green agenda.</li> <li>• <b>Environmental waste management:</b> Recycling; Pollution and decontamination and waste.</li> </ul>  |
| <b>Legal Frameworks</b>                           | <ul style="list-style-type: none"> <li>• <b>Governance and legislation:</b> Emergency legislation transition into recovery; structures are in use; integration with government mechanisms; Funding</li> </ul>   |
| <b>Communication and engagement</b>               | <ul style="list-style-type: none"> <li>• <b>Communication:</b> Connectivity between Health and the wider system; Media, communications, elected members;</li> <li>• <b>Community engagement.</b></li> </ul>   |

## Briefing B. Recovering from COVID-19: the key issues<sup>1</sup>

Written by the '[Recovery from Covid-19](#)' team, led by Professor Duncan Shaw  
The University of Manchester, UK

### Introduction

This document has been written to summarise and supplement existing guidance on recovery from disasters<sup>2</sup> and pandemics<sup>3</sup> in the unique context of COVID-19 and to incorporate wider learning and experience from the team who produced it. It outlines the key issues and details the approach to recovery we believe is needed<sup>4</sup>.

### What is recovery?

- Recovery is defined as the process of *rebuilding, restoring and rehabilitating* society following an emergency, but it is more than simply the replacement of what has been destroyed and the rehabilitation of those affected.
- *Recovery is a process* – and is gradual. The pace of recovery will depend on the residual impact of the pandemic, ongoing demands, backlogs, staff and organisational fatigue, and continuing supply difficulties. Therefore, a gradual return to a 'new' normality is to be expected in the short- and long-term.
- Recovery *aims to generate positive outcomes* to address the fragilities and opportunities that the emergency has exposed.
- Recovery *offers a wide range of opportunities* at all levels from national government to individuals and communities – environmental / cultural / technological / 'community' / partnership working / public health & healthy living.
- Achieving this 'new normality' is *a complex social and developmental process* rather than just a remedial process.

### Why recovery from COVID-19 is different

- *The scale is different.* The intangible and transferable damage to health, economies and social structures are on a global scale which has been rarely accounted for in current emergency preparedness plans, often focused on natural disasters.
- *The effects are different.* Recovery can include actions to reinstate the built environment that has been damaged or restore material objects that individuals, communities and organisations have lost, and this will form a critical component of recovery efforts for covid-19. Governments and a host of private firms, from banks to insurance companies, are cooperating to develop ways by which businesses and people can re-establish themselves economically. But recovery needs also to address the so-called 'immaterial', but no less significant, changes: families across the world rocked by the loss of loved ones, entire populations have been evacuated suddenly from the routines and relationships that collectively form their everyday, normal

<sup>1</sup> Also downloadable as a separate document from <http://ambs.ac.uk/covidrecovery>

<sup>2</sup> <https://www.gov.uk/guidance/emergency-response-and-recovery> and specifically chapter 5 of [Emergency Response and Recovery \(updated October 2013\)](#)

<sup>3</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/213717/dh\\_131040.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/213717/dh_131040.pdf)

<sup>4</sup> <https://www.alliancembs.manchester.ac.uk/original-thinking-applied/original-thinkers/how-can-society-recover-from-covid-19/>



life. Isolation and the sudden lack of social integration will reverberate on many, if not all, people's mental health and wellbeing.

- *The length of time is different.* Other emergencies in the past have impacted across various elements of infrastructure, bringing transport networks to a standstill, causing the closure of various welfare institutions, producing incredible strain on healthcare and causing major disruption to economies. But with COVID-19 we're seeing a total shutdown of many of these services for an amount of time that is unprecedented.
- *The knock-on effects are vast.* The impact on one area of society realm produces knock-on effects on another. For example, the closure of non-essential workplaces has produced new levels of burden on Wi-Fi infrastructure. The magnitude of the impacts of COVID-19 are indicators of the nature and the scale of the required change during recovery
- *The impacts are not yet clear.* We cannot yet predict the impact of the pandemic virus, which may re-emerge in future waves, and which will again require organisations to regroup and respond, despite calls for future scenario modelling.
- *It will overlap with response.* There may not be a clear separation between response and recovery as there is for natural disasters, given the scale and nature of the challenge. Both response and recovery require multi-agency working however, and learning from response is important in recovery.
- *It will require agility and flexibility.* Recovery will be facilitated and enabled by decisions on the lifting of social and economic restrictions which may be sequenced differently dependent upon sector, geography or 'vulnerability'. There will be a need to assess the impacts of COVID-19, adapt to the resulting changes, and then stabilise a new normal.

### **Key groups involved in recovery**

Recovery planning and activity is at a range of levels:

- a) **National government and the associated departments:**
  - For example, they will facilitate economic recovery, national infrastructure, policy and legislative changes to drive short, medium to longer term recovery.
  - Specific departments (e.g. Health and Social Care) will lead on restoring services and dealing with issues such as exacerbation of illnesses and the backlog of 'normal' treatments as well as hidden abuses during the response such as domestic, drug and child abuse
- b) **Regional and local partnerships:**
  - For example, existing mechanisms e.g. Local Resilience Forums will support the restoration of essential services across the partnership level
  - Partnerships with organisations and communities developed during the response can be important in recovery
- c) **Individual organisations:**
  - For example, these will be influenced by national policy and legislation but will face specific sector and local challenges
  - Third sector organisations may face specific challenges
- d) **People and communities:**
  - For example, the groundswell of local initiatives to provide support during this pandemic could be developed for wider social good



### **Starting recovery**

- Planning for recovery needs to start during response and will have short and long-term aspects to it. Many UK Local Authorities (LAs) are now starting this planning process but the challenges of COVID-19 make this difficult and we have provided these consideration to support this process.
- Lessons from previous emergencies and crises indicate that recovery must start early and can lead to a better future even though it may not seem appropriate or possible to discuss strategic recovery during the response phase.

### **The challenges of recovery**

#### **Compared to response**

- Experience has shown that the recovery phase and the structures, processes and relationships that underpin it are *harder to get right than the response phase*.
- Recovery should be done ‘*with*’ the community not ‘*to*’ the community<sup>5</sup>. Provision of recovery support is to assist affected communities towards management of their own recovery, with communities having different needs and priorities.
- Recovery usually takes years rather than months to complete as it seeks to address the enduring human, physical, environmental, and economic consequences of emergencies.

#### **Common aspects of recovery**

- Learning from previous disaster recovery<sup>6</sup> shows that there are common aspects of recovery:
  - to experience a sense of camaraderie, unity and optimism in the early stages
  - for recovery to be a long, protracted journey
  - for people to have a hard time along the way
  - for ongoing stress to make it challenging to retain optimism, tolerance, the ability to problem solve and empathise
  - for the majority of people and communities to ‘recover’ but also to grow from the experience.
- Recovery therefore offers a wide range of opportunities at all levels from national government to individuals and communities – environmental / cultural / technological / ‘community’ / partnership working / public health & healthy living which need consideration.

#### **Leadership**

Leadership in recovery is different from response although remaining challenging and requiring flexibility. Key differences<sup>7</sup>:

- **Uncertainty:** “*You have to try to imagine the future when you are in an environment that is uncertain and rapidly changing. You have to make important decisions with limited evidence and do it with confidence.*”
- **Scale:** “*The size and complexity of what needs to be done can be overwhelming. Every aspect of life changes*”
- **Time:** “*Decisiveness and the ability to make good decisions quickly. Part of that is making everyone feel included in the process. It’s a balancing act between those things*”

<sup>5</sup> [Emergency Response and Recovery \(updated October 2013\)](#), chapter 5

<sup>6</sup> [https://www.preparecenter.org/sites/default/files/leading\\_in\\_disaster\\_recovery\\_a\\_companion\\_through\\_the\\_chaos.pdf](https://www.preparecenter.org/sites/default/files/leading_in_disaster_recovery_a_companion_through_the_chaos.pdf)

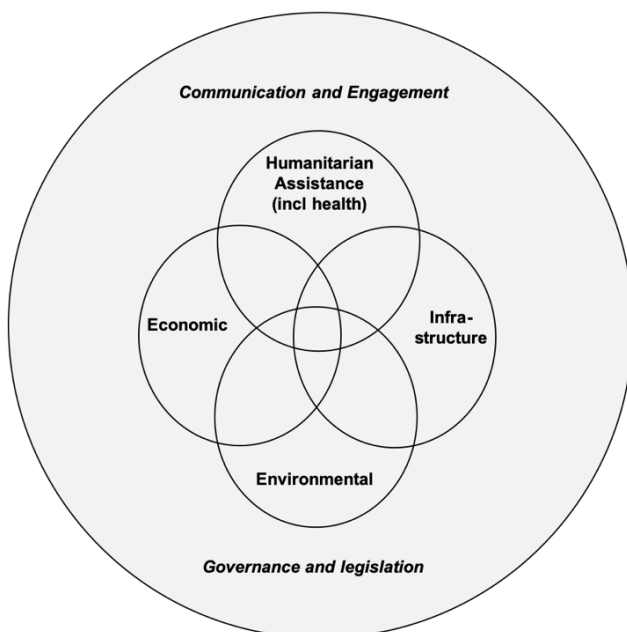
<sup>7</sup> [https://www.preparecenter.org/sites/default/files/leading\\_in\\_disaster\\_recovery\\_a\\_companion\\_through\\_the\\_chaos.pdf](https://www.preparecenter.org/sites/default/files/leading_in_disaster_recovery_a_companion_through_the_chaos.pdf)

- **Psychology:** *“Impacted populations work differently. Chronic stress negatively impacts relationships, problem-solving, creative thinking, ability to take on information... As people get worn down, trust, cohesion and niceties can be lost”*
- **Endurance:** *“This is not a marathon, this is not a sprint, this is not a relay. It's every horrible endurance event that you can imagine all rolled into one”*

## What do we need to consider in recovery?

### The key issues

Using generic categories to capture the key issues has been shown to be useful in recovery, enabling all issues to be identified and plans to be aligned across sectors and groups. The framework of humanitarian assistance, economic, infrastructure and environmental, supported by key enablers, covers all the key issues.



### Examples of issues<sup>8</sup> in each category:

- **Humanitarian Assistance (including health);** physical impacts (including individuals' health, housing, financial needs); psychological impacts; volunteers
- **Economic;** reopening businesses; retail, leisure, hospitality
- **Infrastructure;** restoring daily life (educational establishments, welfare services, transport system, waste management); digital infrastructure and cyber security; Supply Chain Management and logistics
- **Environmental;** green spaces - accommodating social distancing

#### Enablers:

- **Communication and engagement;** connectivity between health and wider system; use of media; community engagement; public reassurance regarding health and social care concerns and the capability/capacity of the health and social care system.
- **Governance and legislation;** emergency legislation and the transition into recovery, use of existing governance mechanisms

### National guidance

There is national guidance (Cabinet Office<sup>9</sup>) for recovery which focuses on structures and process and will be followed by Local Resilience Forums as part of their usual process.

### What is happening elsewhere

Across the world cities and countries affected by COVID-19 are starting to put their plans in places for recovery. As this is a fast-changing situation, it isn't possible yet to identify generic key lessons from their approaches but we are providing regular updates by email which you can sign up to receive [here](https://www.gov.uk/guidance/emergency-response-and-recovery).

## What should we do?

<sup>8</sup> This is not a comprehensive list – examples provided to illustrate the scope of each category

<sup>9</sup> <https://www.gov.uk/guidance/emergency-response-and-recovery>

### Short-term

- a) Identify a strategic lead and appropriate governance
  - to begin to develop partnership objectives for recovery
  - supported by an appropriate group within the current governance structure
- b) Identify key stakeholders

Many of these stakeholders will already be involved in the response effort in some way and so existing structures may be helpful here in identifying the key groups.

- **Governments:** those who will develop and enact national guidance and legislation which the whole country will be expected to follow. This will also include the provision of economic assistance in a range of forms.
- **Organisations:** responding agencies, advising agencies, those whose services are or will be affected as a result of the emergency

For COVID this is already vast and, in the UK, includes ... NHS Foundation Trusts; Community Health Trusts; Mental Health; Clinical Commissioning Groups; Public Health; Voluntary Sector; Community Groups; Local Authority Social Care; Drug and Alcohol Wellbeing Service; Local Authority Wellbeing Teams; information governance; coroner's representatives; funeral directors; transport providers, schools, police and many others

- **Individuals and communities:** *"There will not be one person untouched in some way, either physically, socially, economically or psychologically from this emergency".*

- c) Carry out impact assessments

This might be developed from your existing structures/cells and capture issues from existing data. Existing approaches to impact assessment can be used

It may include equality impact assessments to identify the potential disproportionate effect of the pandemic on some communities and individuals

- d) Make plans

These will include plans for:

- restoration of services
- dealing with residual impacts: 'exit strategies' where relevant, staff and organisational fatigue, ongoing supply difficulties
- dealing with the backlog of 'normal' activity which was suspended during the pandemic
- dealing with things hidden during the pandemic but now emerging: domestic abuse, child protection, drugs misuse, mental health issues
- longer term recovery

### Longer-term

- Higher level macro strategic issues – e.g. economic regeneration are most likely to be driven by government but there will be local issues and needs to be planned and addressed as part of this.
- At this stage identification of the long-term issues may be all that is required.