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## Briefing A: Focus of the week – Working in partnership for recovery and renewal

Each week we bring you a focused summary on a relevant topic. This week we share our thoughts on recovery and renewal and the vital role of partnership.

### Working in partnership for recovery and renewal

#### 1. Introduction

Governments are already thinking about recovery from the effects from COVID-19 through restoring public services, economic activity, the third sector, and community life. Plans are being developed using commonly accepted approaches, developed from previous disaster response and recovery, where there is usually a clear distinction between the ‘response’ and ‘recovery’ phases.

We suggest here that these approaches need to be reviewed to address the scale and scope of the impacts of COVID-19: a “... *global public health emergency on a scale not seen for a century, requiring a global response with far-reaching consequences for our economic, social and political lives.*”<sup>1</sup>. In undermining much of what we regard to be normal, in bringing the intensity of vulnerability to each of our doorsteps, renewal from COVID-19 presents a more radical opportunity where recovery is only the beginning.

We draw on our previous thinking in this area<sup>2</sup> and develop it here to suggest that a focus on recovery alone will miss the opportunities offered by this situation. We propose an integrated approach to recovery and renewal: the opportunity to achieve longer-term regeneration, economic, environmental, resilience, partnership working, community development (including the third sector), and cohesion and capacity building. The partners who have worked together in response are the same partners who are needed to support both recovery and renewal of people, place and processes.

Renewal encourages vision – but that vision will differ for each local system and place, and each person. A renewed vision will take time to build through appreciating the worst of COVID-19 and the opportunities it creates. “*When we recover, we must be better than we were before*”<sup>3</sup>.

This document has been written to encourage national and local government to think differently about recovery and renewal. We hope that national governments will consider the impact of their decisions and actions across the aspects we outline, and that local government will utilise their knowledge of people, place and processes in recovery and renewal.

<sup>1</sup> [https://www.un.org/sites/un2.un.org/files/un\\_policy\\_brief\\_on\\_human\\_rights\\_and\\_covid\\_23\\_april\\_2020.pdf](https://www.un.org/sites/un2.un.org/files/un_policy_brief_on_human_rights_and_covid_23_april_2020.pdf)

<sup>2</sup> <https://www.alliancembs.manchester.ac.uk/original-thinking-applied/original-thinkers/how-can-society-recover-from-covid-19/> and <https://www.alliancembs.manchester.ac.uk/media/ambs/content-assets/documents/news/recovering-from-covid-19-the-key-issues.pdf>

<sup>3</sup> [https://www.un.org/sites/un2.un.org/files/un\\_policy\\_brief\\_on\\_human\\_rights\\_and\\_covid\\_23\\_april\\_2020.pdf](https://www.un.org/sites/un2.un.org/files/un_policy_brief_on_human_rights_and_covid_23_april_2020.pdf)

## 2. What is being recovered and renewed

We adapt and develop systems theory to offer a trio of people, place, process, all underpinned by power and partnerships:

- The **people** – from key workers, to the shielded, to the homeless, volunteers and school children – and everyone else for no one (in the UK at least) has been unaffected by Covid-19.
- **The place** – where people live – in a city or the countryside - the infrastructure that supports us all, health and care systems, public and private sector organisations and partnerships, neighbourhoods,
- The **processes** – ways of working, rules, procedures, access to services – many of which have been changed during the response or need to be changed following learning from the response to Covid-19 or have been changed for other reasons during the response.

Underpinned by:

- The **power** – formal and informal power from legislative power at the national level, democratic power through local authorities and elected members, through to ‘people power’ from groups of individuals united in a place or for a particular cause.
- **Partnerships** – relationships developed during the initial response will underpin recovery and renewal activities, enabling national and local action through multi-departmental and cross-organisational working, whilst recognising that partners have power and local place-based relationships.

These five aspects should be considered when thinking about the detail of the recovery and renewal of, for example, the economy, social equality, and environmental sustainability.

## 3. Why COVID-19 is different

- *The scale is different.* The damage to health, economies and social structures are global: “*We must deal with the economic and social impact alongside the public health response*”<sup>4</sup>. This universal effect on **people, place** and **processes** has been rarely accounted for in emergency preparedness plans which often focus on natural disasters.
- *The effects are different.* Typically, recovery includes actions to reinstate the built environment that has been damaged or restore material objects that individuals, communities and organisations have lost; a focus on **place**. Whilst this will form one element of recovery efforts from COVID-19, there are many others. Economic impacts are vast with governments and a host of private firms, from banks to insurance companies, cooperating to develop new **processes** by which businesses and **partnerships** can re-establish themselves economically. The social and psychological impacts on **people** are both tangible and intangible, with the latter perhaps being most significant: families rocked by the loss of loved ones, entire populations isolated from the routines and relationships that form their normality. Isolation and a sudden lack of social integration. This will reverberate on many, if not all, people’s mental health and wellbeing.
- *The knock-on effects are vast.* The impact on one area of society produces knock-on effects on others. For example, the closure of non-essential workplaces has produced new levels of burden on digital infrastructure, requiring **people** to be based in a different **place**, and use new **processes** to work or support children’s education.
- *The length of time for the initial response is different.* With COVID-19 we are seeing an unprecedented, total shutdown of many services for an unknown duration, widespread across **places** and **people**, and with a

<sup>4</sup> [https://www.un.org/sites/un2.un.org/files/un\\_policy\\_brief\\_on\\_human\\_rights\\_and\\_covid\\_23\\_april\\_2020.pdf](https://www.un.org/sites/un2.un.org/files/un_policy_brief_on_human_rights_and_covid_23_april_2020.pdf)

likely gradual reintroduction/reopening of usual **processes**. 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 not usually for this period of time and requiring coordination across so many **partnerships**.

#### 4. What this means for response, recovery and renewal

The implications of these differences are that:

- Recovery will overlap with response. There may not be a clear separation between response and recovery as for natural disasters, given the scale and nature of the challenge. We cannot yet predict the impact of the pandemic, which may re-emerge in future waves, and which will again require organisations to regroup and respond. “We won’t just have this binary easing up of measures. We will end up moving to a new normal.”<sup>5</sup>. For the health and care system in particular, there will be an ongoing requirement to manage **people** affected by COVID-19 whilst re-activating **processes** to build back up the usual provision of services which have been dramatically reduced during the response.
- Agility and flexibility will be key. Recovery and renewal 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’. The pace of recovery will depend on ongoing demands, backlogs, fatigue of **people** and organisations, strength of **partnerships**, and continuing supply difficulties so a gradual and phased recovery is expected. The ‘new normal’ is likely to be more fluid than static.
- Opportunities for learning and improving must be taken. There will be learning about the **processes** used during response which can enable not only recovery of essential aspects but also support **partnership** decisions about what does not need to be recovered and what can be changed and improved (renewed) as a result. **People** will have learned and developed through this experience and may want processes to work differently as a result.
- The influence of LRFs is limited. There is a limitation of the Local Resilience Forums (LRFs) to deliver their statutory function of recovery under the Civil Contingencies Act (2004)<sup>6</sup>. The wide strategic set of **partnerships** that will be involved is more than typically involved in LRFs so many may not be well positioned to coordinate this due to their limited scope and the geographical and structural landscapes of boundary areas and responsibilities. In particular, LRFs do not always map to the way in which health service provision **processes** are organised across Local Authority boundaries (e.g. in Sustainability and Transformation Partnerships<sup>7</sup> (STPs) or Integrated Care Systems<sup>8</sup> (ICS))

#### 5. Who is in the partnership

Recovery and renewal need to be carefully considered across key **partnership** groups. We have identified five groups that have an interest, and a role, in planning and enabling recovery and renewal:

- National government and associated departments will lead on determining national transition timelines from elements of response into recovery. For example, they will enable economic recovery, national infrastructure, policy and legislative changes to drive short, medium- and longer-term recovery. Specific departments will lead on restoring their services e.g. Department of Health and Social Care leading on

<sup>5</sup> Dominic Raab on the BBC’s ‘The Andrew Marr Show’ – 26<sup>th</sup> April 2020

<sup>6</sup> <http://www.legislation.gov.uk/ukpga/2004/36/contents>

<sup>7</sup> <https://www.england.nhs.uk/integratedcare/stps/view-stps/>

<sup>8</sup> <https://www.england.nhs.uk/integratedcare/integrated-care-systems/>

dealing with the backlog of ‘normal’ health and social care services and exacerbation of illnesses. The nature of **power** at the national level means that many national associations will influence and inform this (e.g. Local Government Association, Confederation of British Industry (CBI), Trades Union Congress (TUC), National Police Chiefs Council, British Medical Association (BMA)).

- **Regional and local partnerships** (e.g. Local Resilience Forums, Local Enterprise Partnerships) will lead local recovery planning ensuring the restoration of services (e.g. emergency preparedness, economic activities, transportation, public works, well-being services). These partnerships include wider societal interests in the economy, health, public and social health, community safety and resilience as well as national and local political influences. Local authorities are likely to take lead for this work. In some places, city regions are already requesting power to enact recovery and renewal in their own places. The nature of political **power** will be key in these groups.
- **Individual organisations** will recover their own operations and service delivery, re-establishing **processes**, where they remain economically viable or value-added. They will reinstate normal statutory and business functions, attend to the welfare and well-being of their people, and may need to develop new ways of delivering service where on-going restrictions remain (e.g. social distancing). They may also review the delivery of services which are no longer adding the value previously thought. These individual organisations operate in the private, public and third sector.
- **Local communities** will self-organise and recover as appropriate, perhaps in conjunction with regional and local partnerships. They have the potential **power** to be drivers of recovery and renewal at a local level through the **people** and the **place** where they are based. This will include small place-based ‘third sector’/non-profit/civil society organisations which will form an important part of both recovery and renewal. They may face specific sector, local and cash-flow challenges. The groundswell of local initiatives to provide support during this pandemic could be developed for wider social good
- **People as individuals** will influence recovery and renewal through public opinion and behaviour and this is likely to vary greatly across the country and across communities. The effects on individuals and their mental health as a result of this pandemic is both unpredictable and likely to be widespread and so previous patterns of behaviour may not be reliable predictors of the future.

## 6. Actions for recovery and renewal

Addressing recovery and renewal of people, place, and process, whilst recognising different forms of power, can be done through a range of actions in the short-, medium- and long-term. We focus here on short- and medium-term. Short-term actions for recovery include:

- **Reinstate** certain aspects as soon as possible:
  - The **people** e.g. bring staff out of furlough, some returning to school, continuing behaviours such as social distancing
  - Their **place** e.g. dismantle temporary response structures and infrastructure, reinstate the environment and services to pre-COVID-19 conditions
  - The **processes** e.g. reinstate needed aspects of funding, legal, policy, practices
- **Learn** from the response and feed that into recovery and renewal activities:
  - The **people** e.g. debrief staff, volunteers, partners
  - Their **place** e.g. debrief partners working in other parts/locations of the response
  - The **processes** e.g. collate lessons learned and share across partnerships
- **Prepare** for future emergencies (including a possible ‘second wave’):

- The **people** e.g. develop understanding about new ways of living with COVID-19
- Their **place** e.g. pre-position resources according to normal contingency plans
- The **processes** e.g. ensure response systems are ready

Early thinking suggests that renewal of people, place and process is medium to long term and includes two aspects to understand what is working well; what we want to keep; and how we work differently going forward. In practice, this includes the need to:

- Appreciate the current situation, to appreciate what happened, recognise the need for healing, and consider where renewal should take us:
  - The **people** e.g. reconnect with each other, remember losses, and rejoice, as well as agree a shared purpose (e.g. align thinking, language and vision)
  - Their **place** e.g. assess where the environments are at, identify desired futures and plans to achieve those
  - The **processes** e.g. assess impacts, design coherent and complementary renewal strategies across organisations and levels, agree how work gets done and underlying principles and rules, identify funding opportunities for renewal, understand responsibilities and enablers
- Renew through orchestrated fast/slow delivery to implement strategies that renew **people, place** and **processes** to focus on reaching the ambitions of renewal through constant reflection, analysis, sharing:
  - The **people** e.g. coordinate individuals, teams, communities, organisations to ensure the renewal maximises the potential for happiness, compassion, and community spirit
  - Their **place** e.g. implement plans, policies, solutions for improvement to ensure renewal enhances the place, leads to investments, and ensure that developments and their contribution are evaluated
  - The **processes** e.g. target productivity, continuous improvement, sustainability, calibrate improvements, and encourage smarter working and effectiveness

While urgent business-as-usual activities are attended to under recovery, renewal activities can engage in a thoughtful and consultative approach to consider what a renewed future looks like. This needs to be done across **partnerships** (not to some partners by others) by involvement (not only arms-length consultation).

## 7. Summary

In sharing our early thinking on recovery and renewal, we realise that this is not another generic action plan, structure, nor a poster to put on a wall to guide implementation. COVID-19 has offered us more opportunity than that.

There is the opportunity to **recover** and **renew** how **power** and **partnerships** support working across five groups: national, local partnerships, organisations, local communities, and people. There is a need to think about the **people, place, and processes** which have to recover (through reinstating, learning and preparing these) and renew (through appreciating and renewing)



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

We provide the lessons under six categories, with sub-categories for ease of reference. We have selected lessons that are of specific interest to the recovery process although many also relate to the response phase, and the likely overlap between response and recovery.

This week our lessons on humanitarian assistance focus on volunteering and vulnerable people. Economic lessons include those for the voluntary sector. Infrastructure lessons include those on re-opening infrastructure (linked to the ‘ending lockdown’ lessons in the ‘governance and legislation’ section). Environmental lessons include some on health systems and urban infrastructure. Communications lessons focus on general areas. The governance and legislation section includes lessons on risk assessment relevant to future plans.

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Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Humanitarian Assistance</b>			
Health and wellbeing	<p><b>Consider those who may be fasting during the month of Ramadan.</b></p> <ul style="list-style-type: none"> <li>▪ Consider how prayer spaces will be managed for keyworkers- allocate suitable spaces with social distancing requirements in mind, provide adequate notice should a prayer space be closed for cleaning.</li> <li>▪ Consider public information regarding Iftar and Eid; the breaking of fasting each day (Iftar) is usually a sociable even. Remind the public that despite its personal religious importance, social distancing measures need to be observed. The same measures also apply to the end of Ramadan (Eid). Eid is on Saturday, 23 May 2020, and even if some lockdown restrictions have been eased, it is important to remind the public that social distancing is still required. Consider working through local leaders, community members and where appropriate the police, to ensure public safety.</li> </ul> <p>These lessons are applicable to other major religious events, or holidays - consider processes to manage events such as Diwali, etc. While later on in the year, it is likely social distancing measures will still need to be observed.</p>	UK	<a href="https://people.nhs.uk/guides/covid-19-and-ramadan/">https://people.nhs.uk/guides/covid-19-and-ramadan/</a>
Vulnerable people	<p><b>Consider how you can understand children’s experiences of COVID-19.</b></p> <ul style="list-style-type: none"> <li>▪ Understanding children’s perspectives is important to provide children with an outlet to express themselves, and for adults to gain a better understanding of how children view their situation.</li> <li>▪ Consider creative activities where children can explore their feelings about COVID-19, this could include drawings, video blogs or music. One example, is a collection of drawings and messages collated by the BBC, showcasing children’s perspectives about the world they are living in. These types of activities could be recurring, and could be developed to address a number of issues i.e. lockdown, not going to school, fear, bereavement.</li> <li>▪ Similar activities could support communities in emotional and social recovery from the impacts of COVID-19 and could provide innovative ways for adults and children to explore bereavement, memorials and commemoration.</li> <li>▪ Children’s pictures of colourful flowers in windows can make their walks more enjoyable and brighten the nation. The rainbows can be refreshed to create a refreshed vibe for the children to engage with.</li> </ul>	All	BBC <a href="https://www.bbc.co.uk/news/extra/g7fg26ab8b/drawings-from-lockdown">https://www.bbc.co.uk/news/extra/g7fg26ab8b/drawings-from-lockdown</a>



Recovery: Categories of impact	Actions	Country/ Region	Source
Volunteers	<p><b>Consider a system to maintain current volunteers and to support recruitment of new volunteers to sustain operations into recovery.</b> This includes converting spontaneous volunteers (SVs) into long-term volunteers by signing them up to established volunteer organisations so they can contribute on an ongoing basis. Key areas to consider include:</p> <ul style="list-style-type: none"> <li>▪ <b>Identify contribution of SVs to C19 so far</b> - assess the nature and scale of SV volunteering effort and the gap left if SVs stop</li> <li>▪ <b>Share good news stories</b> - to help SVs know that they are making a difference</li> <li>▪ <b>Needs assessment</b> - identify ongoing tasks needed by service beneficiaries that may be suitable for volunteers</li> <li>▪ <b>Motivate SVs</b> - create compelling case studies of the need. These will outline who are the service beneficiaries of those tasks and how volunteers have helped them. Communicate that SV opportunities will stop</li> <li>▪ <b>Identify sorts of volunteers needed</b> - identify the skills and commitment needed from the volunteer so they can self-select tasks they want to perform</li> <li>▪ <b>Identify volunteer organisations</b> - partner with a handful of volunteer organisations that volunteers can work through to fulfil each task. This can give volunteers a manageable list of organisations to select between. Short descriptions of the organisations can outline their different shapes so volunteers can identify the right organisation for them</li> <li>▪ <b>Remove SV opportunities</b> - close down SV effort and convert willing SVs to ongoing volunteers</li> <li>▪ <b>Follow up volunteers</b> – local government/voluntary organisations conduct welfare calls with volunteers to ensure that they are ok after their volunteering and to see if they have/want to convert. Facilitate conversion if needed</li> <li>▪ <b>Follow up voluntary organisations</b> – local government complete the loop to see how many SVs have converted</li> </ul>	UK	Borough Councils

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Economic</b>			
Business recovery	<p><b>Businesses may consider the following in developing a “new normal”:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Leveraging successes-</b> identify parts of the organization that are working successfully under the current circumstances, and what can be learned about this for future operations.</li> <li>▪ <b>The activities of the organization-</b> identify parts of the organisation that need to be re-opened, re-started, or increased to full(er) capacity.</li> <li>▪ <b>Who needs to return to the work</b> – identify the location first i.e. who is able to continue to work from home, and the possibility of terminating employment due to reduced need.</li> <li>▪ <b>Safeguards</b> – identify what is needed to ensure that people returning to work are safe, give consideration to the potential for lawsuits if people have to be in harm’s way to keep their jobs.</li> <li>▪ <b>Agile financial management,</b> where the organisation manages its finances using decision support, predictive analytics, and performance management, enabling it to operate with agility</li> </ul>	USA	President of a non-profit organisation
Voluntary Sector	<p><b>Consider the longer-term impacts of COVID-19 and the need to retain resources and funding available to non-response organisations.</b> Many charitable and voluntary organisations are vital to ensure their communities function in periods of normalcy but may not be active in COVID-19 response. Consider:</p> <ul style="list-style-type: none"> <li>▪ How voluntary organisations that are currently inactive can be supported, and their services retained.</li> <li>▪ The value of non-response organisations and their connections with local people and other diverse organisations, and how their services could be integrated or partnered with response organisations.</li> <li>▪ How these organisations can be operationalised during recovery to sustain informal voluntary actions that have arisen from COVID-19 responses, to ensure inclusive and resilient communities.</li> </ul>	UK	Voluntary Sector Report



Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Environmental</b>			
Clean energy	<p><b>Consider the benefits of renewable energy sources in providing resilient power that is flexible and can build resilience into the system for future disasters.</b></p> <p>Renewable energy sources can reduce pressure on the system as they are independent of the grid and diesel fuel back-up, they can power hospitals, schools, water treatment plants and water distribution, telecommunications, banking systems, police stations and critical agriculture production to maintain food supplies.</p>	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>
Urban Planning	<p><b>Consider how to continue to benefit from reduced traffic as a result of lockdown.</b></p> <p>Cities such as Milan, Italy are developing strategies to retain street space from cars, providing 35km (22 miles) of transformed streets to accommodate an experimental citywide expansion of cycling and walking space to protect residents as COVID-19 restrictions are lifted. The Strade Aperte plan includes low-cost temporary cycle lanes, new and widened pavements, 30kph (20mph) speed limits, and pedestrian and cyclist priority streets. The locations include a low traffic neighbourhood on the site of the former Lazzaretto.</p> <p>Similar plans for investments in bicycle-friendly infrastructure is being considered in the Netherlands, with a focus on expansion of the programme in cities and suburbs.</p> <p>See also Error! Not a valid result for table.</p>	Italy	<a href="https://www.theguardian.com/world/2020/apr/21/milan-seeks-to-prevent-post-crisis-return-of-traffic-pollution">https://www.theguardian.com/world/2020/apr/21/milan-seeks-to-prevent-post-crisis-return-of-traffic-pollution</a>
		Netherlands	CRO
<b>Communications</b>			
General communications	<p><b>Target communication to groups and enable choice of communication mechanisms where possible.</b></p> <p>This may help communities feel they have ownership over information rather than simply being told.</p> <p>For particular groups consider:</p> <ul style="list-style-type: none"> <li>▪ Providing parents with skills to handle their own anxieties and help manage those in their children</li> <li>▪ Provide information in accessible formats for those with disabilities</li> <li>▪ Offer multiple forms of communication e.g. text captioning, signed video, online material suitable for use with assistive technology</li> <li>▪ Support the translation of information into the preferred languages for different groups, ensuring that refugees and migrant groups are included</li> <li>▪ Adjust information for community perceptions, beliefs and practices</li> </ul>	Japan	Disaster management expert
		All – ReliefWeb	<a href="https://reliefweb.int/sites/reliefweb.int/files/resources/COVID-19%20Community%20Engagement%20130320.pdf">https://reliefweb.int/sites/reliefweb.int/files/resources/COVID-19 Community Engagement 13 0320.pdf</a>

Recovery: Categories of impact	Actions	Country/ Region	Source
General communications	<p><b>Consider 'marketing' approaches to ensure the public take on key messages</b></p> <p>Acting on information is a result not only of how the information is presented but of the way the subconscious operates; underlying beliefs, attitudes and motivations. The following can be considered:</p> <ul style="list-style-type: none"> <li>▪ Connect precautions for COVID-19 to aspirational movements, like community spirit and local pride – keeping your community safe</li> <li>▪ Leverage people's desire to do the right thing for others in all aspects of their lives – e.g. what would your own grandmother want?</li> <li>▪ Use images of famous people in protective gear delivering food – e.g. members of the Royal Family</li> <li>▪ Feature celebrity athletes and movie stars telling people to shelter at home – e.g. through TV advertising</li> </ul> <p>It will take a steady stream of messages to shift behaviour: this is not a one-off activity</p>	USA	<a href="https://blogs.scientificamerican.com/observations/to-flatten-the-covid-19-curve-target-the-subconscious/">https://blogs.scientificamerican.com/observations/to-flatten-the-covid-19-curve-target-the-subconscious/</a>
General communications	<p><b>Consider cognitive bias, along with trust in and transparency of information.</b></p> <p>Further details about this can be found in <b>Error! Reference source not found.</b></p>		
<b>Governance and legislation</b>			
Legislation	<p><b>Consider establishing and publicising a consistent set of priorities which unify all response teams</b> and ensure the consistency of all planning. For example: Consider a national emergency plan with uniform standards for the gradual return to normality that:</p> <ol style="list-style-type: none"> <li>1. Supports hospital systems and expand surge and testing capacity</li> <li>2. Protects vulnerable populations, including seniors and those with access and functional needs</li> <li>3. Supports homeless population and shelters through emergency protective measures</li> <li>4. Ensures continuity of first responders and healthcare workforce</li> <li>5. Provides state and federal economic impact assistance, including financial support for those economical areas that may only be allowed to resume operations at the last moment.</li> <li>6. Executes task force objectives and continue mid and long-term advance planning.</li> </ol>	Germany  USA	Civil Protection  Joint Incident Action Plan

Recovery: Categories of impact	Actions	Country/ Region	Source
Ending lockdown	<p><b>Consider risk assessments to examine the requirements for the options for easing lockdown whilst suppressing the spread of COVID-19.</b></p> <p>Lockdown could be eased through</p> <ul style="list-style-type: none"> <li>▪ Gradual school reopening because children are at low risk, and there are high economic and educational costs to school closure</li> <li>▪ Gradual return to work with younger people first (age segmentation) as they are relatively less at risk of COVID-19 than older people</li> <li>▪ Gradual return to work by sector/workplace (sector segmentation) as some pose less risky than others</li> <li>▪ Gradual release of lockdown by geography (geographic segmentation) as COVID-19 cases and NHS capacity vary across regions.</li> </ul> <p>Consider risk assessments for each of these options, since there are challenges with each e.g. cross-sector supply chains limit the benefits of sector segmentation.</p> <p>Consider the following factors in the assessment:</p> <ul style="list-style-type: none"> <li>▪ Costs vs. benefits</li> <li>▪ How quickly can it be done?</li> <li>▪ Will it be seen as fair?</li> <li>▪ How practical is it?</li> <li>▪ Can it be enforced?</li> </ul>	India  UK	Government of India  <a href="https://institute.global/sites/default/files/inline-files/A%20Sustainable%20Exit%20Strategy%2C%20Managing%20Uncertainty%2C%20Minimising%20Harm.pdf">https://institute.global/sites/default/files/inline-files/A%20Sustainable%20Exit%20Strategy%2C%20Managing%20Uncertainty%2C%20Minimising%20Harm.pdf</a>



### Case Study: Communication: an Australian perspective

In Australia there is a highly organised and well-tested communications system that utilises standard emergency communications procedures used for other disasters such as forest fires. Australian risk managers highlighted two issues which may be useful for others.

In order to deliver efficient and effective communication during an emergency, an understanding of how the public perceives and receives this information; **awareness of cognitive bias**, which shapes the way people understand the information provided to them, is needed<sup>1</sup>. Cognitive bias impacts decision-making as a result of how events are remembered by individuals and influences behaviours that can impact recovery. For example, not showing symptoms of COVID-19 and therefore believing you are immune or won't infect others. Other cognitive bias is related to people's selectivity about what they pay attention to which has implications for retaining and enacting public health advice. This may be mitigated by:

- Communicating testimonials and stories to challenge peoples thinking about practices that are safe and unsafe
- Sharing transparent and consistent information across all platforms to reduce misinformation and distrust
- Providing easy to find information through mechanisms such as Frequently Asked Questions (FAQs) to reduce ambiguity
- Providing information that supports collective action towards a solution so people feel they are part of solving the problem and understand that change is required.

To addresses some of these biases, health messaging experts in Australia called for:

- Effective use of television streaming services, social media and news services, rather than use of posters that had unclear messages and images
- More effective communications from politicians that answer questions in snappy sentences rather than long answers where people become confused or lose interest, and consistent slogans like Australia's 'Help stop the spread and stay healthy'.
- Engaging and emotive video advertising that highlight the impact individual's actions can have on others such as their loved ones<sup>2</sup>.

In addition, **trust and transparency** were seen as important. This requires

- Openness about data collection and the source of that data
- Information that is shared in a "fearless and transparent"<sup>3</sup> way to provide open, real-time information. This was also seen in Korea and was attributed to them swiftly and successfully flattening the curve<sup>4</sup>.
- Government to consistently share information to media outlets, and for media outlets to responsibly use verified information to reduce public speculation<sup>5</sup>.
- Use of known and trusted mechanisms for the public to access information<sup>6</sup>, such as those already set up in Australia for disasters .

<sup>1</sup> Risk Manager 1

<sup>2</sup> <https://www.theguardian.com/australia-news/2020/mar/24/australia-is-crying-out-for-clearer-messaging-on-coronavirus-rambling-politicians-told>

<sup>3</sup> Risk Manager 1

<sup>4</sup> Nature. <https://www.nature.com/articles/d41586-020-00740-y>

<sup>5</sup> Risk Manager 1

<sup>6</sup> Risk Manager 2

## Briefing C: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
24.4.2020	The urban resilience talk show, with Arnoud Molenaar, chief resilience officer of Rotterdam	<a href="https://zoom.us/webinar/register/WN_WrR7ukY8QdmsRP-EFG65Og">https://zoom.us/webinar/register/WN_WrR7ukY8QdmsRP-EFG65Og</a>
23.4.2020	Webinar 4: Business resilience in the face of COVID-19.'	<a href="https://www.undrr.org/event/webinar-business-resilience-face-covid-19">https://www.undrr.org/event/webinar-business-resilience-face-covid-19</a> <a href="#">Watch video</a>
23.4.2020	Coronavirus Speaker Series: Sharing Knowledge to Respond with Resilience 7. Learning from Singapore - Singapore: Strategies, Successes and Struggles - Responding to COVID-19 as a City of Good	<a href="https://medium.com/@resilientcitiesnetwork/coronavirus-speaker-series-sharing-knowledge-to-respond-with-resilience-5a8787a1eef5">https://medium.com/@resilientcitiesnetwork/coronavirus-speaker-series-sharing-knowledge-to-respond-with-resilience-5a8787a1eef5</a> <a href="#">Watch video</a> <a href="#">Download Presentation</a> <a href="#">Download presentation</a>
23.4.2020	Partnership for Healthy Cities – Community Engagement During a Crisis	<a href="#">Watch video</a> <a href="#">Download presentation</a>
28.4.2020	How the Republic of Korea turned the tide on COVID-19 using ICT	<a href="#">Watch video</a>
28.4.2020	Early Hotspot Cities (Bilbao, Seattle, Torino)	<a href="#">Watch video</a>
28.4.2020	Partnership for Healthy Cities – Approaches to Communication During a Crisis	<a href="https://cities4health.org/webinars/approaches-to-communication-during-a-crisis">https://cities4health.org/webinars/approaches-to-communication-during-a-crisis</a> <a href="#">Download presentation</a>
29.4.2020	Recovering from Pandemic: Transforming cities through subnational leadership	<a href="https://act-adapt.org/webinar-recovering-from-the-pandemic-transforming-cities-through-subnational-leadership/">https://act-adapt.org/webinar-recovering-from-the-pandemic-transforming-cities-through-subnational-leadership/</a>
29.4.2020	Webinar 1: The COVID-19 pandemic and the systemic nature of risk	<a href="https://www.undrr.org/event/webinar-covid-19-pandemic-and-systemic-nature-risk">https://www.undrr.org/event/webinar-covid-19-pandemic-and-systemic-nature-risk</a>
30.4.2020	Risk communication to prevent the spread of COVID-19: Countering the 'Infodemic'	<a href="https://www.undrr.org/event/webinar-risk-communication-prevent-spread-covid-19-countering-infodemic">https://www.undrr.org/event/webinar-risk-communication-prevent-spread-covid-19-countering-infodemic</a>
30.4.2020	COVID-19 Experience of Countries ahead of the Global Curve: Country-to-Country Learning and South-South Cooperation"	<a href="https://www.unsouthsouth.org/2020/04/28/webinar-covid-19-experience-of-countries-ahead-of-the-global-curve/">https://www.unsouthsouth.org/2020/04/28/webinar-covid-19-experience-of-countries-ahead-of-the-global-curve/</a>
30.4.2020	Cities on the Frontline: Equitable Response and Resilience in Recovery."	<a href="https://t.co/ago54FYHKq?amp=1">https://t.co/ago54FYHKq?amp=1</a>
30.4.2020	Bloomberg Philanthropies - Partnership for Healthy Cities: COVID-19 Global Leadership Series	<a href="https://zoom.us/webinar/register/WN_np4tYzwSRtutgyjx7YIsaw">https://zoom.us/webinar/register/WN_np4tYzwSRtutgyjx7YIsaw</a>
1.5.2020	Webinar 2: The COVID-19 pandemic and the systemic nature of risk	<a href="https://www.undrr.org/event/webinar-2-covid-19-pandemic-and-systemic-nature-risk">https://www.undrr.org/event/webinar-2-covid-19-pandemic-and-systemic-nature-risk</a>
<b>Coming up</b>		
Date	Webinar Title	Link to registration
07.5.2020	Webinar 6: COVID-19: Opportunities for Resilient Recovery	<a href="https://www.undrr.org/event/webinar-covid-19-opportunities-resilient-recovery">https://www.undrr.org/event/webinar-covid-19-opportunities-resilient-recovery</a>