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# The Manchester Briefing COVID-19

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

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

The Manchester Briefing on COVID-19 is aimed at those who plan and implement Recovery and Renewal from COVID-19, including government, emergency planners, resilience officers, the voluntary sector, and communities.

Over the last 18 months we have shared +600 lessons on Recovery and Renewal which you can find on our [Database](#).

#### Watch: 31/01/2022

Presenting the Chilean Ministry for Youth (INJUV): Spontaneous Volunteer Programme

<https://tinyurl.com/3jvnjwe9>

#### Watch: 25/11/2021

Canada: Search and Rescue Volunteer Association of Canada (SARVAC)

<https://tinyurl.com/5en2ebez>



Our focus for 2022 will centre around blogs that explore how we can progress towards building Resilience across the whole-of-society.

The National Consortium for Societal Resilience UK+ (NCSR+) are running a series of webinars exploring how whole-of-society resilience is developed and delivered internationally, **watch**:

#### Watch: 15/12/2021

New Zealand: Wellington Region's Community Emergency Hub

<https://tinyurl.com/3e4567rj>

#### Watch: 04/11/2021

USA: FEMA's Community Emergency Response Teams (CERT) programme

<https://tinyurl.com/4uw2bka5>

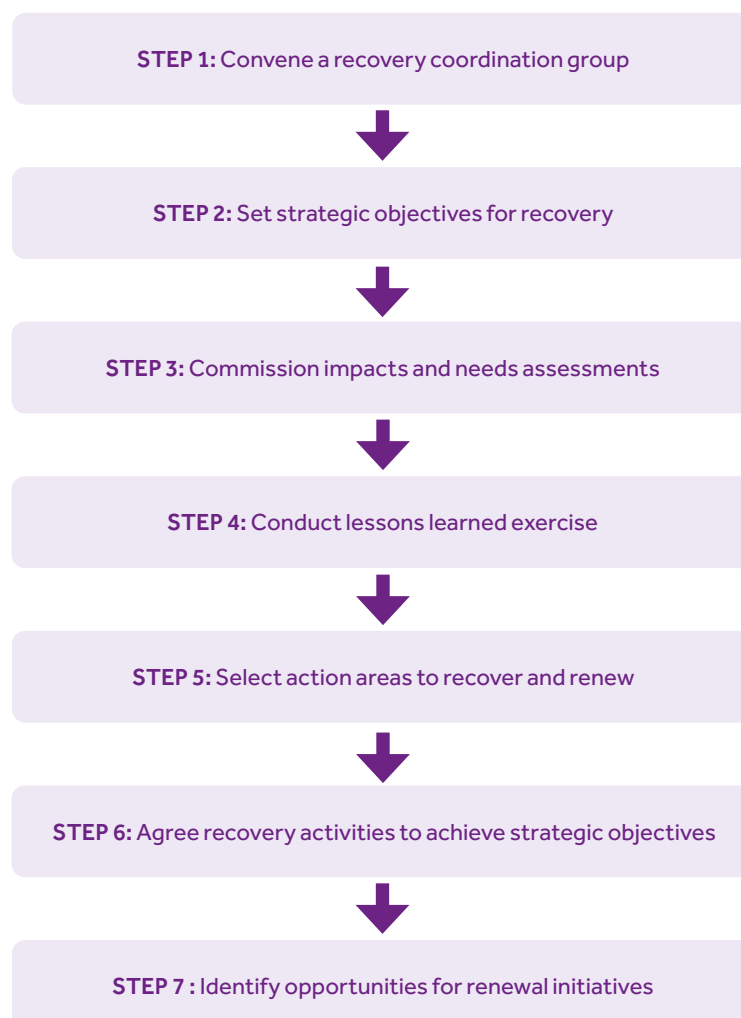
# Operationalising ISO 22393: Seven steps to plan recovery and renewal

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## 1. Introduction

The impacts of a major emergency can be intense and far-reaching for communities. Thinking about recovery starts before a crisis happens by preparing general plans to be tailored to the specific conditions encountered. That tailoring process happens while the crisis is ongoing so that recovery activities can begin quickly and at scale. [TMB 39](#) detailed 'ISO 22393 – Guidelines for planning Recovery and Renewal' (2021)<sup>1</sup>, our project's international standard which provides a framework for planning Recovery and Renewal. This briefing introduces a new iteration of this international standard: 'Operationalising ISO 22393: Seven steps to plan recovery and renewal', which integrates additional insights and sets out operationalising ISO 22393 as a seven-step process to support implementation. The document provides guidance on how to assess the impacts of major emergencies and address those impacts by planning meaningful transactional recovery activities and transformational renewal initiatives.

In ISO 22393, **recovery is operational, transactional, and short-term activity to enhance preparedness following a crisis**. Those activities aim to prepare the system for the next emergency and initiate positive outcomes for communities. Beyond transactional activity, the crisis can create radical conditions that encourage the co-production of major strategic change; what is called "renewal". **Renewal is strategic, transformational, ambitious endeavour to build resilience following a crisis**. An example is communities collaborating to tackle chronic societal inequalities that fragment society. Renewal should enhance resilience following a crisis. Operationalising ISO 22393 describes the seven-step process to planning recovery and renewal as:



<sup>1</sup> <https://www.iso.org/standard/50290.html>

This briefing will first detail the concepts of recovery and renewal, their differentiating factors, strategic areas for recovery and renewal, and the key enablers for successful implementation. We then expand the seven-step process presented in Figure 1 to provide the different activities that can support the operationalisation of each step. Supporting examples are provided in ISO22393 and are available on request which we hope will help to further support planning and implementation processes.

## 2. Concepts in recovery and renewal

### 2.1 Principles of recovery

<b>Enhance preparedness</b>	design positive outcomes to enhance readiness for a future emergency by addressing the impacts of the crisis and the fragilities and opportunities it has exposed
<b>Reinstate operations</b>	get affected parts of the system back working again (e.g. services, businesses, schools)
<b>Social process</b>	supporting communities towards the management of their own immediate future in a way that recognizes their different needs and priorities
<b>Evidence-led</b>	recovery based on a detailed appreciation of what happened during the crisis, its impacts, and where transactional change is needed
<b>Short-term actions</b>	a series of transactional activity delivered by an organization or by a small group of collaborating organizations
<b>Pace</b>	depends on the residual impact of the crisis, ongoing demands, backlogs, fatigue, and continuing supply difficulties
<b>Begins</b>	thinking during preparedness phase so recovery can begin as soon as feasible
<b>Identify activities</b>	view preparedness to assess where the system can be made more ready for other crises or future waves of the same crisis, such as by replenishing and pre-positioning resources

### 2.2 Principles of renewal

<b>Transformation</b>	focuses on ambitious change to bring significant improvements, e.g. create a more resilient society through equality and prosperity
<b>Co-develops</b>	designs with communities the vision of new foundations to deal with strategic impacts and opportunities created by the crisis
<b>New foundations</b>	recognizes that a crisis has compromised societal foundations (e.g. exacerbated inequalities) which are now insufficient on which to rebuild
<b>Holistic</b>	addresses enduring human, physical, environmental, and economic strategic impacts through a complex social, developmental, and political approach that takes an interdisciplinary view of the system
<b>Complex interventions</b>	addresses impacts and opportunities that are so intractable, complex, far-reaching and multi-perspective that complex interventions and wider partners are needed
<b>Pause</b>	begins with a period of pause to appreciate what has happened, giving time for initial healing, thinking and wider strategic partners to be established
<b>Coordinated</b>	continues with a period of multiple strategic partners working to implement transformational initiatives that are coordinated
<b>Strategic partners</b>	including: national government and departments; sub-national and local government partners; local communities, including small place-based community organizations and local initiatives; individual organizations; and individual members of the public.

### 2.3 Differentiating recovery and renewal

Recovery and renewal are different and should be viewed as different. Those differences include:

Differentiators	Recovery	Renewal
Activities designed under the authority of:	Recovery Coordination Group formed of local resilience partners	community, political and strategic leaders
Role of authority to design activities:	coordinate information gathering, design, monitor activity implementation	co-produce community and political alignment behind an ambitious vision for change
Activities based on:	understanding impacts of the crisis on local communities and services	prioritizing the widest strategic impacts and opportunities revealed by the crisis
Type of problems being addressed:	discrete and comparatively straightforward	systemic, complex, and political
Type of actions being designed:	limited scope contained to an organization	broad scope interwoven across multiple partners
Actions delivered by:	single organization or small group of resilience partners	wider set of partners including resilience, economic, society, healthcare, etc.
Type of activity:	transactional	transformational
Example of enablers for action:	an organization's will and resource	a strategic partnership's collective ambition for transformational change

### 2.4 Identifying topics for recovery and renewal

Thinking about recovery and renewal should cover at least six topics:

Communities	Economic	Infrastructure
<ul style="list-style-type: none"> <li>▪ Vulnerable people</li> <li>▪ Volunteers</li> <li>▪ Community participation</li> <li>▪ Public protection</li> <li>▪ Emergency housing (incl homeless)</li> <li>▪ Welfare (incl social care)</li> <li>▪ Education &amp; skills</li> <li>▪ Cultural</li> </ul>	<ul style="list-style-type: none"> <li>▪ Economic strategy (national &amp; local)</li> <li>▪ Business regeneration/ rejuvenation</li> <li>▪ Public sector support mechanisms</li> <li>▪ Voluntary, community &amp; social enterprise sector</li> <li>▪ Personal finance</li> <li>▪ Innovation</li> <li>▪ Labour/ workforce</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure providers</li> <li>▪ Infrastructure customers</li> <li>▪ Energy (utilities)</li> <li>▪ Telecommunications (incl digital)</li> <li>▪ Urban &amp; rural infrastructure</li> <li>▪ Transport</li> <li>▪ Waste management</li> <li>▪ Supply chain &amp; logistics</li> </ul>
Environment	Health	Governance
<ul style="list-style-type: none"> <li>▪ Spatial planning (incl public spaces)</li> <li>▪ Environmental health</li> <li>▪ Living sustainably</li> <li>▪ Resilience to climate change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Healthcare</li> <li>▪ Public health &amp; wellbeing (incl psycho-social supports)</li> <li>▪ Excess death management</li> <li>▪ Connectivity between health &amp; the wider system</li> </ul>	<ul style="list-style-type: none"> <li>▪ Legislation, policy, guidance</li> <li>▪ Information &amp; data</li> <li>▪ Resourcing &amp; financial frameworks</li> <li>▪ Partnerships &amp; coordination (national, subnational, local)</li> <li>▪ Strategic communications</li> <li>▪ Governance of delivering Recovery &amp; Renewal</li> </ul>

## 2.5 Cross-cutting systemic themes for planning recovery and renewal

Cutting-across the six topics in 2.4, there are five systemic themes to be considered when planning recovery and renewal:

<b>people</b>	involved in the crisis, including those who are affected (e.g. vulnerable people) and who respond (e.g. crisis-related staff and volunteers)
<b>places</b>	locations affected by the crisis, including areas with infrastructure (e.g. health and care systems) and of human activity (e.g. where people live and work)
<b>processes</b>	those affected by the crisis, including providing services (e.g. for affected people) and ways of working (e.g. rules and procedures)
<b>power</b>	formal and informal influence from strategic partners
<b>partnerships</b>	relationships developed that support the ability to act collaboratively

## 3. Seven steps in planning recovery and renewal

### Step 1: Convene a recovery coordination group

Convene a group in the early stages of the emergency to think about recovery and identify renewal opportunities. This will enable the ongoing emergency response to inform RCG, and response to complement recovery. This group, called the recovery coordination group (RCG) should:

- set strategic objectives for recovery (see Step 2)
- commission impact and needs assessments (see Step 3)
- conduct lessons learned exercise (see Step 4)
- selection action areas to recover and renew (see Step 5)
- agree recovery activities to achieve strategic objectives (see Step 6)
- identify opportunities for renewal initiatives (see Step 7)

Example 'Terms of Reference' for RCG are provided in ISO 22393 and are available on request.

### Step 2: Set strategic objectives for recovery

The members of RCG should discuss and agree the strategic objectives for recovery, including to:

- assure preparedness for the next emergency (e.g. deliver statutory duties, learn lessons)
- restore operations to an acceptable state (e.g. repatriation, salvage)
- address emerging impacts and needs as informed by impact and needs assessments
- communicate for recovery, including reporting to, and engaging with, stakeholders
- recommend renewal opportunities
- commemorate, remember loss, and recognise contributions
- exit recovery by moving to business-as-usual and handing over to renewal

Example strategic objectives are provided in ISO 22393 and are available on request.

### Step 3: Commission impacts and needs assessments

RCG should commission impacts and needs assessments (INAs) to understand the:

- impacts of the emergency (i.e. direct and indirect consequences of the incident)
- needs that prevailed before the emergency happened but can be addressed through recovery and renewal

To conduct INAs, RCG should:

- identify the topic and scope of the INAs
- decide who to involve in each INA
- use a template to collect information from affected groups
- calculate the net economic loss of the emergency

Information from the INAs is analysed by RCG to identify what could be recovered and renewed and prepares RCG to identify recovery activities.

A process to conduct an impacts and needs assessment is provided in ISO 22393 and are available on request.

#### Step 4: Conduct lessons learned exercise

Lessons can be identified during and after the response through various activities (e.g. hot debriefs, after-action reviews). RCG should analyse lessons learned to identify those relevant to recovery and renewal, including:

- areas of high effectiveness, to find where actions should embed good preparedness
- areas of low effectiveness, to find where corrective actions should address under-preparedness

RCG should design recovery activities to enhance preparedness in the light of lessons learned.

A process to identify lessons learned is provided in ISO 22393 and available on request.

#### Step 5: Select action areas to recover and renew

RCG will receive a large amount of information on INAs and use this to:

- identify potential action areas where activity can address impacts and needs
- select action areas to address
- identify whether to pursue each selected action area as either a transactional activity or a transformational initiative

These steps are described is provided in ISO 22393 and are available on request.

#### Step 6: Agree recovery activities to achieve strategic objectives

Recovery activities should be developed based on the impacts and needs assessed and the lessons learned on how to enhance preparedness. Three steps to develop recovery activities are:

- identify transactional activity to implement in recovery
- manage delivery of recovery activities
- commemorate loss from the crisis

These steps are described in ISO 22393 and are available on request.

#### Step 7: Identify opportunities for renewal initiatives

Renewal initiatives address intractable challenges through an interconnected web of activities by multiple partners. Thus, while RCG can identify opportunities for renewal, other strategic partnerships are better placed to design and deliver those. Thus, renewal initiatives should:

- be organised by interested parties
- recommend transformational initiatives to implement
- consider challenges to renewal
- encourage commitments to deliver the renewal initiatives

These steps are described in ISO 22393 and are available on request.

## Conclusion

We will soon be heading off to Palestine to support the City of Ramallah to develop its Covid-19 recovery strategy. This will give us yet another opportunity to test our thinking and the concepts in ISO 22393 in a Resilient City.

This briefing, "Operationalising ISO 22393: Seven steps to plan recovery and renewal", simplifies the detail of ISO 22393 into an easy-to-use process to support RCGs and wider partnerships to implement recovery and renewal. Power and partnerships are two key enablers that are critical to successful implementation of recovery activities and renewal initiatives and should be prioritised from the outset.

Underpinning each of the seven steps are a series of template and guides that further bring them to life and make them easy to apply. If you could like to receive those templates then please get in touch. You can contact us on: [recoveryproject@manchester.ac.uk](mailto:recoveryproject@manchester.ac.uk) and [duncan.shaw-2@manchester.ac.uk](mailto:duncan.shaw-2@manchester.ac.uk)

Feel free to get in touch with us to discuss your work on recovery and renewal.