

The Manchester Briefing on COVID-19


International lessons for local and national government recovery and renewal

Thirteenth briefing: Week beginning 29th June 2020

Produced by Professor Duncan Shaw, Dr Jennifer Bealt, Professor Ruth Boaden, and with guest briefing by Michael Palin, GC Consulting

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

The Manchester Briefing on COVID-19 is aimed at those who plan and implement recovery from COVID-19, including government emergency planners and resilience officers. Each week we bring together international lessons and examples which may prompt your thinking on the recovery from COVID-19, as well as other information from a range of sources and a focus on one key topic. The lessons are taken from interviews with national experts, 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 aim to report what others have done without making any judgement on the effectiveness of the approaches or recommending any specific approach.

<p>This week</p> <p>We have provided four briefings:</p> <p>Briefing A: Economic response and recovery</p> <p>Briefing B: Lessons you may find helpful from across the world</p> <p>Briefing C: Case Study – Localised 'Smart Lockdowns'</p> <p>Briefing D: Useful webinars</p>	<p>Please register at ambs.ac.uk/covidrecovery to receive future briefings</p>
<p>We have produced a video on Planning Recovery and Renewal from COVID-19. It outlines The Manchester University approach to how resilience partnerships can develop recovery strategies and ambitious plans for renewal of their areas. It covers how to:</p> <ul style="list-style-type: none"> • establish the basics of Recovery • set up a Recovery Coordinating Group • assess impacts from COVID-19 • implement recovery strategies <p>Available from ambs.ac.uk/covidrecovery</p>	 <p>The Manchester Briefing on COVID-19 Team: Duncan Shaw, David Powell, Ruth Boaden, Jen Bealt, Nat O'Grady, Ayham Fattoum and Jack Daly</p> <p>Alliance Manchester Business School Humanitarian and Conflict Response Institute (HCRI) Centre for Crisis Studies and Mitigation (CRISIS) The University of Manchester, UK</p>

If this is the first briefing you have received and would like to be sent the previous ones, please email events@manchester.ac.uk. If you would be willing to contribute your knowledge to the briefing (via a 30-minute interview) please contact Duncan.Shaw@manchester.ac.uk. We also produce a blog series which you can access [here](#) along with other news about our team and our work.

Briefing A: Economic response and recovery

Written by Michael Palin, Managing Director, [GC Consulting](#)

Introduction

A lot of emphasis has been placed during the COVID-19 crisis on responding to what was a public health crisis. However, the introduction of lockdown and social distancing measures resulted in a large segment of the economy being closed prompting an additional set of *economic* crisis responses.

As local areas transition from a response to recovery many are now bringing forward economic recovery and renewal plans for their areas. How these are knitted into the structures of crisis response may vary with some areas having an economics cell feeding into their RCG structures, while others may see the task as distinct and leaving responsibility for economic recovery planning to pre-existing or new partnership groups. Either way, there remains a clear (and potentially long-term) risk to communities as a result of the economic effect of COVID-19.

This briefing outlines the potential economic risk to local areas before describing in broad terms how local areas might respond in terms of their economic recovery plans. A final section highlights a number of issues that have already been identified in some local areas as key economic recovery issues in their place.

The economic response

In March, as lockdown arrangements were instigated, there was a necessary and appropriate concentration on responding to the public health emergency and an urgent need to save human life. However, a secondary impact of social-distancing and lockdown was the unforced and unplanned closure of around 1/3rd of all economic activity in the UK¹. Business trading on one day could literally not open the next day which placed a considerable number of businesses (and their employees) at risk.

In simple financial terms, the enforced closure meant that many businesses had no cash income but faced a continued expectation that costs (such as rents, taxation, and wages) would be met. Without any intervention, businesses would have been forced to take drastic steps to reduce their costs (e.g. redundancies) and/or cease operating (meaning redundancies again). In economic terms, business failures results in significant reductions in economic output and increased unemployment, as well as reduces the long-term sustainability of public finances. This was therefore a scenario where the enforced closure was not planned for² and hence few businesses would have cash reserves to see them through such a constrained trading period. As a result, in parallel to the health emergency we had an economic emergency and with that, a need for an **economic emergency response**.

¹ The Office of Budget Responsibility (OBR) estimated a 35% drop in economic output would be expected in Q2 2020 as a result of the lockdown. The OBR reference case can be found here: <http://obr.uk/coronavirus-reference-scenario/>

² In giving evidence to the Public Accounts Committee the Chief Secretary to the Treasury admitted that Exercise Cygnus in 2016 had not included or resulted in any planning for the economic impact of a pandemic in the UK. He stated “*we didn’t have these schemes ready to go and designed and ready to go. We have been designing them as we have gone along.*”

Shortly after social distancing measures were introduced the Government introduced a suite of emergency economic measures³ including schemes to increase liquidity in the financial sector, cash grants to businesses, an ability to defer (or not pay) certain tax liabilities, and the furloughing of staff at tax-payer expense. All were quickly introduced as emergency response measures – designed to be temporary and to prevent a collapse of economic activity.

Economic recovery

These measures have been largely successful in delivering their stated objective of avoiding the negative economic effects of the lockdown. Although the economy slumped to a record extent in April, the mass failure of businesses, and mass unemployment impact, has been initially avoided as a result of the support the Government has provided. Remarkably, over 8million people have been furloughed at tax-payer expense.

However, the emergency measures were only temporary and there is a need now to plan for a long-term economic renewal. Recent weeks have seen a conscious effort by the Government to promote a restarting of economic activity in parallel to the continuation of some restrictions relating to social distancing. This is because the negative economic consequences of COVID-19 have not been negated but have been mitigated and in some cases, simply delayed. Hence, not only have we had an economic ‘response’ phase to the implications of COVID-19, we are now transitioning to an **economic recovery phase** that must both manage the severe negative effects of COVID-19 and the exiting of the various emergency measures put in place, but to also plan for the longer-term economic implications.

Figure 1: Phases of ‘response’ into ‘recovery’



Source: GC Consulting

³ See <https://www.gov.uk/government/news/chancellor-announces-additional-support-to-protect-businesses>

Scale of impact and duration of the possible effects

To give an idea of how significant the risks are from the economic effect of COVID-19, Table 1 compares this current crisis and the financial crisis of 2008/09. The data in the first column are taken from the reference case scenario issued by the Office of Budget Responsibility on April 14th and the second column shows the equivalent but real world occurrence from 2008/09.

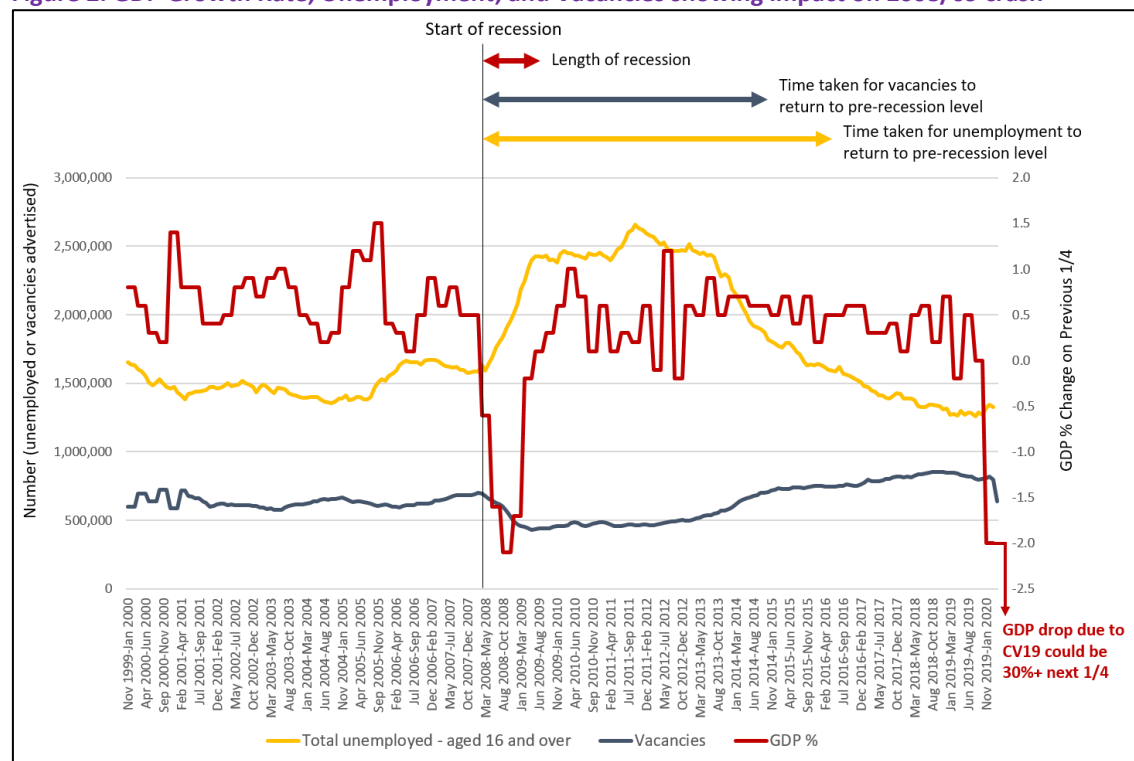
Table 1: Comparison of the OBR reference scenario and the 2008/09 financial crisis

OBR Reference Case (April 14, 2020)	2008/09 Recession as context
Quarter2 2020 will see a 35% reduction in GDP	The highest single quarter reduction in 2008/09 was 2.2%
The effect on GDP for the year 2020 would be a drop of 13%	The cumulative GDP reduction from the 2008/09 crisis (which was 5 quarters of negative growth) was 6.6%
Unemployment will very quickly spike. 2 million people will become unemployed and the employment rate will be 10%	In 2008/09 the highest level of unemployment was 8.5%, which was actually reached in late 2011 due to lagged impact.

As Table 1 shows, the likely economic impact of COVID-19 is much more severe and faster hitting than the events of 2008/09. What is more striking however is how the 'real-world' implications of a recession can take much longer than the recession itself to recover from.

Figure 2 below shows the GDP (i.e. total growth in output) vacancies advertised within the economy since 2000, and the rate of unemployment.

Figure 2: GDP Growth Rate, Unemployment, and Vacancies showing impact on 2008/09 crash

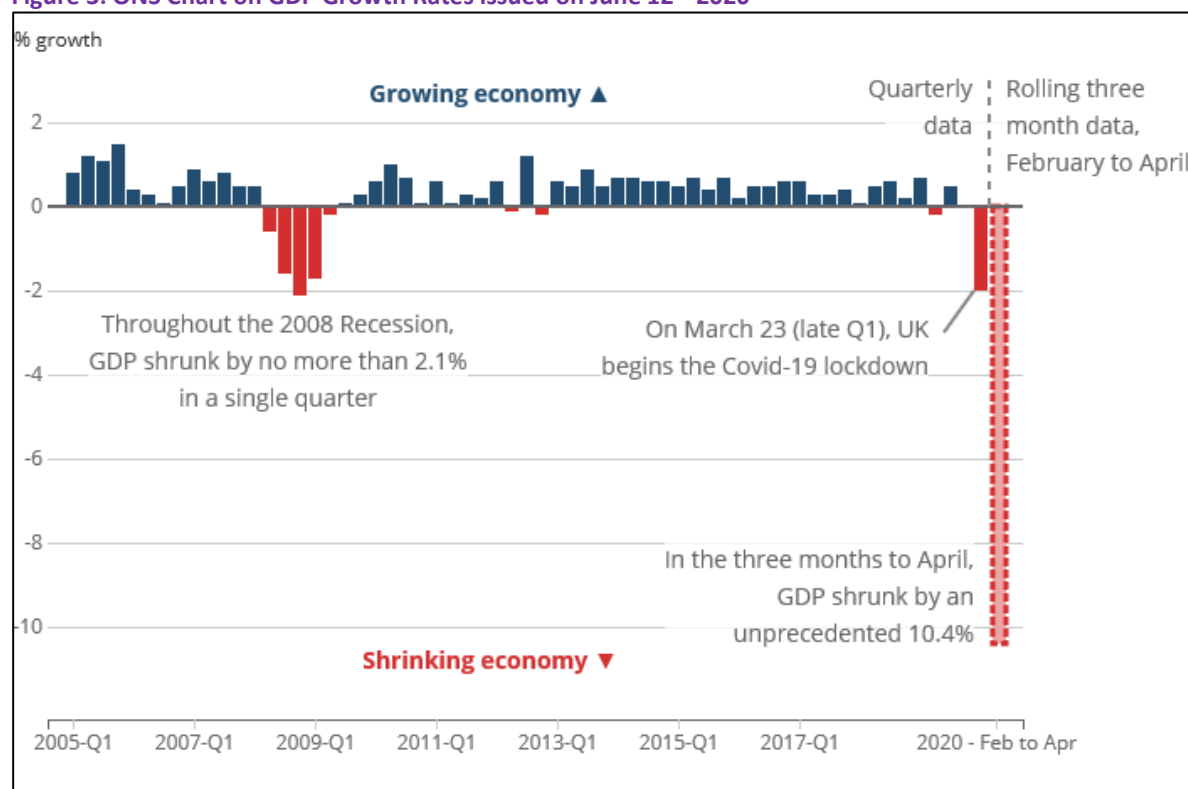


Source: GC Consulting based on data published by ONS

The chart shows that when the recession began in 08/09 (i.e. when quarterly GDP growth drops below zero) the volume of vacancies advertised in the economy began to drop sharply while the numbers unemployed began to sharply increase. The ratio of 'unemployed people' to 'numbers of jobs advertised' rose from less than three people 'competing' for each job in the economy to over five people, with a consequential impact on long-term unemployment too (i.e. many seeking work were unable to find work for longer than 6 or 12 months due to that additional competition). The recession in 2008/09 lasted five quarters, but it took until late 2014 before vacancies advertised reached the pre-recession level (over 4 years after the recession began) and the summer of 2016 before the unemployment rate dropped to the pre-recession level. The total GDP drop across the whole recession was less than 7% yet the effect on employment lasted over seven years.

The recession effect from COVID-19 is much deeper. Although we do not have the complete Quarter 2 figures to test the OBR reference case scenario, the ONS have released data for the rolling 3-month period that includes April as the first complete month of lockdown. Figure 3 shows the ONS graph issued on June 12th, 2020 and which received extensive media coverage on its release. The rolling three-month drop in output stood at 10.4% and dwarfed the GDP drop of 2008/09. Hence, there can be no doubt that the recession we face now is to be extremely severe with long lasting consequences if the economy does not bounce back quickly.

Figure 3: ONS Chart on GDP Growth Rates issued on June 12th 2020⁴



⁴ The ONS release of data is accessible here:

<https://www.ons.gov.uk/economy/grossdomesticproductgdp/bulletins/gdpmonthlyestimateuk/april2020>

Implications for local areas

The preceding section briefly outlines that we could see the deepest recessionary effect on record in the UK and that the likely economic effects of COVID-19 will almost certainly last a number of years. The implications of this are not abstract and have real relevance to local areas. More critically for those planning for the economic recovery is that impacts will almost certainly be unequal between places meaning a place-specific response will be necessary.

Various reports have been produced that have sought to assess the impact of COVID-19 on different places from an economic perspective⁵. These have highlighted that those places which had relatively weaker economies before the pandemic will most be likely impacted more severely, resulting in further concentration of economic disadvantage.

If we accept that long-standing issues of economic disadvantage has an impact on broader societal issues such as deprivation, poverty and health inequality, then the long-term system-wide consequences of COVID-19 would be huge (see Box 1).

Box 1: Risk of long-term impacts from recessionary economic effects

Why worrying about recessions and mass-unemployment matters ...

The 1980s saw many areas of the UK suffer from high levels of unemployment, well above 10%, while today, many of those same areas continue to suffer above average levels of unemployment still. Although the processes of 1980s job-losses may have passed, the legacy of that mass-unemployment effect continues to today. This is because unemployment is just one part of a systemic set of circumstances.

Some of the same places that suffered high unemployment in the 1980s now suffer higher levels of deprivation, of poverty, of poor physical health and lower life expectancy, poor mental health, self-harm and suicide, and higher levels of public service need such as children in care (especially as a result of neglect), and adult care assistance. The link is too common to be coincidence.

They are therefore places of high service demand and with that, higher aggregate public service costs. Public services in such places are strained by that greater need – whether in health, social care services, housing, or unemployment support - the greater the need to be addressed means the cost to the public purse is more.

If we accept that often many of the problems today are a legacy of past employment loss resulting in mass-unemployment, then the whole life and societal cost of mass job losses increases exponentially. Those costs are systemic (think of all the services, over an extended period of time, and the costs associated with each), but also human (think mental health, poverty, child neglect).

Fundamentally unemployment is not good and mass unemployment is both a personal, and societal crisis. For those places where this is concentrated, already feeling 'left-behind', the result can last for decades.

⁵ For example, see Centre for Towns/Southampton University research accessible here <https://www.centrefortowns.org/reports/covid-19-and-our-towns>

What local areas can do to plan

The development of local economic recovery plans ensures there is a plan to try and return communities to something akin to their pre-existing condition. Outlined below are three 'stages' that can be used by places in planning a recovery approach.

- 1. Try and understand exactly what scenarios may play out over the months (and even years) ahead and consider what that means for your organisation, partnerships, and place.**
Only within this context can any impact assessment be made. Although there is no absolute position on what is likely to occur, there are a relatively limited number of high-level scenarios and consequent policy responses. Hence, we can start to assess implications now, and plan for what they might mean as any given scenario unfolds.
- 2. Plan for what needs to be done, informed by (1), when the Government emergency financial and economic measures are scaled back, given that this in itself could result in a significant immediate effect.**
This is a critical single point within the economic recovery trajectory.
The Government introduced a number of measures that are designed to mitigate the negative impact on the economy from the introduction of social-distancing and lock-down measures. Government intends withdrawing from these this Autumn⁶. When they are withdrawn, we may expect a sudden increase in business failure, and job losses as a result. The local consequences of this could be substantial and while planning for the longer-term recovery may be important (see below), mitigating the loss of economic activity and jobs when these measures end is as important, and a more immediate task.
This may mean re-scoping services to support businesses, to support the unemployed, a new focus on retraining efforts, and even additional mental health support for those directly impacted – but knowing when it may occur and how damaging it might be will greatly help mitigate the worst effect. Government has recently released data⁷ on the numbers of people per Local Authority area who has accessed the Government furlough scheme which should greatly help local planning.
- 3. Start planning for a longer-term economic recovery in a well thought out and practical way that recognises the severity of the possible effect of the recession. What is it that will most benefit those who need help, and how can we most quickly ensure that our economy, and our communities, 'bounce back'?**
Many organisations and places may already have strategies and plans in place – such as Local Industrial Strategies - or plans for how a forthcoming Shared Prosperity Fund⁸ might be used. Yet those will have been based on a worldview that did not include COVID-19. Hence there is a need to refresh those plans, recognising the significant 'disruption' that COVID-19 is having on economic activity.

⁶ See <https://www.gov.uk/government/news/chancellor-extends-furlough-scheme-until-october> where the Chancellor announced the extension of the furlough scheme until October but with no further applications from June. There is no stated intention to extend furloughing after this date and policy statements/interviews have indicated the scheme will end at that time unless in exceptional circumstances. Access to a number of loan and grant schemes are also due to end in the Autumn period (based on weekly policy monitoring by GC Consulting).

⁷ A statistical release providing the number of people at Local Authority level accessing the furlough scheme was released on June 11th and is available here: <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-june-2020>

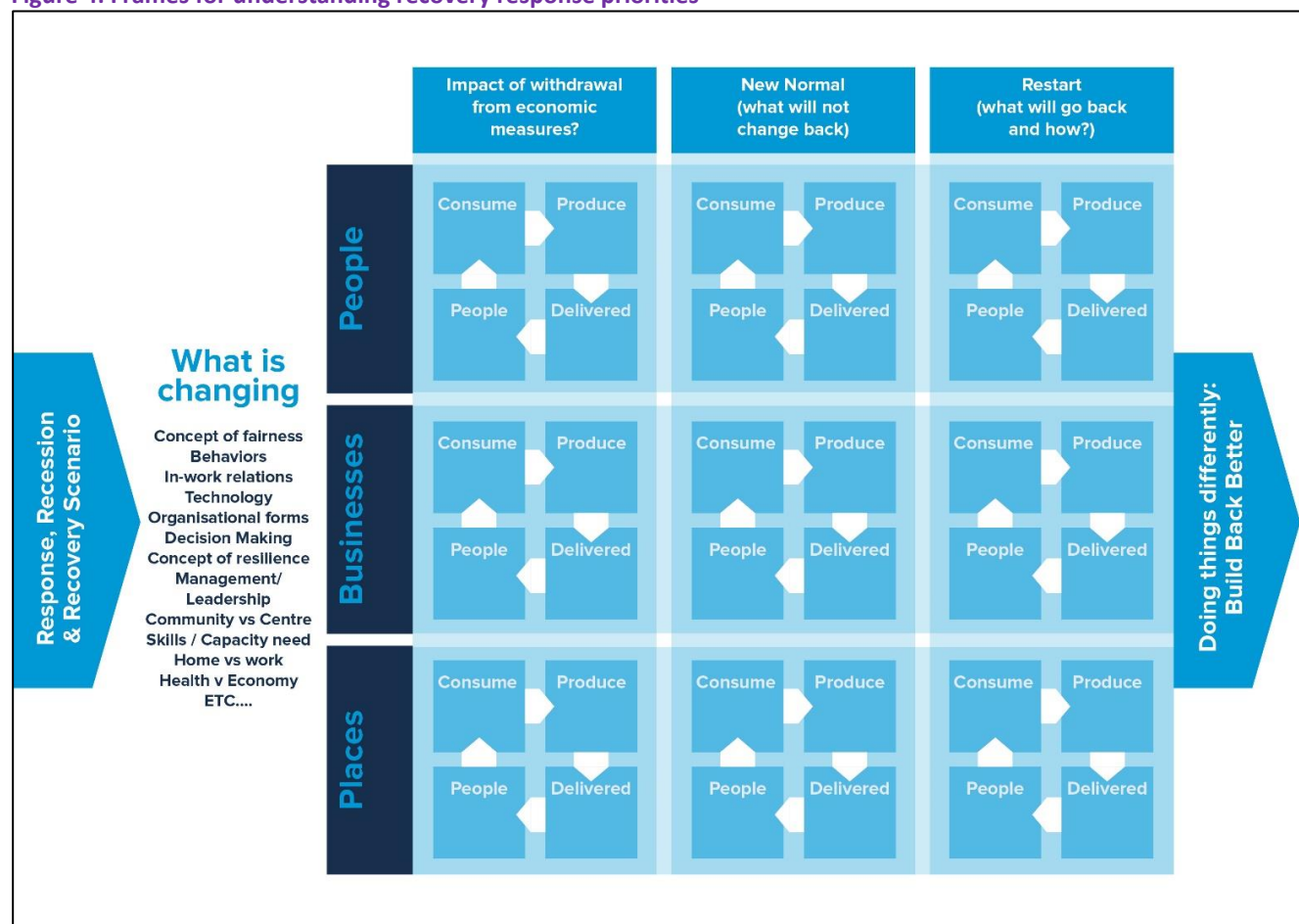
⁸ The Shared Prosperity Fund is the intended continuation by the UK Government of sub-national economic development funding previously provided by the EU. A commitment was made to continuing such funds and local areas will have been putting plans in place although guidance on the fund is still awaited.

Using a framing approach

For many places, this long-term approach is now a priority but whilst there is a glut of material being produced providing data and information about the economic impact of COVID-19, there is a considerable challenge in identifying what is relevant, what is most important, and what is actually useful to each individual place, partnership, and organisation. For planners there is a real risk of information overload, without any ability to filter what matters, and what does not. Answers will not be precise and hence a ‘framing approach’ that allows strategic planners to work through different questions as a process might be useful.

Figure 4 and Table 2 outline one ‘framing approach’ designed to act as a filter to help the thought processes of planners as they think through what needs to be done. There are various approaches that could be applied and this should be seen as one example. The purpose of a framing approach is to be more productive with strategic thinking and planning time and therefore to be more effective in how response.

Figure 4: Frames for understanding recovery response priorities



Source: GC Consulting

Table 2: Frames for understanding your recovery response priorities

Frame 1: Understanding the path dependency
This recession is caused by a pandemic. Hence, the response, recession and recovery scenario that we may enter is fundamentally different to what we have faced before and has its own ' path-dependency '. Why it is happening the way it is, and what are the underlying implications are, need to be understood if any recovery planning is to be effective.
Frame 2: Realise what it is that is changing
COVID-19 is disruptive which means it fundamentally changes the rules of the game across a whole host of themes. Understanding what is changing and most importantly, what is most relevant, will allow the focus on an effective response.
Frame 3: How will people, place, or business be differentially impacted?
We must think as a system (because people have jobs, businesses, located in places) but also recognise that people, businesses, and ultimately, places will be impacted differently based on the different disruptions they will face. What will those differences be and how will they impact on one another?
Frame 4: The immediate and the longer term
A critical message here is that we must plan for the immediate spike in business failures and unemployment that will likely occur in the Autumn of this year, but how do we think about change that will extend into the years ahead? The frame asks: <ul style="list-style-type: none"> • What is the impact of the withdrawal of emergency economic measures – are you ready for the end of furloughing and the impact that will result? • What is the 'new normal' way of doing things – what is it that has permanently changed and that won't be changing back? • What is restarting – will it be able to go back to as it was before, what changes to allow that, and how can you help?
Frame 5: How do 'we' (businesses, people, and places) do things differently?
The reality of disruption is that things change. How we will produce, consume, and distribute products and services, and act as people, will change in fundamentally different ways – the shift to home-working and digital delivery exemplifies the point. The final frame therefore asks just what those differences will look like in the future.

Key issues already identified by local areas

This briefing has been developed based on practical experience of how numerous areas are planning for the recovery at this time. As already stated, different local areas will be impacted in different ways but there are a number of common issues that many areas face.

The list in Box 2 is just six issues that appear common amongst many local areas in England and which recovery planning must address. Some are short-term and relate to the immediate crisis while others provoke longer-term questions.

Box 2: Key issues already being identified by local areas responding to economic recovery

1. Maximising business access to existing support measures – maintaining businesses through a period of low-demand is essential if local areas are to economically (and socially) recover. Hence many local areas have had a particular focus ensuring their business base actually know about, and then access, the support measures introduced.
2. Encouraging people back to the high-street and supporting the resilience of local centres. This issue has risen significantly in importance since retail stores have begun to open and in advance of cafes, restaurants and other sections of the economy being able to open. High-street decline was an issue before COVID-19 but as existing businesses are encouraged to restart, local areas can attempt to make the right environment to assist (e.g. through pedestrianising roads) or encouraging people to spend local.
3. How to ‘mitigate the spike’ of business failures and unemployment that will likely occur in the Autumn of this year when various Government support schemes (especially furloughing) come to an end? Do you know the local scale of this issue and is there a plan for this in place?
4. Ensuring there is capacity in your unemployment (and benefits) support system and infrastructure – we expect the spike in new unemployment to be in late Autumn. Is your local plan ready for this and are you putting the right capacity in place?
5. Considering the future of property led redevelopment as a means for regeneration, but also for commercial income generation. This has been impacted by COVID-19 and property led regeneration plans will be at risk, while Local Councils reliant on income from property holders have faced a sudden shock. Indeed, Government data has shown that ~10% of all lost Council income from COVID-19 has been from commercial ventures⁹. For local areas an impact assessment of this is critical if such ventures underpin budget planning.
6. Consider what ‘build back better’ means for the local area. How does it link what is occurring now (largely out of your control) with what you want to achieve longer-term? How should you adapt your strategies and plans to capitalise on opportunities while also mitigating risks?

⁹ See <https://www.gov.uk/government/publications/local-authority-covid-19-financial-impact-monitoring-information> for the Government release of data relating to Local Authority CV-19 costs and losses of income.

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 vulnerable people such as the homeless, and on the role of volunteers in breaking down digital barriers for the elderly. Economic lessons include the benefits of local digital platforms for businesses, and mapping training opportunities for those in precarious jobs or unemployment to support longer-term economic development. Infrastructure lessons focus on the relationships between ecology and food systems, how clean energy can benefit health outcomes for COVID-19, and mitigating the risks of modern slavery in supply chains. Environmental lessons consider the financial burden the environment can have on populations, and the benefits of the circular economy for the environment. Communications lessons focus on changes to rules for organisations collecting personal information, and engaging with local people to develop personalised communication campaigns. Governance and legislation includes lessons on emergency planning for local lockdowns, and the importance of addressing COVID-19 recovery as part of a wider resilience strategy.

Contents

<i>Humanitarian Assistance</i>	12
Vulnerable people	12
Volunteers	12
<i>Economic</i>	13
Business regeneration	13
Economic strategy	13
<i>Infrastructure</i>	14
Supply chains.....	14
Energy.....	14
<i>Environmental</i>	15
General environment	15
<i>Communications</i>	16
Targeted communication	16
General communication.....	17
<i>Governance and legislation</i>	17
Emergency Planning.....	17
Risk Assessments.....	17
Recovery planning	17

Recovery: Categories of impact	Actions	Country/ Region	Source
Humanitarian Assistance			
Vulnerable people	<p>Consider measures to protect homeless population and those at risk of homelessness during COVID-19. The main housing insecure groups include:</p> <ol style="list-style-type: none"> 1. Asylum seekers (with and without access to statutory support) 2. Private renters 3. Prisoners who have been released <p>To support these groups consider:</p> <ul style="list-style-type: none"> ▪ Mapping housing supply and working in partnership with private businesses, landlords and public services to develop ethical lettings agencies ▪ Leasing properties off private landlords for a substantial period and letting through ethical lettings agencies ▪ Ask contractors for commitments to build affordable housing rather than contribute cash donations ▪ Removing caps on housing benefits ▪ Ensuring housing allowances for renters meets the rent profile of the area they are renting in ▪ Mapping facilities e.g. recreation centres that can be turned into emergency shelters for homeless people ▪ Mapping risks of shared accommodation and capacity during heat waves/winter and risk of infection ▪ Providing prepaid cards for use for essential shopping e.g. food, medication 	<p>USA</p> <p>UK</p>	<p>Chief Resilience Officer</p> <p>Local Authority</p>
Volunteers	<p>Consider how volunteers can be used to remove digital barriers to increase engagement and communication in local communities. Volunteer staff and students at Imperial College London are providing free weekly drop-in sessions offering tech support and advice for elderly residents in the local areas. Volunteers are:</p> <ul style="list-style-type: none"> ▪ Teaching people how to send a text and send picture messages, creating videos, and fixing printers ▪ Helping isolated older residents by matching them with a phone buddy for tech and befriending support ▪ Providing some in-person sessions ▪ Managing referrals to the 'What the Tech' programme by local organisations ▪ Liaising with the local community team to help signpost vulnerable residents to local support services such as food shopping and medicine collection ▪ Using connections through the service to check in fortnightly on people's wellbeing 	UK	https://www.imperial.ac.uk/news/198313/science-backpacks-tech-help-elderly-supporting/

Recovery: Categories of impact	Actions	Country/ Region	Source
Economic			
Business regeneration	<p>Consider developing local digital platforms to support the 'lockdown economy'. The 'Edinburgh Lockdown Economy' is a listings directory for businesses in the city that has launched an interactive online experience to support firms suffering from lost revenue. The online directory provides an opportunity to resume trading for businesses that are struggling to run their usual services. Consider facilitating similar local platforms that allow:</p> <ul style="list-style-type: none"> ▪ small businesses to host virtual tours or experiences of their products and venues ▪ customers to join live sessions such as wine tasting or massage workshops ▪ products related to each experience or workshop to be delivered to customers in time for them to take part in the event ▪ electronic payments to support less digitally enabled businesses 	UK	<p>https://www.edinburghlockdowneconomy.com/</p> <p>https://digit.fyi/edinburgh-lockdown-economy-launches-interactive-experiences-feature/</p>
Economic strategy	<p>Consider training unemployed people through tailored training programmes in Science, Technology, Engineering, and Mathematics (STEM) activities to develop a more resilient local economy. The city of El Paso has mapped local economic opportunities in their area to develop economic strategies that rely less on precarious work such as those in the service industries. The city has five good Science, Technology, Engineering, and Mathematics (STEM) based Universities, and aim to leverage opportunities and relationships to develop a local economic sector based on life science and technology industries. El Paso is developing programmes to upskill the local workforce (many of whom are financially unstable and in service industries) towards STEM. The strategy recognizes the profile of the current workforce and is aiming to develop training programmes in jobs such as laser welding, which is technical but does not require high levels of education. This supports long-term economic development and is linked to community welfare and financial stability.</p>	USA	City officials

Recovery: Categories of impact	Actions	Country/ Region	Source
Infrastructure			
Supply chains	<p>Consider addressing the political economy and ecology of food systems. The transfer of diseases such as COVID-19, avian influenza and swine flu can occur in agriculture and food production sectors. This can be facilitated by the rapid industrialization of meat production and poor biosecurity. Consider:</p> <ul style="list-style-type: none"> increased monitoring of agricultural production as 'big farms create big flu' careful monitoring of wild animal sales; simply banning such practices may only drive markets underground and reduce visibility disease mitigation measures on farming practices of vulnerable populations. In the avian influenza outbreak, poultry from 'backyard chicken' producers were slaughtered compulsorily in huge numbers which caused devastating impacts on livelihoods across southeast Asia affordable measures for smaller farmers to meet food and agricultural standards, and consideration that if you remove their livelihoods, they will likely become more susceptible to current disease or new zoonotic diseases as a result of wild animal sale or consumption 	China, Indonesia USA, Mexico	https://steps-centre.org/blog/five-lessons-from-past-global-influenza-outbreaks-for-covid-19/
Energy	<p>Consider how clean energy can improve health outcomes and mitigate impacts of COVID-19. Clean energy can reduce negative health effects associated with using polluting fuels and the chances of respiratory diseases which negatively impact COVID-19 chances of survival. Consider:</p> <ul style="list-style-type: none"> how to improve access to electricity through renewable energy providing electricity for water pumps for more reliable access to clean water in contexts where this is challenging incentivising renewable energy adoption at household level to help reduce the economic burden of utility bills which can have impacts on mental and physical wellbeing 	All	https://www.preventionweb.net/news/view/71894

Recovery: Categories of impact	Actions	Country/ Region	Source
Supply Chains	<p>Consider the implications of COVID-19 on modern slavery risks in supply chains. The shock to global supply and demand resulting from COVID-19 has exacerbated workers' vulnerability to modern slavery. Consider supply chain management approaches that reduce the risks of worker exploitation by increasing firms' resilience to cope with highly volatile and extreme events, such as COVID 19. Consider:</p> <ul style="list-style-type: none"> ensuring there is capacity to audit suppliers and their workforces to detect and remediate instances of labour exploitation how to maintain transparency in the supply chain so that risky supplier behaviour, such as unauthorised subcontracting, can be traced circumventing organisations with known malpractices in order to meet demand e.g. in the US, an import ban has been lifted to receive supply from a large Malaysian manufacturer of medical gloves accused of using forced labour liaising with support mechanisms for those at risk of modern slavery, such as faith and community organisations and helplines to monitor wellbeing collaborate with unions, NGOs, and other expert stakeholders to increase supply chain transparency and allow for a proactive detection on deteriorating working conditions 	All	https://www.tandfonline.com/doi/full/10.1080/13669877.2020.1772347
Environmental			
General environment	<p>Consider the burden the environment can put on vulnerable people, especially during lockdown. Much of the focus on the environment has been on the burden societies put upon natural resources. However, a people-centered perspective can be more appropriate in some contexts with extreme weather conditions or water shortages. For example, consider:</p> <ul style="list-style-type: none"> that greening energy can raise energy bills which puts cost burdens on people in lockdown. In one US city, energy bills can reach up to 50% of people's income. This puts personal finances at risk which can create other behaviours that adversely impact the environment e.g. eating cheaper foods from less sustainable / environmentally friendly sources that telling people the cost of energy to them can encourage them to use less. This can also improve their receptiveness to adopting energy-saving practices 	USA	Chief Resilience Officer

Recovery: Categories of impact	Actions	Country/ Region	Source
General environment	<p>Consider how to adopt, accelerate and promote the Circular Economy. The Circular Economy calls for all materials in manufacturing to be reused, recycled or biodegradable. COVID-19 has raised new questions about plastics use and sustainability of, for example, using single-use surgical gowns, masks and gloves. Consider:</p> <ul style="list-style-type: none"> investing in new protective materials that are reusable or biodegradable and that replace harmful plastics the environmental friendliness of cleaning products that will end up in waterways and oceans the potential health implications of contamination 	Denmark All	<p>Chief Resilience Officer</p> <p>https://www.forbes.com/sites/nishandegnarai/2020/04/13/en-lessons-the-coronavirus-has-taught-us-about-the-planet/#62f16a4d6f2f</p>
Communications			
Targeted communication	<p>Consider changes to rules on organisations collecting personal information to provide safe working environments for staff. Data protection does not stop an organisation asking employees whether they are experiencing any COVID-19 symptoms or introducing appropriate testing. Consider the following to ensure data protection compliance:</p> <ul style="list-style-type: none"> Only collect and use information that is necessary to ensure the workplace is safe. Decide if the same result can be achieved without collecting personal information Only keep information temporarily or justify if a permanent record of information is needed Be clear, open and honest with staff about their personal information, how and why you need it, who you will share their information with, and for how long Treat people fairly and think carefully about any detriment or discrimination staff might suffer if the information is retained and shared Keep people's information secure and consider when personal information needs to be anonymised Enable staff to exercise their information rights, and discuss any concerns Conduct a data protection impact assessment 	All	<p>https://ico.org.uk/global/data-protection-and-coronavirus-information-hub/coronaviruses-recovery-data-protection-advice-for-organisations/</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
General communication	<p>Consider making relatable and personal local communication campaigns by involving local residents in their design. In one city in Colombia, the local authorities decided on a campaign based on the idea of looking out for one another, and the slogan “<i>Let’s get our hands back into work, while looking out for each other</i>”.</p> <p>Involving local residents included:</p> <ul style="list-style-type: none"> taking photographs of residents’ hands working on relatable activities e.g. local bakers baking bread, or greengrocers laying out fruit and vegetables in the local store. The campaign also included photographs of residents’ eyes preparing posters for city-wide use of the images and slogan <p>The campaign successfully involved people from the community literally looking out at, and for, one another, and improved engagement with the message.</p>	Colombia	Chief Resilience Officer
Governance and legislation			
Emergency Planning	Consider how to effectively implement local or ‘smart lockdowns’ - See Case Study 1	UK, Italy, Germany, Portugal	
Risk Assessments	<p>Consider developing COVID-19 addendums for local resilience plans. Existing resilience strategies should be amended in real-time to include long and short-term actions to combat the effects of COVID-19. This should include consideration of pre-existing vulnerabilities such as local socio-economic conditions, and environmental risk such as heatwaves and floods. Consider evaluating all indicators of all resilience programmes to weave COVID-19 impacts and indicators into sustainable resilience planning. This helps accommodate COVID-19 into existing long-term city plans, rather than trying to build resilience purely around COVID concerns</p>	Colombia USA	Chief Resilience Officer Chief Resilience Officer City of Houston press release
Recovery planning	<p>Consider how to develop strategies for Recovery and Renewal. We have produced a video on how local authorities can begin processes for recovery and renewal: https://bit.ly/2BORO2e. It outlines how resilience partnerships can develop recovery strategies and ambitious plans for renewal of their areas. It covers how to:</p> <ul style="list-style-type: none"> establish the basics of Recovery set up a Recovery Coordinating Group assess impacts from COVID-19 implement recovery strategies 	UK	https://www.alliance-mbs.manchester.ac.uk/research/recovery-renewal-resilience-from-covid-19/
Recovery planning	<p>Consider using international lessons gathered through TMB as a means to ‘sense check’ strategies for recovery and renewal</p> <p>www.ambs.ac.uk/covidrecovery</p>		The Manchester Briefing

Briefing C: Case Study – Localised ‘Smart Lockdowns’

Recently, European Union countries have begun enforced lockdowns in smaller regions in response to new outbreaks of COVID-19, rather than bringing the entire country to a halt. ‘Smart lockdowns’ have been undertaken in Germany, Portugal, Italy,¹⁰ and the UK¹¹ where local governments have declared local lockdown where cases of COVID-19 could not be contained.

Special consideration should be given to the identified causes of spikes in transmission. Localised COVID-19 outbreaks in Europe and the USA share a number of similarities. In most cases, overcrowded living conditions, poor working conditions, cultural practices, and/or limited socio-economic capital point to increased risk of infection and transmission. In Warendorf (Germany) and Cleckheaton (England), outbreaks were attributed to abattoirs¹² and meat factories¹³, which often employ migrant workers in poor working conditions on low-paid contracts¹⁴. While the outbreak in Cleckheaton does not seem to have spread into the community, the fallout from the abattoir in Germany resulted in the lockdown of the city of Warendorf. Similar patterns are being witnessed in the USA, where workers from meat processing plants in Georgia, Arkansas and Mississippi, who are predominantly migrant workers or people of colour, have died from the virus or have become infected¹⁵.

Conversely, in Marche (Italy) and Lisbon (Portugal) outbreaks originated in migrant communities that were living in overcrowded quarters or experiencing unsafe working conditions¹⁷. Similarly, this week in Leicester (England), a local lockdown has been enforced. Possible reasons for the spike in cases shares stark similarities to the local lockdowns that have gone on elsewhere.

Reportedly, in Leicester some garment factories continued to operate throughout the crisis and forced their workers to work despite high levels of infection¹⁸. Wage exploitation of the largely immigrant workforce, failure to protect workers’ rights in Leicester’s garment factories (a subject of concern for years), and poor communication of lockdown rules with Leicester’s large ethnic minority community have all contributed to a resurgence in the disease¹⁹.

¹⁰ <https://www.bloomberg.com/opinion/articles/2020-06-25/local-covid-19-lockdowns-in-germany-italy-portugal-offer-hope>

¹¹ <https://www.bbc.co.uk/news/uk-england-leicestershire-53237059>

¹² <https://www.bloomberg.com/opinion/articles/2020-06-25/local-covid-19-lockdowns-in-germany-italy-portugal-offer-hope>

¹³ <https://www.bbc.co.uk/news/uk-england-leeds-53150480>

¹⁴ <https://pdfs.semanticscholar.org/a3d9/90a7c2f278a284ef087a9d8b9b27e746f576.pdf>

¹⁵ <https://onlinelibrary.wiley.com/doi/abs/10.1111/ntwe.12046>

¹⁶ <https://www.theguardian.com/world/2020/may/02/meat-plant-workers-us-coronavirus-war>

¹⁷ <https://www.bloomberg.com/opinion/articles/2020-06-25/local-covid-19-lockdowns-in-germany-italy-portugal-offer-hope>

¹⁸ <https://www.theguardian.com/uk-news/2020/jun/30/some-leicester-factories-stayed-open-and-forced-staff-to-come-in>

¹⁹ <https://www.theguardian.com/uk-news/2020/jun/30/some-leicester-factories-stayed-open-and-forced-staff-to-come-in>

Secondly, the East of the city, suspected to be the epicenter of the outbreak, has extreme levels of poverty²⁰, is densely packed with terraced housing, and has a high proportion of ethnic minority families where multi-generational living is common²¹.

These patterns barely differ from the spike in cases in Singapore in May 2020 in which Singapore's progress on tackling COVID-19 was halted as tens of thousands of migrant workers contracted the disease due to poor living conditions and being neglected by testing schemes²² as their migrant status and relative poverty meant they were overlooked by the government.

Implementing smart lockdowns requires:

- Outbreak control plans for the COVID-19 partnership to be developed, written, and communicated to wider partners, specifying their role in the outbreak response
- Collaborate closely across the public sector to understand possible at-risk communities e.g. minority groups, migrant workers, those in poor or insecure housing, those in particular occupations
- Identify new cases early through rapid testing and contact tracing and sharing timely data across agencies
- Decide the threshold at which a cluster of new cases become an outbreak
- Decide the threshold at which an outbreak triggers the lockdown of an area, and how the size of that area is determined
- Collaborate closely with the public sector to communicate and enforce local lockdowns e.g. the police, the health and social sector, local leaders
- Ensure there is capacity in local-health care systems to respond to the outbreak
- Collaborate with citizens to ensure good behavioural practices are understood and adhered to e.g. hand washing, social distancing at work and in public areas
- Ensure the parameters of the local lockdown are clear. For example, in a UK "local authority boundaries can run down the middle of a street"²³ which makes it different to differentiate what is appropriate for a city or region, and to understand how a local community identifies with the place and boundaries in which they live

Local outbreaks, whether in migrant worker accommodation, meat factories or impoverished areas of a city, clearly underscore the disproportionate impact of COVID-19 on minority, migrant, and poor communities. Increased engagement with, and attention to ethnic minority groups, marginalised people and impoverished communities is key to staving off local and national resurgences of COVID-19. Strong multi-organisational partnerships are required to account for varying needs and concerns with certain communities including addressing their living and working conditions and the risks this poses to public health.

²⁰ <https://www.leicestermercury.co.uk/news/leicester-news/shocking-figures-show-sheer-scale-4076382>

²¹ <https://www.bbc.co.uk/news/health-53235709>

²² <https://edition.cnn.com/2020/05/14/asia/singapore-migrant-worker-coronavirus-intl-hnk/index.html>

²³ <https://medicalxpress.com/news/2020-06-uk-local-lockdown-covid-pandemic.html>

Briefing D: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
24.6.2020	The Great Lockdown and its Impact on Small Business	https://www.youtube.com/watch?v=hgeLxgKOG9I
24.6.2020	Environmental, Social and Governance (ESG) and COVID-19	https://www.facebook.com/alliancemanchesterbusinessschool/videos/685081198723510/
24.6.2020	Digital and Green Recovery	https://medium.com/@resilientcitiesnetwork/coronavirus-speaker-series-sharing-knowledge-to-respond-with-resilience-5a8787a1eef5
Coming up		
Date	Webinar Title	Link to registration
13.7.2020	Schooling for refugees during COVID-19	https://events.unesco.org/event/sessions?id=30379221&lang=1033
13.7.2020	Hurricane Preparedness in the Context of the COVID-19 Pandemic	https://www.eventbrite.com/e/hurricane-preparedness-in-the-context-of-the-covid-19-pandemic-tickets-107734779626?aff=erelexpmlt
14.7.2020	Managing the reputational impact of a data breach during COVID-19	https://deloitte.zoom.us/webinar/register/WN_7coNeH-uS523Got10BibJQ?mkt_tok=eyJpIjoiTnpnMU1HTTBaalI3WkRFeSIsInQiOiJ5Z1d6cjllYUJ4R3BNNGZvS3hNa25jdIc2bTJGRTJpbCtGdHBUEUZjM1A3OUhPVFBFQnVvd0p1ejg1NGFYOGtvcnhJXC8xSnpcL3k2cW0xY0VPSk5FTkt3PT0ifQ%3D%3D