



# The Manchester Briefing on COVID-19

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

Twenty-fifth briefing: Week beginning 16<sup>th</sup> November 2020

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Please note, the next  
TMB will be issued on  
11<sup>th</sup> December 2020

### 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.

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 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.

#### This week

We have provided four briefings:

**Briefing A: Renewal through Place: Repurpose, Relocation and Regeneration**

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

**Briefing C: Renewal through Place: Insights from International lessons**

**Briefing D: Useful webinars**

**Please register at  
[ambs.ac.uk/covidrecovery](https://ambs.ac.uk/covidrecovery)  
to receive future briefings**

#### Other information

If this is the first briefing you have received and would like to access the previous ones, they can be found [here](#)

If you would be willing to contribute your knowledge to the briefing (via a 30-minute interview) please contact [Duncan.Shaw-2@manchester.ac.uk](mailto:Duncan.Shaw-2@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: Renewal through Place: Repurpose, Relocation and Regeneration

### Background

Previously, The Manchester Briefing on COVID-19 (TMB 24) outlined our thinking on what the renewal of *People* might entail. This week, we consider the renewal of *Places*. *Places* include, for example, where we live, available infrastructure, health and care systems, businesses, and neighbourhoods. We discuss the renewal of *Places* in terms of *Repurposing*, *Relocation* and *Regeneration* which are defined as:<sup>1</sup>

- **Repurpose** – considering how *Places* are used, adapting their activities or role in the community, how people interact with places, and how places make them feel
- **Relocation** – understanding new local needs and moving services into new *Places* where they are needed, or away from areas where they are no longer needed
- **Regeneration** – considers specific attributes of *Places* that need to be addressed to avert or reverse decline, and tackle inequalities relating to economic, social, health and wellbeing, and place planning (e.g. environment, urban, town) issues

*Places* are central to *Renewal* from COVID-19 as it represents the locations and institutions that can contribute to, or mitigate, poor health and vulnerability. Additionally, *Places* consider the types and functions of places e.g. transportation, hospital, schools, and businesses, how we use space and *Places*, how we behave, engage, and move around it, and accessibility. *Places* can also address less tangible attributes of living or working in a location such as community, and a sense of belonging<sup>2,3</sup>.

Similarly to the work we produced on *People*<sup>4</sup>, we recognise that *Places* are related to *Process*, *Power* and *Partnerships*. *Process* considers ways of working, rules, procedures, services, and resource management which impacts how services are delivered and how people experience *Places*. The concept of *Places* can consider how crises like COVID-19 can create opportunities to advance healthy communities. The pressures and shocks put on homes, businesses, the environment and infrastructure can facilitate significant change to how these are organised to “create more optimal arrangements and dispense with obsolete ones that may have been impeding communities from reaching their full potential”<sup>5</sup>. However, as with *People*, changes are dependent on formal and informal *Power* relations, and the *Partnerships* that enable national and local action. Partnerships should integrate local populations to ensure that place-based solutions are positive, meaningful, and impactful on the causes of vulnerability and exclusion in *Places*<sup>6</sup>.

To explore *Renewal* through *Places*, we discuss how places may have changed as a result of COVID-19. Then we discuss why *Renewal* through *Places* may be needed, followed by considerations of *Renewal* through *Repurposing*, *Relocation* and *Regeneration*; drawing on international lessons from the COVID-19 pandemic.

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<sup>1</sup> The Manchester Briefing (B4): Week beginning 27th April 2020

<sup>2</sup> <https://www.tandfonline.com/doi/full/10.1080/13574809.2018.1472523>

<sup>3</sup> <https://www.sciencedirect.com/science/article/pii/S135382920900094X>

<sup>4</sup> The Manchester Briefing (B24): Week beginning 2<sup>nd</sup> November 2020

<sup>5</sup> <https://www.ncbi.nlm.nih.gov/books/NBK316525/>

<sup>6</sup> [https://www.communities-ni.gov.uk/sites/default/files/publications/dsd/people\\_and\\_place\\_learning\\_the\\_lessons.pdf](https://www.communities-ni.gov.uk/sites/default/files/publications/dsd/people_and_place_learning_the_lessons.pdf)

## How *Places* have changed during COVID-19

*“Covid-19 has challenged the very nature of 21st century society. Cities have an unprecedented opportunity ... not just rebuilding, but also reshaping an urban reality that is safer, more prosperous and more resilient, especially for the vulnerable”<sup>7</sup>.*

Changes to *Places* as a result of COVID-19 are evident in our private places (e.g. homes), communal areas (e.g. shops and streets), and wider systems (e.g. health, education and transportation). In some cases, the pressures put on *Places* by the pandemic has exacerbated underlying social inequities. For example, there have been stark place-based differences in the access to adequate healthcare<sup>8</sup>, levels of community cohesion, and integration of emergency services. Additionally, the edict to work from home has led to spikes in domestic violence, and has severely economically damaged *Places* that rely on certain industries or on casual employment in service or retail work<sup>9</sup>. Below we provide some more examples of changes to *Places* as a result of COVID-19.

### Changes to *Places* during the response to COVID-19

- Rediscovery of an urban quiet, and use of green spaces
- Increased levels of community and volunteering
- Changes to the built environment that consider the risks of climate change
- Remote working and reimagining of ‘the office’
- Closure or partial opening of education establishments
- Closure of safe spaces for marginalised and vulnerable people
- Extended time spent in housing that may not be adequate
- Restricted access to services and infrastructure
- Restricted travel and movement in, and between places
- Increased levels of loneliness in old and young populations

## Why Renewal through *Places* may be needed

*“Our everyday engagement with the places in which we live, work and play will influence, for good or ill, the lives we lead, the opportunities available to us, and our personal and communal happiness, identity and sense of belonging”<sup>10</sup>.*

*Renewal* through *Places* may seek to embed the positive changes made during COVID-19, or reverse the negative changes to limit the impact of the crisis<sup>11</sup>. Below, we collate examples of conditions affecting *Places* that can be considered in *Renewal*.

<sup>7</sup> <https://www.financialexpress.com/opinion/building-urban-resilience-how-coronavirus-pandemic-is-giving-us-once-in-a-generation-opportunity-to-reset-social/2115198/>

<sup>8</sup> <https://link.springer.com/article/10.1007/s10691-020-09437-z>

<sup>9</sup> <https://www.bmj.com/content/369/bmj.m1785/rr>

<sup>10</sup> <https://www.tandfonline.com/doi/full/10.1080/13574809.2018.1472523>

<sup>11</sup> The Manchester Briefing (B24): Week beginning 2<sup>nd</sup> November 2020

Table 1 Examples of conditions that can be considered in Renewal through Places

Examples from COVID-19 and TMB
Renewal of places through <b>harnessing social capital, voluntary action and voluntary initiatives that support communities</b> to maintain a sense of belonging e.g. local people delivering food, local organisations establishing drop-in sessions for elderly residents, cities setting up volunteer hubs to provide goods and services to the community, national volunteer recruitment drives (TMB 3, 6, 13)
Heightened awareness of <b>health, safety and physical and mental wellbeing in places of work and increased communication with people</b> e.g. increased training of staff on wellbeing awareness, implementation and dissemination of wellbeing guidance, heightened awareness of disproportionate risk and exposures at work depending on factors such as gender or ethnicity, using spatial and geographic data to make informed health-related decisions (TMB 3, 6, 13, 15, 21, 22)
Restrictions on <b>access to safe places for marginalised and vulnerable groups</b> e.g. limited access to homeless shelters, support for people from LGBTQ+ communities, face-to-face counselling services, faith-based community centres (TMB 5, 8, 13, 14, 15, 17, 20, 22)
Restrictions on access to places such as <b>nurseries, schools and universities</b> and the impacts on <b>socialisation, education, and mental and physical health</b> e.g. impacts on a sense of belonging and increased loneliness and isolationism, blurring of lines between home/work/education life, increased vulnerability of children and young people to exploitation due to restricted access to safe places such as schools (TMB 4, 14, 16, 17)
<b>Increased levels of loneliness</b> in old and young populations from restricted movement and <b>changing the function of people's homes</b> due to lockdowns, self-isolation, shielding and quarantine. Some places may have closed or offer limited services therefore isolating people further, and <b>systemic issues in urban planning</b> of places for marginalised or vulnerable people may exacerbate loneliness (TMB 2, 3, 6, 11, 20)
Consider <b>COVID-19 lessons for urban infrastructure</b> to influence the way people interact and move around cities e.g. <b>disparities in access to green spaces and adequate housing</b> , impacts of development on the environment and our relationship with nature and disease, investment into environmentally friendly infrastructure such as bicycle lanes (TMB 3, 4, 5, 6, 11)
<b>Disproportionate impacts in geographical areas due to deprivation</b> e.g. regional <b>disparities in economic resilience</b> , place-specific economic responses to improve equity, <b>regional reliance on certain businesses/industries</b> , pressures to work in unsafe places, intergenerational impacts on people due to pre-COVID deprivation levels and COVID-19's impact (TMB 6, 8, 15, 13, 20, 23)

## Repurpose

*Repurpose* considers how the functions of some *Places* have changed during the pandemic and how ongoing functions can be embedded and continued to become permanent changes. Some reconceptualization of places may have had positive impacts on our lives, for example, in terms of accessibility or sense of community, rethinking how we move around cities, while others may have made services harder to access or increased loneliness. Common *Repurposing* examples from the pandemic include how: our homes have become offices and classrooms, our streets have become cafes, our neighbourhoods and businesses have become volunteer hubs, and our green spaces have become safe meeting areas. The changed functions of *Places* can have positive impacts such as the rise in volunteerism and sense of community<sup>12</sup>, and the renewed appreciation of green space<sup>13</sup>. Some examples of *Repurpose* are presented in Table 2 with examples from TMB.

<sup>12</sup> <https://www.scie.org.uk/care-providers/coronavirus-covid-19/beyond/adult-social-care/positive-impacts>

<sup>13</sup> <https://www.independent.co.uk/independentpremium/uk-news/coronavirus-parks-green-spaces-lockdown-a9501711.html>

Table 2 Changes to Places and actions for Renewal through Repurpose

Changes to <i>Places</i>	Actions for <i>Renewal</i> through <i>Repurpose</i>
<b>Homes</b> have become places for work and education. Living arrangements have also highlighted issues around quality of life and mental and physical wellbeing as a result of being at home	Increased flexibility of places of work e.g. blend of office and home working/mobile workplaces (TMB 15, 25)
<b>Interactions with places</b> have changed e.g. how we move around places, how we experience them and what we need from places	Evaluation of locations of important services and where they are/have been stretched to (or exceed) maximum capacity (TMB 16)  Consideration of green spaces and wellness in urban planning (TMB 11, 23)

As such, *Repurpose* can attend to the changing profile of *Places* and how they are used, the demands put upon them, and our interactions with *Places*. This may lead to *Relocation* such as new contracts for working from home which can provide flexibility and improve work-life balance. Conversely, the pandemic has exposed disparities and inequities in the *Places* we live and work, some of which are the result of accessibility of services and where they are located, and in light of this we also consider the need for *Relocation*.

## Relocation

*Relocation* considers changes to *Places* in terms of repositioning services into new areas where they are needed, or away from areas where they are no longer needed to provide targeted place-based services that consider demand, need and capacity. To demonstrate this thinking, Table 3 offers examples of changes to *Places* during COVID-19 and possible actions for *Renewal* related to that change, drawing on examples from TMB.

Table 3 Changes to Places and actions for Renewal through Relocation

Changes to <i>Places</i>	Actions for <i>Renewal</i> through <i>Relocation</i>
Different <b>geographical locations</b> have been impacted in different ways because of COVID-19 e.g. places with high levels of deprivation pre-COVID have been severely impacted as have areas which rely on place-based industries such as tourism and aviation	Remote working at home or abroad to boost local economies through retaining workforces in local areas as they can work remotely, allowing businesses to offer competitive wages and to attract investment/business in areas which have relied on deeply impacted industries e.g. aviation and tourism (TMB 25)
Places may not be have adequate services as people now <b>require services they previously didn't need</b> e.g. mental health provision, housing support, food banks	Increased investment in localised support services and increased partnership working to help deliver and sustain these e.g. strategic 'food pathways' whereby local governments, local resilience forums and the voluntary sector to work in partnership to assess the needs of the community and provide appropriate interventions and signposting to other services (TMB 11)
<b>Businesses</b> have been impacted by the reliance on <b>global supply chains</b> e.g. there have been disruptions to production, closures of ports and airports, lack of demand for some items, and a surge in demand for others	Increased focus on the vulnerabilities of business and supply chains rather than just the risk or shock e.g. considering on-shoring, reducing the number of supply chain partners to improve what the organisation does and does not control, benefits of single or multiple sourcing and the locations where this takes place (TMB 11)



## Regeneration

*Regeneration* considers specific attributes of *Place* that need to be addressed to avert or reverse decline, and tackle to inequalities. The term ‘regeneration’ is often used as a near synonym for economic development, but this overlooks the wider motivations and stimulations for effecting *Place* through a process of investment<sup>14</sup>. As such, alongside economic *Regeneration*, it is also important to understand the investments in the well-being of people, and the sustainability of places to support *Renewal* activities that can address longstanding and underlying issues that can make a *Place* less resilient.

This briefing identifies four key areas in which *Regeneration* can be considered:



While we recognise these four areas are inextricably linked, for clarity each area of *Regeneration* is discussed as a discreet topic with some examples for strategy from TMB.

### ***Economic Regeneration***

- Acceleration of ‘levelling up’ policies to mitigate generational deprivation and reduce the risk of places being further exposed to socio-economic and health disparities (TMB 23)
- Significant investment to improve infrastructure, such as accelerating the roll out of superfast broadband to encourage working from home (TMB 13, 23)
- Ring-fencing of civil contingency budgets to support resilience and response for future crises (TMB 3, 13, 19)
- Evaluation of the viability of neo-liberal economic policy premised on state minimisation, de-regulation and increased private sector provisions (TMB 14)
- Capability gap assessments for new skills and training to support economic regeneration (TMB 11, 13)
- The development of business task forces that can inform government of the concerns facing local businesses (TMB 2)

<sup>14</sup> <https://www.tandfonline.com/doi/full/10.1080/13574809.2017.1326712>

### ***Social Regeneration***

- Addressing systemic inequities through inclusive *Regeneration* activities for vulnerable and marginalised groups such as people with disabilities, children, women, people in poverty, LGBTQ+ people, and BAME people to: address access issues (physical and social) to services, safe spaces, housing (TMB 8, 17, 19)
- Places need access to technology and consider the internet is a right rather than a privilege e.g. for children to thrive in education, for businesses to recover and move forward (TMB 16, 20)
- Processes of reconciliation and reparation undertaken in the context of Place to support healing of people and the wider setting and partnership working with communities to understand how to *Renew* a sense of place e.g. memorials for those who dies during the pandemic (TMB 4, 16, 20, 24)
- Utilising increased social capital demonstrated through community support and volunteering to encourage more connected and supported societies (TMB 3, 6, 13)

### ***Health and wellbeing Regeneration***

- Using learning about strains on services and capacity as a starting point for investment into resources infrastructure and personnel, including how to create spare capacity and to protect it (TMB 16)
- Increased partnership working across the emergency services, VCS and social enterprises to support the health system, increase contact with vulnerable people, provide additional specialist support for social, health or wellbeing issues (e.g. safeguarding, or referral to other services (TMB 6, 8, 15, 16, 17, 18)
- Heightening awareness of the mental and physical wellbeing of staff, and need for guidance to support employers (TMB 11, 14, 24)
- Strengthening of whole of society through increased mental health support in all places including home and work – considering especially those with new or worsening mental health issues, and those working in health services (TMB 3, 8, 9, 10, 12, 13, 16, 17, 23)

### ***Place planning Regeneration***

- Integration of climate change and wellbeing into policies for places (TMB 23)
- Mitigate loneliness through community cohesion projects e.g. workshops for the elderly, or integrating childcare facilities with nursing homes (TMB 11)
- Social housing to improve quality of life of poor or marginalized people. This includes a health focus on proximity living which can increase risk of contracting the virus (TMB 11)
- Citywide expansions of cycling and walking space, new and widened pavements to accommodate expansion of cafes and restaurants to outside space, pedestrianisation of streets, and development of low traffic neighbourhoods (TMB 4)

## **Conclusion**

*Places* plays an integral role in *Renewal*. After crises, places often go through transformations to address the damage to infrastructure, housing, buildings, workplaces, and natural resources. COVID-19 should be no different. While some impacts of COVID may be less tangible than for other disasters, the pandemic offers opportunities through *Renewal* to mitigate further damage and to create environments to support health, wellbeing and equity. This may focus on healthier communities and equitable access to critical goods, services and amenities. This also requires place-based economic planning to revitalise commercial development and



employment opportunities<sup>15</sup>. As such, partnerships with housing, community development, commercial, economic, environmental, and public health professionals should be central to *Renewal* strategies.

Lastly, *Places* can also be *Renewed* through *Repair*. *Repair of Places* requires recognition of how and why services and spaces no longer work for people, through the evaluation of location, demand, process, structures, accessibility and equity. This requires major transformational changes which encompasses *People, Places and Process* – as we will discuss in a later briefing.

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<sup>15</sup> <https://www.ncbi.nlm.nih.gov/books/NBK316520/>



## 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 the vulnerability of those living in static homes, supporting child mental health through music, and mechanisms to show appreciation of staff efforts. Economic lessons consider how remote working using digital technologies may be able to revive local economies by attracting new residents to areas, retaining old residents, and helping businesses to save money. Infrastructure lessons focus on using Artificial Intelligence to support emergency management activities during COVID-19 by detecting and interpreting data patterns. Environmental lessons consider the potentially harmful impacts on green spaces due to increased use, and possible adaptations to green space management to ensure recovery of people and the environment. Communications lessons focus on respecting uncertainty to improve transparency of COVID-19 communications. Governance and legislation includes lessons on utilising formalised COVID-19 learning to identify emerging trends in response and identifying gaps and opportunities for the future, and on 'Business as Usual' before, during and after COVID.

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Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Humanitarian Assistance</b>			
Vulnerable people	<p><b>Consider the vulnerability of those living in (static) mobile homes and the unique challenges they face during COVID-19.</b> Mobile home residents face a number of health and environmental challenges that have been exacerbated during the pandemic. Residents face compounding health issues as mobile homes are difficult to keep warm in winter and cool in summer. Heating and ventilation costs can also create financial burdens which can have negative health impacts – especially as many people living in mobile homes have lower incomes and face job insecurity. This demographic also face increased risk due to site locations and occupancy agreements. In the UK, many mobile home sites are at risk of flooding and storm damage due to their proximity to water. To combat this, residents are normally asked to leave for 6 weeks of the year- during storm season. During COVID-19 this creates a number of issues as movement of people during these 6 weeks is a huge infection risk. The UK government has therefore requested that sites remain open for those using mobile homes as their primary residence. Consider:</p> <ul style="list-style-type: none"> <li>▪ Emergency planning for extreme weather events/ COVID-19, including COVID-safe evacuation plans</li> <li>▪ Increased community liaison and communication to share evacuation plans clearly to residents so they are able to prepare and act quickly and safely</li> <li>▪ Identify local COVID-secure emergency accommodation in case evacuation of residents is needed</li> <li>▪ Increase community liaison during periods of extreme heat to ensure residents are able to stay safe, especially during periods of lockdown, shielding or quarantine</li> <li>▪ Provide clear information to residents in multiple languages and have multi-lingual community health visitors to ensure health and wellbeing information is translated</li> </ul>	USA UK	<p><a href="https://news.azpm.org/p/news-topical-biz/2020/9/2/179637-heat-covid-19-and-isolation-put-mobile-home-parks-at-risk/">https://news.azpm.org/p/news-topical-biz/2020/9/2/179637-heat-covid-19-and-isolation-put-mobile-home-parks-at-risk/</a></p> <p><a href="https://www.gov.uk/government/publications/coronavirus-covid-19-letter-from-kelly-tolhurst-to-caravan-and-park-home-owners">https://www.gov.uk/government/publications/coronavirus-covid-19-letter-from-kelly-tolhurst-to-caravan-and-park-home-owners</a></p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Health and wellbeing	<p><b>Consider how music and singing can be facilitated to support child mental health.</b> In Ecuador, efforts have been made to engage children with music to help support their mental health during lockdown and periods where they are away from school. Consider the pressures on children to catch-up with purely academic subjects in light of school closures and online learning, and how to promote mental health and wellbeing through the arts. Consider:</p> <ul style="list-style-type: none"> <li>Inviting children to send in videos of themselves singing or dancing to songs that make them feel happy or empowered, and encourage family members to join in</li> <li>Editing the videos to create short films or creating virtual choirs if the same song is assigned/chosen</li> <li>How music and the arts can help children express their anxieties and the benefits of this for their mental health and wellbeing</li> <li>Establishing <a href="#">new ways to include music and song safely throughout the school day</a> and how this can also contribute to teachers' continuing Professional Development and their own mental health</li> </ul>	Ecuador	<a href="https://www.singup.org/blog/article/1438-case-study-singing-for-wellbeing-in-ecuador-during-covid-19/">https://www.singup.org/blog/article/1438-case-study-singing-for-wellbeing-in-ecuador-during-covid-19/</a>
Community engagement	<p><b>Consider how your organisation can appreciate the efforts of staff.</b> COVID-19 has impacted every level of an organisation. Engaging with people within your organisation and those closely associated with it, to show appreciation of people's work and resilience helps to boost morale. Consider how to show your appreciation through:</p> <ul style="list-style-type: none"> <li>Public appreciation posts in the form of newsletters, blogs or videos to thank staff and stakeholders, such as this <a href="#">tribute to The University of Manchester community</a></li> <li>Tangible rewards- these don't need to be financial (e.g. a bonus) but may be in the form of extra time holidays, and could be recognised as mental health days to give employees a much-needed break while they juggle responsibilities</li> </ul>	UK USA	<a href="https://www.manchester.ac.uk/discover/news/foundation-day-2020-marked-by-tribute-to-our-university-community/">https://www.manchester.ac.uk/discover/news/foundation-day-2020-marked-by-tribute-to-our-university-community/</a>  <a href="https://www.fastcompany.com/90518103/4-ways-to-ensure-your-team-feels-valued-in-the-absence-of-in-person-connections">https://www.fastcompany.com/90518103/4-ways-to-ensure-your-team-feels-valued-in-the-absence-of-in-person-connections</a>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Economic</b>			
Economic strategy	<p><b>Consider how remote working may be able to revive local economies.</b> As remote working becomes increasingly more common during the COVID-19 pandemic, a number of countries have begun to offer Remote Working Visas where people can work as 'digital nomad's i.e. live in one country but work remotely in another. For countries offering Remote Work Visas, this has contributed to boosting economies at a time when other industries (such as tourism) are suffering. For companies employing digital nomads it offers the opportunity to pay competitive salaries to those who may be able to reduce their living costs by not working in the same country as their employer. Similar programmes may be considered at a local level, whereby employees can decide to live and work remotely in one city, and be paid by a company in another. Consider the benefits for companies, including:</p> <ul style="list-style-type: none"> <li>Offering flexible working to help reduce resignations from staff who are reconsidering their work life in the aftermath of COVID-19 and explore job opportunities overseas</li> <li>The reduced cost of staff e.g. the <a href="#">London Weighting</a> allowance means employers pay anything between 1-20% more to employees living and working in London compared to other UK regions</li> </ul> <p>Consider the benefits for local economies, including:</p> <ul style="list-style-type: none"> <li>Building local economies by attracting new residents e.g. <a href="#">one study</a> found that 60% of people has seen people reconsider their living situation, with many setting their sights on an escape to the coast</li> <li>Rebuilding economies that were reliant on other industries e.g. tourism as people consider relocating to areas such as the coast - an area hard-hit by a diminishing tourist industry due to COVID-19</li> </ul>	Bermuda Barbados Estonia Georgia	<p><a href="https://www.onlinevisa.com/news/digital-nomads-visas-covid-19/">https://www.onlinevisa.com/news/digital-nomads-visas-covid-19/</a></p> <p><a href="https://www.independent.co.uk/news/uk/home-news/london-office-work-brighton-seaside-remote-working-coronavirus-b466141.html">https://www.independent.co.uk/news/uk/home-news/london-office-work-brighton-seaside-remote-working-coronavirus-b466141.html</a></p>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Infrastructure</b>			
Digital	<p><b>Consider how Artificial Intelligence (AI) can be used to support emergency management activities during COVID-19.</b> AI uses computer systems to perform tasks associated with human intelligence. This can be used to help detect and interpret patterns useful for managing emergencies. Explore with AI experts how AI may be used in COVID-19 mitigation, preparation, response and recovery:</p> <ul style="list-style-type: none"> <li>▪ <b>Mitigation:</b> To recognize patterns in the environment to provide early warning e.g. data on compounding factors associated with COVID-19 infection such as urban poverty to provide information on potentially high risk areas</li> <li>▪ <b>Preparation:</b> To analyse patterns in natural and social phenomena e.g. impacts of natural disasters on hospital capacity during COVID-19. Run emergency simulations to mathematically model detailed emergency management plans to account for compounding disasters during the pandemic</li> <li>▪ <b>Response and Recovery:</b> To evaluate situational information from social media, and surveillance cameras to determine where response is needed, and to support coordination of recovery activities e.g. drones can be used to transport PPE, using online information developed by mapping COVID hotspots. In the UK, Windracers (a humanitarian aid transportation company) used delivery drones to fly four times a day to the Isle of Wight, taking just 10 minutes to deliver PPE.</li> </ul>	USA Venezuela Bolivia Afghanistan	<p><a href="https://www.tiems.info/images/pdfs/TIEMS_2020_Newsletter_August_.pdf">https://www.tiems.info/images/pdfs/TIEMS_2020_Newsletter_August_.pdf</a></p> <p><a href="https://www.techuk.org/insights/opinions/item/17888-drones-on-the-front-line-of-the-covid-19-pandemic">https://www.techuk.org/insights/opinions/item/17888-drones-on-the-front-line-of-the-covid-19-pandemic</a></p>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Environmental</b>			
General Environment	<p><b>Consider the impacts on green spaces as national lockdowns are implemented.</b> Green spaces have become fundamental to people's physical and mental wellbeing through COVID-19, especially during periods of lockdown. Increased use of these spaces requires some adaptations to green space management to ensure the recovery of both people and the environment. Consider:</p> <ul style="list-style-type: none"> <li>▪ Campaigns to make the public aware that many green spaces and parks in the UK are run by local volunteers – and that the limited funding and capacity means that essential services such as waste collection are limited and the public can help by taking their litter home with them to not cause litter issues</li> <li>▪ Campaigns to boost volunteer numbers to help the maintenance of green spaces</li> <li>▪ Increased signage in local green spaces to remind people that they can help protect their local ecosystems in times where green spaces are seeing increased human traffic by: <ul style="list-style-type: none"> <li>○ Sticking to paths to avoid disturbing woods and meadows</li> <li>○ Not disturbing deadwood as this is vital to local ecosystems</li> <li>○ Not removing anything from the green space</li> <li>○ Taking litter home</li> </ul> </li> </ul>	UK	<p>Chorlton Ees Nature Reserve</p> <p><a href="http://www.fielddsintrust.org/knowledge-base/management-of-green-spaces-during-covid-19">http://www.fielddsintrust.org/knowledge-base/management-of-green-spaces-during-covid-19</a></p>



Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Communications</b>			
General communication	<p><b>Consider how communications about COVID-19 can respect uncertainty to improve transparency about the disease.</b> The novelty of the COVID-19 pandemic has meant that information about the disease has continually been changing. During the pandemic explicit or implied certainty has led to inaccurate predictions e.g. in death and infection rates. While so little is known about COVID-19 (meaning uncertainty is unavoidable), communicating preliminary or emergent data as certain facts had impacts on behaviours and lives. Consider how acknowledging uncertainty about COVID-19 may:</p> <ul style="list-style-type: none"> <li>▪ Improve the atmosphere around scientific debate and build public trust through conveying that evidence and practice could/should change with more information and research</li> <li>▪ Improve people's trust in government authority as the information they provide is transparent, and in respecting uncertainty are able to acknowledge credible yet conflicting evidence</li> <li>▪ Increase regular evaluation of pandemic management plans – emergency planner's understanding of influenza viruses has increased dramatically in recent decades, yet, there is very little certainty about the determinants of, and possibilities for, pandemic emergence<sup>16</sup>. This is illustrated by contradiction that: COVID-19 was largely unexpected, but that there are a large number of influenza pandemic management plans in circulation</li> </ul>	UK	<a href="https://www.bmj.com/content/371/bmj.m3979">https://www.bmj.com/content/371/bmj.m3979</a>

<sup>16</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2862331/>

Recovery: Categories of impact	Actions	Country/ Region	Source
<b>Governance and legislation</b>			
Learning lessons	<p><b>Consider how to develop and disseminate learning from COVID-19 at local level.</b> Formal learning from COVID-19 is beginning to take place at national and international levels, to capture rapid dissemination of information and lessons. Similar approaches at local government levels are identifying emerging trends in response and identifying gaps and opportunities for the future e.g. The Ney report on <a href="#">Local COVID-19 outbreaks: Lessons learnt and good practice</a> from Leicestershire's experiences of <b>responding to a local surge in COVID-19 cases</b>. Consider:</p> <ul style="list-style-type: none"> <li>Learning can capture information in cities or regions</li> <li>Learning can be undertaken by individual local governments or a consortium through mechanisms such as peer review (see <a href="#">ISO 22392</a>)</li> <li>Lessons may be disseminated within a single locale or more widely. The may be between cities or regions or internationally with organisations such as the Global Resilient Cities Network</li> </ul> <p>We provide a few examples of formalised international learning and the key issues addressed to provide consideration for similar pieces of work at local level.</p> <ul style="list-style-type: none"> <li>The UN has developed <a href="#">The Compendium of Digital Government Initiatives in response to the COVID-19</a> to capture emerging trends in <b>digital responses</b> of UN Member States against the COVID-19 pandemic, and provide a preliminary analysis of their main features</li> <li>The <a href="#">Health System Response Monitor (HSRM)</a> collects and organises up-to-date information on the <b>responses of health systems</b> and also captures wider public health initiatives</li> <li>New Zealand's <a href="#">Independent Review of COVID 19 Clusters in Aged Residential Care Facilities</a> which provides lessons on <b>care facilities for the elderly</b> and recommendations for improvements</li> <li>Korea's <a href="#">COVID-19: Testing Time for Resilience</a> which includes information on <b>holding elections during COVID-19</b></li> <li>Consideration of how to learn lessons through <a href="#">debrief, assessing performance and peer review</a></li> </ul>	<p>New Zealand Korea UK</p> <p>Many UN member States</p>	<p><a href="https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-0-Survey/UNDESA%20Compendium%20of%20Digital%20Government%20Initiatives%20in%20Response%20to%20the%20COVID-19%20Pandemic.pdf">https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-0-Survey/UNDESA%20Compendium%20of%20Digital%20Government%20Initiatives%20in%20Response%20to%20the%20COVID-19%20Pandemic.pdf</a></p> <p><a href="https://www.gov.uk/government/publications/local-covid-19-outbreaks-lessons-learnt-and-good-practice">https://www.gov.uk/government/publications/local-covid-19-outbreaks-lessons-learnt-and-good-practice</a></p> <p><a href="http://www.mofa.go.kr/eng/broad/m_22596/view.do?seq=9&amp;srchFr=&amp;srchTo=&amp;srchWord=&amp;srchTp=&amp;multiitm_seq=0&amp;amp;itm_seq_1=0&amp;amp;itm_seq_2=0&amp;amp;company_cd=&amp;company_nm=&amp;page=1&amp;titleNm">http://www.mofa.go.kr/eng/broad/m_22596/view.do?seq=9&amp;srchFr=&amp;srchTo=&amp;srchWord=&amp;srchTp=&amp;multiitm_seq=0&amp;amp;itm_seq_1=0&amp;amp;itm_seq_2=0&amp;amp;company_cd=&amp;company_nm=&amp;page=1&amp;titleNm</a></p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Planning for recovery/ learning lessons	<p><b>Consider how COVID-19 has changed ‘Business as Usual’ processes and what this means for operations.</b> COVID-19 has fundamentally changed the way organisations operate, and has COVID-19 has become more integrated into organisations, new forms of ‘business as usual’ have emerged:</p> <ol style="list-style-type: none"> <li><b>Business as usual pre-COVID-19:</b> processes in place before the pandemic that were considered the usual way of operating during minor disturbances e.g. annual infrastructure maintenance</li> <li><b>Business as usual during response to COVID-19:</b> processes that had to adapt swiftly under extreme uncertainty and completely changed normal pre-COVID operations e.g. building of additional hospitals to increase health service’s capacity</li> <li><b>Business as usual during recovery from COVID-19:</b> processes that have ramped down but consider COVID-19 requirements e.g. standing down of Strategic Co-ordination Groups, and a return to organisations relying more on internal capacity/information, rather than multi-organisational approaches</li> </ol> <p>An organisation’s approach to ‘business as usual’ can impact response and recovery. Interconnectivity and connected governance is required to ensure that people’s health and wellbeing are considered; that organisations have capacity; and that response and recovery are integrated. Consider:</p> <ul style="list-style-type: none"> <li>Pre-COVID operations (such as maintenance) may need to continue, but should not be undertaken without consultation with other partners who may be affected by such actions e.g. building/service closures due to maintenance. Undertaking pre-COVID operation’s should therefore consider knock-on effects on the functionality of operations/organisations</li> <li>Risk assessing actions and disseminating this information to relevant stakeholders</li> <li>Key partners and related sectors should be included in decisions about ‘business as usual’ operations, to ensure they are appropriate, scalable and maintain interconnectivity</li> </ul>	UK	<a href="https://www.bsigroup.com/globalassets/documents/about-bsi/nsb/nov-standards-conference-2020/november-econference-agenda.pdf">https://www.bsigroup.com/globalassets/documents/about-bsi/nsb/nov-standards-conference-2020/november-econference-agenda.pdf</a>

## Briefing C: Renewal through Place: Insights from International lessons

Renewal through Place requires consideration of transformation of where we live, available infrastructure, health and care systems, businesses, and neighbourhoods. In particular, this addresses issues of accessibility of adequate services, service distribution and location, people's relationships with Place –including infrastructure and the wider environment – and the ways in which this contributes to healthy, equitable communities.

Lessons gathered internationally have demonstrated that through Renewal from COVID-19, Place has an important role, and opportunity in developing services and spaces that are safer, more prosperous, and more resilient, especially for the vulnerable.

In light of this, this case study aims to bring together some of the core issues related to Renewal through Place in the following table. While the list is not exhaustive, it highlights frequent, impactful or acute issues concerning Relocation and Regeneration and the relationships this has with navigating, experiencing and utilising Place post-COVID-19.

Six Recovery Categories	Example and related TMB
Humanitarian Assistance	<p><b>Access to, and provision of services.</b> COVID-19 has severely impacted people's accesses to certain places that provide essential services. This is interlinked with equity issues and has ramifications for health and wellbeing; relocating and regenerating these services will be a central part of renewal.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Nepal</b> highlight the importance of maintaining access to routine medical care and services including maternal and child health services e.g. contraception/reproductive health services, antenatal/postnatal care, and child health (TMB 22)</li> <li>▪ <b>Lessons from the USA and Germany</b> consider how certain places may exacerbate existing vulnerabilities, citing how people-centred perspectives can highlight the financial and health burdens of the environment on vulnerable people e.g. during extreme weather conditions. This includes considering threat multipliers such as pollution through retrofitting buildings to deal with future risks e.g. affordable heating/cooling systems, air filtering (TMB 13, 14, 18 25)</li> <li>▪ <b>Lessons from the UK</b> identify the complexities of providing medical care across varied geographical locations, and through varied governance structures. This may result in delivery of different services from one place to the next, in part due to the scale at which services and provision are organised (TMB 20)</li> </ul>
Economic	<p><b>Regeneration of local economies.</b> The major disruptions to global supply chains, and acute financial impacts felt by people in their communities has spurred initiatives to renew the economy through localised initiatives.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Korea</b> consider the importance of small/medium sized enterprises (SMEs) in regenerating the economy and livelihoods. Consumers are encouraged to purchase local products and corporate buyers are encouraged use SMEs as their suppliers (TMB 7)</li> <li>▪ <b>Lessons from the USA</b> identify the importance of upskilling and training people who are unemployed to develop a more resilient local economy, especially in areas such are underserved but vital for future innovation such as Science, Technology, Engineering, and Mathematics (STEM). This includes, partnership working with business, academia and government to leverage opportunities and relationships to develop a local economic sector based on life science and technology industries. This is expected to support long-term economic development, community welfare and financial stability. (TMB 7, 13)</li> </ul>
Infrastructure	<p><b>Transportation.</b> Public transportation remains a critical lifeline service and is important for renewal as it can help reduce congestion, pollution, accidents, and social inequality for people who don't have access to automobiles. Alternatives like cycling and walking have also risen up the transit agenda as places re-evaluate how people can best move to and from a location.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Belgium</b> consider how to make public transport the centre of building resilient cities in order to combat climate change, encourage healthy living, and boost local economies. This includes three core strategies: 1. Breathe Better as "a future without public transport is a future</li> </ul>

	<p>without clean air” <a href="http://bettermobility.uitp.org/back-to-better-mobility/breathe-better/">http://bettermobility.uitp.org/back-to-better-mobility/breathe-better/</a>. 2. Move Better as “a future without public transport is a future without free movement” <a href="http://bettermobility.uitp.org/back-to-better-mobility/move-better/">http://bettermobility.uitp.org/back-to-better-mobility/move-better/</a>. 3. Work Better as “a future without public transport will only damage the economy further” <a href="http://bettermobility.uitp.org/back-to-better-mobility/work-better/">http://bettermobility.uitp.org/back-to-better-mobility/work-better/</a>. (TMB 18). Places such as <b>Denmark, Italy, Netherlands</b>, have also committed to changing the way people move around cities by installing bicycle lanes and pedestrianizing areas for a safer and healthier interactions with cities (TMB 3, 4, 5, 6,11)</p> <p><b>Virtual connectivity of places.</b> The pandemic has highlighted the importance of safe and secure connection to the internet for work, business, health and education.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from India, Uruguay, Peru and Mexico</b> demonstrate that improving connectivity can have multiple benefits for place including reducing COVID-19 transmission from place to place, reducing remoteness and isolation, reaching a wider range of communities to share information with, reducing uncertainty e.g. in supply chains by expanding information available to partners in various stages of the supply chain (TBM 20)</li> <li>▪ <b>Lessons from Spain and India</b> demonstrate the importance of equipping places with internet access and technology so that they can carry out their new functions e.g. children being able to undertake learning outside of a school setting, and so that equity issues can be addressed e.g. levelling the divide between those with access to resources that can further their education or work from any setting, with those who do not have access (TMB 16, 24)</li> </ul>
Environmental	<p><b>Relationships with the natural environment.</b> COVID-19 has increased awareness of the dangers of human impacts on the environment, and of access to, and protection of the natural world.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Switzerland</b> consider that COVID-19 has changed everyday life which has emphasised concerns about environmental sustainability and resilience. Switzerland considers place-based solutions that address: solutions to increase the resilience of local ecosystems e.g. water security and monitoring pollution; assessing changes in working conditions and reduction in waste and the impacts on the environment e.g. reduction in energy consumption in businesses and how to take these into renewal; mitigation of potentially harmful domestic migration to rural areas that could cause environmental degradation (TBM 20)</li> <li>▪ <b>Lessons from the UK and Denmark</b> identify the importance of access to green space as many of the places we inhabit to not have access to gardens or are in close proximity to green spaces which have become vital in supporting physical and mental health. Regeneration of cities may consider that future urban planning should consider equitable access to green space (TMB 11, 23)</li> </ul>
Communication	<p><b>Effective communication with the public.</b> While most COVID-19 communications have focused on communicating risk and response information in certain places, for renewal, communication may consider how to utilise local knowledge for future emergencies and to inform renewal strategy.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from Australia</b> identify the importance of utilising local community knowledge and capacity in a place to help provide the right resources, in the right place, at the right time. In doing so, communications can become more effective and appropriate (TMB 16)</li> <li>▪ <b>Lessons from the UK</b> consider conducting local and national surveys to study how COVID-19 has changed daily life, how people respond to pandemics and how to help people cope better in the future. This can provide specific place-based information that can help inform renewal of place and compare strategies across different locales (TMB 21)</li> </ul>
Governance and Legislation	<p><b>Emergency planning for places exposed to concurrent risks.</b> Concurrent risks will remain a core facet of many places. It is integral that locales understand the specific risks posed to them by natural and manmade causes, and that place-based emergency plans are in place to consider possible risks and risk combinations.</p> <ul style="list-style-type: none"> <li>▪ <b>Lessons from New Zealand</b> identify that concurrent risks should be integrated into emergency planning in transition periods from emergency into recovery and for recovery into renewal. This includes understanding the potential impacts of declaring a state of local emergency on a place, and the impacts of localised transition periods from an emergency on renewal activities (TMB 11)</li> </ul>



	<ul style="list-style-type: none"> <li>▪ <b>Lessons from India and Australia</b> consider how places should model natural hazards alongside epidemiological risks to identify place-based disaster hybrid scenarios that consider seasonal weather forecasting models in advance and their impact on capacity (TMB 17)</li> <li>▪ <b>Lessons from the Netherlands</b> identifies the need for emergency planning to address the increase in extremist narratives from a variety of groups and the risk this poses to people and place. This may include locally assessing old and new manifestations of local extremism; assessing places which may be most at risk of targeting e.g. East Asian and South East Asian businesses/areas (since COVID, hate crimes towards this group has increased by 21%); developing cohesion strategy to help bring different communities together to prevent extremist narratives from having significant reach and influence (TMB 21)</li> <li>▪ <b>Lessons from Germany</b> identify the importance of understanding available spare capacity in an organisation to cope with concurrent emergencies. This requires evaluation of: important services that are/have been stretched to (or exceed) maximum capacity; where demand for important services could exceed available capacity e.g. provision of mental health support; where spare capacity should be built into the system; how spare capacity can be created, protected, and prioritised for rapid use when needed (TMB 16)</li> </ul>
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## Briefing D: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
4.11.2020	How the North can lead the way in using nature-based interventions at scale, to accelerate the green recovery	<a href="https://www.n8research.org.uk/webinar-nature-based-interventions/">https://www.n8research.org.uk/webinar-nature-based-interventions/</a>
12.11.2020	Local Government Financing for Local Resilience	<a href="https://www.undrr.org/event/financing-resilience">https://www.undrr.org/event/financing-resilience</a>
12.11.2020	Cities on the Frontline Speaker Series #30: Resilient Leadership	<a href="https://www.youtube.com/watch?v=P58rZUBm9kU">https://www.youtube.com/watch?v=P58rZUBm9kU</a>
<b>Coming up</b>		
Date	Webinar Title	Link to registration
20.11.2020	The State of Protection in the COVID-19 Era	<a href="https://phap.org/PHAP/Events/OEV2020/OEV201130.aspx?EventKey=OEV201130">https://phap.org/PHAP/Events/OEV2020/OEV201130.aspx?EventKey=OEV201130</a>
20.11.2020	Creating inclusive cities in South Africa amidst COVID-19	<a href="https://phap.org/PHAP/Events/OEV2020/OEV201120.aspx?EventKey=OEV201120">https://phap.org/PHAP/Events/OEV2020/OEV201120.aspx?EventKey=OEV201120</a>
30.11.2020	Responding to COVID-19 – the ethical framework for adult social care	<a href="https://www.scie.org.uk/care-providers/coronavirus-covid-19/webinars/2020-11-30">https://www.scie.org.uk/care-providers/coronavirus-covid-19/webinars/2020-11-30</a>