



The Manchester Briefing on COVID-19: International lessons for local and national government recovery and renewal

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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: Organisational Resilience: Considerations for recovering and renewing our post-pandemic organisation

Briefing B: Lessons you may find helpful from across the world

Briefing C: Managing COVID-19 in Prisons (Amnesties and inmate volunteers)

Briefing D: Useful webinars

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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

We also produce a blog series which you can access [here](#) along with other news about our team and our work.



Briefing A: Organisational Resilience: Considerations for recovering and renewing our post-pandemic organisation

Written by Graham Bell of AJC Bell Consulting Limited

Introduction

In this briefing we outline some over-arching principles of organisational resilience which we can use to help us reflect on the pandemic and learn from it to recover and renew our organisations. Despite the lack of consensus on the meaning of organisational resilience¹, the notion is useful as we think about recovery and renewal from COVID-19. Resilience is made up of the same fundamental building blocks regardless of the organisational setting, objectives and characteristics that make each organisation unique. In this briefing we also offer guidance on the application of post-crisis learning to public sector organisations and explore how organisations can bridge the gap that may exist between their capability to address crisis impacts and their capacity to do so effectively in practice.

Why do we need to recover and renew our organisation's resilience?

If we think of resilience as an outcome, this highlights the universal concepts of success and longevity. And if we then think about what contributes to a resilient position, we can identify common elements such as funding, skills, networks, asset health, leadership and the willingness to learn. Such elements are applicable to any organisation regardless of size, level of complexity or commercial orientation, including local and central government, responder organisations, the armed forces, and voluntary groups².

We should note that local government departments and related agencies are accountable for the safe and efficient delivery of a uniquely valuable set of obligations, and they do so within a set of political rules and governance consideration which may be alien to many in the private sector. They also have a unique position of influence and are holders of many of the keys which can unlock resilience potential within the communities they support. This makes it particularly important that, like other organisations, in the rush to recover, local authorities do not neglect key aspects of post-crisis learning and the efforts needed to identify how they were exposed in the first place. Not only can learning drawn from the pandemic help to reduce an organisation's exposure to future crises, it enables the consistent application of resilience thinking as executives seek to establish and implement an effective development strategy for the future.

How we think of resilience is crucial. The language we use to engage with colleagues and others will likely govern the degree to which we are able to influence the aims and decision making of executives. One of the biggest challenges we all face in this regard is being able and willing to differentiate 'organisational resilience' from alternative applications of 'resilience' thinking, for example; supply chain and cyber, to manufacturing and leadership, or the individual qualities associated with a person's ability to withstand, adapt to, and recover from particular events or adversity³.

The motivation for this briefing is not that we now need to redefine or reimagine our view of resilience in the light of the COVID-19 pandemic. Rather, it is the recognition that organisations need support in applying resilience thinking to the twin challenges of post-crisis learning and the need to return to a sustainable growth agenda.

¹ Ducheck, S. (2020) 'Organizational resilience: a capability-based conceptualization', *Business Research*, 13(1), pp. 215–246. doi: 10.1007/s40685-019-0085-7

² Resilient Organisations (2021) 'What is organisational resilience?', <https://www.resorgs.org.nz/about-resorgs/what-is-organisational-resilience/>

³ PHE (2020) 'Individual Resilience', <https://www.phe.gov/Preparedness/planning/abc/Pages/individual-resilience.aspx>

Principles for recovering and renewing organisational resilience

The following three points of principle can help us frame our approach to recovering and renewing our organisational resilience. They are not exhaustive, but are key to informing post-crisis learning:

1. *Re-shape strategically for a sustainable, long-term position*

We need to embrace resilience as being much more than how organisations cope with stress events - simply 'bouncing back' is not consistent with an organisation's need for development and growth. After all, the post-pandemic agenda for many organisations, public and private alike, will be defined by the need to reshape in order to secure a sustainable, long-term position⁴. The 2021 agenda goes beyond simply thinking of the next crisis.

Many commentators already agree that the pandemic has led to resilience taking on a much greater strategic significance for organisations⁵ - something which is attracting the attention of executive management and which is becoming a more central consideration as organisations plan for how to deliver on the promises they have made to stakeholders – be they regulators, employees, shareholders or taxpayers.

2. *Consider the role of specialist practitioners in supporting self-assessment*

Practitioners can support the assessment of resilience capability within their organisations and help colleagues establish the processes through which such capability can be monitored on a routine basis⁶. This is an assessment which must capture the full range of organisational characteristics and behaviours necessary for achieving resilience outcomes. Through self-assessment and adopting a multi-dimensional approach in the application of organisational resilience assessment, e.g. the Organisational Resilience Capability Model® (ORCM)⁷, practitioners can be supported in developing an in-depth understanding of resilience within the context of their own organisation.

The magnitude and diversity of impacts caused by COVID-19 highlight the potential value organisations can extract from post-crisis learning. By re-examining how assessments are undertaken, organisations can ensure they receive the assurance information that enables them to recognise and address the data challenges associated with changed processes and work priorities of 2020 and future years.

3. *Recognise the broad range of variables that influence resilience measurement and assessment*

Organisations, communities and governments are interconnected through a complex web of relationships. This should be central to our understanding of resilience and to how we approach its measurement and assessment, as defined by the Professional Evaluation and Certification Board (PECB):

"The resilience of an organization is a sequence interconnection that depends on the resilience of other organizations, individual resilience, industry, societies and at the ultimate level countries. Meaning, the resilience of an organization is directly related to the resilience of the other organizations which also depends on its customers, suppliers, neighbourhoods, governments and competitors. However, organizations are also dependent on and contribute to the individual resilience of its staff and communities (or societies) that they live

⁴ Gittell, J. H. et al. (2006) 'Relationships, Layoffs, and Organizational Resilience: Airline Industry Responses to September 11', *The Journal of Applied Behavioral Science*, 42(3), pp. 300–329. <https://doi.org/10.1177/0021886306286466>

⁵ McKinsey & Co. (2021) 'Business Resilience', <https://www.mckinsey.com/featured-insights/business-resilience#>

⁶ Rahi, K. (2019), "Indicators to assess organizational resilience – a review of empirical literature", *International Journal of Disaster Resilience in the Built Environment*, Vol. 10 No. 2/3, pp. 85-98. <https://doi.org/10.1108/IJDRBE-11-2018-0046>

⁷ Bell, G. (2020) 'The Organizational Resilience Handbook'. Kogan Page

*in. Lastly, organizations resilience is linked to the resilience of its industry and consecutively the industry's resilience is connected to the resilience of the country"*⁸

What preparedness means for organisational resilience

The principles outlined above allow us to consider the meaning of preparedness through the language of resilience. Much like resilience, preparedness is also often diversely applied, attracts different definitions and has taken on even greater significance as a result of the pandemic, as evidenced by the recent launch of the National Preparedness Commission, under the stewardship of Lord Toby Harris⁹.

The key issues for preparedness are:

- *Recognising what preparedness means in an organisational setting, and how it contributes to resilience.* We cannot claim to understand resilience if we do not understand preparedness, and we cannot claim to understand preparedness if we do not understand the distinction between capability and ability, and how organisations were actually exposed during the pandemic.
- *The need to address the differences between ability and capability.* The scale and duration of the pandemic has helped to draw out some important truths about preparedness. For example, those nations and organisations which considered themselves to be well prepared were not always the ones which mounted the most effective response¹⁰. It is this disconnect, between capability on the one hand, and the ability and capacity to get things done on the other, which must be front-and-centre in our approach to post-crisis learning.

Preparedness is often viewed in a very narrow, one-dimensional sense, focused around the organisation's built infrastructure capability. This translates into the procurement of physical items or the establishment of contingency arrangements, e.g. insurance measures invested in by the organisation as a way of dealing with potential interruption. Such investment constitutes a cost to the organisation, e.g. increases in the warehousing of spare parts or equipment, or the cost of establishing 'call-off' or other contractual arrangements with additional supply partners¹¹.

The emphasis on capability is in itself not to be criticised. However, what is crucial from a resilience perspective, is that organisations also recognise the significance of decision-making and the speed at which resources can be redirected in times of crisis, i.e. the skills, behaviours and other attributes which allow the organisation to make decisions and to execute those decisions quickly and efficiently, regardless of the nature of the threat. These are the abilities and capacities which a resilient organisation can draw upon during a crisis, and which complement those built capabilities. Together, and only together, ability and capability jointly speak to an organisation's preparedness (see, e.g. Resilience as a Power framework¹²).

⁸ PECB (2021) 'The Importance of Organizational Resilience', available at <https://pecb.com/article/the-importance-of-organizational-resilience>

⁹ Barley Communications (2021) 'National Preparedness Commission', available at <https://barleycommunications.co.uk/national-preparedness-commission/>

¹⁰ GHS Index (2019) *Global Health Security Index* <https://www.ghsindex.org/wp-content/uploads/2019/10/2019-Global-Health-Security-Index.pdf>

¹¹ Bramwith Consulting (2021) 'The impact of Brexit on the procurement and supply chain industry' <https://bramwithconsulting.co.uk/the-impact-of-brexit-on-the-procurement-and-supply-chain-industry/>

¹² Bell, G. (2020), 'The Future of Organisational Resilience: The Complete Post-Pandemic Resilience Toolkit' https://books.google.co.uk/books/about/The_Future_of_Organisational_Resilience.html?id=KR8AEAAAQBAJ&redir_esc=y

How exposure impacts organisational resilience

Every organisation has been and will continue to be exposed by the pandemic for some time to come. Some organisations which considered themselves to be well prepared for crisis events discovered that they were not able to move into the spaces created by the pandemic or to take advantage of the opportunities it presented. Others, although perhaps in the minority, appear to have fared much better.

By focusing on post-crisis learning and by seeking to better understand the organisation's ability and capacity to get things done, practitioners can help management to realise the learning opportunities presented by the pandemic and to help ensure strategy and the organisation's resilience stance are properly aligned going forward. Resilience is much more than any singular event or indeed the organisation's response to it. Nevertheless, we are all familiar with examples of organisations which have been undone by specific events – something which has taught us that the less resilient the organisation, the bigger the focus on shocks and the recovery effort which follows them. From a resilience perspective, it is critically important that our narratives seek to explain crises in terms of organisational growth and competitiveness.

Crises tend to expose organisations in unique ways, be that in relation to long-term capacity for innovation or the ability to successfully execute short-term adjustments and quickly redirect resources. When faced with a crisis, most organisations respond reactively to an event, and it is precisely the ability or capacity to do things and to generate the desired effect which tends to be exposed. First and foremost, resilience should be described as a strategic capability, but as part of this it is typically the organisation's short-term abilities which are tested most severely during a crisis and it is these of course which tend to be the focus of immediate post-crisis learning activity.

Effective learning and post-crisis action need to be supported by a framework for considering how the organisation has actually been exposed, and it is the study of resilience which can provide exactly that. Organisations will be rushing to re-establish themselves in the post-crisis environment in 2020/21 and a simple, adaptable framework can be useful in helping them better understand weaknesses in respect of awareness, oversight and decision making, amongst other things. Organisations will then be better able to plan for and deliver genuine improvements in resilience capability using real-world models and approaches.

Levels of societal interruption associated with the COVID-19 pandemic are truly unprecedented, as will be the eventual scale of economic contraction and social disharmony for many in the years ahead. This global crisis has exposed societies and the organisations we are all familiar with in ways that few, if any, had envisaged, and in ways that no event has done before. Those organisations which boast resilience will be those able to demonstrate strength and evidence growth, and those which reshape in order to secure a sustainable position - these will be the case study organisations for students of resilience in the mid 2020s and beyond.

The value and application of post-crisis learning

A crisis puts an organisation under pressure in novel ways, there is an intensity and urgency associated with crisis events which exposes cracks in the organisation's internal and external relationships and in its ability and capacity to get things done¹³. The following are some considerations when thinking about your organisation's resilience and how that may be achieved:

- Post-crisis learning should seek to examine a range of issues, from consideration of risk, to the quality and use of information and organisational culture; from changes to policies, contracts and service agreements, to communication plans and how the organisation sought to redirect resources at the height of the crisis.

¹³ Bell, G. (2020) *'The Organizational Resilience Handbook'*. Kogan Page

- Assessment and analysis should also seek to uncover how the organisation may have changed direction, appearance, focus or alignment – that is, how it was able to move into the spaces created by the pandemic and whether such changes are likely to be permanent.
- Every member of the organisation's staff will have been changed by their own personal experiences during the pandemic, and how this is understood and how it is reflected in the organisation's methods and approach will have important long-term consequences.
- Executive management should be encouraged to consider the resilience stance they wish their organisation to adopt in the future, and how to ensure this is aligned with other aspects of strategy and the organisation's approach to risk.

Additionally, with a specific emphasis on learning, the following may also be of relevance:

- Learning opportunities abound as organisations emerge from the pandemic, and within any local government / authority supply chain there are likely to be those who are able to offer specific insight and support in this area. Organisations are also likely to have connections through membership groups, such as the Local Resilience Forums, which can be explored for learning potential.
- Many connections, including some of those alluded to above, are likely to exist only at a personal level, but again these can and should be explored and built upon where there appears to be particular value. For example, it is likely that some of the organisation's staff will have active relationships with academic institutions that are engaged in COVID-19 related research.
- Learning can also be drawn from non-related organisations, particularly in respect of case study organisations which demonstrated an ability and capacity to move into spaces created by the pandemic. For example, how were companies such as Dyson able to re-position in order to support the design and manufacture of respiratory equipment for the NHS? What lessons did the RAF learn from their involvement in the setting up of Nightingale hospitals and their ability to get heavy-lift capability to the right place at the right time?
- Similarly, SMEs are often considered to more flexible or agile during times of crisis, and each local government / authority area is likely to have its share of success stories which emerged during the many months of restrictions, be that in hospitality, manufacturing, or other sectors.

Local government and other agencies have an important and unique role in supporting the resilience of individual private and voluntary organisations – those organisations that local government are directly engaged with, and those within local communities. By focusing on the true meaning of resilience and through emphasising the importance of development and growth in delivering success at an individual, organisational and societal level, local government may wish to make its commitment to resilience a specific strategic objective and one which guides decision making.

For example, many individual departments will be faced with backlogs of work or with data which has not yet been systemised. Whilst pre-pandemic obligations, be they legal or statutory, are still very much in play, taxpayers, residents and the users of local services would probably value an approach which speaks to a resilience agenda rather than one which simply reinforces the same priorities which have always been followed. This is not to undermine the importance of pre-existing obligations, but rather to make the case for learning from other organisations in a very similar position. Formal regulation penetrates deep into many organisations and its scope goes far beyond what may be obvious to the casual observer. Within the reach of every local government / authority body, utility companies will be dealing with new requests from central government and with the prospect of rising customer debt, rail companies will be dealing with massively changed timetables and passenger numbers, and with another massive change to the way in railway services are funded and delivered.

The point here is that each of these organisational types operate in heavily regulated environments and are actively re-ordering established ways of doing things and reprioritising recovery efforts within existing



regulatory and governance frameworks. In these important respects they are in no different a position to that of local government.

Guidance on beginning your organisations journey to post-pandemic recovery and renewal

We know that organisations are shaped by their resilience – it determines how they operate, whether they achieve their objectives and, ultimately, how long they will survive. We also know that effective learning and post-crisis action need to be preceded by an effective framework to consider how organisations have actually been exposed. The following points are intended to guide organisations as they set off on their road to post-pandemic recovery and renewal:

- Determine what resilience stance the organisation wishes to adopt, within the context of its statutory obligations. Use the challenges of the pandemic to re-frame the organisation's ambitions and to restate its approach to crises.
- Design and undertake a post-crisis learning exercise using a progressive view of resilience, and one which recognises both ability and capability. One systems approach has been described in The Manchester Briefing Issues 16-18
- Engage energetically internally and externally, based on this approach, in order to seek out and understand more about the organisation's reality – that is: What do supply arrangements actually suggest re vulnerability? How has the changed nature of the working environment impacted employee's view of compliance and engagement? How might the authority reconsider its approach to risk?

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 process of recovery and renewal although many also relate to the response phase, and the likely overlap between response, recovery, and renewal.

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Recovery: Categories of impact	Actions	Country/ Region	Source
Humanitarian assistance			
Public protection	<p>Consider how existing social protection measures can support people who find themselves to be newly vulnerable.</p> <p>The significant impacts of COVID-19 have created new groups of vulnerable people, such as people on middle-incomes and small businesses owners who have experienced a sudden loss of income and are now financially vulnerable. These new vulnerable groups have not before been targeted for social protection. Consider how other countries have expanded existing systems to support newly vulnerable people, for example:</p> <ul style="list-style-type: none"> Adjust social protection programmes to give flexibility that can adjust to changing public health situations: <ul style="list-style-type: none"> Directly link social protection measures to region-specific health or lockdown measures, e.g. tie social protection policies to tiers/categories in health responses Establish a trigger system to rapidly adjust social protection measures to affected areas and groups Enable vulnerable people to access the assistance they need: <ul style="list-style-type: none"> Establish a beneficiary database to identify and assess the social protection needs of newly vulnerable people Partner with existing community organisations to identify vulnerable people, develop community-based targeting, and ensure those who become newly vulnerable are not excluded Facilitate vulnerable individuals to self-identify through a registration service, e.g. online application, supported by a means test for verification Expand sources of data to identify and verify intended beneficiaries, e.g. electricity or bank account data, employer's redundancy data Revise legislation surrounding conditionality requirements, e.g. loosening conditionality principles of social protection programmes: <ul style="list-style-type: none"> Morocco transformed 'conditional cash transfer' (CCTs) to 'labelled cash transfer' (LTCs) by removing the conditionality of continued school enrolment for cash transfers - resulting in reduced costs of programme implementation and reported increases in school enrolment and participation of children 	Indonesia	https://www.povertyactionlab.org/blog/11-20-20/strengthening-indonesias-social-protection-covid-19-era-strategy-and-lessons-evidence
		Morocco	https://www.povertyactionlab.org/evaluation/cash-transfers-education-morocco

Recovery: Categories of impact	Actions	Country/Region	Source
Health and wellbeing	<p>Consider ways to remember and memorialise those who have died due to COVID-19. Important parts of recovery are mourning the loss of loved ones, and remembering those who have tragically lost their lives through the pandemic. Consider opportunities to memorialise, including:</p> <ul style="list-style-type: none"> Develop a website dedicated to those who have died during the pandemic, allowing families to create obituaries, find a network of support, and help those who may feel alone in their grief Hold online memorial services to enable people to come together and remember loved ones Build and dedicate a memorial to those who have died, e.g. St Paul's Cathedral will build an inner portico at the North Transept and dedicate it as a physical memorial to those who have died due to COVID-19 Invite those of all faiths and none to join in remembering loved ones to offer a safe and inclusive space of refuge, solace and hope <p>To ensure appropriate memorialisation, consider:</p> <ul style="list-style-type: none"> coproduction of memorialisation options with communities collaboration with partners that specialise in supporting those who have been affected by bereavement whether the memorial is to those who have died, those who have been otherwise affected by the crisis, and/or those who have helped in the response to the crisis 	<p>UK</p> <p>India</p>	<p>https://www.rememberme2020.uk/remember/</p> <p>https://www.thestatesman.com/cities/siliguri/online-memorial-covid-victims-planned-1502948782.html</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Vulnerable people	<p>Consider how to meet the humanitarian needs of migrants and refugees. Migrants and refugees face a multitude of health and safety challenges that have been intensified by the pandemic, such as: losing employment and income; eviction and homelessness; and lack of access to ‘safety net’ support. In addition, some countries have temporarily suspended issuing residency permits, leaving people with irregular status in their country of asylum and further impacting their access to employment and social services. To support migrants and refugees, consider:</p> <ul style="list-style-type: none"> Participate in national resettlement programmes (e.g. SRP UK http://tinyurl.com/w2ussukj) to guide preparations, ongoing support and integration of migrants and refugees into local communities Establish a working group to enable collaborative working between local councils, community groups and related agencies to determine how local authorities can meet legislative requirements of resettlement programmes Inform and prepare local communities where migrants and refugees are to be resettled Identify registered and unregistered refugee populations in communities Conduct risk and vulnerability assessment mapping Include migrants and refugees in social protection schemes to support those who have lost income generating opportunities How systems will protect migrants and refugees from harm, irrespective of their status, with access to essential health and social care Agree that immigration status is not a legitimate basis to deny access to essential public services (e.g. healthcare, vaccination), and communicate this to public services, migrant and refugee populations, and wider groups Invest in risk communication and community engagement at local levels to disseminate information in the relevant languages of migrants and refugees Partner with humanitarian actors to provide services Establish humanitarian service points or ‘safe spaces’ which are not subject to immigration enforcement activities, where humanitarian actors can provide essential services to vulnerable migrants 	<p>Egypt</p> <p>Switzerland</p> <p>IFRC</p>	<p>https://oecd-development-matters.org/2020/08/07/how-covid-19-is-affecting-egypts-migrants-and-refugees/</p> <p>https://media.ifrc.org/ifrc/press-release/migrants-and-refugees-least-protected-most-affected-in-covid-crisis-warns-ifrc-president/</p> <p>https://reliefweb.int/sites/reliefweb.int/files/resources/IFRC-report-COVID19-migrants-least-protected-most-affected.pdf</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Economic			
Economic strategy	<p>Consider ways to promote and support local tourism post-pandemic. Regional imbalances have created varying levels of economic impact on local economies. Areas that relied heavily on tourism and sport/music events prior to the pandemic are suffering disproportionate levels of unemployment and loss of trade. Consider a targeted local economic recovery strategy to boost tourism post-pandemic in local economies that have been hit hardest:</p> <ul style="list-style-type: none"> ▪ Develop new tourism packages and make them appropriate for post-pandemic tourism, e.g. taking into consideration the potential need for social distancing, for vaccination passports to travel, and for meeting expectations of COVID-safe measures that tourists will have ▪ Recognise the opportunity to renew approaches to local tourism by adopting a community-centred tourism framework <ul style="list-style-type: none"> ○ Redefine and reorientate tourism based on the rights and interests of local communities and local people ○ Involve local businesses, tourism boards and the community in developing targeted strategies to rejuvenate local tourism, that are beneficial to the whole community and geographical area ○ Create partnerships with local businesses and the local tourism board to develop a collaborative marketing plan to attract tourism ▪ Support local businesses in gaining core health and safety certifications by offering advice on how to gain certification and who to go to for auditing and certification awards ▪ Work with community voluntary groups to gain certifications such as 'Blue Flag Beach'/'Tidy Towns' to promote environmental and quality standards that will assist in marketing your local area to potential tourists ▪ Prepare a targeted marketing strategy to promote local areas when tourism returns, which communicates how the health and safety of visitors is central ▪ Collaborate with national tourism organisations (e.g. Visit Britain) and large holiday companies to promote domestic tourism ▪ Provide advice and temporary financial support (e.g. moratoriums on council tax) for local businesses directly involved in tourism (e.g. guest houses, to support their short-term financial viability) 	<p>South Africa</p> <p>Australia</p>	<p>https://www.nationalplanningcommission.org.za/assets/Documents/Review%20of%20Economic%20Progress%20NPC%20Dec%202020.pdf</p> <p>https://www.tandfonline.com/doi/pdf/10.1080/1461668.2020.1757748?needAccess=true</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Infrastructure			
Urban infrastructure	<p>Consider measures for COVID-safe pedestrian crossings to reduce spread of the virus. COVID-19 is thought to spread through shared surface contact which has led to additional cleaning of public transport, public spaces, and other infrastructure. Pedestrian crossings have been targeted for improvement to avoid people having to press buttons and prevent groups of pedestrians forming as they wait to cross. For example, crossings have been reprogrammed to prioritise pedestrians or have been upgraded to touch-less systems to offer a more hygienic alternative to the standard push button. These measures prevent people from potentially contaminating their hands and encourage safe pedestrian behaviour by ensuring that those cautious of waiting near others and touching push buttons don't cross dangerously. Consider:</p> <ul style="list-style-type: none"> ▪ Reprogramme traffic lights to prioritise pedestrians instead of road vehicles: <ul style="list-style-type: none"> ○ Change the traffic light default swap preference from vehicles to pedestrians - to reduce the time spent by groups of pedestrians at crossings ○ Minimise the impact of new measures on increased traffic congestion by using traffic detection technology ▪ Install touchless technology to replace buttons: <ul style="list-style-type: none"> ○ Assess pedestrian crossings to determine the number of touchless push buttons required ○ Scope costs from potential suppliers, and assess affordability ○ Partner with other interested authorities to conduct a trial, choosing locations where regular site inspection and user behaviour observation can be carried out. ○ Using results from the trial, identify and allocate funding to road and transport authorities to install touch-less buttons ○ Identify the utilisation of pedestrian crossings and develop an installation priority list ○ Include a feedback sound in touchless technology to ensure ease of use for people with vision impairment and other disabilities ○ Raise public awareness by fixing infographic signage to pedestrian crossing poles that provide functionality and instructions 	<p>Republic of Ireland</p> <p>Australia</p> <p>UK</p>	<p>https://www.ewstalk.com/news/contactless-pedestrian-crossing-buttons-1080335</p> <p>https://www.braums.com.au/news/2020/touch-less-push-buttons-put-control-back-into-the-hands-of-the-public</p> <p>https://www.invisits.co.uk/blog/2020/09/27/traffic-lights-being-reprogramme-d-to-prefer-humans/</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Environment			
General environment	<p>Consider measures to reduce food waste in the light of changing habits. COVID-19 has strained food producers and distributors (e.g. disrupted food supply chains, problematized crop harvesting, impacted logistics and distribution), and this has impacted the amount of food waste created in the supply chain. COVID-19 has also changed household food waste creation by affecting household income, shopping habits and consumption patterns. The implications are broad. For example, the real cost of food has increased for some vulnerable households, who must purchase from supermarkets that will deliver rather than shop at their usual 'cheaper' shops. Food waste has become an important concern for organisations and households, and some countries are taking strong action. Consider:</p> <ul style="list-style-type: none"> ▪ Charge businesses and families that waste food (such as in South Korea, where the proportion of recycling food increased from 2% to 95% in 2009) ▪ Strengthen partnerships between food producers and distributors and local food initiatives ▪ Develop local agriculture and growing food in and around cities, e.g. Singapore identified unused spaces in its cities to create urban farms to address supply chain issues caused by COVID-19 ▪ Partner with local volunteer initiatives that tackle food poverty and food waste: <ul style="list-style-type: none"> ○ Ensure voluntary food distribution groups have the necessary equipment to store nutritious food and distribute that to the community ○ Set up community fridges, e.g. local parishes or town halls to support local groups ○ To ensure food that is not fit for consumption is recycled appropriately ○ Support groups in the collection, transportation and redistribution of food ▪ Educate households on: <ul style="list-style-type: none"> ○ How to store food safely after purchasing ○ Safe ways to store and re-use leftovers ○ How to correctly recycle food waste ○ Recipes on for using leftover ingredients ○ How to safely donate excess food ○ How to interpret food labels correctly 	<p>South Korea</p> <p>Singapore</p> <p>France</p> <p>UK</p>	<p>https://ecopandas.com/south-korea-food-waste/</p> <p>https://www.wired.co.uk/article/city-crops-food-waste</p> <p>https://blog.winnowsolutions.com/4-ways-france-is-leading-the-food-waste-agenda</p> <p>https://www.northwaleschronicle.co.uk/news/19005530.gwynedd-community-food-sharing-efforts-financial-help/</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Communication			
Targeted communication	<p>Consider how whistleblowing apps can allow the public to report COVID-19 breaches. There have been well-documented breaches of the COVID-19 rules in, for example, workplaces, shops, public spaces. This has caused frustration and resentment, and made front-line staff question their perceived value and sacrifice. Current enforcement of the rules is led by the authorities, but there is potential for the public to report breaches via whistleblowing apps, which may help to target official enforcement activities. Consider:</p> <ul style="list-style-type: none"> ▪ The potential to establish a whistleblowing app to collect information from the public on COVID-19 breaches ▪ Who should initiate and own an app to allow the public to report COVID-19 breaches, including the potential hesitation the public may have to report via Police websites ▪ Whether reports will be made anonymously by the public ▪ How to address and mitigate the potential for malicious or bogus reports ▪ What thresholds need to be met before action is taken ▪ How to analyse app data to identify patterns and trends of where, when and what breaches occur ▪ How to report back on subsequent enforcement actions and outcomes to individual whistle-blowers and to the wider public ▪ The need to increase capacity to engage, explain and encourage compliance by, for example, staff, trained volunteers, neighbourhood watch, local organisations (see COVID Marshals TMB Issue 28 January 22nd) ▪ How to raise public awareness of whistleblowing apps to ensure that a lack of public awareness does not hinder their effectiveness 	Singapore	https://www.todayonline.com/8days/seea-nddo/thingsto-do/theres-app-you-report-people-breaking-safe-distancing-rules-heres-what

Recovery: Categories of impact	Actions	Country/ Region	Source
Targeted communication	<p>Consider how to publicly respond to vocal vaccine deniers. The success of the vaccine programme will, in part, depend on how many people accept the vaccine. The prevailing narrative in a country may influence those who are anxious about the vaccine or uncertain about whether they should have it. Often there are vocal groups in support of, and in opposition to, vaccines and those groups are already very active around COVID-19. Governments will be a main facilitator of vaccine programmes so (in collaboration with partners) should consider addressing voices that oppose vaccine programmes. WHO provides guidelines for responding to vaccine deniers, including broad principles for health authority spokespersons on how to behave when confronted. The principles are based on psychological research on persuasion, public health, communication studies, and on WHO risk communication guidelines. The WHO guidelines cover:</p> <ul style="list-style-type: none"> ▪ Tactics by vocal vaccine deniers e.g. skew science, shift hypothesis, censor, and attack opposition ▪ Who is the target for advocating vaccines i.e. the public are your audience, not the vaccine deniers ▪ The speaker should represent the well-grounded scientific consensus ▪ Verbal and nonverbal skills, and listening skills ▪ Do's and don'ts of verbal and nonverbal communication ▪ Constructing the argument to support vaccination 	<p>WHO</p> <p>Australia</p>	<p>https://www.who.int/immunization/sage/meetings/2016/october/8_Best-practice-guidance-respond-vocal-vaccine-deniers-public.pdf</p> <p>https://www.thelancet.com/journals/laninf/article/PIIS1473-3099(20)30926-9/fulltext</p>

Recovery: Categories of impact	Actions	Country/ Region	Source
Governance and legislation			
Emergency planning	<p>Consider the priority groups for vaccination programmes.</p> <p>Vaccines must be a global public good, which contribute to the equitable protection and promotion of human well-being among all people. At national level, a clear aim for vaccine programmes is essential, e.g. reduce immediate risk to life, in order to inform the identification of priority groups. As sufficient vaccine supply for whole populations will not be immediately available, WHO have provided a Prioritization Roadmap and a Values Framework, to assist with the prioritization of target groups. The WHO guidelines and framework advise to:</p> <ul style="list-style-type: none"> Identify groups that will achieve the vaccine programme aim where there is an immediate risk to life, e.g. Stage 1 Priority Group – Care home residents, staff and volunteers working in care homes; Stage 2 Priority – Frontline health workers and those of 80 years of age and over. Priority groups should be listed and detailed to cover the whole population that is to be vaccinated Clearly define groups within priority phases, e.g. workers who are at very high risk of becoming infected and transmitting COVID-19 because they work in, for example, frontline health care, COVID-19 treatment centres, COVID-19 testing laboratories, or have direct contact with COVID-19 infected patients Avoid classifying groups as ‘essential workers’ as a qualifier Make priority groups explicit, straightforward, concise and publicly available Assess the prioritisation of those who are in high population density settings, e.g. refugees/detention camps, prisons; or who are not recorded in existing systems, e.g. un-registered persons Recognise vaccination as a global issue to begin conversations that identify how we will achieve the aim of reducing immediate risk to life globally, through international collaboration 	<p>WHO</p> <p>Canada</p>	<p>file:///C:/Users/Download/s/sage-prioritization-roadmap-covid19-vaccines.pdf</p> <p>‘Defining COVID-19 Vaccination Priority Groups’: https://www.youtube.com/watch?v=VdGBa-qejAM8</p>

Recovery: Categories of impact	Actions	Country/Region	Source
Learning lessons	<p>Consider the implications of local, national and global ‘vaccinationalism’. There is not yet sufficient global supply of COVID-19 vaccines – echoing the challenges faced at the beginning of the pandemic when there was insufficient PPE. Variation across regions/countries in the availability of vaccine brings the risk of accentuating long-term health inequalities and could entrench wealth inequalities, as some regions/countries are yet to begin their vaccination programme. This could lead to challenging questions for officials and elected leaders on the prioritisation of who receives the vaccine. For example, “Is it right to vaccinate a low-risk person in Country A (that has vaccine) rather than a high risk, front line health worker in Country B (that does not have sufficient vaccine)?” Consider how vaccine distribution plans and priority groups may polarise public opinion on the value of life and risk, including:</p> <ul style="list-style-type: none"> ▪ The UN note that a ‘me first’ approach could prolong the pandemic as well as cause further economic and human suffering ▪ Changes to vaccination supply plans or redirecting vaccine stock to other regions/countries to manage targets may heighten public discomfort and disturbance ▪ Creating tier systems for access to vaccines can lead to fracture lines emerging in society, prompting civil disturbances or protests which may also increase transmission and lead to local outbreaks ▪ Individuals not agreeing with their classification may reject authority and breach guidelines ▪ Negative publicity for officials in managing change and social order may impact coming elections 	<p>UN</p> <p>UK</p>	<p>https://thehill.com/policy/international/530744-un-secretary-general-warns-against-vaccinationalism-on-covid-19-vaccine</p> <p>https://www.theguardian.com/world/2021/jan/21/covid-north-east-and-yorkshire-vaccine-supply-cut-to-catch-up-lagging-regions</p>

Briefing C: Managing COVID-19 in Prisons (Amnesties and inmate volunteers)

Prisons are high risk environments as places of close physical proximity¹. Persistent overcrowding², close living spaces, and staff moving in and out, make social distancing and the isolation and management of any contagion difficult to arrange³. National strategies to suppress COVID-19 should focus on reducing outbreaks within prisons, recognising that prison health is public health⁴. Coordinating evidence-based approaches to managing outbreaks of COVID-19 in prison settings can address the spread of the virus in potentially vulnerable people inside prisons and to communities where staff live⁵.

In March 2020, WHO published interim guidance on how to deal with COVID-19 in prisons through a whole-of-society approach, with comprehensive guidance in the following key areas⁶:

- *Preparation* - through collaborative working with health and justice sectors, local and national public health authorities, and civil protection agencies; risk assessment and continuous evaluation; action planning to mitigate risks; assessment of essential infectious control supplies such as PPE, environmental sanitation, hand hygiene and disinfection
- *Prevention* - through implementation of public health guidelines, such as hand hygiene, social distancing and facemasks; monitoring of staff travelling into prisons from affected communities or who have a history of exposure; reviewing continuity and contingency plans to ensure critical functions can be delivered with reduced numbers of personnel
- *Training and Education* - planned and targeted at healthcare and custodial staff, including basic disease knowledge, hand hygiene practice, respiratory etiquette, the effective use of PPE and environmental prevention measures such as cleaning and disinfection. WHO have developed several online resources and training that can support this⁷
- *Control* - through robust prevention strategies; diagnostic strategies, including contact tracing, and interventions, including the environmental cleaning of health-care rooms or cells, where the management of a suspected case has taken place

A recent study identified some core challenges in managing infectious disease in prisons⁸, such as:

- Overcrowding and a lack of best practice on managing the early release of prisoners
- Prisoners withholding symptoms for fear of stigma, leading to outbreaks
- Limited capacity of staff and resources to facilitate isolation, quarantine, and contact tracing

¹ Redondo, S. *et al.* (2020) Corrections and Crime in Spain and Portugal during the Covid-19 Pandemic: Impact, Prevention and Lessons for the Future, *Victims & Offenders*, 15:7-8, 1156 – 1185, doi: 10.1080/15564886.2020.1827108

² <https://www.amnesty.org/en/latest/news/2020/12/pakistan-overcrowding-in-pakistans-prisons-is-a-ticking-time-bomb/>

³ Pagano, M. (2020). COVID-19 Risk Management and Screening in the Penitentiary Facilities of the Salerno Province in Southern Italy. *International journal of environmental research and public health*, 17(21), p.8033.

⁴ https://www.unodc.org/documents/middleeastandnorthafrica//2020/COVID19/COVID_19_Egypt_Final.pdf

⁵ <https://www.psych.ox.ac.uk/news/people-in-prison-must-be-part-of-public-health-response-to-covid-19>

⁶ <https://apps.who.int/iris/bitstream/handle/10665/336525/WHO-EURO-2020-1405-41155-55954-eng.pdf?sequence=1&isAllowed=y>

⁷ Emerging respiratory viruses, including COVID-19: methods for detection, prevention, response and control [OpenWHO online course]. Geneva: World Health Organization; 2020 (<https://openwho.org/courses/introduction-to-ncov>)

⁸ Beaudry, G., Zhong, S., Whiting, D., Javid, B., Frater, J. and Fazel, S., 2020. Managing outbreaks of highly contagious diseases in prisons: a systematic review. *BMJ global health*, 5(11), p.e003201 <https://gh.bmj.com/content/5/11/e003201>

Addressing overcrowding, including communicating complex policies, such as an amnesty

Governments and judiciaries globally are considering strategies to tackle overcrowding and reduce prison populations through early release and alternative incarceration for vulnerable detainees and low-risk offenders⁹. Although strongly supported by human rights groups¹⁰ and recommended by the UN¹¹, COVID-19 amnesties in the Ukraine were however rejected by legislators, media, and the public. This highlights that the explanation and communication of complex policies are just as vital as their design¹². When communicating amnesties, consider:

- Work closely with civil society, particularly NGOs directly engaged with the public, to assess views and perceptions of amnesties, using this information to inform policy design and implementation
- Establish a clear communication strategy to accompany all elements of the process of transitioning incarcerated persons back into society, with a tailored approach to different social and regional groups
- Communicate informed and factual information through government and trusted civil society organisations, explaining the different elements of amnesties and their place in the larger reintegration framework to help the public feel more informed, secure and resilient

Inmate Volunteers

Irish Red Cross inmate volunteers are trained annually in Infection Control as part of the Community Based Health and First Aid Programme¹³. The activities of the inmate volunteers helped to contribute to zero positive cases amongst prisoners across the country for more than six months. Consider supporting a targeted inmate volunteer training programme to aid the management of infectious disease in prisons:

- As part of preparation and contingency planning, train inmate volunteers and staff on infectious disease and contact tracing to support the education of prisoners and custodial staff, and efforts to control transmission
- Train volunteers to support inmates who face mental health challenges/fears of stigma, e.g., distributing information and education packs, and supplementing support from psychologists, teachers, chaplains, and family visitation services, where these lack capacity
- Inmate volunteers can support the establishment of prison communication strategies on COVID-19, e.g. volunteers can write newsletters that can be distributed throughout prisons each week to provide updated information and educational material regarding COVID-19. Newsletters can include services that are available for inmates, and instructions for exercises and other activities that inmates can do while isolating and in quarantine

⁹ Amnesty International (2020) <https://www.amnesty.org/en/latest/news/2020/12/pakistan-overcrowding-in-pakistani-prisons-is-a-ticking-time-bomb/>

¹⁰ <https://uacrisis.org/uk/amnistiya-ye-realnym-sposobom-borotby-z-poshyrennyam-koronavirusu-u-mistsyah-nesvobody-pravozahysnyky>

¹¹ <https://www.unian.info/society/human-rights-un-recommends-ukraine-grant-amnesty-to-certain-convicts-amid-covid-19-pandemic-11155589.html>

¹² <https://www.chathamhouse.org/2020/11/covid-19-holds-lessons-ukraines-amnesty-policy>

¹³ <https://www.redcross.ie/national-news/irish-red-cross-responds-to-covid19/>

Briefing D: Useful webinars

Taken place in the last month	Webinar Title	Link to presentation
21/01/2021	Leave no one behind: moving the agenda forward	https://www.odi.org/events/17763-leave-no-one-behind-moving-agenda-forward
21/01/2021	Cities on the Frontline, Speaker Series #01 Playful Cities: <i>Why cities need play and placemaking</i>	https://resilientcitiesnetwork.org/urban_resiliences/speaker-series-01-playful-cities-why-cities-need-play-and-placemaking/
26/01/2021	Bouncing back or bouncing forward: social resilience, in post-COVID Europe	https://hd-ca.org/videos/bouncing-back-or-bouncing-forward-social-resilience-social-rights-and-capabilities-in-the-post-covid19-europe
Coming up		
Date	Webinar Title	Link to registration
09/02/2021	Breakfast briefing Red Cross report: The longest year: life under local restrictions	https://britishredcross.zoom.us/webinar/register/WN_7zrQRjsuRD-Mtnf5lzlBrw
11/02/2021	COVID 19: Trading Safely – Business Legislation Updates and Support	https://www.eventbrite.co.uk/e/covid-19-trading-safely-business-legislation-updates-and-support-tickets-135973132299
15/02/2021	Developing community resilience and social justice practices with young people in the COVID 19 era	https://www.bps.org.uk/events/developing-community-resilience-and-social-justice-practices-young-people-covid-19-era
17/02/2021	Building Confidence in COVID-19 Vaccination	https://www.eventbrite.co.uk/e/building-confidence-in-covid-19-vaccination-tickets-135832752419?aff=ebdssbonline&keep_tld=1