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The Manchester Briefing COVID-19

International lessons for local and national government recovery and renewal



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

The Manchester Briefing on COVID-19 is aimed at those who plan and implement recovery 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 information on our webinar series and three briefings:

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Recovery, Renewal, Resilience: The Manchester Webinar Series

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Lessons you may find helpful from across the world

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Learning from voluntary community response during the pandemic

Visit our new webpage '[Recovery, Renewal, Resilience from COVID-19](#)'



Contribute your knowledge to the briefing (via a 30-minute interview) by contacting 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.



Join the conversation
#RecoveryRenewal #Covid19Recovery



Previous briefings. If this is the first briefing you have received and you'd like to access more, they can be found [here](#).

>>>>>>>>> Please register at ambs.ac.uk/covidrecovery to receive future briefings <<<<<<<<<<

Recovery, Renewal, Resilience: The Manchester Webinar Series

Over the coming months, our team, in collaboration with partners, will be running a series of webinars that will explore recovery and renewal from COVID-19. The webinars will mark key dates, discuss the themes emerging and developing through our project and report on key findings, good practice and global learning. Register for our upcoming and watch our most recent webinars:

Upcoming Webinars

07/05/2021, 4pm BST: COVID-19: Resilience Planning & Emergency Management

This webinar, in collaboration with The International Emergency Management Society (TIEMS) will explore global experience of Recovery, Renewal, Resilience from COVID-19

Register: <https://tinyurl.com/2xxf9k38>

14/05/2021, 1pm ET: FEMA Region 2 Webinar Series: Past, Present and Future of CERT

The Federal Emergency Management Agency Region 2 National Preparedness Division is partnering with the State of California and the National CERT Association (NCA) to host a webinar on the Past, Present and Future of CERT (Community Emergency Response Team).

Register: <https://tinyurl.com/38favfyw>

07/06/2021, 1pm BST: Continuity & Resilience Series

This webinar, in collaboration with the British Standards Institute (BSi) will explore lessons in practice from local government, large organisations, small-medium enterprises and business networks

Registration link will be available [here](#) in the coming weeks

Past webinars

29/04/2021: Recovering from COVID-19

This event is aimed at students and others who are interested in hearing how academic research can have a real world impact through the application of tools, theories and social science

Watch: <https://tinyurl.com/338jaawv>

07/04/2021: Communities: The new local resilience capability

This webinar asks whether community resilience can be a local and national resilience capability, and explores different models of community action from the US, Chile and the UK to illustrate how this might be achieved

Watch: <https://tinyurl.com/7evyj475>

Briefing A:

Recovery, Renewal, Resilience: Our current research projects

Introduction

In [TMB Issue 27](#) we explained that, on 1st January 2021, we began a new ESRC-funded project with an expanded team. The aim of the project is to develop a new framework to design and implement transactional recovery strategies that prepare for future emergencies and ambitious renewal initiatives that facilitate major transformation of local resilience. The team is working on a range of COVID-19 research topics within three areas of:

1. Communities
2. Systems
3. Recovery, Renewal, Resilience Frameworks

This briefing summarises six of our research topics and details how these aim to enhance understanding of Recovery, Renewal, Resilience in the context of COVID-19. We have grouped the research projects according to their relevance to these three impact areas. In the descriptions below, we highlight the key issues and insights that our research activities aims to address in *italics*. We will share descriptions of our other topics in Issue 36 of The Manchester Briefing.

COVID-19 has touched every part of our society and lives, which is reflected in the breadth of skills and knowledge that our multidisciplinary team brings to this effort. You can find out more about our team members and their backgrounds at the end of this briefing.

Communities

COVID-19: Coping Mechanisms of Ethnic Minorities & Refugees

Research by Gemma Sou, Ilma Nur Chowdhury, Szymon Parzniewski, and Duncan Shaw aims to provide new insights to the experiences of minorities and refugees during COVID-19. The main purpose of this study: (a) is to identify what actions organisations are taking (or not) to sustain the recovery of refugees; and (b) what more organisations could be doing to build recovery and resilience among such communities during disasters. This study follows a qualitative research design and collects expert data with interviews. This research study strives to contribute to the current literature in multiple ways: (a) by *providing a greater understanding about refugees' experiences during challenging times like COVID-19*; and (b) by *proposing a framework that can support the recovery processes and resilience building of refugee communities*.

Disaster Reparations

Nat O'Grady is undertaking research that explores the development and enactment of recovery strategies and their rationalisation under a broader hegemonic resilience motif that in recent times has subsumed emergency governance logics. This research project aims to contribute to extant debates to

geography, anthropology, IR and politics in various ways: (a) concerning recovery and resilience as modes of governance deployed to attend to emergencies; and (b) to rethink recovery through practices that seek to provide reparations for communities subjected to different forms of violence. Drawing on field interviews, this work aims to *show how the potential for reparative politics incubates in current decision making concerning how to re-establish renditions of life in amidst and in the wake of COVID-19*.

Systems

Engaging communities and volunteers dynamically to enhance resilience during emergencies

This project, conducted by Ayham Fattoum, Alan Boyd and Duncan Shaw, will introduce and test a novel holistic organisational design for engaging communities. This study will enhance organisational resilience, effectiveness, and efficiency through creating rapid and dynamic adaption to environmental stresses. This research follows a mixed method approach by drawing on insights generated through interview data and action research/case study design. The mixed methods approach to this study will enable an exploration of systemic challenges and solutions to engaging volunteers, community groups, or other organisations and businesses during COVID-19. This work aims to contribute to the literature in two ways: (a) by *expanding systemic principles such as open systems and permeable boundaries to enhance resilience during emergencies*; and (b) by *introducing these systems principles to the theory of Viable Systems Modelling and complexity management to enhance the resilience and agility of those systems*.

Ultra-Permeable boundaries: Criteria and process of timely engagement of communities and volunteers for resilient systems during emergencies

In this topic, Ayham Fattoum, Alan Boyd and Duncan Shaw introduce the novel concept of ultra-permeable boundaries. Ultra-boundaries involve studying features and mechanisms that enable a safe and effective flow of resources into and out of the system. This concept allows, in addition to information, physical resources (e.g. human resources/volunteers) to cross into and work for the organisation to support its resilience and agility during emergencies and periods of high or unique demand on resources. The core purpose of this research is to identify how volunteers, community groups, or support from other organisations and businesses were utilised during COVID-19. Following a mixed methods approach and research design, this work will draw on interviews, focus groups and observations with decision-makers at different levels (management to operations) covering organisations involved in the response to COVID-19. This research aims to contribute to this area of research by *expanding on the notion of permeable boundaries (that involves information sharing) and introduce the notion of ultra-permeable boundaries*.

Recovery, Renewal, Resilience Frameworks

Before, During, and After COVID-19: A Longitudinal Study of Recovery and Renewal

Duncan Shaw, David Powell, Andrew McClelland and Simos Chari are conducting a longitudinal study of recovery and renewal from the arrival of COVID-19 to its aftermath. This study aims to; (a) extract similarities and differences across organizations and develop a generalizable and theoretically underpinned recovery and renewal framework, using longitudinal panel data collected at four different time points from across a range of countries; and (b) trial our recovery and renewal framework with groups in local and national organizations in five countries to identify how the framework may help them to think about, and coordinate, their approach to recovery and renewal to COVID-19. This will include how the framework supports them to develop plans, strategies, and initiatives, and underpins their motivation for recovery and renewal after the tiring response to COVID-19. This research will employ a mixed methods methodological approach and research design, using action research, interviews and ethnographic research.

As an ongoing project, this research project plans to collect data at 4 different points in time. The first phase that covers the "before" aspects of COVID has been completed to understand how experts anticipate recovery. Currently, phase 2 of data collection is underway and aims to collect information on how recovery is being designed and how renewal is being considered. Data collection of all 4 phases will be completed by January 2022. This project aims to contribute a *novel paper that monitors local and national recovery planning over time; specifically, before, during, and after COVID-19*. The majority of the current papers published on recovery only take a snapshot of the planning process so provide a limited view. Striving to uncover the reality of developing recovery and renewal pathways for these organizations, this work also aims to *provide a generalizable framework for recovery and renewal that informs how organizations can better plan for the aftermath of unanticipated disasters similar to COVID-19*.

Informing a transformative post-COVID recovery framework using practitioner knowledge

Andrew McClelland, Duncan Shaw, and David Powell are drawing upon diverse practitioner perspectives collated by the project team in the early months of the pandemic to inform the development of a recovery framework that can enable a transactional recovery and transformative renewal from COVID-19. The unprecedented nature of the crisis means that renewal will be extremely complex and uncertain, casting a "long shadow" globally with prolonged and deeply uneven impacts upon different people and places. Rethinking the framework for recovery and renewal is important to addressing the immediate challenges of the crisis while developing societal resiliency and preparedness for analogous future shocks. This qualitative study will use interview data and a wide-ranging literature to explore: (a) *gaps in our understanding of post-disaster recovery, particularly concerning the limited focus on pandemics*; and (b) *the profound lessons emerging for recovery-related theory and practice deriving from COVID-19*.

To get involved or to find out more about our activities please get in touch at RecoveryProject@manchester.ac.uk

The Recovery, Renewal, Resilience Team

Professor Duncan Shaw

Professor in Operational Research and Critical Systems at Alliance Manchester Business School (AMBS). Duncan leads the Recovery, Renewal, Resilience cross-university team and contributes to several local and national committees on response and recovery, working in the UK and with governments in many countries as they address the consequences of the virus. He is currently writing the international standard on Recovery and Renewal from pandemics (ISO22393).

Róisín Jordan

Project Coordinator in Recovery, Renewal, Resilience at the University of Manchester. Róisín supports the development of The Manchester Briefing by identifying global learning on COVID-19 and develops this data into actionable lessons for recovery and renewal.

Alan Boyd

Research Fellow in Healthcare and Public Sector Management, AMBS. Alan conducts research into the regulation, governance and improvement of public services, focusing particularly on healthcare. This has included a scoping study of research on emergency planning in health care - see <https://doi.org/10.1057/hs.2013.15>. Alan also has expertise in evaluation and evaluation capacity strengthening.

David Powell

Principal Advisor in Recovery, Renewal, Resilience at the Humanitarian and Conflict Response Institute (HCRI). David sits on local and national committees on COVID - 19 and translates his thinking on Recovery, Renewal, Resilience into government practice and The Manchester Briefing.

Dr Nathaniel O'Grady

Lecturer in Human Geography and Disaster at HCRI, University of Manchester. Nat's work investigated the cultural-political conditions that shape the emergence and unfolding of crises and inform the practices developed to govern them.

Professor Mandy Turner

Professor of Conflict, Peace and Humanitarian Affairs, HCRI. Before joining the HCRI in 2020, she was the director of a British Academy research centre in East Jerusalem. Her research focuses on development and aid in war-torn societies, and she is a specialist on the Israel-Palestine conflict.

Dr Simos Chari

Senior Lecturer in Marketing Management and Strategy, AMBS. Dr Chari's primary research falls in the general fields of strategy formulation and implementation. In effect Dr Chari's work concentrates on marketing strategy as process (i.e., how to formulate effective strategies) and practice (i.e., strategy change and renewal, organizational capacity for change, and performance implications).

Dr Judy Scully

Senior Lecturer in Work and Organisation, Aston University, Birmingham. Her areas of research expertise include: Emergency Preparedness and Resilience, Health Service Management and

User Engagement, SHRM and Innovation in the Public Sector, SMEs, Innovation and Productivity.

Dr Jenny Moreno

Assistant Professor, University of Concepción, Chile. Her research focuses on community resilience following disasters in the context of developing countries. Jenny has been working with national and local governments, academia, and civil society to provide support in disaster planning and recovery including community resilience in Chile and Argentina.

Dr Ayham Fattoum

Lecturer of Management Studies and Operational Disaster Management, HCRI. Ayham's experience covers diverse posts and sectors such as quality management, HR, and change management in the not-for-profit and commercial sectors. His latest research aims at enhancing the resilience, agility and viability of systems during emergencies in the context of managing spontaneous volunteers during disasters.

Dr Szymon Parzniewski

Research Associate in Recovery, Renewal, Resilience, University of Manchester. His research interests focus on the growing social complexity in disaster context, reflected but not limited to issues around: migration, diversity, race, vulnerability, resilience, climate change, displacement, Anthropocene mobility. Previously Szymon worked as a Regional Policy and Liaison Intern at the IOM Regional Office in Vienna and JSPS Visiting Research Fellow at University of Toyama.

Dr Ilma Chowdury

Lecturer in Marketing, AMBS. Ilma conducts research on bottom of the pyramid markets, customer vulnerability and sustainability in supply chains, and is passionate about research on the reduction of inequalities, alleviation of poverty and enhancement of living standards through services marketing and management practices.

Dr Andrew McClelland

Research Associate in Recovery, Renewal, Resilience, University of Manchester. Andrew has diverse interests in the public policy challenges confronting places experiencing or emerging from crisis and conflict. Prior to joining the Recovery, Renewal, and Resilience from COVID-19 project team, Andrew worked as a postdoc at the University of Liverpool (2018 -2020) where he coordinated and edited a series of COVID-19 Policy Briefs focused on the Liverpool City Region.

Dr Gemma Sou

Vice Chancellor's Fellow, RMIT, Melbourne, Australia. Gemma's broad research agenda explores the everyday lived experiences of disaster recovery among marginalised groups. She is particularly interested in exploring how refugees perceive, experience and respond to covid19 when living in "global north" cities.

Dr Magda Hassan

Assistant Professor in Marketing, AMBS. Magda's main focus in the Recovery, Renewal and Resilience project is to understand how the pandemic has affected micro-businesses and self-employed across the UK. While the news often reports the negative impact the pandemic had on the economy, Magda is interested to explore the coping mechanisms and opportunities businesses managed to harvest during the pandemic.

Dr Billy Tusker Haworth

Lecturer in Disaster Management, HCRI. Billy's research and teaching expertise are uniquely positioned at the intersection of critical human geography, geographic information science (GIS), and international disaster studies. During COVID-19, Billy has conducted research into the experiences of LGBTIQ+ people in the UK and Brazil, with implications for more inclusive crisis response strategies and future risk reduction.

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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Humanitarian Assistance

Actions

Impact on:

Vulnerable people

Vietnam, ASEAN (p.42-45):

<https://tinyurl.com/nyy7y3mf>

Consider how to improve social protection programmes so that they are disaster-responsive.

Social protection (SP) is critical to help poor and vulnerable households to cope with sudden shocks. Recovery from COVID-19 can aim to better understand and reduce the vulnerabilities that are exposed during crises, and to reinstate preparedness for and resilience to future events.

Consider reviewing SP programmes to improve their capacity to respond to disasters:

- Assess the institutional capacity for improving disaster-responsive SP by identifying:
 - The key actors who are engaged in, or are responsible for, social protection (e.g. national/ local government agencies, NGOs, civil society) and other core actors from relevant sectors (e.g. health, education, infrastructure). Define the roles, responsibilities and mandates of key actors
 - What the current capacities are (e.g. 'knowledge and/or experience' on disaster-responsive SP) and what are the "surge" capacities in staffing (including the 're-deployment capacities of government staff from non-affected areas' and the civil society supports available)
 - If the current policy and legislative framework for SP, climate change adaptation and disaster risk management recognises the roles of all key actors and whether adjustments are required to advance SP to effectively respond to disasters (In Myanmar, 'a legal mandate is in place for the restoration of livelihoods to pre-disaster levels')
- Review information systems to ensure accurate data is available that will trigger a social protection response to disasters:
 - Identify the characteristics of poverty and vulnerability data that underpin social protection and other programmes that aim to reduce poverty and vulnerability
 - Identify the measures and methods used to determine the socio-economic status of households and communities and assess if these generate accurate information on vulnerable households (see [TMB Issue 34](#) 'vulnerability in the era of COVID-19')
 - Define the characteristics of disasters that you aim to address – e.g. 'type, expected speed of onset, geographical distribution (e.g. urban/rural differences)' and numbers of people at risk
 - 'In Vietnam, the "poor list" and "near-poor list"' are regularly updated at local levels and inform the identification process of SP beneficiaries – this mechanism may also 'serve as a pre-identified list of households disproportionately vulnerable to disasters'
- Assess pre-existing social protection programme performance during COVID-19. Identify the additional measures and interventions that may have been required as a direct result of the crisis, to understand where gaps may exist and what longer-term adjustments may be required to increase preparedness for future crises
- Review financing mechanisms for SP programmes to identify the strengths and weaknesses of current budget allocation. Allocate additional funding where required to enable SP programmes to rapidly and effectively respond to a variety of disasters (e.g. targeted funding at local levels to areas that are frequently impacted by floods)

<p>Humanitarian Assistance</p>	<p>Actions</p>
<p>Impact on: <i>Volunteers</i></p> <p>Search and Rescue Volunteer Association of Canada (SARVAC): https://tinyurl.com/vuctu74r</p>	<p>Consider incentive programmes for volunteers. Retention and continued engagement of those who have offered their time, knowledge and skills to support response efforts will be crucial to ensure the valuable resources and capabilities are available for recovery and renewal activities. Recognising the enormous efforts of volunteers over the last year is integral to their retention. Consider:</p> <ul style="list-style-type: none"> ▪ Recognise and thank volunteers for their efforts through personal letters or less personal approaches such as via social media ▪ Develop accredited certification programmes to officially recognise volunteer skills and knowledge ▪ Establish a service awards programme for volunteers based on length of service ▪ Introduce a tax credit programme for volunteers. E.g. The Search and Rescue Volunteers Tax Credit (SRVTC) represents 'federal recognition' of the important role played by search and rescue volunteers in Canada. There are conditions and criteria that are required to be met in order for volunteers to qualify for tax credit (e.g. volunteers who perform in excess of 200 'eligible hours' in a year). Appropriate recruiting, screening and management of volunteers helps to ensure people are not joining for the wrong reasons
<p>Economic</p>	<p>Actions</p>
<p>Impact on: <i>Business regeneration/ rejuvenation</i></p> <p>Republic of Ireland: https://tinyurl.com/ypf72e3n</p>	<p>Consider strategies to recover the tourism industry and local hospitality businesses. TMB Issue 33 discussed examples of how Australia and Rwanda are working to recover tourism through the promotion of domestic tourism. In Ireland, the next phases of their 'Business Continuity Scheme' include targeted recovery strategies for Tourism Transport businesses, local tourism and hospitality businesses, and attracting international tourism. Consider:</p> <ul style="list-style-type: none"> ▪ Partner with national/local tourism agencies (e.g. Fáilte Ireland/Tourism Ireland) to collaborate on the development and administration of tourism recovery schemes ▪ Provide funding and grants to tourism transport operators such as car rental companies, chauffeur, limousine, local taxi firms and escorted tour providers, to support their future operations and business continuity ▪ Set up a 'Travel Trade Event' to bring international tourism partners, local governments and local tourism businesses together. Irish tourism businesses met virtually to sell 'the best of Ireland' to 216 top international tourism buyers from across the world ▪ Seek funding to develop and build permanent outdoor infrastructure to increase dining capacity locally, to support local hospitality business as they re-open

<p>Economic</p>	<p>Actions</p>
<p>Impact on: <i>Economic strategy</i></p> <p>UK: https://tinyurl.com/3hjh68et</p>	<p>Consider that recovery and renewal plans for high street and town centre development for local growth should be supported by robust evidence. The pandemic has accelerated the change to shopping habits, triggered economic downturn and changed how people live their lives (e.g. working from home). Evidence provided by 'what works centre for local economic growth' prompts thinking as to what types of investment and interventions are likely to be most beneficial when designing recovery plans. The report considers that:</p> <ul style="list-style-type: none"> ▪ 'Supply side' investments (e.g. shop front renovations) should be supported by investments and policies that target increasing consumer demand ▪ Education and training to improve the skills profile of local communities can positively impact residents average wages, which will increase spending power and demand for local goods and services ▪ There is little evidence to support thinking that large department stores/supermarkets ('anchor stores') are of more value than other shops, meaning that balanced and equal support should be provided to protect business continuity of all shops ▪ Increased levels of working from home is unlikely to instigate large population shifts away from towns and cities and 'proposals that are based on the assumption that housing supply and population density will change significantly should provide robust evidence to underpin those assumptions' ▪ Recovery and renewal proposals/plans which state that 'physical or cultural regeneration initiatives will also deliver economic growth' should also provide robust evidence as little evidence has shown that investment in new community assets/improved housing quality will deliver local growth
<p>Infrastructure</p> <p>Impact on: <i>Health systems</i></p> <p>United Nations: https://tinyurl.com/k6h8evch</p>	<p>Actions</p> <p>Consider increasing investment in Universal Health Coverage and stronger health systems. A recent UN policy brief identified the significant gap in health coverage as a core reason for COVID-19 having such devastating impacts on people's lives. Universal health coverage means that all people and communities can access the health services that they need, with three key priorities; '<i>equity in access, sufficient quality and no undue financial risk</i>'. Consider:</p> <ul style="list-style-type: none"> ▪ Establish universal provision for 'COVID-19 testing, isolating, contact tracing' and treatment ▪ Ensure protection of essential health services during the critical phases of the pandemic (e.g. services for sexual and reproductive health) ▪ Through international partnerships, ensure future COVID-19 vaccines are a 'global public good with equitable access for everyone, everywhere' ▪ Protect and invest in core health systems functions that are critical to protecting and promoting health and well-being, known as 'Common goods for health' ▪ Suspend user fees for COVID-19 and other essential health care; reduce financial barriers to service use ▪ Strengthen local, national and global pandemic preparedness and aim for healthy societies for the future through a whole-of-society approach

<p>Infrastructure</p>	<p>Actions</p>
<p>Impact on: <i>Transport; Urban infrastructure</i></p> <p>OECD: https://tinyurl.com/45cj3cer</p>	<p>Consider targeted infrastructure investment to stimulate recovery. Infrastructure investment has been found to effectively stimulate economic activity. Project prioritization and methods of financing are two key policy and investment questions, noted by the International Transport Forum (OECD). Consider:</p> <ul style="list-style-type: none"> ▪ Projects which deliver jobs, stimulate growth in the short- and medium-term should be prioritised ▪ Those projects that are already in the pipeline with cleared planning and environmental approval should be the focus ▪ 'Interventions should be Timely, Targeted and Temporary: the IMF's TTT principle' ▪ Local projects should be accurately estimated and the life-span of projects should be effectively forecasted ▪ Incentives or stimulus packages should be based on aims to drive 'decarbonisation, social equity and resilience'
<p>Environment</p> <p>Impact on: <i>General environment</i></p> <p>Tonga: https://tinyurl.com/tfex53f6</p>	<p>Actions</p> <p>Consider the climate change adaption strategies adopted in Tonga. COVID-19 presents an opportunity to address climate change impacts and improve disaster risk management. Tonga is highly exposed to natural hazards and the effects of climate change. In an effort to develop a 'resilient Tonga', an inclusive participatory approach has been employed that is based on strong governance and the development of knowledgeable and proactive communities. A broad range of goals, strategies and projects have been identified within Tonga's 'Joint National Action Plan 2 on Climate Change and Disaster Risk Management' (CCADRM), including:</p> <ul style="list-style-type: none"> ▪ The introduction of new policies and projects (e.g. National Forest Policy, Land Use Policy, Tonga Ridge to Reef Project) to improve governance for CCADRM ▪ Increase information, education and understanding of CCADRM by initiating awareness programmes and the establishment of a climate change data management system ▪ Improvement of analysis and assessments of vulnerability to climate change impacts and disaster risks through coastal assessment and protection projects (E.g. Lifuka Island vulnerability assessment and adaptation to sea-level rise community project (p69)) ▪ Investment in public infrastructure (e.g. schools and community halls) to increase their 'structural resilience to climate impacts and the construction of evacuation roads to increase community preparedness and resilience to the risks and impacts of disasters ▪ Design and delivery of renewable and energy efficiency projects to increase the technical reliability, economic affordability and environmental reliability of energy. E.g. Outer Island Renewable Energy Project which aims to provide a 'secure, sustainable and environmentally-sound source of electricity' to Tonga's outer islands ▪ The establishment of collaborative forums to include non-governmental organisations, charities and community committees to enhance partnerships, cooperation and collaboration between national and local government agencies, civil society, NGOs, the private sector and the public

Governance and legislation

Actions

Impact on:

Learning lessons

USA:

<https://tinyurl.com/9t6frxph>

OECD:

<https://tinyurl.com/955mdv4k>

UK:

<https://tinyurl.com/46v9m94f>

Consider the principles for engaging citizens in deliberative processes for recovery. Involving citizens in the recovery planning and development process can lead to more effective policy outcomes and build trust and a two way dialogue between citizens and government. COVID-19 has had diverse impacts on the lives of individuals and communities, and their involvement in deciding the routes to long-term recovery following the pandemic is crucial. Consider the good practice principles for deliberative processes offered by the OECD, which will support the achievement of 'high-quality processes that result in useful recommendations and meaningful opportunities for citizens to shape public decisions':

- Clearly define the issue as a question that is aligned with the concerns and challenges faced by different communities
- Invite people to make recommendations for addressing the issues that affect them, respond to recommendations in a timely manner, and monitor and feedback regularly to people on the progress of their implementation (e.g. [Scotland's Citizens' Assembly](#))
- Ensure the process is inclusive and representative of all people in the community, e.g. stratified random sampling to select a participant group which fully represents a community's demographic profile
- Make information easily accessible through public communications. Include the purpose, design, methodology, recruitment details, experts, recommendations, the response, and implementation follow-up
- Establish a mechanism through which people can request additional information, ask questions and keep up to date on progress of activities
- Appoint a liaison person who can feed information in from and out to the community
- Take time to reflect on and evaluate deliberative processes, to ensure learning, help improve future practice and understand impact

Briefing C:

Live research study: Learning from voluntary community response during the pandemic

Study background

Throughout the pandemic volunteers have proved to be an invaluable resilience capability, with volunteers emerging on a scale and diversity that we have not experienced before. A large part of this volunteer community has arisen spontaneously, with varying levels of coordination and success¹. The UK defines spontaneous volunteers as “individuals who are unaffiliated with existing official response organisations, yet, without extensive pre-planning are motivated to provide unpaid support to the response and/or recovery to emergencies”².

The Winston Churchill Memorial Trust has commissioned research into the work of spontaneous volunteer groups across the UK, as part of their COVID-19 Action Fund, which provides grants for Churchill Fellows to undertake projects that combat the effects of COVID-19 in all areas of society. This research will be carried out by Melvin Hartley, Safety and Resilience Manager, Eastleigh Borough Council, Hampshire. It aims to gather learnings and best practice from Eastleigh Council’s responses, as well as that of other localised responses across the UK. It will provide recommendations to the Civil Contingencies Secretariat and guidance for the ongoing COVID-19 crisis and future crises.

Over the years, following disasters such as the Grenfell Tower Fire³ and numerous flooding incidents, community groups have been formed by concerned individuals who want to help others in need. Often, community volunteers have faced barriers and issues which have prevented them working as effectively as they potentially could. Melvin’s experience of working with spontaneous volunteers groups has demonstrated that where local authorities work with volunteer groups, the combination of effort maximises the benefits to those in need. During COVID-19, Eastleigh Council worked with three Spontaneous Volunteer groups, which were formed in direct response to the pandemic. These groups have acted as the delivery arm of the Local Response Centre, providing help and support to both clinically extremely vulnerable people who were shielding, and also to those who were having to self-isolate due to catching the virus or being a close contact. Hundreds of volunteers have supported the community by shopping, collecting prescriptions, dog walking, befriending over the phone and doing regular checks on those in need of support. It has been, and continues to be, a fantastic effort by many members of the local community.

How to take part

This project seeks to understand how community volunteer groups in the UK have been formed, their role during the pandemic, the work that they have undertaken, how groups have been led, reflections and experiences, their interactions with statutory authorities and considerations for their future, post the pandemic.

You can find the Survey here: <https://www.surveymonkey.co.uk/r/9F57DN3>

Alternatively, you can email: Melvin.Hartley@eastleigh.gov.uk

Once analysis has been completed on all surveys, 5 groups will be invited to take part in case studies, which will inform the final report, and add to the recommendations made in the 2020 Churchill Fellowship reports, which examined the role of volunteers in disasters, particularly that of spontaneous volunteers⁴.

1 https://static1.squarespace.com/static/60539edbc36b936b4ff448ad/t/608127065bc2f17f782cdd63/1619076876671/Emergencies+Partnership+Impact+Report_Final.pdf

2 <https://www.gov.uk/government/publications/planning-the-coordination-of-spontaneous-volunteers#:~:text=Spontaneous%20volunteers%20are%20individuals%20who,and%20recovery%20to%20emergencies>

3 <https://volunteeringmatters.org.uk/grenfell-tower-contribution-volunteers/>

4 <https://www.wcmt.org.uk/users/melvinhartley2019>