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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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Lessons you may find helpful from across the world

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Understanding 'whole-of-society' resilience

[Click here to explore the new database](#)



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. We will sometimes also share webinars external to our project that we think might be of interest. Register for our upcoming and watch our most recent webinars:

Upcoming Webinars

31/10/21-11/11/2021: R-Cities at COP26, *Advancing our resilient future*

R-Cities have organised a series of events for the UN Climate Change Conference UK 2021. Panel events will discuss topics such as Migration, Adaption and Resilience in Urban Water, Pathways to Net Zero Resilient Cities, and many more.

Register: <https://tinyurl.com/79ephujf>

9/11/2021, 6pm GMT: Moulage, Bringing the Exercise to Life

Presented by Mae Kennedy (Moulage by Mae, Christian County CERT), this session will go over techniques to create realistic looking moulage to enhance CERT disaster simulations and exercises.

Register: <https://tinyurl.com/jsju2pkw>

24-26/11/2021: European Forum for Disaster Risk Reduction

This event will address the regional disaster risk challenges and provide a forum for other stakeholders to take a shared responsibility and make actionable commitments to reduce disaster risk.

Register: <https://tinyurl.com/y5armcyw>

Past webinars

13/10/2021: Launch of the National Consortium for Societal Resilience [UK+] (NCSR+)

This webinar launches the NCSR+. Our panel discusses the reasons behind the initiative, we hear from members on why it is such an important initiative and what members hope to achieve.

Watch: <https://tinyurl.com/tnnbekfs>

Briefing A:

Overview of topics covered in The Manchester Briefing (Part 1)

We are beginning to think about how The Manchester Briefing (TMB) will adapt to a post-COVID environment, specifically its focus and form in 2022. While TMB on COVID-19 has covered a broad range of key topics for recovery and renewal since its inception in April 2020, over the next two [Manchester Briefings](#), we will collate and summarise all of the 89 'think pieces' (typically displayed as Briefing A) and case studies (typically displayed as Briefing C) covered throughout all 45 issues of TMB. This first overview briefing will cover 42 think pieces and case studies. We thank those external to our team who have contributed their valuable expertise in areas such as Organisational Resilience; Health and Social Care; Public Leadership; Economics; and LGBTIQ+ experiences of COVID-19.

[TMB 42](#) describes the themes of recovery and renewal as being:

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

Figure 1: *Recovery and Renewal Framework*

We have coded all of our briefings using some of the themes and subcategories detailed in the Recovery and Renewal Framework (Figure 1.) This framework underpins ISO 22393¹, The Manchester Briefing² and our new searchable database of international lessons for recovery and renewal³. Not all briefings are devoted to a single topic and therefore we have included a section entitled 'Multi-theme briefings' which cover those that are multi-dimensional and overlap across different themes.

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

2 <https://www.alliancembs.manchester.ac.uk/research/recovery-renewal-resilience-from-covid-19/briefings/>

3 <https://recoverydatabase.manchester.ac.uk/>

Theme: Governance (16)

Briefing	Subcategory	Title	Summary
TMB1 (A)	Legislation, policy, guidance; Governance of delivering Recovery & Renewal	<i>Integration of the Disaster Resilience Scorecard for pandemic response and recovery</i>	Exploration of UNDRR's Disaster Resilience Scorecard (DRS) and its Public Health Addendum (PHA) guidance to assess response and recovery . Both frameworks can also be used to assess potential secondary emergencies during e.g. COVID-19 (e.g. a flood) and their impacts on the healthcare system.
TMB1 (A)	Legislation, policy, guidance; Governance of delivering Recovery & Renewal	<i>How can society recover from COVID-19?</i>	We discuss aspects of what recovery means and how it will be implemented , drawing on evidence from recoveries from other crises such as Ebola in West Africa and Hurricane Katrina in New Orleans. Lessons from previous emergencies and crises indicate that recovery must start early and can lead to a better future.
TMB1 (C)	Governance of delivering Recovery & Renewal	<i>A framework to conduct impact assessments for recovery planning</i>	We present an initial framework to assess the impact of COVID-19 , building upon the UK Government's National Recovery Guidance and Emergency Response and Recovery Guidance . This framework provides the structure to document national/international early recovery lessons for COVID-19 in The Manchester Briefing.
TMB2 (A)	Governance of delivering Recovery & Renewal	<i>Recovering from COVID-19: the key issues</i>	We detail the core challenges to COVID-19 recovery and offer recommendations for short-term and long-term actions for recovery .
TMB4 (A)	Partnerships and coordination (national, subnational, local)	<i>Working in partnership for recovery and renewal</i>	This briefing shares our early thinking on recovery and renewal, and the opportunities COVID-19 has offered. We identify the opportunity to recover and renew how power and partnerships support working across five groups: national, local partnerships, organisations, local communities, and people. We call for the need to think about people, place, and, processes which have to recover and renew.
TMB4 (C)	Strategic communications	<i>Communication: An Australian perspective</i>	Informed by interviews with Risk Managers based in Australia, the key issues which may be helpful when considering risk communications is explored: awareness of cognitive bias and trust and transparency .
TMB5 (A)	Legislation, policy, guidance; Governance of delivering Recovery & Renewal	<i>A framework for recovery and the focus so far</i>	We delve deeper into our framework for recovery, which draws from and builds upon the UK Government's National Recovery Guidance. Here, we offer some of the initial data collected on recovery lessons from across the world , to provide a more detailed view of some of the practical enablers of recovery.
TMB5 (C)	Information & data; Governance of delivering Recovery & Renewal	<i>Phases for ending lockdown – the approach used in Spain</i>	Spain's four-phased approach to easing lockdown restrictions is detailed in this case study. Each phase of Spain's approach is dependent on: the strategic capacity of Spain's health system; the epidemiological situation; collective compliance; and the evaluation of mobility and socioeconomic data.
TMB6 (C)	Information & data; Governance of delivering Recovery & Renewal	<i>Opening social activities in Iceland</i>	Exploration of The Icelandic's Directorate for Health guidance on opening social activities following national lockdowns . The guidelines cover campsites, caravan parks, activities for young people, sports activities, and activities with close proximity to customers.
TMB7 (A)	Information & data; Governance of delivering Recovery & Renewal	<i>Making decisions under deep uncertainty to recover from COVID-19</i>	The integration of qualitative approaches for decision-making is the focus of this briefing. We analyse current approaches to decision-making and offer recommendations for ways to integrate systems approaches , which we propose may be more compatible with complexity and high uncertainty.
TMB7 (C)	Information & data; Governance of delivering Recovery & Renewal	<i>Measures to ensure the safe return of pupils to school</i>	We discuss the importance of robust scientific evidence when implementing strategies to return students to school, drawing from lesson learned in Germany, Denmark, China and Taiwan.

TMB 8 (A)	Partnerships and coordination (national, subnational, local); Governance of delivering Recovery & Renewal	<i>Starting recovery and renewal (and impact assessments)</i>	We outline the key issues that should be considered by all partners in the initial stages of planning recovery and renewal , those which should be addressed prior to commissioning Impact Assessments. The briefing concludes by highlighting the need for RCGs to align with other local strategic partnerships to enable recovery and renewal, taking into consideration the breadth of effects, impacts and opportunities from COVID-19.
TMB 9 (A)	Partnerships and coordination (national, subnational, local); Governance of delivering Recovery & Renewal	<i>Developing Recovery Actions for COVID-19</i>	Building upon TMB 8 (starting recovery and renewal), we discuss effects, impacts and opportunities for recovery in more detail. This includes: identifying activities under functional recovery; prioritising short to mid-term recovery activities that require coordinated actions; and considering strategic renewal opportunities that require broader strategic and political partnerships.
TMB 10 (A)	Resourcing & financial frameworks; Governance of delivering Recovery & Renewal	<i>Do cities have adequate tools to plan their recovery from the COVID-19 crisis?</i>	Our partners, the Global Resilient Cities Network , discuss the challenges ahead for local governments to address recovery: the strategic planning tools required in response and the importance of resilience and the phases of work involved in recovering from a crises like COVID-19. GRCN demonstrate the need to invest time and effort in learning from the successes and challenges to inform better preparedness for future challenges and to prevent the poorest and most vulnerable from being worst impacted again.
TMB 11 (A)	Resourcing & financial frameworks; Governance of delivering Recovery & Renewal	<i>Ambition for Renewal</i>	We consider recovery and renewal and explore how recovery actions relate to the concept of Renewal . We also discuss the extent to which recovery actions will extend into renewal. Some of the primary drivers of renewal are identified, such as: how much funding will be available, where that money will come from, the political imperatives of the day, and the patience of the public with wider, competing activities.
TMB 15 (C)	Governance of delivering Recovery & Renewal	<i>Impact Assessments for COVID-19</i>	As local resilience partnerships began to establish Recovery Coordinating Groups (RCG) in 2020, we discuss Impact Assessments: their commissioning, strategy, analysis and how to develop recovery actions from their findings.

Theme: Communities (7)

Briefing	Subcategory	Title	Summary
TMB 2 (C)	Volunteers; vulnerable people; community participation	<i>Identify the widest range of tasks which volunteers may usually perform</i>	We explore the effective utilization of spontaneous volunteers during COVID-19 response and how they can be moved beyond the delivery of support.
TMB 12 (A)	Vulnerable people	<i>People & communities affected by COVID-19</i>	We outline how to consider people who have been disproportionately impacted by COVID-19; how they can be identified; and how they could be involved and supported in recovery and renewal. We offer a methodology for identifying those impacts (the process), developed from the steps taken by Greater Manchester to identify the people in their area impacted by the pandemic.
TMB 12 (C)	Vulnerable people	<i>Homelessness during COVID-19, Greater Manchester, UK</i>	The pandemic placed, and continues to do so, an increasing number of individuals and families at risk of homelessness due to loss of work and domestic issues. We highlight the importance of multi-agency partnerships to successfully support homeless people and house insecure populations.
TMB 16 (C)	Vulnerable people	<i>Supporting children with autism and their parents during COVID-19</i>	Adjusting to, coping with and understanding change can be particularly challenging for children with autism and their parents. We outline how local governments can support parents of children with autism .

TMB 17 (C)	Vulnerable people	<i>Impacts of COVID-19 on sex workers</i>	Sex workers are less likely to seek, or even be eligible for, government-led social protection of economic initiatives to support small businesses, which has proved a serious issue during COVID-19. We present interventions to address the impacts of COVID-19 among sex workers .
TMB 19 (C)	Vulnerable people	<i>Disability-inclusive recovery and renewal from COVID-19</i>	We argue that recovery practices should be inclusive as additional groups of vulnerable people emerge from the pandemic. By making disability inclusion a priority in the recovery agenda , we can ensure more self-sufficient, inclusive, and resilience societies for all.
TMB 29 (C)	Public protection; Vulnerable people	<i>Managing COVID-19 in Prisons (Amnesties and inmate volunteers)</i>	We argue that national strategies to suppress COVID-19 should focus on outbreaks within prisons, recognising that prison health is public health .

Theme: Health (7)

Briefing	Subcategory	Title	Summary
TMB 6 (A)	Public health and wellbeing (including psycho-social supports)	<i>Health and Care: The challenges of system recovery</i>	Adopting the lenses of people, place and processes underpinned by partnerships and power , we identify the challenges and demonstrate that recovery on health and care systems alone will fall short of addressing the full impacts of COVID-19. We argue that recovery requires a whole-system approach.
TMB 8 (C)	Public health and wellbeing (including psycho-social supports)	<i>Test, Trace, Track in Korea</i>	Korea's credited track and trace programme is detailed here, including: Self-diagnoses Apps for in-bound travellers; the self-quarantine Safety App; contact tracing and epidemiological investigations.
TMB 9 (C)	Healthcare	<i>Supporting care homes in the UK</i>	The impacts of COVID-19 have caused huge disruption in the care home sector; affecting patients and all aspects of care. We present the various actions identified within the care home sector to address growing concern over how COVID-19 was managed in the early months of the pandemic.
TMB 10 (C)	Healthcare	<i>National Carers Week UK</i>	This week we spotlight 'Carers Week' in the UK 2020. We identify the role of unpaid carers, the role of young carers and the measures which are required to support them , improve their experiences and ability to access the medicines they require.
TMB 11 (C)	Public health and wellbeing (including psycho-social supports)	<i>Emotional health and wellbeing during COVID-19</i>	The wide-ranging effects of COVID-19 on emotional health and wellbeing, risk factors including socioeconomic inequalities, poverty, debt, unemployment, food insecurity and physical inactivity are identified. We propose key priorities needed to maintain the services required to meet the needs of communities .
TMB 20 (C)	Healthcare	<i>Use of mass testing to complement test and trace capabilities</i>	We propose that increasing effective capacity for mass testing , especially in high risk populations, is central to limiting the spread of COVID-19 . The development of an integrated localised system that is capable of regular, repeat testing may also support other sectors that have been adversely affected by the pandemic.

Theme: Economic (3)

Briefing	Subcategory	Title	Summary
TMB 13 (A)	Economic strategy (national & local)	<i>Economic response and recovery</i>	Guest briefing, by Michael Palin GC Consulting, outlines the potential economic risk to local areas and describes in broad terms, how local areas might respond in terms of their economic recovery plans . Key issues initially identified by local areas responding to economic recovery are discussed.
TMB 23 (A)	Economic strategy (national & local)	<i>Levelling up regional economic resilience: Policy responses to the COVID-19 crisis</i>	Dr Marianne Sensier and Professor Fiona Devine, The University of Manchester, analyse economic resilience in UK regions and recommend additional policy measures to address the direct and indirect impacts of COVID-19 .
TMB 29 (A)	Business regeneration/ rejuvenation; Economic strategy (national & local)	<i>Organisational Resilience: Considerations for recovering and renewing our post-pandemic organisation</i>	Graham Bell of AJC Bell Consulting outlines some over-arching principles of organisational resilience , which can help organisations to reflect on the pandemic and learn from it to recovery and renew. This briefing offers guidance on beginning the journey to post-pandemic recovery and renewal.

Multi-theme briefings (11)

Briefing	Subcategory	Title	Summary
TMB 3 (A)	Communities; Economic; Infrastructure; Environment; Health; Governance	<i>Blogs about COVID-19</i>	We present a comprehensive list of organisations and sources producing blogs on COVID-19 from a range of perspectives and countries . These blogs are relevant to response and recovery across systems internationally and nationally.
TMB 13 (C)	Communities; Governance	<i>Localised 'Smart Lockdowns'</i>	'Smart lockdowns' undertaken by Germany, Portugal, Italy and the UK characterised by local lockdowns are explored. We present strategies to implement this type of lockdown.
TMB 14 (A)	Communities; Governance	<i>The contribution of Humanitarian and Conflict response to recovery and renewal from COVID-19</i>	This briefing summarises a range of different research project that were ongoing at HCRI in 2020 and detail how they could inform government recovery plans . The projects are grouped according to their relevance to different aspects of recovery: Policy, Governance and Systems; Communities, Vulnerability and Marginalisation, and; Infrastructure and Global Mobility.
TMB 14 (C)	Communities; Governance	<i>Travelling safely: Leaving your country and arriving overseas</i>	Exploration of what governments might consider when opening their borders to international travel .
TMB 15 (A)	Communities; Governance	<i>Policing during the COVID-19 pandemic</i>	We discuss enforced lockdowns and restrictions on movements, combined with challenges posed by public demonstrations and protests which resulted in police needing to navigate complex and dynamic relationships with the communities they serve. This briefing provides reflections from the USA and Australia on policing to enforce local lockdowns and manage civil unrest during COVID-19 .
TMB 20 (A)	Governance; Health	<i>Renewal of local government following COVID-19: Reorganisation, Devolution and Institutional Change in English Government</i>	A guest briefing, by Michael Palin (GC Consulting), outlines the key challenges and considerations for local government in advance of the 'Recovery and Devolution' White Paper 2020 . The briefing also touched lightly on NHS changes that were outlined in the NHS "Long Term Plan" published in 2019.

TMB 24 (A)	Communities; Governance	<i>Renewal through People: Reconciliation and Reparation</i>	We argue that Reparation is only one step in the process of helping people recover and move forward from COVID-19. An approach which considers Reparation and Reconciliation is required to build trust, and encourage healing in, and between individuals, communities, organisations and levels of government.
TMB 24 (C)	Communities; Governance	<i>Renewal of People: Insights from International lessons</i>	We bring together some of the core issues for the renewal of people , topics which can be considered in terms of Reconciliation, Reparation and/or Repair depending on the degree of harm caused.
TMB 25 (A)	Communities; Governance; Infrastructure; Health; Economic	<i>Renewal through Place: Repurpose, Relocation and Regeneration</i>	TMB 24 outlined our thinking on what the renewal of People might entail and this briefing argues that Places play an integral role in Renewal . Renewal may focus on healthier communities and equitable access to critical goods, services and amenities. This requires place-based economic planning to revitalise commercial development and employment opportunities.
TMB 25 (C)	Infrastructure; Communities; Health; Economic; Environment; Governance	<i>Renewal through Place: Insights from International lessons</i>	Renewal through Place requires consideration of transformation of where we live, available infrastructure, health and care systems, businesses, and neighbourhoods. We bring together some of the core issues related to Renewal through Place, concerning Relocation and Regeneration and the relationships this has with navigating, experiencing and utilising Place post COVID-19.
TMB 26 (A)	Governance; Infrastructure; Communities; Health; Economic	<i>Renewal through Processes: Reshaping externally and Reorganising internally</i>	Building on TMB 24 (People) and 25 (Place), this briefing focuses on Renewal through Processes , concerning changes to ways of working, rules, procedures and access to services. To explore this, we discuss some of the overarching conditions that influence why renewal through Process may be needed, we consider how Reshaping and Reorganising can assist in assessing performance of Processes for renewal and we present our thinking on a structure way to operationalise Reshaping and Reorganising Processes in the context of COVID-19.

We hope that this month's briefing will assist you when navigating the various important topics covered in TMB over the last 18 months. We will continue with this overview in the next issue of TMB (45 December 1st), before revising the aims and delivery of TMB in 2022.

The Manchester Briefing Team.

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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Communities

Actions

Impact on:

Vulnerable people

USA; Nepal:

<https://tinyurl.com/rs94xwfs>

<https://tinyurl.com/zujx24fe>

Consider re-evaluating disaster preparedness and response strategies to centralise the needs of persons with disabilities.

Many local governments have begun to learn lessons from their COVID-19 response and amend strategies to improve emergency response plans for the future. Ensuring these plans are disability inclusive is critical. Persons with disabilities can often be more vulnerable to risk during normal times and even more so in the height of a crisis. A [recent paper](#) explored the social determinants of disabled people's vulnerability to COVID-19 and the impact of policy response strategies. The paper identifies **recovery and renewal strategies that focus on reducing the social, economic, and environmental conditions that create disproportionate and unequal impacts**. When re-evaluating local disaster preparedness and response, consider:

- Seek feedback from local people who live with a disability, and their carers, to understand how local response to COVID-19 met their needs or how their needs might be met more effectively in the future e.g. communications, access to services, community support mechanisms etc.
- Include strategies that **recognise social vulnerability**, as well as health related vulnerabilities, for example 'universal basic income' approaches to social security or 'housing first' approaches to tackling homelessness
- Identify the various forms of risk that persons with disabilities might be exposed to, taking geographical and locale-specific risks into consideration. Needs will differ in the case of a flood/ fire and evacuation than when faced with a health crisis
- **Integrate the diverse and intersecting needs of persons with disabilities into preparedness and response plans.** Co-produce these plans with them and their carers
- **Identify the barriers that people with disabilities face in the community** – work to reduce these barriers through long-term renewal initiatives, and not just in the case of emergency (e.g. re-designing local infrastructure to increase accessibility)
- Incorporate training for volunteers on the rights and diverse needs of people living with disabilities to maintain their dignity, safeguard against discrimination, and prevent inequalities in care provision (see [UK guidance on supporting people with disabilities](#))

See: '[Disability and Health Emergency Preparedness](#)' for guidance on identifying needs, tools and resources, and guidance for assessing preparedness and response programmes. See also: [TMB 19](#) for a further case study on disability-inclusive recovery and renewal.

Communities	Actions
<p>Impact on: <i>Community participation</i></p> <p>Ghana; Kenya; Ethiopia: https://tinyurl.com/jppnx2p9</p> <p>Nepal: https://tinyurl.com/afbp9ty6</p>	<p>Consider ways to meaningfully engage young people in disaster risk reduction (DRR). TMB 36 discussed the potential role of young people in reducing and responding to disaster risk. The lesson details meaningful, inclusive, and creative strategies for engaging young people in all stages of DRR such as youth-led/collaborative participation. A recent addition to the Sendai Framework Voluntary Commitments details The Africa Youth Advisory Board on DRR (AYAB DRR), a collective established to encourage meaningful youth engagement and participation in DRR policy development, implementation and evaluation across Africa. Consider:</p> <ul style="list-style-type: none"> ▪ Connect with local youth-led/youth-focused organisations, invite these organisations to collaborate on all stages of DRR and connect their voices with local decision makers ▪ Support young people as agents of change by acting as a facilitator/brokerage to connect their groups and initiatives to resilience partners who can inform and coach/take inspiration from youth-led DRR initiatives. This activity could also support the development of local/regional networks between young people and resilience partners ▪ Use online platforms (websites, social media etc.) to create open, accessible and inclusive knowledge sharing capacity for youth-led DRR groups/organisations, or to showcase, celebrate and promote their work. For example: <ul style="list-style-type: none"> ○ The Himalayan Risk Research Institute is developing a platform for disaster risk reduction students, researchers and young professionals. The initiative aims to develop a “skill transfer mechanism” whereby training, field research and workshops can build the knowledge and skills of young scientists and professionals and in turn benefit local DRR activities ▪ Enable the mobilization of youth groups, by increasing their access to local resources (e.g. community spaces they could use) and support “physical and virtual capacity building” to improve their visibility, inclusion and active participation
<p>Economic</p> <p>Impact on: <i>Economic strategy; Telecommunications (incl digital)</i></p> <p>UK: https://tinyurl.com/mhf39pc3</p> <p>USA: https://tinyurl.com/ym97hajd</p>	<p>Consider ways to drive a more productive and inclusive digital economy. Digital technology proved invaluable for much of society and the economy to adapt and cope with the effects of the pandemic. However, the pace of digital transformation has exposed much of the inequalities in accessing and benefiting from the digital economy. For example, during the pandemic, most SMEs adopted basic digital technologies, however, many lack the resources and infrastructure (compared to larger firms) to employ complex digital strategies that could increase growth and productivity. An uneven distribution of digital productivity advantages may accelerate a “K-shaped recovery”, which risks leaving people and places behind. Consider:</p> <ul style="list-style-type: none"> ▪ Increase access to digital technology e.g. improve access to broadband and digital devices to provide the technical means for productivity to develop/advance. Where connectivity is “slow, expensive or non-existent”, local governments can address the digital divide and increase access by creating or investing in publicly or privately run local networks, e.g. libraries/public buildings. For example, Toronto city council, Canada: <ul style="list-style-type: none"> ○ launched the ConnectTo 2021 programme which increases access to affordable, high-speed internet across the city, targeted at underserved communities in the city and; ○ in partnership with a private sector partner will establish a municipal broadband network; expand access to free public Wi-Fi and design a ‘Digital Equity Policy’ to tackle the growing digital divide and support the most vulnerable and marginalized communities in the city. ▪ Create means by which people can increase their digital skills – training, skills development workshops etc. in collaboration with local partners (local schools, colleges, businesses, voluntary organisations). Creating an eco-system of support to tackle digital inequalities can drive inclusive productivity growth and benefit the whole community ▪ Implement new strategies for inclusive productivity that consider the advantages of digital technology on the local economy, productivity and community wellbeing. New strategies should be informed by evidence, taking multiple dimensions into consideration e.g. education, business innovation, housing, and infrastructure

Environment

Actions

Impact on:

Resilience to climate change

UK; Ghana; Global:

<https://tinyurl.com/9rcjt8n4>

Consider how nature-based solutions (NbS) can build resilience. COVID-19 has exacerbated what has already been described as a “triple emergency: climate change; nature loss; rising poverty and inequality”, while also presenting a rare opportunity to improve preparedness and mitigation through recovery and renewal. Effective NbS involve working closely with nature, people and the climate, realising the interdependent nature of these elements. NbS are a cost effective approach and have the potential to deliver multiple benefits simultaneously when implemented effectively. A recent report brings together examples of NbS for *climate, nature and people* from 13 local community case studies. Consider the following examples of holistic approaches that address the these interdependent threats:

- The Medmerry project, UK, embarked on a coastal managed realignment to build new sea defences inland from the coast allowing a new ‘intertidal’ area to develop. Cross benefits of this initiative include:
 - *Climate change*: The intertidal habitat serves as a blue carbon store, meaning the area can itself **adapt to the effect of climate change and mitigate future climate change impacts, making the area more resilient to sea level rise and storms**
 - *Nature*: Bird populations have thrived as a result of the site creation
 - *People*: The project has developed flood protection to homes, critical infrastructure and local services. The work of this project has increased the economic value of production in the area, boosted tourism and reduced the emotional stress faced by vulnerable communities
- [Talensi, Ghana](#), implemented a farmer-led and community-based dryland restoration initiative to tackle the deteriorating soil fertility and local natural resources. The communities used ‘Farmer Managed Natural Regeneration’ to restore multipurpose trees to rural areas. Cross benefits of this initiative include:
 - *Climate change*: Increase in water retention and soil erosion reduction as a result of soil and tree restoration on farms
 - *Nature*: 718 hectares of degraded land was restored and the project resulted in the planning of 23,000 additional fruit trees in the area
 - *People*: A reduction in **annual household hunger** and an increase in **diverse household income sources (e.g. greater range of food crops) leading to increased levels of household resilience**

Previous TMBs discuss additional NbS strategies: [Issue 20](#), [Issue 30](#) and [Issue 33](#)

Environment	Actions
<p>Impact on: <i>Resilience to climate change; Resourcing and financial frameworks</i></p> <p>USA: https://tinyurl.com/ptkmt9n2 https://tinyurl.com/s7r2x4pk</p>	<p>Consider climate insurance as a risk transfer process to protect communities and build resilience. COVID-19 has shown that existing planning and programmes are much more accustomed to respond to immediate, tangible local risks, and consistently struggle to anticipate and respond to global risks such as climate risks. A recent report examines how financial tools, namely insurance, could make vulnerable communities more resilient in the face of escalating climate impacts. Consider that climate insurance could:</p> <ul style="list-style-type: none"> ▪ Mitigate impacts and increase preparedness for climate emergencies ▪ Generate incentives for climate adaption initiatives e.g. protect homes through more affordable and effective insurance for renters, homeowners, businesses, and communities or reduce risk in communities through better land-use and planning strategies ▪ Buffer future impacts and reduce the pressure on local resources in the event of an emergency ▪ Provide funding for future recovery in the event of climate related emergencies <p>When planning the design and pricing of climate insurance, consider:</p> <ul style="list-style-type: none"> ▪ Conducting a risk assessment to develop a robust and evidence-based understanding of risk and the strategies that are required to mitigate and prepare for risk ▪ If evolving hazards have been taken into account – e.g. risk assessments should look forward and assess how risks are evolving in light of climate change ▪ If risk communications are effective e.g. are individuals fully informed so they can make informed decisions about insurance?

Health	Actions
<p>Impact on: <i>Healthcare</i></p> <p>UK: https://tinyurl.com/2syz3drn https://tinyurl.com/btcp9r2h https://tinyurl.com/ctwcrem3</p>	<p>Consider embedding Neighbourhood Community Psychologists to enhance recovery and resilience building in communities. The pandemic has highlighted the multitude of ways that community action has supported resilience (see TMB 30). The British Psychological Society (BPS) recognises that although this is very much the case, it is critical that we don't overlook those communities who have "long faced and struggled to overcome adversity". As with many other impacts of the pandemic, the psychological impacts vary significantly in "scale and social distribution". Those who have limited local/neighbourhood connections have been found to be more socially, economically and clinically vulnerable to psychological strain and distress. The BPS have provided guidance on the potential benefits and possibilities of appointing a Neighbourhood Community Psychologist which may be of use to local government teams, civil society organisations/other community workers. Consider embedding psychologists in local authorities to:</p> <ul style="list-style-type: none"> ▪ Improve community engagement and prevent distress by co-creating with local communities, and to research and provide the evidence base for preventative interventions to improve community health ▪ Bring distinct knowledge, skills, and capabilities, such as: <ul style="list-style-type: none"> ○ Extensive theoretical and evidence-based knowledge and understanding with regards to behaviour and experiences in various contexts e.g. social, cultural, policy and politics ○ Understanding of important forms of capital (social, economic, cultural) and factors of place that affect people's lives ○ Experience of directly working with individuals, groups and across organisational boundaries, with abilities to work with and balance power, conflict and diversity ○ Co-designing research that tackles complex societal challenges and places reflection and learning at the heart of practice <p>The guidance helpfully offers a job description which could be used in full to create a new post within a local authority or could be used in part to align with another role.</p> <p>Case study example from the pandemic:</p> <ul style="list-style-type: none"> ▪ MAC-UK, a group of community psychologists, have been working in communities with vulnerable young people during COVID-19. Some of their activities include: <ul style="list-style-type: none"> ○ Investigating the 'underground economy' where many excluded young people work to identify ways in which they can be supported in the event of income loss due to the economic impacts of the pandemic ○ Developing strategies on 'what next' in the aftermath of COVID by exploring the potential role of community psychologists in creating social change in communities

Governance	Actions
<p>Impact on: <i>Information & data</i></p> <p>USA; Global: https://tinyurl.com/427vazke</p>	<p>Consider how socio-economic and socio-cultural variables can affect the impacts of public health crises. Research has found that additional statistical modelling based on cultural and demographic factors can help to predict how disease outbreaks such as COVID-19 can accelerate and progress. The aim of this ongoing research is to project the spread of future pandemics by utilising the predictive power of cultural and demographic data. Effectiveness of response interventions should consider cultural values among people in communities. Consider:</p> <ul style="list-style-type: none">▪ A data driven approach to modelling disease outbreak prevalence based on cultural and demographic factors such as:<ul style="list-style-type: none">○ Population size○ Population density○ Public transport○ Health (e.g. obesity)○ Culture (e.g. voting patterns – research has shown that societies/communities with low trust in institutions tended to have higher COVID-19 death rates) <p>This paper offers a predictive model of COVID-19 prevalence – finding that the above 5 risk factors can predict between 47% and 60% of variation in COVID-19 prevalence in US counties. A second paper explores how cultural values can support the prediction of how outbreaks could progress and also what population groups may be most vulnerable.</p>

Briefing C:

Understanding 'whole-of-society' resilience

There is a new term being used in the emergency planning community – 'whole of society resilience'. This term was integral to government's Integrated Review (IR)¹ (see [TMB 32](#)) and featured heavily in the call for evidence for the National Resilience Strategy (NRS)². This new term points to an ambitious endeavour for societal resilience and forms a call-to-action that is broader than community resilience. But ... What does whole-of-society resilience mean? What might be its implications for emergency planning? Below we share some initial thoughts on answers to these questions.

What does whole-of-society resilience mean?

Building a collective understanding on the meaning of 'whole-of-society' resilience is a critical first step to ensure that ambitious endeavour is aligned. To aid this process, we share an early definition which could inform debates and future definitions. Whole-of-society resilience is the:

capability created by local systems that help people and places to adapt and advance in a changing environment³

In this definition,

- **capabilities** should work to understand risk, pinpoint vulnerability, enhance preparedness, and leverage agency. Examples of capabilities include the management of spontaneous volunteers and business continuity.
- **systems** include actors (e.g. individuals, community groups, businesses, and organisations) and governance (e.g. the framework for organising, delivering, and evaluating capabilities). Systems have the following components: strategy and leadership, intelligence and partnerships, management systems, coordination and communication, and delivery functions.
- **people** includes vulnerable people, staff, critical workers, volunteers, school children, citizens, visitors.
- **places** includes employers, service and infrastructure providers, indoor and outdoor spaces, natural environment.

What are the implications of whole-of-society resilience for emergency planning?

The use of the term whole-of-society resilience has ignited change in the resilience narrative across the UK. It suggests that whole-of-society resilience embeds the need to depart from historically government centred approaches to building resilience, towards an integrated approach with whole-of-society. This is characterised by a combination of top-down and bottom-up collaboration, and the co-production of local resilience capabilities with whole-of-society resilience actors.

Whole-of-society resilience reinforces that the world is interconnected so **you cannot be resilient on your own**.

Therefore, responding to this call on whole-of-society resilience requires thought on how resilience partnerships and society can work together to understand and reduce risk, pinpoint vulnerabilities, enhance our preparedness and leverage the agency of our communities. Building the resilience of our society should be a strategic endeavour, with national policy being influenced by knowledge and work at the local level and then interpreted and implemented locally, through collaboration between resilience partnerships (government sector), sector partners (voluntary sector and business), and communities (individuals, groups, networks, businesses and organisations). Such a partnership is demonstrated through the newly established *National Consortium for Societal Resilience [UK+]* (NCSR+)⁴.

The NCSR+ recognises that resilience must be rooted *inside communities*. This includes building on existing community structures and partnerships and establishing new ones, and creating an inclusive, supportive, and enabling environment for the co-production of whole-of-society local resilience capabilities. Over the coming months, the members of NCSR+ aim to tackle this challenge together. An early activity for NCSR+ will be to develop a shared understanding of whole-of-society resilience, identify the principles that should underpin a whole-of-society approach, and gather and promulgate good practice examples of community resilience strategies.

1 HM Government (2021) [Global Britain in a Competitive Age: The Integrated Review of Security, Defence, Development and Foreign Policy](#). Cabinet Office, March 2021

2 HM Government (2021) [National Resilience Strategy: Call for Evidence](#). Cabinet Office, July 2021

3 Shaw and Jordan (2021), *Understanding 'whole-of-society' resilience*. The Manchester Briefing on COVID-19: International lessons for local and national government recovery and renewal. Issue 44, October 29th 2021, p.15-16. The University of Manchester. Available at: <https://www.alliancembs.manchester.ac.uk/research/recovery-renewal-resilience-from-covid-19/briefings/>

4 [The National Consortium for Societal Resilience \[UK+\]](#)

This blog aims to support the first step of developing a shared understanding of WoS resilience, agreeing on “what it is and how we make it relatable to the person on the street”⁵. To achieve this the members of NCSR+ are already listening to their local communities to gain information on their own local risk and priorities for resilience. However, with the backdrop of communities’ responses to COVID-19 and the whole-of-society resilience that was built, we have to move quickly. COVID-19 has “helped to galvanise every single aspect of society into realising that there is a place for everybody to have some responsibility”⁶ when it comes to building resilience and we should try to firmly embed this rather than lose it.

In summary, **you cannot be resilient on your own**. Shared understanding and joint working is needed, which requires an adjustment of relationships on resilience between whole-of-society and resilience partnerships. The aspiration is to work towards collective resilience of whole-of-society, a collaboration across local resilience partners, sector partners, and whole-of-society. Government is organising itself to respond to this call-for-action and the NCSR+ is positioning its work to support local government to collaborate with whole-of-society on resilience.

5 **Joan McCaffrey**, Local Government Civil Contingencies, Northern Ireland, speaking at the [launch of the National Consortium for Societal Resilience \[UK+\]](#)

6 **Kevin Murphy**, The Office of the Committee for Home Affairs, States of Guernsey, speaking at the [launch of the National Consortium for Societal Resilience \[UK+\]](#)