

Produced by: **Professor Duncan Shaw, Róisín Jordan and David Powell,**
University of Manchester

Briefing: **50** Date: **03/05/2022**
© The University of Manchester, 2022

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 and Renewal from COVID-19, including government, emergency planners, resilience officers, the voluntary sector, and communities.

Over the last 18 months we have shared +600 lessons on Recovery and Renewal which you can find on our [Database](#).

Watch: 31/01/2022

Presenting the Chilean Ministry for Youth (INJUV):
Spontaneous Volunteer Programme

<https://tinyurl.com/3jvnjwe9>

Watch: 25/11/2021

Canada: Search and Rescue Volunteer Association of Canada
(SARVAC)

<https://tinyurl.com/5en2ebez>



Our focus for 2022 will centre around blogs that explore how we can progress towards building Resilience across the whole-of-society.

The National Consortium for Societal Resilience UK+ (NCSR+) are running a series of webinars exploring how whole-of-society resilience is developed and delivered internationally, **watch:**

Watch: 15/12/2021

New Zealand: Wellington Region's Community Emergency Hub

<https://tinyurl.com/3e4567rj>

Watch: 04/11/2021

USA: FEMA's Community Emergency Response Teams (CERT)
programme

<https://tinyurl.com/4uw2bka5>

Guidance for self-reflection on Recovery and Renewal

Introduction

As part of our ESRC funded project on [Recovery, Renewal, Resilience](#) (RRR) we committed to designing a self-evaluation methodology that enables reflection on recovery and renewal practices. This methodology is informed by lessons we gathered from working across the world – spending thousands of hours working on recovery/renewal and with multi-agency groups that coordinate recovery in the aftermath of COVID-19 (in the UK these are called Recovery Coordination Groups - RCGs). This self-evaluation methodology supports local government and other organisations (e.g. voluntary sector) to self-assess their recovery plans and renewal strategies. This self-assessment complements the international standard we wrote [ISO/TS 22393 'Guidelines for planning Recovery and Renewal'](#) and its operational version ['Operationalising ISO/TS 22393: Seven steps to plan recovery and renewal'](#).

This briefing outlines the self-reflection methodology and can be used in conjunction with ISO/TS 22393. The self-reflection is portioned into seven areas each with a set of questions to pose. Annex 1 provides a template for how those questions might be assessed using a Likert scale – and it is important to record the justification for assessments. The questions focus more on the principles of developing Recovery and Renewal activities – not the intricacies of the activities themselves.

What is this self-reflection guidance?

This briefing encourages you to reflect on a range of issues about the planning of Recovery and Renewal of whole-of-society following a crisis.

We define the following terms:

- **Recovery:** operational, transactional and short-term activity to enhance preparedness following a crisis. Recovery is focused on communities, i.e. the people, places and processes, and is underpinned by power and partnerships.
- **Renewal:** strategic, transformational, systemic endeavour to build resilience following a crisis. Renewal is more ambitious than recovery, potentially tackling chronic societal issues that the crisis has exposed as offering significant opportunities to enhance people, places and processes.
- **Whole-of-society:** local actors and the places that are important to them.
 - o **Actors** include individuals (e.g. vulnerable persons, workers, school children, visitors, households), communities (e.g. groups that share a location, interest or vulnerability), businesses (e.g. small and large enterprises), and organisations (e.g. voluntary sector, government sector).
 - o **Places** include indoor and outdoor spaces, the natural environment, locations of services and infrastructure, employment hubs.

Many RCGs that lead Recovery and Renewal have analysed information from the response, assessed impacts and needs, and gathered lessons learned. There is also a benefit from RCG reflecting on its own practice – including looking back at what and how they have progressed Recovery and Renewal, and use this to think about how to continue their work. This self-reflection aims to support the process of looking back on Recovery and Renewal, and what the future of Recovery and Renewal could involve.

We know that many in local government have coordinated excellent work on Recovery and Renewal, including on economy, society, and public health systems, among other topics. Whole-of-society Recovery and Renewal includes that of individuals, communities, businesses, organisations, and other non-resilience governmental partners.

How might you use this self-reflection guidance?

There are at least three approaches to answering the questions in this self-reflection:

- an RCG could collectively work through the self-reflection and decide, together, how they would assess each question
- each member of an RCG could individually work through the self-reflection and assess each question from their individual perspective. Then comparison of their assessment could be discussed in a meeting of the RCG. Assessments from whole-of-society could also be included
- an individual could individually work through the self-reflection and reflect upon the performance of their Recovery and Renewal activities – taking any observations into an RCG for wider consideration

Whichever way the self-reflection is organised, it is helpful to record the rationale for answers as the explanation is just as important as the answer. In the questions below we always use a shorthand of "Recovery and Renewal" but you should answer each question on whichever aspect is more relevant to your context – whether that is Recovery (only), Renewal (only), or Recovery and Renewal (both).

Seven areas for self-reflection

Strategy and leadership

First, we encourage you to reflect on the strategy and leadership to progress Recovery and Renewal. Some organisations have mature approaches to Recovery and Renewal from this crisis, while others are still working towards this. Self-assess:

1. 'My organisation' has a suitable strategy approved for Recovery and Renewal.
2. 'My organisation' has a strategy for Recovery and Renewal that has been aligned with other strategy documents.

3. 'My organisation' has a suitable plan approved to deliver Recovery and Renewal.
4. The leaders in 'my organisation' actively support our ambition for Recovery and Renewal.
5. 'My organisation' has a recent example of good practice Recovery and Renewal.

Partnerships and intelligence

This area reflects on partnerships that you have which will help to create intelligence about this crisis – that information which is key to evidence-based planning. The questions below focus on how information for Recovery and Renewal is brought into 'your organisation' (i.e. the resilience partnership or sector partner that you represent) to better understand the activities in the response, identify impacts and needs, and consider lessons learned which should inform Recovery and Renewal. Self-assess in the context of your organisation engaging with partners to understand impacts and needs and the lessons learned from this crisis:

6. My organisation' has sufficient information exchange for Recovery and Renewal with members of the Local Resilience Forum (especially those with community service responsibilities).
7. 'My organisation' has sufficient information exchange for Recovery and Renewal with local voluntary sector organisations.
8. 'My organisation' has sufficient information exchange for Recovery and Renewal with local faith-based organisations.
9. 'My organisation' has sufficient information exchange for Recovery and Renewal with local organisations that focus on vulnerable people (e.g. homelessness, financial pressures, health-related issues).
10. 'My organisation' has sufficient information exchange for Recovery and Renewal with large local businesses.
11. 'My organisation' has sufficient information exchange for Recovery and Renewal with small local businesses.
12. 'My organisation' has sufficient information exchange for Recovery and Renewal with non-resilience units in local government.
13. 'My organisation' has sufficient information exchange for Recovery and Renewal with internal and external subject matter experts who can provide insight.
14. 'My organisation' has sufficient information exchange for Recovery and Renewal with other resilience partnerships (e.g. from other regions) to learn from their approaches.
15. 'My organisation' analyses the information received from its wider partners to inform Recovery and Renewal.

Management systems

We encourage you to reflect on the management systems that enable 'your organisation' (i.e. the resilience partnership or sector partner that you represent) to achieve its desired outcome on Recovery and Renewal. Self-assess:

16. 'My organisation' has the expertise needed to achieve its desired outcome on Recovery and Renewal.
17. 'My organisation' has the sustainable staff capacity

needed to achieve its desired outcome on Recovery and Renewal.

18. 'My organisation' has allocated the sustainable funding needed to achieve its desired outcome on Recovery and Renewal.
19. 'My organisation' has a process to risk manage a failure of its Recovery and Renewal work (e.g. implementation not having the expected impacts, causing harm, or undermining your organisation's reputation).
20. 'My organisation' has a process to analyse the sustainability of Recovery and Renewal initiatives (e.g. points of failure).
21. 'My organisation' has the appropriate support functions to assist on Recovery and Renewal.
22. 'My organisation' monitors its own performance on progressing Recovery and Renewal.
23. 'My organisation' has audited its work on Recovery and Renewal.
24. 'My organisation' is learning from its own practice on Recovery and Renewal.

Coordination and communication operations

This area reflects on whether the coordination of Recovery and Renewal activities ensures that activities align and complement each other, rather than compete. Coordination may be needed for any Recovery and Renewal activity, whether that involves coordination across one partner or multiple, and across a single topic or a complex arrangement of intersecting activities. Self-assess:

25. 'My organisation' is able to coordinate its own delivery of Recovery and Renewal.
26. 'My organisation' works with multiple partners in a coordinated manner to align its delivery of Recovery and Renewal.
27. 'My organisation' has sufficient channels to communicate with partners and whole-of-society about Recovery and Renewal.
28. 'My organisation' has sufficient channels to receive information from partners and whole-of-society on Recovery and Renewal.

Partners who support capabilities

We encourage you to reflect on the different partnerships that can help to achieve the desired outcomes on Recovery and Renewal. Self-assess:

29. 'My organisation' works with local community groups to achieve its desired outcome on Recovery and Renewal.
30. 'My organisation' works with local voluntary sector organisations to achieve its desired outcome on Recovery and Renewal.
31. 'My organisation' works with local faith-based organisations to achieve its desired outcome on Recovery and Renewal.
32. 'My organisation' works with volunteers from local businesses (e.g. as part of volunteer days) to achieve its desired outcome on Recovery and Renewal.

33. 'My organisation' works with community resilience groups to achieve its desired outcome on Recovery and Renewal.
34. 'My organisation' works with elected officials to achieve its desired outcome on Recovery and Renewal.
35. 'My organisation' works with non-resilience parts of local government to achieve its desired outcome on Recovery and Renewal.

Any other partners involved in Recovery and Renewal of whole-of-society resilience that you work closely with but are not mentioned above should be included here.

Delivering Recovery and Renewal

This area reflects on the diversity of your organisation's activity to deliver Recovery and Renewal. Self-assess:

36. 'My organisation' has an effective and efficient plan (with allocated responsibilities) to deliver the Recovery and Renewal strategy on communities.
 - o When answering, reflect on a range of activities including: vulnerable people, volunteers, community participation, public protection, emergency housing (incl homeless), welfare (incl social care), education & skills, and cultural.
37. 'My organisation' has an effective and efficient plan (with allocated responsibilities) to deliver the Recovery and Renewal strategy on infrastructure.
 - o When answering, reflect on a range of activities including: infrastructure providers, infrastructure customers, energy (utilities), telecommunications (including digital), urban & rural infrastructure, transport, waste management, and supply chain & logistics.
38. 'My organisation' has an effective and efficient plan (with allocated responsibilities) to deliver the Recovery and Renewal strategy on the environment.
 - o When answering, reflect on a range of activities including: spatial planning (incl public spaces), environmental health, living sustainably, and resilience to climate change.

39. 'My organisation' has an effective and efficient plan (with allocated responsibilities) to deliver the Recovery and Renewal strategy on personal health.
 - o When answering, reflect on a range of activities including: healthcare, public health and wellbeing (incl psycho-social supports), excess death management, and connectivity between health & the wider system.
40. 'My organisation' has an effective and efficient plan (with allocated responsibilities) to deliver the Recovery and Renewal strategy on governance.
 - o When answering, reflect on a range of activities including: legislation, policy, guidance, information & data, resourcing & financial frameworks, partnerships & coordination (national, subnational, local), strategic communications, and governance of delivering Recovery & Renewal
41. 'My organisation' regularly collects feedback from partners to improve its ongoing delivery of the Recovery and Renewal strategy.
42. 'My organisation' regularly collects feedback from whole-of-society to improve its ongoing delivery of Recovery and Renewal.

Overall performance

As a final step we encourage you to reflect on how your organisation has performed well on its Recovery and Renewal to enhance resilience. Self-assess:

43. 'My organisation' has performed well so far on its Recovery and Renewal work.

Conclusion

With partners, we will observe how this methodology can be applied and improve it in line with feedback to ensure it is a value-adding evaluation. We hope you find this guidance helpful, if you have any questions please get in touch with our team at: recoveryproject@manchester.ac.uk.

