

The Manchester Briefing on COVID-19

International lessons for local and national government recovery and renewal

Tenth briefing: Week beginning 8th June 2020

Produced by Professor Duncan Shaw, Professor Ruth Boaden, Dr Jennifer Bealt, David Powell, Dr Nathaniel O'Grady, Dr Ayham Fattoum, Dr Joy Furnival, The University of Manchester, UK. With special guest Braulio Eduardo Morera from Global Resilient Cities Network.

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

The Manchester Briefing (TMB) on COVID-19 is aimed at those who plan and implement recovery from COVID-19, including government emergency planners and resilience officers.

This week we reflect on our learning from lessons we have brought together on recovery and renewal from COVID-19 over the last 10 weeks. TMB brings together weekly 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 five briefings:

Briefing A: TMB – The Team and our Partners

Briefing B. Focus of the week – Do cities have adequate tools to plan their recovery from the COVID-19 crisis?

Briefing C. Lessons gathered by our team

Briefing D. Case Study – National Carers Week UK

Briefing E: Useful webinars

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

Other information

If this is the first briefing you have received and would like to be sent the previous ones, please email events@manchester.ac.uk.

If you would be willing to contribute your knowledge to the briefing (via a 30-minute interview) please contact Duncan.Shaw@manchester.ac.uk

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

Briefing A: TMB – The Team and our Partners

Thank you to the interviewees who have volunteered their knowledge and insights. Many of these have already been included in our “lessons you might find helpful from across the world” section.

We always need more interviewees to share their lessons, so please do volunteer. We have included about 20 countries so far – so please get in touch.

We are indebted to our dissemination partners



Thank you to [Global Resilient Cities Network](#) which creates its own version of TMB to circulate to its 5,000 members and makes available on its [website](#). Huge appreciation also to [British Standards Institute](#), [Local Government Association](#), [Solace](#), [The Emergency Planning Society](#), [United Nations Disaster Risk Reduction](#) and, of course, [The University of Manchester](#), which includes the [Humanitarian Conflict Research Institute \(HCRI\)](#). Together they disseminate TMB to 38,000 members of our community.

Who are we?



Thank you to our team who all provide weekly service to TMB and the blogs and seminars that sit around it... you can find more on www.ambs.ac.uk/covidrecovery

Prof Duncan Shaw – leads TMB’s cross-university team. Duncan sits on local/national government COVID-19 committees and identifies emerging issues that direct TMB content and ensure that it stays ahead of government needs. He develops thinking on Recovery and Renewal and translates this into local government practice.

Prof Ruth Boaden – brings her expertise on health and care management and research impact to the team, as well as drawing on experience of directing large multi-disciplinary research teams. Ruth is seconded part-time to advise the Greater Manchester Health and Social Care Partnership on evaluation, working with the NHS and local government.

Dr Jennifer Bealt – identifies global lessons through interviews with experts and the collation and synthesis of secondary data. Develops data into weekly actionable lessons for recovery and renewal. Supports the coordination of the TMB’s cross-university team.

David Powell – keeps the team grounded in practice following a lengthy and successful career in policing, local authority emergency planning, and strategic resilience partnerships. David sits on local and national committees on COVID-19 and translates his thinking on Recovery and Renewal into government practice and TMB.

Dr Nathaniel O’Grady – explores the effects of technological innovation on security. Contributes to the writing of TMB and associated blogs, including unpacking the thinking behind Britain’s contact tracing app, and contributes to the team’s strategic thinking around recovery and renewal.

Dr Ayham Fattoum – uses the systems thinking paradigm to understand and model systems for higher resilience and viability; focusing on community engagement, operational effectiveness and agility. Contributes to the writing of TMB and associated blogs, including decision-making during and after COVID-19.

Dr Joy Furnival – was a member of the team (in her role as a Senior Lecturer) until the end of May when she returned to the NHS as Chief of Improvement at the North West Ambulance Service. Her extensive blog experience and her social media presence was key in the development of TMB and its dissemination and we will continue to work with her in future.

It takes small groups of thoughtful, committed citizens

It was Margaret Mead who famously said: *“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has”*.

The research for TMB has found these small groups of thoughtful people who are changing their world in every country, sector, and discipline - everywhere - the citizens who plan and implement response and recovery from COVID-19. We have been privileged to see their commitment, innovation, and speed of creating a response to the global challenges presented by COVID-19. Across so many countries, just some of the tremendous successes include creating volunteer capacities, communities making facemasks and gowns, supporting vulnerable people, building temporary hospitals, deploying Track and Trace ... the list is endless. Margaret Mead also said, *“I must admit that I personally measure success in terms of the contributions an individual makes to her or his fellow human beings”*. On this, all those across the world who have been planning to respond and recover their areas would be measured as having great successes.

Briefing B. Focus of the week – Do cities have adequate tools to plan their recovery from the COVID-19 crisis?

We have a guest briefing from one of our partner organisations, the Global Resilient Cities Network (GRCN)

Braulio Eduardo Morera, Director of Innovation + Project Development, [Global Resilient Cities Network](https://www.resilientcitiesnetwork.org/)

Introduction

Planning is a frequent activity for local government. Communication campaigns, budgets, land-use plans, and climate mitigation strategies are just some examples of complex programmes of work that local governments create and deliver on a regular basis. However, COVID-19 poses a major new challenge to local governments to act and plan differently.

To plan a relevant response to COVID-19, local governments need to consider that this pandemic develops at a different pace in different places and its effects will be numerous; it is useful to describe it as a slow onset crisis with wide-ranging and complex impacts¹. This means there are a myriad of practical considerations that make recovery planning particularly hard: vast knock-on effects, undefined impacts and overlaps between response and recovery are just a few of the considerations that need to be taken into account (Shaw et al, 2020)².

City planning tools are normally based on non-dynamic snapshots of data and projections that are typically updated every five to ten years. City planning methodologies can be helpful in the current context, but they will fall short of integrating the key data because it is constantly changing while new urgencies are surfacing. Post disaster tools also offer relevant insights in managing a complex situation, but their reliance on external capacity often make them impractical for local governments – especially those in the Global South. Importantly, post disaster tools and methods rely on static pictures of pre- and post-disaster vulnerability conditions, which are helpful after a sudden natural disaster like an earthquake or hurricane.

The challenge

How can local governments systematically capture and analyse the evolving data? How can the dynamic information be articulated to all stakeholders in an accessible and clear manner? The GRCN, drawing on over six years of experience exploring methods to support strategic planning in local authorities, is collaborating with its member cities to support them in such challenges. Through its Cities for a Resilient Recovery initiative³, the GRCN is identifying how tools can be adapted to support cities in responding to the substantial challenges of this pandemic.

The changes needed

Our emerging hypothesis is that *strategic planning tools based on existing best practice can help local governments respond to the urgencies of this moment, but to do so effectively they may require change*. Tools and methods need to have three key characteristics:

- **Enabling agile processes.** As the global pandemic evolves and has multiple effects locally, new science will emerge, and ideas and measures may have to change in response to uncertainty. An agile approach

1 <https://www.diplomaticcourier.com/posts/disaster-versus-crisis-how-the-nature-of-the-covid-19-crisis-affects-our-response>

2 The Manchester Briefing, Week 2, available from events@manchester.ac.uk

3 <https://www.resilientcitiesnetwork.org/recovery>

assumes that making real-time changes is crucial not only for emergency response activities but also for recovery planning and implementation.

- **Integrating an iterative approach into planning.** Key indicators might vary over the crisis due to multiple factors like changes in people’s behaviour or policy failure. Subsequently, the focus of planning activities may have to switch back from recovery to emergency response and vice versa, and some decisions will need to be reconsidered.
- **Orienting the work through well-defined phases.** Operating in this complex environment demands local government staff to have appropriate information that clarifies key phases and priorities. Whilst in the early stages of recovery planning, priorities are focused on gathering and analysing current data, later stages of work will require focus on the articulation of ideas and their prioritisation.

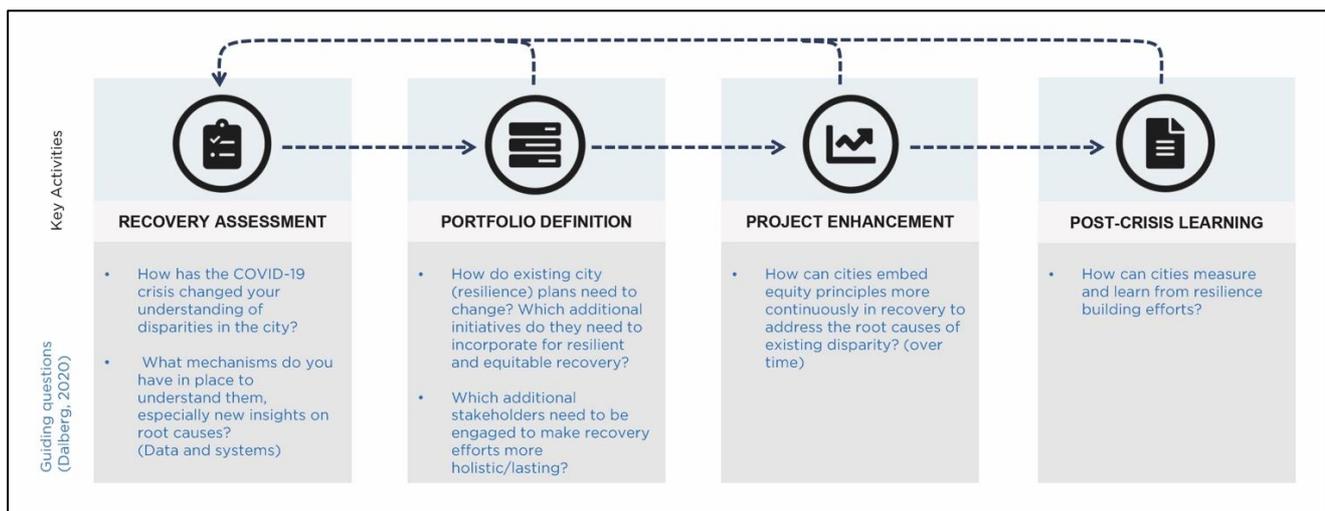
The importance of resilience

As society, its economy and the infrastructure that serves them are severely impacted by the COVID-19 crisis, cities need to ensure their recovery strategies and investment decisions enhance, rather than undermine, the city’s resilience. A resilience-based approach can be helpful in every planning opportunity, but it can be particularly helpful now that cities require fresh new ideas that can help them prevent similar crisis. Resilience is also helpful in integrating new, often grassroot, place-based ideas to support communities in the long-term and prevent urban systems to fail. Core to our approach is the City Resilience Framework (CRF), a practical tool to guide this process holistically⁴. It summarises the 12 action areas that cities need to address to build resilience and the key objectives underpinning those.

The phases of work involved

In this context, our ongoing collaborations to support cities to integrate resilience in their recovery efforts are based on key phases, shown in Figure 1 and detailed below:

Figure 1



⁴ <https://www.rockefellerfoundation.org/report/city-resilience-framework/>

- **Recovery assessment:** This includes methods and approaches that enable a situational analysis with a level of detail that aligns to the cities' needs and capacities. Our team is exploring how existing methods based on best practice like the Impact Assessments used in the UK⁵ or UN's Post Disaster Needs Assessment⁶ can be helpful to local government, by using them in an iterative manner. We have adapted one of our tools to create a Recovery Resilience Assessment to help cities analyse the impacts of COVID-19 in their communities from a systemic perspective. By using tools like these, cities will be in a better position to identify interventions and investments relevant to their specific needs.
- **Portfolio definition:** Once the impacts of the crisis are understood, local governments need to identify actions that will enable them to respond to their specific context and the complex nature of the COVID-19 impacts locally. Existing methods like scenario planning can help cities to test their ideas in the context of uncertainty. However, it can become an expensive exercise if there are insufficient trained staff. 'Filtering' and/or prioritising actions through a holistic resilience approach is likely to generate a more robust pipeline of projects, better able to reflect the diverse needs and gaps in each city. To enable this, we are developing a practical 'Action Plan' tool to help cities articulate the resilience value of each proposal through a simple set of questions. Following this rapid process, cities will obtain an evidence-based portfolio of relevant actions to address the social, economic and infrastructure needs emerging from the COVID-19 crisis.
- **Project enhancement:** Our experience demonstrates that early stages of project development represent the best opportunities to embed holistic resilience principles in projects. By exploring their priority projects from a resilience perspective, cities can ensure their investments are more impactful, and genuinely respond to existing and emerging stresses and future shocks. Critical to this stage is that local governments own the process using accessible methods. The GRCN, as well as other Rockefeller Foundation grantees have developed multiple methodologies, such as the Project Scan Tool, Resilience Value Realisation⁷ and Urban Resilience Screen⁸, which we are making available through our Cities for a Resilient Recovery initiative.
- **Post-crisis learning:** Cities should consider their opportunities for deep learning once the situation has stabilised. In response to the needs emerging from our city members, the GRCN with the support of our partners will embark in the development of guidance and potential KPIs to help cities explore specific resilience challenges around health, resilient infrastructure, and economic prosperity, to name a few. Integrating learning in late recovery activities will help cities modify their practices and policies based on the newly emerging evidence, and thus leverage the key lessons to inform future decision-making.

Figure 2 shows the various tools that might be useful at each phase:

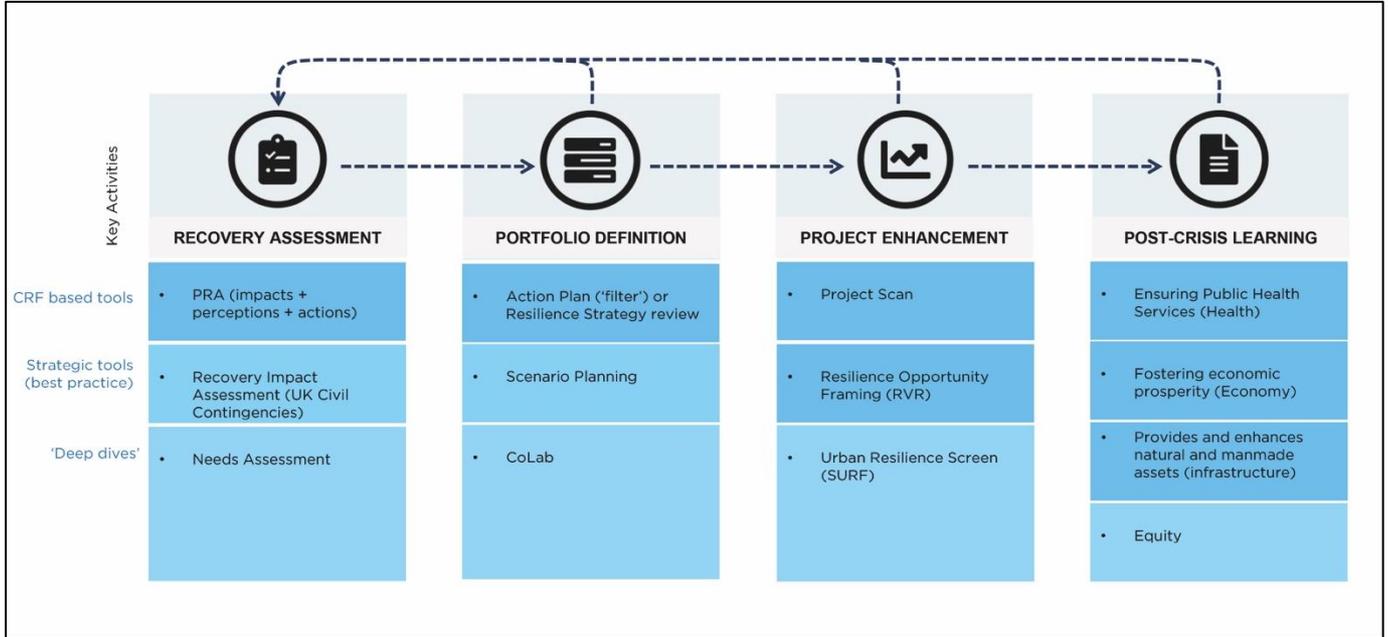
⁵ <https://www.gov.uk/guidance/national-recovery-guidance-common-issues#impact-assessments>

⁶ <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/planet/disaster-risk-reduction-and-recovery/post-disaster-needs-assessments.html>

⁷ <https://www.resilienceshift.org/tool/rvr/>

⁸ <https://www.rockefellerfoundation.org/blog/urban-resilience-infrastructure-imperative-climate-uncertain-world/>

Figure 2



COVID-19 will have a profound impact in cities; investing time and effort in learning from the successes and challenges will be key for leaders and practitioners who are willing to be better prepared for future challenges and prevent the poorest and vulnerable are the worst hit once again.

Briefing C. Lessons gathered by our team

This week we reflect on our learning from the last 10 weeks of gathering lessons on recovery and renewal from COVID-19.

Weekly, we provide the lessons under six categories, with sub-categories for ease of reference. This week, we have selected lessons that collate our learning. These are of specific interest to the recovery process although many also relate to the response phase, and the likely overlap between response and recovery.

Our lessons show the overlap between the categories we use and the importance of a 'whole system' approach to recovery and renewal.

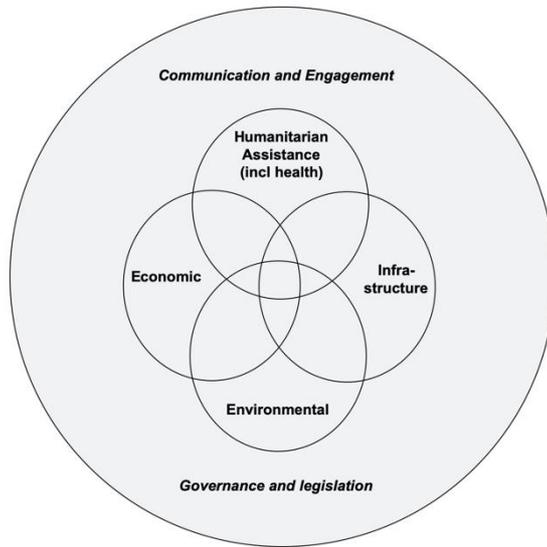


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Recovery: Categories of impact	Our lessons
Humanitarian Assistance	
Vulnerable people	<p>Consider social justice by taking a whole of society approach to Recovery and Renewal . COVID-19 has put a spotlight on wider socioeconomic and health inequalities and vulnerabilities which require long-term interventions. Social justice perspectives address creating fair and just relations between individuals and society through societal transformation to ensure the dignity and rights of people. A social justice perspective would support tackling a number of important inequalities highlighted globally during COVID-19 response and recovery. These include:</p> <ul style="list-style-type: none"> ▪ Disparities in the risk and outcomes of COVID-19 for black, Asian and minority ethnic (BAME) people ▪ Increased risk to women from domestic violence within their homes ▪ Safety of LGBTQI+ community- safety at home for these communities may be more precarious as they're at a higher risk of homelessness (especially young people) and domestic abuse. Additionally, specific safe community spaces for LGBTQI+ communities have been lost, and access to healthcare can be difficult due to specific needs (this can be especially hard for trans people) ▪ Significant financial risk to those with precarious employment, which can lead to extreme poverty and homelessness ▪ Vulnerability of children as a result of any of the above issues- compounded by reduced safe spaces, such as schools, which also provide access to meals, pastoral care and resources e.g. internet and computers
Humanitarian opportunities and challenges	<p>There are important commonalities across global lessons which must be acknowledged. Despite contextual and narrative differences for recovery and renewal globally, common opportunities and challenges have emerged.</p> <p>Opportunities to consider:</p> <p><i>Volunteers</i></p> <ul style="list-style-type: none"> ▪ Utilise and nurture the wave of volunteerism, solidarity, altruism and philanthropy that has arisen ▪ Implement mechanisms to effectively manage these contributions to provide core services when the system is overwhelmed <p>Challenges to consider:</p> <p><i>Emotional health and wellbeing</i></p> <ul style="list-style-type: none"> ▪ There have been wide-ranging effects on populations' mental health and well-being. Impacts are greater on certain populations and those pre-existing conditions ▪ The long-term consequences of COVID-19 on mental health are expected to reach an unprecedented scale ▪ Mental health services suffer from underfunding and limited resources – significant attention is needed to meet long-term demand and scale of need <p><i>Continuity of support for vulnerable people</i></p> <ul style="list-style-type: none"> ▪ Continuity of support in both health and social care is vital to mitigate compounding vulnerabilities. This should account for those in the system pre-COVID-19 and those who may have become newly vulnerable as a result of poor physical or mental health, financial difficulties or social vulnerabilities

Recovery: Categories of impact	Our lessons
Understanding of risk	<p>The public developing a greater understanding of risk: No-one has been un-touched by Covid-19. It has brought vulnerability and the perception of risk to each of our doorsteps and is making an entire nation think about how we behave against the COVID-19 risk. The public have been taught about risk over the weeks by constant use of risk principles such as transmission rate, R, personal protection, their own personal vulnerability. This emphasises the need to lower risk through shielding, social distancing, hand washing, and self-isolation.</p> <p>One major response to this risk is the public’s willingness to volunteer – both through officially directed activities and through mutual aid activities. The public know their effort is essential to reduce the risk of those who are intensely vulnerable – however, they may not realise that their action is creating resilience in our society. Now, we all know that small groups of people can change the world and can build resilience when we need it.</p> <p>Consider:</p> <ul style="list-style-type: none"> ▪ That there is currently an opportunity to talk more about this wide-scale risk – before people become more disillusioned and fatigued with COVID-19 ▪ How to enhance the public’s understanding of risk by simple messages which are easily understood and not nuanced ▪ How to educate the public on risk and resilience ▪ How mass volunteering builds resilience ▪ How this new expression of volunteering social capital has created opportunities to: <ul style="list-style-type: none"> ○ strengthen resilient and society ○ change the relationship between crisis responders and volunteers ▪ How to convert the experiences of children and young person into a legacy about prevention, preparedness and social responsibility learning <p>It is possible that the general public’s understanding of risk and resilience is greater than ever before – let’s capitalise on that.</p>
Economic	
Local economic revival	<p>The macro economic impacts of COVID-19 are extremely uncertain, but what is clear is that local economies play a central role in recovery. The local context is extremely important. The economic impacts of COVID-19 will play out locally in different ways. Consider:</p> <ul style="list-style-type: none"> ▪ Engaging with local businesses and stakeholders regularly to understand the needs and concerns particular to the area and to inform local government’s funding agenda ▪ Identifying projects which can be fast tracked, or are of particular concern to the local economy and need immediate funding ▪ Mapping of specific local industries that have been hit hard by impacts of COVID-19 such as tourism, or certain types of manufacturing as these will need attention to avoid long-term, potentially generational impacts of economic decline ▪ Capacity mapping of skills to develop programmes to upskill and train people in priority employment sectors – this may be industries such as construction ▪ How to support Small and medium-sized enterprises (SMEs). SMEs represent around 80-90% of business in many national economies and are deeply integrated in local communities economically and socially. They provide spaces for innovation, competition and are an essential source of employment

Recovery: Categories of impact	Our lessons
Infrastructure	
Common infrastructure concerns	<p>There are four common infrastructure concerns when thinking about recovery and renewal from COVID-19. These concerns relate to opening infrastructure and maintaining infrastructure.</p> <p>Opening infrastructure</p> <ul style="list-style-type: none"> ▪ Schools – the reopening of schools is a hugely complex issue that requires consideration of health and safety, staffing, finances, building capacity and facilities. Reopening schools also has socioeconomic implications related to rights to education, safeguarding children, feasibility of adults to work and the economic impacts of this ▪ Public transport – reopening public transport services, increasing service capacity, and public trust in transport use is vital to keep cities and regions moving. Ensuring safe and sustainable mobility support local economies and the environment <p>Maintaining infrastructure</p> <ul style="list-style-type: none"> ▪ Supply chains – special attention should be paid to the flexibility and resilience of supply chains as supply chain failures can have devastating impacts on capacity to respond and recover. Supply chains should be prepared for a second wave of the pandemic; critical and alternative suppliers should be identified so supply chains can be modified ▪ Internet access and cyber security – ensuring safe and secure connection and reliable internet access is crucial in keeping people, government and economies running. It also forms an important role in safe and trustworthy risk communication at all levels of society
Health Systems	<p>Health systems will be a major focus in recovery and the experience of COVID-19 response must be taken into account</p> <p>Consider:</p> <ul style="list-style-type: none"> ▪ That systems are not always focused on all the needs of <i>people</i> but rather on specific health conditions. Support for people and their overall health is vital rather than the restoration of specific services. ▪ That there will be challenges about aligning all the different health and care activities that are required in each <i>place</i>. Central government organisation may mean a lack of alignment at a place level depending on the department. For example, health systems, local resilience forums and environmental infrastructure are all different in England. We have learned that effective partnerships need to be developed ‘bottom up’ at place level, and many of these have worked well during COVID-19 response. ▪ Partnerships between organisations and between and in communities have worked well because of relaxation of information governance, financial constraints, central guidance and regulation. Careful consideration must be given to the extent to which these are reinstated and the timing of this. ▪ New processes that have been established during response, and the extent to which they can and should be continued. IN particular, remote consultations between health care providers, both in hospital and primary care, currently comprise the vast majority of interaction. Reverting to the pre-COVID method of primarily face to face will have both positive and negative consequences, which will differ across society. Careful thought needs to be given to the equality impact of retaining these changes. ▪ The power of each part of the health system – including that of the large health service providers (hospitals) but also the power of the people who live in each place. The longer-term consequences of e.g. establishing COVID-free (cold) hospital sties must be considered from a population perspective.

Recovery: Categories of impact	Our lessons
Environmental	
Clean Energy	<p>Climate change strategies must be incorporated into recovery and renewal strategies: Across the world we witness how local governments have seized the initiative to incorporate new measures that have the potential to address climate change. Climate change is a crisis that precludes, has continued during and will be present after coronavirus. Many of the innovations in place are temporary but it is essential they are turned into permanent fixtures and extended upon. To follow leading practices consider:</p> <p>Thinking creatively to reduce carbon emissions through transport infrastructure transformation:</p> <ul style="list-style-type: none"> ▪ Widening pedestrian and cycle lanes ▪ Reducing car parking space and closing roads to cars ▪ Increasing tax rates for car drivers and creating a ‘city in 15 minutes’ where access to all essential services can be reached without using a car <p>Measuring and maintaining community benefits of carbon reductions:</p> <ul style="list-style-type: none"> ▪ Understanding the job creation opportunities e.g. Copenhagen estimates that it will create 35,000 jobs with its transition to zero carbon emissions ▪ Identifying the immediate life-saving health benefits from moving to carbon neutral cities ▪ Realising the increase in emotional and physical health and wellbeing connected to less air and noise pollution <p>Changing approaches to work life:</p> <ul style="list-style-type: none"> ▪ Remote working can be easily continued for many and is a key factor in reducing carbon emissions ▪ Investing in remote working platforms, promoting home working, increasing cycle to work schemes and reducing car parking at workplaces
Communication	
General Communication	<p>The challenges faced with engaging with the public during crises have been exemplified amidst the unfolding of the coronavirus: I have identified that some of the global responses to these challenges provide potential for renewed communication strategies. To realise renewed crisis communication strategies that engage the public, local authorities should consider:</p> <p>Techniques to counter disinformation.</p> <ul style="list-style-type: none"> ▪ Recognising bot generated information on social media and fact-checking claims. <p>Working with communities on communication campaigns</p> <ul style="list-style-type: none"> ▪ Encouraging institutions in the local community to transmit key messages ▪ Increase community engagement and public enrolment in crisis governance <p>Reflecting community diversity in communications</p> <ul style="list-style-type: none"> ▪ Ensuring the needs of all members of the public are addressed in communication strategies ▪ Producing messages in different languages, addressing different age groups and attuning communications to different abilities <p>Using multiple media</p> <p>Using various media platforms from advertising surfaces to mass text messaging and public artwork</p>

Recovery: Categories of impact	Our lessons
Governance and legislation	
Recovery Planning	<p>Recovery is transactional and short term – Renewal is transformational and longer-term: I have noted how meetings have struggled to identify shared and comfortable language to describe recovery. The TMB team have defined two terms – Recovery and Renewal:</p> <p>Recovery can be dealt with through Local Authority led Recovery Coordination Groups, and be:</p> <ul style="list-style-type: none"> ▪ A relatively short-term process that involves reinstating normal operations, learning from response, and preparing resilience for the next emergency ▪ Focused on positive transactional activities to address exposed fragilities and identify wider opportunities ▪ Relatively fast-paced but this will depend on ongoing demands, outbreaks, backlogs, fatigue, supply difficulties ▪ Involving a review of operations so organisations will decide what they want to reinstate and what they don't see value in reinstating <p>Renewal is an ambitious focus on what the future should be like and how to achieve that, and be:</p> <ul style="list-style-type: none"> ▪ A relatively medium/long-term process that involves appreciating what has happened, and develop renewal plans to implement ▪ Considering issues beyond Recovery which are transformational so include a complex web of strategic actions across social, political/democratic, and developmental issues ▪ Ambitious and address future opportunities for the local government such those in the UN's Sustainable Development Goals ▪ Developed by wide multiple relationships and broader partnerships – initially through a Renewal Summit to agree joint focus
Recovery Planning	<p>'Five tracks' of pressure on recovery. Local government will address five tracks of major activities running simultaneously and demanding resources:</p> <ul style="list-style-type: none"> ▪ Track 1: Response – provide crisis response functions to first, and subsequent, waves of COVID-19 and to other emergencies. Also, the effect of COVID-19 on response e.g. social distancing on evacuation/sheltering and event management ▪ Track 2: Recovery – develop plans to reinstate operations, learn from response, and prepare for the next emergency ▪ Track 3: Renewal – hold a Renewal Summit to align strategic leaders on transformational opportunities of COVID-19 and link to positive initiatives (not the negativity of COVID-19) ▪ Track 4: Brexit – review plans for no-deal exit (Operation Yellowhammer), and for an orderly exit – considering implications for local authorities ▪ Track 5: Recession – monitor implications of recession on operations/finances of local government, organisations in local area, employment, household finances, etc <p>The five tracks will individually and in combination put pressure on local government</p>

Recovery: Categories of impact	Our lessons
Use of standards	<p>Standards to inform response and recovery: Standards-making organisations have made freely available a range of standards which may be useful to tackling COVID-19. These cover topics such as:</p> <ul style="list-style-type: none"> ▪ Humanitarian (ISO22395 vulnerable people, ISO22319 spontaneous volunteers) ▪ Economic (ISO22316 organizational resilience, ISO 22301 business continuity management systems) ▪ Infrastructure (ISO/TS 22318 supply chain continuity, CSA Z8002 infection control systems) ▪ Environment (BS 67000 city resilience) ▪ Communication (C63.27 evaluation of wireless co-existence,) ▪ Governance and Legislation (ISO 22320 emergency management, ISO31000 risk management) ▪ Medical (ISO 10651 lung ventilators, EN14683 face masks) <p>Such bodies have also been taking various sources of government guidance and synthesising their messages into a single guide to support their members to understand how to follow those guidance (e.g. safe working, working in the new normal).</p>
Decision-Making	<p>Decision-making approaches are needed for effective recovery from complex and highly uncertain emergencies. This includes integrating qualitative and holistic decision-making strategies and techniques. Key areas to consider:</p> <ul style="list-style-type: none"> ▪ Be vision-oriented. Construct an agreed picture of the new system after recovery and align response and recovery decisions to achieve this vision. Consider the consequences of short-term decisions on achieving the vision ▪ Identify the theme/criteria that can help to achieve the vision and create manageable work packages and sub-packages. ▪ Engage communities in the decision-making process. Utilise communities are sources of information and knowledge ▪ Consider intuition as a source of information and innovation. Harness expert and local knowledge to generate diverse action scenarios ▪ Agree on relevant ethical values. Identify and include the ethical values in the decision evaluation process to ensure coherence and feasibility ▪ Mitigate bias. Engage a wide range of stakeholders in the decision-making process and encourage in-depth discussion

Briefing D. Case Study – National Carers Week UK

This week in the UK is Carers Week. Carers Week aims to raise awareness of caring and the challenges carers face. It is also a time to help people who may not identify as having caring responsibilities and to help them recognize this so they can access much-needed support¹. This is particularly important as an estimated 4.5 million people in the UK have become unpaid carers for elderly, disabled or physically or mentally ill relatives since the COVID-19 pandemic². This is on top of the existing 9.1 million unpaid carers that already provide support in the UK³.

Around 2.7 million women and 1.8 million men have become new carers, typically helping with food shopping, finances, collecting medication and providing emotional support². Others may be taking on more intense roles that include helping people with personal hygiene, movement around the home and meal preparation. 62% who have started caring since the outbreak are also juggling paid work alongside their caring responsibilities⁴.

Unpaid carers in the UK have described facing mounting anxiety and frustration regarding getting access to vital medication from pharmacies and time spent queuing for medication or food shopping due to social distancing rules⁵. As a result, the following advice has been provided to improve carers' experiences and ability to access the medicines they need. These include:

- Allowing two people into store when the carer has no choice but to take the person being cared for to the pharmacy with them
- Considering prioritising un-paid carers of vulnerable/shielding people for medicine delivery slots
- Recognising that, for some families, young carers are the only people able to collect medicines in the household

Recognising the role of young carers is extremely important. Of the 13 and a half million unpaid carers in the UK, an estimated 700,000 are children⁶. Evidence suggests that young carers and young adult carers are being disproportionately impacted by COVID-19 and are experiencing high levels of anxiety and isolation as a result of lockdown⁷. Many young carers are under increasing strain while schools remain closed as caring responsibilities increase and time away from these at school decreases⁸.

¹ <https://www.carersweek.org/about-us>

² <https://www.carersweek.org/media-and-updates/item/493439-covid-19-pandemic-4-5-million-become-unpaid-carers-in-a-matter-of-weeks>

³ <https://www.carersweek.org/media-and-updates/item/493439-covid-19-pandemic-4-5-million-become-unpaid-carers-in-a-matter-of-weeks>

⁴ <https://www.carersweek.org/media-and-updates/item/493439-covid-19-pandemic-4-5-million-become-unpaid-carers-in-a-matter-of-weeks>

⁵ <https://carers.org/news-and-media/news/post/42-organisations-work-together-to-improve-unpaid-carers-access-to-medicines-during-the-covid-19-pandemic>

⁶ <https://www.bbc.co.uk/news/av/uk-52948236/coronavirus-life-as-a-young-carer-under-lockdown>

⁷ <https://carers.org/what-we-do/our-survey-on-the-impact-of-coronavirus-on-young-carers-and-young-adult-carers->

⁸ <https://www.bbc.co.uk/news/av/uk-52948236/coronavirus-life-as-a-young-carer-under-lockdown>

Additionally, other systems used to support and safeguard young carers such as health and social care systems, are struggling under the pressure from COVID-19 impacts⁹ as they continue to make changes to accommodate the needs of disabled and vulnerable people¹⁰. While this is vital, it may draw attention away from the often hidden and marginalised needs of young carers¹¹, and may miss many new young carers¹². Where young carers are in contact with local authorities, they are encouraged to discuss with what support or services they need by¹³:

- Thinking about good and bad days being a carer
- Making notes about a typical day helping the person they care for, including their own needs and concerns
- Thinking about things which would help them cope, their aims, hopes, and what is important to them

Although there are huge challenges for unpaid carers, the issue is gaining visibility as a result of the rising numbers of people providing care and has led to calls to government to deliver social care reforms that detail long-term investment into care and support services¹⁴. This is increasingly important as the timeframes of the pandemic are unknown, and more people may be required to provide care for longer periods of time.

Charities supporting carers have called for⁴:

- An increase in Carer's Allowance – currently £67.25 a week
- A “one-off coronavirus supplement” in recognition of the role unpaid carers have played in the pandemic and the significant costs associated with caring
- Increased recognition of the vital work unpaid carers provide and the limited support they can currently receive due to COVID-19 restrictions
- Physical and mental support for carers and increased investment in support services
- Carers must be a priority for regular testing and PPE, particularly where they care for the most vulnerable

The government recommends that all carers create an emergency plan with the person they care for to use in circumstances where help from other people to deliver care is needed. This may be from family, friends or another care provider¹⁵. They advise the following details are provided:

- The name and address and any other contact details of the person you look after
- Who you and the person you look after would like to be contacted in an emergency
- Details of any medication the person you look after is taking
- Details of any ongoing treatment they need and any medical appointments they need to take

⁹ <https://www.uea.ac.uk/about/-/new-project-examines-impact-of-covid-19-on-young-carers>

¹⁰ <https://www.uea.ac.uk/about/-/new-project-examines-impact-of-covid-19-on-young-carers>

¹¹ <https://www.uea.ac.uk/about/-/new-project-examines-impact-of-covid-19-on-young-carers>

¹² <https://carers.org/what-we-do/our-survey-on-the-impact-of-coronavirus-on-young-carers-and-young-adult-carers->

¹³ https://www.southlanarkshire.gov.uk/info/200220/carers_and_caring/505/carers/11

¹⁴ <https://www.itv.com/news/2020-06-08/millions-have-become-carers-due-to-covid-crisis-new-research-finds/>

¹⁵ <https://www.gov.uk/government/publications/coronavirus-covid-19-providing-unpaid-care/guidance-for-those-who-provide-unpaid-care-to-friends-or-family>

Briefing E: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
3.6.2020	Recovery after COVID-19	https://www.facebook.com/alliancemanchesterbusinessschool/videos/original-thinking-webinarrecovery-after-covid-19/286634126073285/?trk=organization-update-content_share-video-embed_share-article_title
3.6.2020	Security risk management and duty of care during COVID-19	https://www.phap.org/PHAP/Events/OEV2020/OEV200603.aspx
4.6.2020	Pandemics, Planetary Health Crises: New City Priorities	https://www.youtube.com/watch?v=r1oDmCPEZis
5.6.2020	The impact of COVID-19 on the labour market	https://www.cipd.co.uk/news-views/coronavirus/webinars/impact-covid-19-labour-market-5-june-2020
Coming up		
Date	Webinar Title	Link to registration
17.6.2020	Using evidence in HR decision-making: 10 lessons from the COVID-19 crisis	https://zoom.us/webinar/register/WN_NLpOdaCwRkyvzCgVIGjttQ
18.6.2028	(Missed) Opportunities? COVID-19 as an accelerator or blocker in inclusion of forcibly displaced in linking Social Protection and humanitarian cash transfers	https://socialprotection.org/missed-opportunities-covid-19-accelerator-or-blocker-inclusion-forcibly-displaced-linking-social
24.6.2020	Environmental, Social and Governance (ESG) and COVID-19	https://www.alliancembs.manchester.ac.uk/events/environmental-social-and-governance-esg-and-covid-19/