The Manchester Briefing on COVID-19

International lessons for local and national government recovery and renewal

Twenty-first briefing: Week beginning 21st September 2020

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

We bring together international lessons and examples which may prompt your thinking on the recovery from COVID-19, as well as other information from a range of sources and a focus on one key topic. The lessons are taken from websites (e.g. UN, WHO), documents (e.g. from researchers and governments), webinars (e.g. those facilitated by WEF, GCRN), and other things we find.

We aim to report what others have done without making any judgement on the effectiveness of the approaches or recommending any specific approach.

This week We have provided four briefings: **Briefing A: Rethinking Renewal** Briefing B. Lessons you may find helpful from across the world **Lessons you may find helpful from across the world** Briefing C: **Planning and managing repatriations during COVID-19** Briefing D: 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 access the previous ones, they can be found here

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

Introduction

Previous issues of The Manchester Briefing describe how we have developed and promoted the concept of Recovery and Renewal.

- We have defined **Recovery** as the transactional, shorter-term *renovation* of parts of the system which have been exposed by the crisis and the *reinstatement* of resilience for future waves and other emergencies.
- We have defined **Renewal** as longer-term, transformational, positive change, which is ambitious, multi-disciplinary, and achieved through strategic partnership working.

Recovery and Renewal gives us the language to recognise that transactional and transformational change following COVID-19 are different.

We know that Recovery Coordination Groups (RCGs) are thinking about Renewal, planning Renewal Summits, and aligning partners around the potential for ambitious change. We need to do more research with RCGs to understand how they conceive and address Renewal – from which further refinement of the term will be possible. From our work so far, this week we provide a think piece about Renewal and share our emerging thoughts on seven concepts of Renewal that RCGs may consider. We concentrate on the one which we have thought more about so far: **Repair**.

In this briefing we first describe perspectives on recovery strategy as it has been broadly configured in relation to a variety of crisis events and the effects that recovery has had, generated through a comprehensive literature review of the extensive research that has taken place into recovery over the past decade.

The briefing then elaborates on the idea of **Repair as one aspect of Renewal** that needs to be considered if we are to attend to the shortcomings of recovery.

The briefing takes steps towards putting *Repair* into practice by offering recommendations for its integration into policy. We finish by describing how Repair fits within Renewal and alongside other concepts of Renewal which we will explore in future.

Recovery and its effects

Crises, emergencies and disasters are always revelatory. Being entirely inseparable from the broader context in which they take place, such events, and the practices enacted to govern them, are determined by (and reflective) of the ongoing socio-political, ecological and economic conditions in which they take place. Whilst analysis of crises needs to prioritise and demonstrate awareness of these facts, such an approach is crucial too for developing more effective forms of governance for the future that will better ameliorate the suffering that future events threaten to bring.

From numerous case studies at various sites that have been affected by different forms of disaster, emergency and crisis, two overarching logics seem to be prominent:

- *Recovery is usually and necessarily conflated with elements of response*, because it involves making adjustments to accommodate for the disruptive effects of the crisis so that some vestige of normal

collective life can continue. For example; attempts to maintain some level of water and communication infrastructure after disasters like hurricanes (Bonilla, 2020, Sheller, 2018). In the case of COVID-19 specifically, the establishment of social distancing so as to ensure access to vital resources like food during necessary lockdown is another example of such an approach. However, response and recovery activities are often unevenly distributed across communities and according to widespread inequalities.

- *Recovery often involves a commitment to the implementation of widespread transformation* in the wake of the event itself. The aim here is to improve different aspects of collective life in comparison to their state previous to the event's occurrence. For example; the ever-present and common-place declaration of the need to 'Build Back Better' in the aftermath of COVID-19 (Baptiste and Devonish, 2019, Rhiney, 2020).

By following these logics, recovery has been formalised as part of a broader approach to crisis governance and resilience that has become popular recently (Jerolleman, 2019, Machado and Moulton, 2019). Through the lens of resilience theory, recovery activities are committed to adaptation. Tracing back to CS Holling's work on ecological predation in the 1970s that popularised the term 'resilience', adaptation encapsulates the set of rearrangements made to ensure the continuation of some stability in the face of disruptive events (Holling, 1973).

This definition of adaptation remains crucial to resilience policy, but contemporary research emphasises that adaptation is also about identifying and utilising the need for change at different societal levels that have been revealed through crisis (Chandler, Grove and Wakefield, 2020).

Recovery as conceived through resilience and adaptation is necessary. But it is not without its problems since emphasising adaptation means that recovery concentrates on the effects that emergencies have at the expense of addressing their causes. It both maintains the broader socio-political and economic conditions that have shaped the level of suffering people experience in the wake of emergencies, and does not actively decrease the effects that crises have on people. Neither *renovation* nor *reinstatement* of resilience can address such challenging causes or effects.

The concept of 'Slow and Structural Violence'

In response to this, recent research has addressed the wider conditions that underpin and determine the causes and unfolding of different crisis events that recovery, currently conceived, ignores. We use here the term 'violence' – not to refer to physical violence which is probably the most common understanding and use – but to refer to the impact of unequal social and economic relationships.

The concept of '*slow violence'* - referring to processes that have accumulated over time and expose people to gradual, but potentially fatal, danger and harm (Anderson, 2020, Nixon, 2011) – has been much studied. With the exponential global rise in unhealthy fast-food outlets since the late 80's, increasingly levels of obesity have been understood as a slow violence (Berlant, 2007). Those working precarious, non-unionised, jobs in areas of high toxicity have been similarly described (Davies, 2018).

The concept of '*structural*' or '*institutional*' *violence* (Cooper and Whyte, 2018) is also important. Structural violence generates conditions that cause harm to people over time in an accumulated form. However, it also possesses a spatial character. It is a violence that is dispersed and builds up through networked organisational structures and the connections between institutional sites. The idea of structural violence has been developed through analysis of how racism establishes and proliferates within institutional cultures (Zamudio and Rios, 2006). It has also featured prominently where failures in emergency response and recovery have been

evaluated in the context of the ongoing damage that colonialism has done to countries. These inquiries have concentrated especially on the aftermath of hurricanes and epidemics in the Caribbean Islands (Farmer et al, 2004, Sheller, 2013).

The continuing existence of both slow and structural violence serves to underpin and exacerbate the effects of other crises when they occur. For example, the imposition of radical austerity in the UK since 2010 has been said to be exemplary of structural violence since it was gradually implemented across multiple sites. With limits on budgets for public housing potentially motivating the Royal Chelsea and Kensington Borough council to buy cheaper cladding, that later was shown to be flammable, austerity may have heavily influenced the unfolding of the fire at Grenfell Tower in London in 2017, where at least 72 people died (Bulley et al, 2019).

Such forms of violence can be connected easily to COVID-19 as well. Owing, in part, to their average lower incomes a large proportion of people from BAME backgrounds occupy poorly maintained housing in surroundings that are densely populated which increases their likelihood of contracting and dying from the virus. Alternately, if someone is victim to the ongoing obesity crisis, the possibility that they will die from COVID-19 raises exponentially (Devlin, 2020).

Whilst these concepts play an overriding role in shaping the effects that crises visit upon people now and in the future, research has also shown that they can be difficult to raise awareness of. This means that their potential to be situated prominently on agendas for recovery is compromised. Reasons for this include:

- Being a part of many people's daily lives, they do not possess the same 'extraordinary' and dramatic character of a single, exceptional emergency event with which they will intersect (Anderson etal, 2020).
- If they circulate through within complex organisational architectures, those responsible for their execution can be difficult to locate (Cooper and Whyte, 2018).
- With environmental slow violence, furthermore, the degradation that they cause is invisible to the naked eye a lot of the time (Davies, 2018).

Conceptualising Repair

Central to expanding our thinking of *Renewal* will be developing it in a way that acknowledges and attends to forms of slow and structural violence. This is addressed through *Repair,* one of *Renewal's* composite parts as we currently understand it.

Authorities should reflect upon and accept the failures and shortcomings of previous recovery strategies. In so doing, recovery can be recast so that it addresses the causes of crises and the conditions that steer their unfolding, rather than solely focusing on their effects.

One important step in working towards new modes of recovery is to introduce new terminology and extend its presence in research, policy and action on the ground. As opposed to a matter of 'mere semantics', new terminology is required because it has the power to change the frames of reference for what would constitute 'successful' recovery. We advocate specifically for ambitious, cross-cutting recovery efforts to be reconfigured through the lens of *Repair*, which has the following aspects:

- *Repair* asserts the intrinsic brokenness of deep-rooted historical conditions, how they perpetrate harm on a daily basis to the extent of being crises in themselves, and how they intensify suffering when they intersect with other crisis events like COVID-19.

- Integrated as part of a broader Recovery and Renewal strategy, *Repair* addresses the people, place (including environments), and processes affected by crises. Much research addresses repair as something that should be integrated into practices through which infrastructure provision is governed during (and in anticipation of) crises (Cowen, 2018). But at the same time, *Repair* has strong associations with developing forms of governance that operate through a concern for social justice: a theme expanded on in particular through research into the lived experience of black people and the importance of slavery reparations (Thomas, 2019).
- At the centre of *Repair,* then, is the fact that crises affect people disproportionately according to broader inequities related to class, race as a social construct or gender, for instance, and that this uneven suffering is evident in things like access to the material, infrastructural services that crises disrupt.
- *Repair* bears the potential to integrate a clear ethics into recovery strategy. This ethics is one that prioritises the lives and qualities of life for all people. The possibility of operating with such an ethical basis has been evidenced by some of the adjustments that governments have temporarily instituted to deal with COVID-19. This includes the introduction of Universal Basic Income in the form of furlough across the world (2020) but also the development of radically improved cleaner transport infrastructure that does not rely on single occupancy vehicles in cities like Milan (2020).
- In contrast to recovery strategy as it is currently framed, *Repair* emphasises the need for sustainable, long-term, wide-reaching change, not short-term reaction. Whilst, in some cases, substantial increases in government support is required to enact this change, it is also the case that an ethics of *Repair* needs to be integrated culturally within institutions responsible for governing crises. This would involve developing new practices in institutions that do not seek to meet artificial ends or goals but are premised on the need for continual reflexive change, both during, and in anticipation of crisis, aimed at addressing violences that undergird disruptive events.
- *Repair* also involves rethinking the arrangement of governance, specifically to enable forms of coordination between central and local government to attend to their respective potential shortcomings, whilst extending the strengths of each. Top-down implementation can run the risk of being insensitive to local context. In the case of the UK, local government has in recent years frequently been made responsible for operations whilst its budget is reduced. Bringing both scales of government into closer alignment would ensure that the technical, bureaucratic expertise of central government could compliment the local knowledge of those authorities working in regions and cities.
- *Repair* should be enacted through subsidizing and supporting local community agency, potentially through citizens' assemblies and consultation forums that would contribute to debates at local and central government level. The result of such a move would be to create decision-making processes that better reflect the diverse needs of communities and their collective interests.

Repair as one aspect of Renewal

In the UK context, there have already been some steps taken to think of recovery more as renewal (The Manchester Briefings, 2020). But the term 'Renewal' might be too vague. From participating in RCGs and wider discussions we identify seven different ways in which Renewal has, so far, been considered. We present these terms as seven discreet concepts but recognise that some renewal strategies may require multiple concepts to be considered simultaneously. We illustrate them below (Table 1) in the context of a service e.g. children and family services, or a fire service, as seven potential Renewal opportunities for that service. Two predominantly focus on Renewal with people; one on place; three on processes; and, to acknowledge that these are not distinct groups, one which is cross-cutting across people, place and processes:

Renewal with people

1. *Reconciliation* – acknowledging and addressing systemic inequalities and inequities in services, before and after COVID-19 which have left people vulnerable, and services undermined. Developing a means for collective healing renewed through a new relationship with stakeholders
2. *Reparation* – surrender of resource to those affected during the response to make amends for their loss, perhaps due (for example) to a lack of effective service delivery

Renewal of place

3. *Relocation* – moving services into new areas where they are needed, or away from areas where they are no longer needed

Renewal of process

4. *Reaffirmation* – confirmation that a service is still necessary and right in its current conceptualisation and process, and committing to that process, which is especially important for services that have been instrumental or significantly undermined during the response
5. *Reshape* – minor amendment of process to ensure the service will provide ongoing delivery for a new client base and/or for new volumes of clients
6. *Rebuild* – major amendment of a service to address new behavioural, cultural, technical or process-related needs, for example

Renewal of people, place and process

7. *Repair* – total reconceptualization of a service's proposition, purpose, value, location, and ethics through appreciating it is broken, has violated its relationship with stakeholders, and needs to change broadly and fundamentally

This suggests that the practices of governance, and the social and material conditions that people face daily, may be potentially worn out and in need of a fundamental or radical shift in stature (through *Repair*). The danger is that, if a plan for Renewal is too entrenched in established ways of acting and thus reproduces slow or structural violence through only making minor amendments (*Reaffirmation* or *Reshape*) where more transformational approaches are required, then it will fail, thereby exacerbating the effects of a crisis.

Conclusion

We always knew that presenting a new term (*Recovery* and *Renewal*) would be challenging as it takes time to embed its meaning through lived experience. We need to research more about the meaning and utility of *Renewal* (and the concepts that underpin it) for transformational change.

Repair is central to that in addressing some the most hard-hitting injustices and inequities. The gravity of *Repair* should offer hope to those in despair, recognising that it is the extreme of *Renewal*.

Other forms of *Renewal* may be transformational, but less challenging of the fundamental relationship with people, place and processes.

In this briefing we have shared nine new terms: that *Recovery* is composed of *Renovation* of parts of the system and the *Reinstatement* of resilience; and that *Renewal* is composed of *Reconciliation, Reparations, Relocation,*

Reaffirmation, *Reshape, Rebuild*, and *Repair*. More research with RCGs is needed to mature this understanding and language and operationalise it for RCGs as our recovery and renewal further develops.

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

This week our lessons on humanitarian assistance focus on managing the return of students to university, increasing support for victims of crime, and leading by example to build public trust and engagement. Economic lessons consider using digital tools to track unemployment rates and economic vulnerability by assessing projected job losses. Infrastructure lessons focus on using geographic information systems (GIS) and artificial intelligence to assist response and recovery from COVID-19 and mitigation and preparation activities. Environmental lessons consider the use of sensory devices to monitor indoor air quality in organisations as a useful overall strategy to limit infection risk indoors. Communications lessons focus on conducting local and national surveys to study how COVID-19 is changing daily life, and techniques to effectively communicate with children with hearing loss as they return to school in environments where adults and students are required to wear facemasks. Governance and legislation includes lessons on ensuring continuity of pandemic mitigation strategies during concurrent disasters, and considering plans to manage the risks to public safety from extremist behaviour during COVID-19.

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Recovery: Categories of impact	Actions	Country/ Region	Source
Humanitarian Assistance			
Health and wellbeing	**Consider how to manage the return of university students during COVID-19.** University students are beginning to return to communal housing located in residential areas. This, alongside rising COVID-19 infections in younger people and fatigue for COVID-19 restrictions, requires consideration of student welfare, and the management of potential transmission. Consider: ▪ Who should lead the management of a new community of students in cities (e.g. voluntary sector, universities, local authority) including responsibilities for welfare checks, test and trace, GP registration, and food distribution to student households if they are required to isolate ▪ Providing a point of local support for students, outside of their academic institution, for students who may have moved away from home. Consider partnership with local voluntary sector to coordinate with the local authority such as the OneSlough project which uses 'Community Champions' to provide information and resources to residents ▪ How the potential movement of students will be managed e.g. if they become ill and decide to go back home, and the impacts of this on potential transmission in two communities i.e. where they reside as students, and their home ▪ Targeting local online social media influencers to reach younger audiences to communicate COVID-19 messaging and promote track and trace	UK	https://www.theguardian.com/world/2020/jun/26/more-young-people-infected-with-covid-19-as-cases-surge-globally https://www.theguardian.com/world/2020/aug/13/global-report-covid-19-spikes-across-europe-linked-to-young-people https://www.publichealthslough.co.uk/campaigns/one-slough/ https://theconversation.com/why-the-uk-government-is-paying-social-media-influencers-to-post-about-coronavirus-145478

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Recovery: Categories of impact	Actions	Country/ Region	Source
Vulnerable people/ public protection	**Consider increased support for victims of crime as police and court proceedings are delayed due to the pandemic.** COVID-19 has added thousands more cases to the backlog faced by courts in England and Wales, has delayed proceedings for those already in the justice system, impacted police capacity and could negatively impact reporting of more serious crimes. Delays in processing and handling criminal cases has negative impacts on the health and wellbeing of victims, and could lower confidence in the justice system. Consider how to effectively support those involved in criminal proceedings by: ▪ Making arrangements with telecoms companies to provide free access to websites that provide information/support to victims of crime to avoid mobile data usage. This should include websites run by organisations such as charities, official government sites (including health), the police, and law courts ▪ Increasing communications with victims about the progress of their cases. This may require careful partnership working with specialist organisations to mitigate victims' anxieties and create additional capacity for services such as the police, who may be increasingly stretched during COVID ▪ Ensuring there is support for specialist communications from all partnering organisations. This may include the use of translators, experts able to speak with children, or those with special educational needs	UK	https://www.bbc.co.uk/news/uk-53238163 https://www.independent.co.uk/news/uk/crime/uk-criminal-justice-system-victim-trial-court-coronavirus-delay-a9422066.html https://www.gov.uk/government/news/data-charges-removed-for-websites-supporting-victims-of-crime https://www.bbc.co.uk/news/uk-52462678

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Recovery: Categories of impact	Actions	Country/ Region	Source
Community engagement	**Consider how to build public trust and confidence by leading by example.** In extraordinary times people turn to their leaders for guidance and reassurance more than ever before. Leading by example helps to unite, connect and guide people in consistently working towards a common goal. Leading by example requires clear, and visible communication of appropriate behaviours. This may include issues such as regular handwashing, adhering to social distancing guidelines, rules on travel, and adhering to isolation and quarantine measures. For example, on facemasks: ▪ In schools. If headmasters want parents to wear facemasks when they collect children from the playground, then teachers should wear facemasks when they take children into the playground for collection ▪ In shops. If shops want customers to wear facemasks, then shop workers need to wear facemasks ▪ In Public. If politicians /police/ local authorities want public to wear facemasks, then they should also do so	UK	https://www.rhrinternational.com/sites/default/files/pdf_files/Leadership-in-Times-of-Uncertainty.pdf

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Recovery: Categories of impact	Actions	Country/ Region	Source
Economic			
Economic strategy	**Consider using digital tools to track unemployment rates and economic vulnerability.** Assessing projected job losses and economic vulnerability as a result of COVID-19 can be supported by using digital tools informed by official national statistics. Tools such as the Kentucky COVID-19 Economic Impact Dashboard can provide information on (un)employment by tracking industries that have experienced the greatest job losses nationally. Dashboards like these point users to a single, accessible, authoritative source for information. This helps organisations to maintain situational awareness and communicate critical information. For the economy, consider using digital tools like dashboards to: ▪ Evaluate the needs of local economies more closely and to develop policy responses tailored to the unique needs of each locality ▪ Evidence the need to support and fund aspects of economic recovery that are monitored by the dashboard ▪ Share data with other relevant stakeholders that also see the impacts of economic vulnerability e.g. health and education sectors ▪ Use the data for strategic planning and staffing purposes to anticipate and meet demand for services in different regions of the state ▪ Provide the public and businesses with data on economic vulnerability, alongside signposting them to other relevant information e.g. transmission rates in their area, COVID-19 testing facilities	USA	https://datasmart.ash.harvard.edu/news/article/kentuckys-covid-19-economic-impact-dashboard-enabling-cross-state-communication-and

Recovery: Categories of impact	Actions	Country/ Region	Source
Infrastructure			
Digital	**Consider using a geographic information system (GIS) to provide spatial and geographic data that can assist local response and recovery from COVID-19.** GISs use computer-based tools to allow users to create interactive queries, edit and analyse spatial data and to visually share results by presenting them as maps or other infographics in real-time. During COVID-19 GISs have been used to reveal patterns and trends to help communicate information to the public, develop forecasting tools to identify trends in the virus' transmission, and to support resource allocation during COVID response. Consider using GIS to: ▪ **Develop publicly available maps**. In Singapore, a publicly available real-time map updates on the current situation in public spaces. This can help residents to plan their activities safely e.g. show how busy public spaces are and the location of less busy spaces ▪ **Provide near real-time updates of estimated wait times at Accident & Emergency.** In Northern Ireland, a dashboard is updated hourly by NIDirect (an official government website) that provides information on open hospitals and wait times ▪ **Inform people about changes in business operations and location of key services.** In New Zealand, officials built a map that shows open businesses and whether or not the organization's operations have been impacted e.g. reduced hours or closures ▪ **Develop self-reporting health systems.** In Switzerland, public health officials built a crowdsourcing application for people to anonymously self-report their health status. In addition, they can report their post code, age, size of household, living situation, and pre-existing health conditions. The results are shown on a map that health officials can use to assess gaps in confirmed cases and areas where people are self-reporting symptoms, and to identify areas for intervention	Singapore Northern Ireland New Zealand Switzerland	https://datasmart.ash.harvard.edu/news/article/covid-19-response-gis-best-practices-across-globe https://datasmart.ash.harvard.edu/news/article/covid-19-response-gis-best-practices-local-government https://datasmart.ash.harvard.edu/news/article/covid-19-response-additional-gis-best-practices-local-government

Recovery: Categories of impact	Actions	Country/ Region	Source
Digital	**Consider how Artificial Intelligence (AI) can be used to support emergency management activities such as those used during COVID-19.** AI uses computer systems to perform tasks associated with human intelligence. This can be used to help detect and interpret patterns useful for managing emergencies. Explore with AI experts how AI may be used in COVID-19 mitigation, preparation, response and recovery: ■ **Mitigation:** To recognize patterns in the environment to provide early warning e.g. data on compounding factors associated with COVID-19 infection such as urban poverty to provide information on potentially high risk areas ■ **Preparation**: To analyse patterns in natural and social phenomena, and run emergency simulations to develop detailed emergency management plans ■ **Response and Recovery:** To sort situational information from social media, and surveillance cameras (fixed, drones, satellites) to determine where response is needed, and to support coordination of recovery activities	USA Venezuela Bolivia Afghanistan	https://www.tiems.info/images/pdfs/TIEMS_2020_Newsletter_August_.pdf
Environmental			
General environment	**Consider implementing sensory devices to monitor indoor air quality in organisations.** COVID-19 is reported to spread via airborne transmission. Engineering controls that can target airborne transmission may be a useful overall strategy to limit infection risk indoors. Air monitoring systems can detect conditions amenable to spreading diseases such as COVID-19. Consider installing air monitors to: ■ Assess information on CO2, dust, volatile organic compounds, temperature, humidity, and other information on the environment to warn users when there is increased risk of spreading respiratory infections ■ Use air quality information to make informed decisions about safe use of buildings and facilities, and to communicate the impacts of environmental factors on human health	Dubai	https://docs.google.com/document/d/1JWeD1AaIGKMPry_EN8GjIqwX4J4KLQIAqP09exZ-ENI/preview#

Recovery: Categories of impact	Actions	Country/ Region	Source
Communications			
General communication	**Consider conducting local and national surveys to study how COVID-19 is changing daily life.** In the UK, first-person accounts of living through the 2020 COVID-19 pandemic have been collected to better understand how people respond to pandemics and how to help people cope better in the future. This is particularly important if viral epidemics become more common. This type of research can form an important digital archive for future researchers. Consider working with local and academic organisations to develop an online survey to collate people's experiences on: ▪ How COVID-19 and the measures to control it are affecting and shaping interactions between individuals in society ▪ The effect of the pandemic on community wellbeing, quality of life and resilience ▪ The impact of digital technology on community responses to the spread of coronavirus ▪ The impact of the pandemic on how and where support can be accessed ▪ How people with physical and mental health problems, and disability, and those who are facing inequality or discrimination have been impacted	UK	https://www.youngfoundation.org/workwithcommunities/community-covid-you/ https://nquire.org.uk/mission/covid-19-and-you/contribute https://ourcovidvoices.co.uk/

Recovery: Categories of impact	Actions	Country/ Region	Source
Targeted communication	**Consider how to effectively communicate with children with hearing loss as they return to school.** Children with hearing loss return will increasingly come into contact with other school students and members of staff wearing masks. Consider how to optimise communication with children with hearing loss by adapting the use of face coverings in schools: ▪ Use face shields instead of masks as these have been reported to improve communication through visual cues and lip reading ▪ Be aware of how sound may be reduced when wearing a face shield so utilise technology such as personal microphones to mitigate loss of sound ▪ Ensure staff's face is visible to children by mitigating fogging of face shields by rubbing a small amount of soap, using an 'anti fogging' spray, or inserting a folded facial tissue between the face and top edge of the mask ▪ Remind staff of basic communication strategies such as use of clear speech. This can include clear enunciation, speaking slowly, minimizing background noise as much as possible, and facing the class while speaking. Teachers should also remember to repeat the questions and answers provided by other students in the classroom to provide a better opportunity for every child to hear peers' comments ▪ Offer a recorded version of the lesson whether this is in written or video form, or speech-to-text technology to provide real-time notation ▪ To avoid singling out students with hearing loss, teachers can develop a silent communication system with the student to signal comprehension or misunderstanding e.g. a card system where a red card on the child's desk indicates their need for assistance and a green card indicates comprehension	USA	https://journals.lww.com/thehearingjournal/fulltext/2020/09000/optimizing_communication_in_schools_and_other.12.aspx

Recovery: Categories of impact	Actions	Country/ Region	Source
Governance and legislation			
Emergency planning	**Consider how to ensure continuity of pandemic mitigation strategies during concurrent disasters.** Planning for the mass gathering of people after a disaster amid COVID-19 is essential to mitigate the transmission of disease. Mass gatherings may occur at health facilities, evacuation shelters, or distribution centres supporting the immediate needs of those affected by a disaster. Consider adapting plans for mass gatherings at sites such as health facilities to accommodate COVID-19 safety measures including: ▪ Identify facilities for phased relocation of hospitalised patients to manage the influx of new patients considering risks of COVID transmission ▪ Outline capacity arrangements for on-site emergency care, and special care options for people with pre-existing conditions who are at increased risk of the virus ▪ Identify resources for further disease outbreaks to counter the increased burden of additional infections and strains on resources (e.g. PPE) that are needed to mitigate COVID-19 transmissions ▪ Revise estimates of requirements for shelters and transportation for mass movement of people. Increase estimates by at least a 3-times to account for physical distancing ▪ Maintain an inventory of available dwellings (e.g.school buildings, community halls, places of worship) that will allow enough space for socially distance emergency accommodation ▪ Plan for distribution centres that distribute basic necessities such as food and medicine. Consider capitalising on community engagement at these sites to continue pandemic risk communication	India Bangladesh	https://www.thelancet.com/journals/lanplh/article/PIIS2542-5196(20)30175-3/fulltext

Recovery: Categories of impact	Actions	Country/ Region	Source
Emergency planning	**Consider developing response plans to COVID-19 that incorporate risk to public safety from extremist behaviour.** Since the start of the pandemic there has reportedly been an increase in extremist narratives from a variety of groups. People (including vulnerable people who have been severely socially or economically impacted by the pandemic) are at risk of extremism which creates future security challenges. Organisations should remain vigilant about new and emerging threats to public safety and develop response plans that incorporate risks of extremist behaviour. Consider: ▪ Local assessments of old and new manifestations of local extremism which may have been exacerbated or triggered by the pandemic. Consider the form it takes, (potential) harm caused, and scale of mitigation or response strategies needed ▪ Developing interventions for those most susceptible to extremist narratives, this may include new groups e.g. a rise in far right groups, and conspiracy theory groups committing arson on 5G towers as they believe them to be the cause of COVID-19 ▪ Assessing groups which have become more at risk since COVID-19 and increased public protections measures and support for these groups e.g. East Asian and South East Asian (since COVID, hate crimes towards this group has increased by 21%) ▪ Developing COVID-19 cohesion strategy to help bring different communities together to prevent extremist narratives from having significant reach and influence ▪ Working with researchers and practitioners to build a better understanding of 'what works' in relation to counter extremism online and offline. This should include consideration of dangerous conspiracy theories, and their classification based on the harm they cause	Netherlands UK	https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/906724/CCE_Briefing_Note_001.pdf https://amsterdamsmartcity.com/posts/international-monitor-of-urban-approaches-dealing

Briefing C: Planning and managing repatriations during COVID-19

The outbreak of COVID-19 has resulted in countries closing their borders at short notice, and the suspension or severe curtailing of transport. These measures have implications for those who are not in their country of residence including those working, temporarily living, or holidaying abroad. At the time of the first outbreak, over 200,000 EU citizens were estimated to be stranded outside of the EU, and faced difficulties returning home[1].

As travel restrictions for work and holidays ease amidst the ongoing pandemic, but as the possibility of overnight changes to such easements, there is an increased need to consider how repatriations may be managed. This includes COVID-safe travel arrangements for returning citizens, the safety of staff, and the effective test and trace of those returning home. Facilitating the swift and safe repatriation of people via evacuation flights or ground transport requires multiple state and non-state actors. Significant attention has been given to the amazing efforts of commercial and chartered flights in repatriating citizens, but less focus has been paid to the important role that emergency services can play in supporting repatriation efforts.

In the US, air ambulance teams were deployed to support 39 flights, repatriating over 2,000 individuals. Air ambulance teams were able to supplement flights and reduced over reliance on commercial flights for repatriations (a critique of the UK response[2]). This required monumental effort from emergency service providers. After medical screening or treatment at specific facilities, emergency services (such as police) helped to escort people to their homes to ensure they had accurate public health information and that they understood they should self-isolate.

Authorities should consider how to work with emergency services to develop plans for COVID-19 travel scenarios, to better understand how to capitalise on and protect the capacity and resources of emergency services. Consider how to:

- Develop emergency plans that include a host of emergency service personnel who have technical expertise, and know their communities. Plans should[3]:
  o Be trained and practiced
  o Regularly incorporate best practices gained from previous lessons learned
- Build capacity in emergency services to support COVID-19 operations through increased staffing and resources
- Anticipate and plan for adequate rest periods for emergency service staff before they go back on call during an emergency period
- Protect emergency service staff. Pay special attention to safe removal and disposal of PPE to avoid contamination, including use of a trained observer[4] / "spotter"[5] who:

[1] https://www.europarl.europa.eu/RegData/etudes/BRIE/2020/649359/EPRS_BRI(2020)649359_EN.pdf
[2] https://www.bbc.co.uk/news/uk-politics-53561756
[3] https://ancile.tech/how-to-manage-repatriation-in-a-world-crisis/
[4] https://www.cdc.gov/vhf/ebola/hcp/ppe-training/trained-observer/observer_01.html
[5] https://www.airmedicaljournal.com/article/S1067-991X(20)30076-6/fulltext

o   is vigilant in spotting defects in equipment;
o   is proactive in identifying upcoming risks;
o   follows the provided checklist, but focuses on the big picture;
o   is informative, supportive and well-paced in issuing instructions or advice;
o   always practices hand hygiene immediately after providing assistance

Consideration can also be given to what happens to repatriated citizens when they arrive in their country of origin. In Victoria (Australia), research determined that 99% of COVID-19 cases since the end of May could be traced to two hotels housing returning travellers in quarantine[6]. Lesson learnt from this case suggest the need to:

- Ensure clear and appropriate advice for any personnel involved in repatriation and subsequent quarantine of citizens
- Ensure training modules for personnel specifically relates to issues of repatriation and subsequent quarantine and is not generalised. Ensure training materials are overseen by experts and are up-to-date
- Strategically use law enforcement (and army personnel) to provide assistance to a locale when mandatory quarantine is required
- Be aware that some citizens being asked to quarantine may have competing priorities such as the need to provide financially. Consider how to understand these needs and provide localised assistance to ensure quarantine is not broken

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[6] https://www.theguardian.com/australia-news/2020/aug/18/hotel-quarantine-linked-to-99-of-victorias-covid-cases-inquiry-told

Briefing D: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
10.9.2020	Cities on the frontline speaker series 26: Aging Cities	https://medium.com/@resilientcitiesnetwork/coronavirus-speaker-series-sharing-knowledge-to-respond-with-resilience-5a8787a1eef5
15.9.2020	Make or break: The implications of COVID-19 for crisis financing	https://phap.org/PHAP/Events/OEV2020/OEV200915.aspx
17.9.2020	Inclusion of Persons with Disabilities in the COVID-19 Response: Applying the IASC Guidelines	https://phap.org/PHAP/Events/OEV2020/OEV200917.aspx?EventKey=OEV200917
Coming up		
Date	**Webinar Title**	**Link to registration**
30.9.2020	Building urban resilience in times of COVID-19: Challenges and opportunities	https://zoom.us/webinar/register/WN_xD77ZmhESlWq3Xwu8c-fLA
13.10.2020	What does the future of commercial activity look like post COVID-19?	https://lgaevents.local.gov.uk/lga/frontend/reg/thome.csp?pageID=345354&eventID=1011&CSPCHD=002001000000lKtf5FtdV7BftDaV1G3jPoJ7j8$6mxgWfEFHeE
21.10.2020	How a digital boost can help small businesses survive and thrive in the wake of COVID-19	https://events.manchester.ac.uk/event/event:gxu-keocmoo3-gbcjwp/vital-topics-webinar-how-a-digital-boost-can-help-small-businesses-survive-and-thrive-in-the-wake-of-covid19