The Manchester Briefing on COVID-19

International lessons for local and national government recovery and renewal

Twenty-sixth briefing: Week beginning 7 th December 2020

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Please note, the next TMB will be issued on 8th January 2021

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: Renewal through Processes: Reshaping externally and Reorganising internally** **Briefing B: Lessons you may find helpful from across the world** **Briefing C: Developing guidance for local resilience – Our new research project** **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
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We also produce a blog series which you can access here along with other news about our team and our work.

Briefing A: Renewal through Processes: Reshaping externally and Reorganising internally

Background

Over the past few weeks The Manchester Briefing (TMB) has addressed core attributes of *Renewal* through *People* (TMB 24) and *Places* (TMB 25). The third attribute of *Renewal* is *Processes* which is the focus of this week's briefing. *Renewal* through *Processes* is concerned with changes to ways of working, rules, procedures, and access to services and includes the two opportunities of:

- *Reshaping the external environment* by influencing the environment so it is a more accommodating place in which to operate. For example, renewal through influencing the expectations of services users, or encouraging regulations to be relaxed
- *Reorganising internal processes* by changing your operations according to external requirements. For example, renewal to change internal behaviours, cultures, approaches, procedures

As identified in previous briefings[1], *Processes* are related to *People* and *Places* as it shapes how we use and interact with each other and our spaces. This may include, for example, ensuring *People* adopt appropriate workplace behaviours that are COVID-safe, and ensuring *Places* of work have clear protocols for management of staff and resources during the pandemic.

Processes are underpinned by *Power* which recognises the influences of formal and informal power. For example, legislative powers that *reshape* the external environment, and managers' power to *reorganise* processes to adapt to the pressures of COVID-19. Lastly, *Partnerships* enable *Processes* through collaborative multi-departmental, cross-organisational working.

To explore renewal through *Processes*, we first discuss some of the overarching conditions that influence why renewal through *Processes* may be needed. Then, we consider how Reshaping and Reorganising can assist in assessing performance of *Processes* for renewal. Finally, we present our thinking on a structured way to operationalise Reshaping and Reorganising *Processes* in the context of COVID-19.

Why Renewal through Processes may be needed

COVID-19 has impacted every aspect of our lives from how we are governed, to how we work and travel around spaces. As such, *Renewal* from COVID-19 cannot be thought of in similar terms to other emergencies (e.g. a localised flood), as the impacts of the pandemic are wide-spread and all-encompassing. Therefore, how we conceptualise *Renewal* needs to have capacity to move beyond the boundary of a single system to think about how the system changes, and is changed by, its wider environment.

Reshaping and *Reorganising* are intertwined – as *reshaping* the wider system relies on effective internal processes to have that influence, and *reorganising* internal operations relies on clear understanding of the wider system – see Figure 1.

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[1] The Manchester Briefing on COVID-19: Issue 21, 24, 25

Figure 1. Recursivity of Reshaping and Reorganising
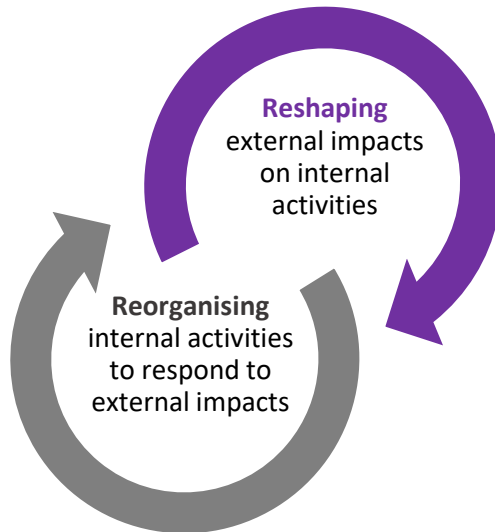
Reshaping and Reorganising to assess performance

For *Reshaping* and *Reorganising* to assess performance we return to the Viable Systems Model[2] (VSM) which was described in TMB Issues 16, 17, 18. VSM identifies the 5 systems needed to ensure effective performance: **operational delivery; coordination; management; intelligence; and policy**. VSM provides a structure to enable organisations to reflect on the performance of their *Processes* before, during, and after COVID-19 to identify areas where improvement is needed[3,4].

The following questions can be asked when *Reshaping* <u>or</u> *Reorganising Process*:

> **System 1:** How could we improve our 'delivery of operations'?
> ➢ One answer to this question is by considering the needs of the most vulnerable and marginalised in society (TMB 6, 9, 10, 13 14, 17, 19, 22), by influencing their expectations of your service delivery *(Reshaping)*, or changing what you deliver to better meet their needs *(Reorganising)*

> **System 2:** How could we improve our 'coordination and communication of operations'?
> ➢ One answer to this question is by finding out about how ongoing research projects and funding can contribute to current/future COVID-19 activities (TMB 19), and how this can be used to influence organisations' priorities *(Reshaping)*, or to coordinate efforts across partners *(Reorganising)*

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[2] Applying systems thinking at times of crisis https://systemsthinking.blog.gov.uk/author/dr-gary-preece/
[3] The Manchester Briefing on COVID-19. Eighteenth briefing: Week beginning 10th August 2020
https://www.alliancembs.manchester.ac.uk/media/ambs/content-assets/documents/news/the-manchester-briefing-on-covid-19-b18-wb-10th-august-2020.pdf
[4] The Manchester Briefing on COVID-19. Fourth briefing: Week beginning 27th April 2020
https://www.alliancembs.manchester.ac.uk/media/ambs/content-assets/documents/news/the-manchester-briefing-on-covid-19-4-wb-27th-april-2020.pdf

System 3: How could we improve our 'management of processes, systems and planning, including audit'?

➢ One answer to this question is to lobby to change processes and guidelines for identifying and managing risk *(Reshaping)*, or to internally change how risk is identified and planned for *(Reorganising)* (TMB 4, 16, 17, 18, 24, 25)

System 4: How could we improve our provision and use of 'intelligence'?

➢ One answer to this question is to influence external narratives by disseminating dashboard information to change how people view the organisation *(Reshaping)* (TMB 20, 22), or by understanding what may happen in the future so the organisation can be well positioned for such scenarios *(Reorganising)* (TMB 4, 16, 17, 18, 24, 25)

System 5: How could we improve our 'strategy, vision and leadership'?

➢ One answer to this question is to change regulations to reflect new strategic objectives *(Reshaping)* (TMB 6, 14, 15, 19, 22), or to foster a shared organisational culture that guides behaviours and is communicated across partners to ensure alignment on a common strategy *(Reorgansing)* (TMB 3, 4, 6, 11, 13, 15, 21, 22, 24, 25)

Answering these questions can help to: identify learning of how the system performed during COVID-19; identify lessons on where to improve the system to build resilience. (Further details on assessing performance can be found in TMB 17).

Operationalising Reshaping and Reorganising

To operationalise *Reshaping* and *Reorganising*, VSM tells us that all 5 systems need to work well together for the system to be viable[5,6]. *Processes* enable systems to work together by managing the interactions between these 5 systems and with the external environment.

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[5] The Manchester Briefing on COVID-19. Issue 18: Week beginning 10th August 2020
https://www.alliancembs.manchester.ac.uk/media/ambs/content-assets/documents/news/the-manchester-briefing-on-covid-19-b18-wb-10th-august-2020.pdf
[6] The Manchester Briefing on COVID-19. Issue 16: Week beginning 20th July 2020
https://www.alliancembs.manchester.ac.uk/media/ambs/content-assets/documents/news/the-manchester-briefing-on-covid-19-b16-wb-20th-july-2020.pdf

The 5 systems of VSM

- *System 1 – Delivery of operations.* This is the system's delivery function composed of many delivery units (e.g. cells for humanitarian affairs, logistics, communications). The delivery units in System 1 are coordinated by System 2 to ensure they complement each other and provide the desired benefit

- *System 2 – Coordination and communication of operations.* Ensures System 1 delivery units are coordinated and deliver complementary/aligned efforts by communicating to them. System 2 deals with communication under the monitoring of System 3 which deals with wider management of that delivery

- *System 3 – Management of processes, systems and planning, including audit.* Manages delivery, ensuring the effective use of resources to deliver the vision and achieve targets. System 3 is supported by other systems, including System 4, which enables management to direct effort according to the expected future demands and wider implications

- *System 4 – Intelligence.* Provides data and uses relationships to build insight to relevant events in the system's wider environment e.g. horizon scanning. System 4 delivers information to System 5 thereby enabling leaders to foresee wider issues and provide policy, culture, and wider representation to the whole system.

- *System 5 – Strategy, vision and leadership.* As the system's 'brain', it provides direction and cultural norms to align Systems 1-4 and represents up to the wider system. System 5 could be the gold commander, the strategic coordinating group, or the Office of the President or Prime Minister – yet it needs strong connection to Systems 1-4 to perform well.

To demonstrate how each system can be *Renewed*, Table 1 provides examples from previous issues of TMB of *Reshaping* and *Reorganising*. Although presented here as discreet systems, each are related and reliant on one another.

Table 1. Examples of Reshaping externally and Reorganising internally

5 Systems	Actions to Reshape externally	Actions to Reorganise internally
S1. Delivery of operations	• Transform businesses in how they can safely move their operations online to meet user expectations and accommodate new consumer markets (TMB 19, 20) • Discover innovative ways to influence service users (e.g. customers) to take precautions when using online banking and retail services (TMB 2, 18) • Regulate the public's expectations for a safe return to social activities (TMB 6) and expectations for safe travel (TMB 14)	• Reimagine flexible workplaces through blended office and home working/ mobile workplaces (TMB 15, 25) • Revolutionise how middle managers encourage supportive and healthy working environments such as by taking regular breaks and exercise whilst working at home (TMB 24)
S2. Coordination & communication	• Inspire other organisations to adopt COVID-19 safe precautions e.g. certify COVID-safe businesses and allow them to use accredited logos to attest their safe conditions (TMB 17) • Redefine your relationship with local organisation by organising regular coordination meetings with local business	• Reimagine the design of new business operations to satisfy the evolving demands of behavioural, cultural, technical or process-related needs e.g. through learning lessons (TMB 14, 16) • Establish new relationships with partners to identify users' changing needs and ensure these needs are

	associations to support economic regeneration (TMB 11)	matched by evolving your service delivery (TMB 16, 17, 18, 24)
S3. Management of processes, systems and planning, including audit	• Intensify lobbying to change processes and regulations to maintain your critical ability to deliver services e.g. lobby for temporary waivers to enable your workers to continue despite their accreditations/permits to work expiring during COVID-19 (TMB 16) • Put new pressures on enforcement organisations to issue fines for non-compliance with COVID regulations and report breaches (TMB 15)	• Revolutionise your concern for, and active engagement in, the wellbeing of staff, their mental and physical health, and the pressures on their work life balance (TMB 8) • Inspire staff to become involved in informing the strategic running of their organisation such as reviewing conditions for their return to work post-COVID-19 (TMB 22)
S4. Intelligence	• Innovate how dashboards can be used to communicate information on your performance that will have wider influences (TMB 20, 22) • Establish new lobbying partnerships to influence changes to emergency guidance to reflect what may be missing or no longer fit for purpose (TMB 17, 24)	• Revolutionise foresight capacities to horizon scan publicly available information to inform how to prepare your operations for future needs e.g. to identify new behaviours and operations needed • Renew your understanding of the market by debriefing customers to identify changes in expectations (TMB 11) and how to improve operations (TMB 4, 16, 17, 18)
S5. Strategy, vision and leadership	• Inspire the strategies of partner organisations through expanding their statutory responsibilities e.g. disseminating guidance and legislation that considers pre-existing vulnerabilities such as local socio-economic conditions, and environmental risks (TMB 3, 4, 13, 23) • Produce enlightened campaigns to ensure the recovery and renewal from COVID-19 prioritises environmental concerns, climate change, and sustainability (TMB 6, 14, 20, 22)	• Reimagine shared culture and identity based on shared vision, strategy and leadership that is communicated to partners e.g. meeting needs for health, safety and physical and mental wellbeing in places of work (TMB 15, 25) • Transform your organisation through a recovery and renewal that creates a fairer environment for all e.g. address the inequalities exposed by the crisis (TMB 6, 11, 15, 21)

Conclusion

Renewal through *Process* is iterative, interlinked and requires a flexible yet systematic approach to assessing opportunities for change through *Reshaping* external *Processes* and responding to this by reviewing internal *Processes* through *Reorganising.* We have operationalised *Reshaping* and *Reorganising* to ensure they reflect on how well the system is responding to the internal and external needs of the whole system. We have also offered a structure to assess system performance in a deep and systematic way and facilitates questions that go beyond "*What went well in our response?*"

VSM can be used to examine the whole system which may be a country, a region/province, a local resilience partnership, a city, a collection of organisations, or a delivery unit within a small organisation. For each system and the process of *Reshaping* and *Reorganising* the same principles hold true; that delivery is coordinated and supported by management, informed by intelligence, and led by a strategy and vision i.e. policy.

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 challenges for remote healthcare workers and developing guides on supporting community conversations about COVID-19. Economic lessons consider utilising the Sustainable Development Goals as a foundation for economic recovery and renewal. Infrastructure lessons focus on reinforcing COVID-19 safety standards and compliance in organisations and sustainable models for protecting jobs and promoting employment. Environmental lessons consider how local governments can tackle transport related climate change issues, and Communication lessons focus on localised strategies to encourage COVID-safe behavioural changes. Governance and legislation includes lessons on contracts management of public services to streamline communication, monitor progress and mitigate risks when working with multiple contractors, and encouraging organisations to develop contemporaneous logs of lessons learnt during the pandemic.

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Recovery: Categories of impact	Actions	Country/ Region	Source
Humanitarian Assistance			
Health and wellbeing/ vulnerable people	**Consider the challenges faced by remote health care services during COVID-19.** Primary health care workers providing care in remote areas have faced challenges during COVID-19 including inaccessibility to locales, poor hospital infrastructure and facilities, and meeting the needs of vulnerable communities. In Australia, remote health services also face challenges in maintaining adequate appointment and retention of healthcare workers. Consider how to protect remote healthcare staff and remote communities, for example: ▪ Be mindful of competition between remote and metropolitan areas for staff and resources during COVID-19 ▪ Consider the reliance of remote health services' on short-term or fly-in, fly-out/drive-in, drive-out staff, and the increased risk of transmission into remote areas ▪ Ensure there are adequate point-of-care COVID-19 testing sites in remote communities to avoid unnecessary travel to centralised locations and to reduce delays in test results ▪ Consider distribution and storage challenges in maintaining adequate stocks of PPE. Remote health service may also benefit from stocks of hygiene products to distribute to community households through remote health services ▪ Ensure remote health services are meeting regularly with other essential services e.g. police, schools, and hospitals locally and regionally, to develop local plans for concurrent emergencies in isolated areas ▪ Ensure the availability of an adequate, appropriately trained local workforce, especially for outbreaks in healthcare buildings ▪ Consider heightened costs for accommodation for remote healthcare workers due to staffing constraints or COVID-related isolation ▪ Consider staff burnout due to impact of insufficient staff, frequent orientation of new staff, concerns about the clinical and cultural competency of incoming short-term staff and continuity of care	Australia	https://onlinelibrary.wiley.com/doi/10.1111/ajr.12672

Recovery: Categories of impact	Actions	Country/ Region	Source
Community engagement	**Consider developing guides on how to support community conversations about the impacts of, and renewal from, COVID-19.** The Royal Society of Arts (RSA) has published a 'how to' guide that outlines how to organise a citizen's assembly, to discuss and understand the impacts of COVID-19. A Citizens' Assembly is a representative group of citizens who are selected at random from the population to learn about, deliberate upon, and make recommendations in relation to a particular issue or set of issues. The RSA has also launched a 'Future change framework' which can work conjointly with a citizen's assembly to support community conversations about the impact of COVID-19, recovery and renewal, transition to a post-COVID world, and support communities to heal. The framework includes ways to consider: ▪ How people have responded to Covid-19 and how that can drive positive change ▪ What communities and individuals have stopped doing, paused, put in place temporarily, and innovative strategies which could be continued How to evaluate the next steps and actions for the future for organisations, local communities, teams, or networks	UK	https://www.thersa.org/approach/future-change-framework https://citizensassembly.co.uk/ https://www.thersa.org/reports/citizens-assembly-guide

Recovery: Categories of impact	Actions	Country/ Region	Source
Economic			
Economic strategy	**Consider how to utilise the Sustainable Development Goals (SDGs) as a foundation for economic recovery and renewal.** The SDGs, represent the world's agreed economic, social, and environmental targets for 2030, and can act as a common scorecard to ensure there are objective standards for assessing progress. Localising the ambition of the SDGs to develop local economic development strategies can help integrate social and environmental standards within local economic agendas, reduce disparities between regions, generate local business opportunities and jobs, and aim to include all marginalized communities. Consider how the SDG framework can support inclusive and diversified economic growth: ■ Integrate SDG targets into on-going budget reviews process, thereby improving resource allocation and performance evaluation ■ Examine the link between ongoing public policies, the SDG targets and budget expenditures ■ Analyse the official indicators related to budget-planning instruments ■ Partner with the private sector to launch impact investment initiatives that address the SDGs, recovery and renewal from COVID-19 and sustainable economic renewal	Brazil Norway USA	https://www.oecd.org/about/impact/achieving-sdgs-in-cities-and-regions.htm https://blogs.lse.ac.uk/socialpolicy/2020/05/28/putting-the-sustainable-development-goals-at-the-centre-of-the-covid-19-pandemic-response/ https://www.brookings.edu/research/sustainable-development-goals-how-can-they-be-a-handrail-for-recovery/

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Recovery: Categories of impact	Actions	Country/ Region	Source
Infrastructure			
Welfare/ workforce	**Consider reinforcing COVID-19 safety standards in your organisation.** Organisations must ensure they, their employees, and people who visit their workplace are complying with COVID-19 safety measures e.g. wear a mask, sanitize and maintain social distancing. As time goes on and people become fatigued with regulations, standards may slip. It is the organisation's responsibility to ensure due diligence in identifying risks and mitigating them. This may require increased surveillance of working practices and trained Compliance Officers who specialise in encouraging compliance. Consider that Compliance Officers can: ▪ Ensure that COVID-19 safe practices in the workplace are updated, communicated, trained, and monitored effectively ▪ Constantly seek good practices from elsewhere and systematise these to enhance protection of people at work ▪ Balance legal requirements with response actions to ensure safety comes first ▪ Be a single, expert point of contact to address issues related to COVID-19 in an organisation ▪ Constantly evaluate workplace compliance with the regulations and report on breaches	Denmark	https://lawahead.ie.edu/compliance-tips-for-dealing-with-coronavirus/

Recovery: Categories of impact	Actions	Country/ Region	Source
Workforce/ staffing	**Consider sustainable models for protecting jobs and promoting employment for recovery and renewal from COVID-19.** A key model (followed by many countries) to help protect jobs, workers and the economy has emphasised job retention through wage subsidies, layoff restrictions, and short-term compensation schemes. In Greece, initial data suggests that job retention was an effective means of reducing large-scale unemployment – and that additional work is needed to create new jobs. This suggest that strategies to protect jobs should also consider proactive policies to enhance employment possibilities for unemployed and otherwise vulnerable workers to avoid long-term chronic unemployment. Consider: ▪ Investing in training designed for a 'post-COVID-19' labour market e.g. focusing on upskilling in technical and internet-based skills ▪ Investing in infrastructure in organisations to support new types of jobs and ensure funds are allocated to ensure employees have adequate resources for the job (e.g. hardware and adequate internet access) ▪ Allocate funding to improve technical systems for effective job search and job matching, alongside relevant skills training for the new job ▪ Utilise learning from the pandemic about technology adoption and innovation, the digital divide, and the impact this can have on access to employment and ability to undertake work at home or online	Greece	https://www.weforum.org/agenda/2020/11/jobs-covid19-policy-greece-europe

Recovery: Categories of impact	Actions	Country/ Region	Source
Environmental			
General environment	**Consider how to tackle transport related climate change issues at a local level.** Recent research in the UK suggests that people are planning to drive more in future than they did before the coronavirus pandemic, despite the fact many people accept human responsibility for the climate crisis. The preference to travel by car is likely the result of people feeling unsafe on public transport as a result of COVID, reduced public transport services, and a lack of trust in services. To encourage tangible action on climate change for recovery and renewal from COVID-19, localised climate policies for transport can consider: ▪ Limit and reduce measures to increase road capacity as research suggests new road capacity encourages more traffic and increased emissions ▪ Introducing low emission zones and/or congestion charging areas – the funds from these can be used to subsidise public transport ▪ Invest in rapid transition to electric vehicles for public services e.g. public transport, waste removal, and for vehicles that are required to be used by council staff (a 'grey fleet' of vehicles used by staff but not owned by the council) ▪ Build reduce car use into local plans to consider quality walking and cycling routes, and the provision of transport and delivery hubs to enable the use of cargo bikes and similar for deliveries ▪ Require that all taxis are electric vehicles through licensing regulations	UK	https://www.theguardian.com/environment/2020/nov/10/people-drive-fly-climate-crisis-global-poll-green-recovery-covid-pandemic https://www.google.com/amp/s/www.bbc.co.uk/news/amp/science-environment-55018581 https://policy.friendsoftheearth.uk/insight/33-actions-local-authorities-can-take-climate-change

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Recovery: Categories of impact	Actions	Country/ Region	Source
Communication			
Targeted communications	**Consider the focus of communication strategies to encourage behavioural changes.** Social distancing and restricted movements are important measures to control transmission of COVID-19. But the efficacy of this may be improved by increased focus on targeted information that focuses on behavioral change. Persistent spikes in COVID-19 cases has promoted debate about the effectiveness of restricted movement as a preventative measure in and of itself. Lessons from Malaysia suggest that increased attention should be paid to communication strategies that focus on: ▪ Instilling new norms into people's daily lives through consistent and clear messaging from health officials ▪ Specific risk behaviours, preventive behaviours, illness behaviours, and compliant behaviours associated with cultural values, perceptions, belief, and attitudes ▪ Feedback from the public to improve and refine the communication process ▪ Reinforcing desired behavioural changes through continued behavioural change interventions, namely, capacity building, policy implementation and enforcement, resource mobilization and participation of various players including government, nongovernmental organizations, civil society groups and the target population ▪ Enhanced localized community messaging that is place specific ▪ Provision of regular, transparent data to the public in easy to understand formats. Do not decrease the level of open, detailed government information ▪ Targeted communications for specific hotspots such as some places of work (e.g. construction sites in Malaysia where infection spread quickly because of working conditions), and through providing guidance to associations, clubs and schools WHO 'Guidelines for Developing Behavioural Change Interventions in the Context of Avian Influenza' has some useful information on developing Behavioural Change Interventions here	Malaysia	https://www.malaymail.com/news/malaysia/2020/11/23/rise-in-covid-19-cases-leaves-health-experts-divided-on-cmcos-efficacy/1925111

Recovery: Categories of impact	Actions	Country/ Region	Source
Governance and Legislation			
Risk Management/ emergency planning	**Consider contracts management and interface management of public services during COVID-19.** Interface management considers how to streamline communication, monitor progress and mitigate risks when working with multiple contractors, subcontractors, and clients. This is particularly important during COVID-19 where the government may set out its requirements in contracts, but the actual delivery of a service is done through third parties. One example where effective interface management failed was in the outsourcing of a security firm to supervise quarantined travellers in a hotel in Victoria, Australia. The firm were asked to undertake their 'normal' tasks monitoring movement, alongside biohazard containment which required extensive specialised training they did not have – ultimately leading to widespread transmission of COVID-19. Given the number of outsourced services (e.g. in transportation, security, and health), consideration should be given to the new ways in which service delivery and health merge: ▪ Evaluate what can reasonably be expected from a contractor given their expertise and resources and provide additional training or resources to ensure COVID-safe services are delivered ▪ Ensure agreements, resources and expectations for COVID-safe provision are discussed and understood by all parties involved in delivering a service e.g. from government to outsourced supply chains ▪ Evaluate the impacts of performance-based metrics for services against short and long-term risks to delivery and to health ▪ Consider who is responsible for 'regular risks' (e.g. costs, lateness and cancellations of services etc.) during COVID-19 and who should manage the public health risks –ensure regular updates are communicated amongst all parties to provide an informed approach of regular and COVID risk and where they converge	Australia	https://pursuit.unimelb.edu.au/articles/adapting-melbourne-s-public-transport-to-covid-normal

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Recovery: Categories of impact	Actions	Country/ Region	Source

Learning lessons	**Consider encouraging organisations to develop a record of lessons learnt during the COVID-19 pandemic.** Time is a main barrier to learning lessons and implementing actions from those lessons. However, learning lessons while an event is still unfolding provides contemporaneous thinking to help guide actions. Organisations or all sorts can identify and learn their own lessons, feeding into industry/association calls for learning. Consider:
	■ Appointing someone to identify lessons during events
	■ Maintaining an up-to-date log of lessons to capture learning and support institutional memory
	■ Using the log of lessons dynamically and reflectively to asses performance and guide debriefs
	■ Coordinating the lessons learned across an area or industry to pool learning for greater effect, to bring the system together to share context specific learning through:
	   o Holding workshops and industry seminars
	   o Liaising with academic institutions, networks/associations, and business centres
	   o Promoting information widely through various medias e.g. online and in print
	Guidance on collating lessons to assess performance and processes for debriefing can be found in TMBs 18 and 22.
		USA UK	https://www.willistowerswatson.com/en-US/Insights/2020/05/a-debrief-for-business-continuity-debriefing

Briefing C: Developing guidance for local resilience – Our new research project

In October 2020, we were awarded funding from UK Research and Innovation (UKRI) to continue our work on The Manchester Briefing through a new project titled "*Recovery, Renewal, Resilience: Informing, supporting and developing guidance for local resilience*". The project starts on 1st January 2021 so we will only briefly introduce it here – and the next issue of TMB (on 8th January 2021) will describe the project in more detail.

Research Objective: This project works closely with resilience partners to develop a generalizable, theoretically underpinned framework for how short-term recovery and long-term renewal to COVID-19 can enhance resilience. The framework will:

- Take a whole system approach to recovery and renewal (from community to national)
- Explore how to manage the changes in people, places and processes that is needed
- Address short-term, transactional recovery as well as longer-term, transformational renewal
- Complement existing guidance and resilience standards and lead to an international standard on recovery and renewal

Approach: The framework will be informed by (and inform) the committees that coordinate recovery in a local area by working closely with the resilience partners and engaging with local and national organisations on how they plan recovery and renewal on a system-wide basis. Our local government partners have different structures and geographies so we can create a framework that is widely applicable to local variations. At present we are pleased to have the collaboration with four local resilience partnerships and intend complementing this by partnering with three overseas cities.

Activities

- Collect and analyse national/international lessons on recovery and renewal
- Interview experts across the world on emergency planning, risk, and resilience
- Contribute to three local committees that coordinate their city's recovery and renewal projects
- Facilitate webinars and training on recovery and renewal for resilience
- Develop and test a framework for recovery and renewal, refine it in different contexts (national and international), learn about its application, and use feedback to improve it
- Develop and test a methodology to assess the impact of the framework

Main deliverables

- Expert briefings on how to implement recovery and renewal for local resilience
- A searchable database of lessons for recovery and renewal for local resilience
- A theoretically underpinned, practice-tested framework to support thinking about recovery and renewal for local resilience
- A self-evaluation methodology to reflect on recovery practices
- *The Manchester Briefing*, case studies, and training products
- International and national standards having a global impact

We know that, across the world, organisations are at different stages of thinking about recovery so we aim to provide results that are helpful to those that may not yet have formally begun (nor have the structures to begin) their recovery process, as well as involve those that are more advanced in their thinking and activity.

We are grateful to the following organisations for their interest in the project: Essex LRF, Thames Valley LRF, Merseyside FRS, Global Resilient Cities Network, Civil Contingencies Secretariat (Recovery and Human Aspects Team), Emergency Planning Society, Local Government Association, SOLACE, International Standards Organization, British Standards Institute.

Briefing D: Useful webinars

Taken place in the past week	Webinar Title	Link to presentation
30.11.2020	The State of Protection in the COVID-19 Era	https://www.youtube.com/watch?v=0mJcb2OznvM
30.11.2020	COVID19 planning system changes and the historic environment	https://www.youtube.com/watch?v=qakcDPRMcsE
01.12.2020	Responding to dual challenges of climate-induced disaster and COVID-19 pandemic	https://www.undrr.org/event/webinar-combating-dual-challenges-climate-related-disasters-and-covid-19
Coming up		
Date	**Webinar Title**	**Link to registration**
16.12.2020	When Systems Fail: Covid-19, NHS acute hospitals and public health	https://www.eventbrite.co.uk/e/when-systems-fail-covid-19-nhs-acute-hospitals-and-public-health-tickets-130427926439
16.12.2020	Addressing COVID-19 in Pakistan and Bangladesh: Public health interventions, policy response and new research findings	https://us02web.zoom.us/webinar/register/WN_IaPes-oGQG-8mpuffy_v3A
13.01.2021	Inclusion and the impact of Covid-19	https://www.eventbrite.co.uk/e/inclusion-and-the-impact-of-covid-19-webinar-tickets-125015357299

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