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Briefing: **43** Date: **08/10/2021**
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The Manchester Briefing COVID-19

International lessons for local and national government recovery and renewal

Please note, the next TMB will be issued on 1st Nov 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 information on our webinar series and three briefings:

Click here to explore the new database

Contribute your knowledge to the briefing (via a 30-minute interview) by contacting duncan.shaw-2@manchester.ac.uk

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

Join the conversation
#RecoveryRenewal #Covid19Recovery

Previous briefings. If this is the first briefing you have received and you'd like to access more, they can be found here.

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

Recovery, Renewal, Resilience:
The Manchester Webinar Series

Over the coming months, our team, in collaboration with partners, will be running a series of webinars that will explore recovery and renewal from COVID-19. The webinars will mark key dates, discuss the themes emerging and developing through our project and report on key findings, good practice and global learning. We will sometimes also share webinars external to our project that we think might be of interest. Register for our upcoming and watch our most recent webinars:

Upcoming Webinars

13/10/2021, 2pm BST: Launch of the National Consortium for Societal Resilience [UK+] (NCSR+)

This webinar will launch the NCSR+, our panel will discuss the reasons behind the initiative, we will hear from members on why it is such an important initiative and what members hope to achieve.

Register: https://tinyurl.com/5dbjh7e6

11-14/10/2021: Manchester Festival of Climate Action

Over four days, the University of Manchester talks will consider the challenges at the forefront of the climate crisis, providing a forum to share innovative solutions to drive urgent change. The topics covered each day include: Mitigation, Adaption, Finance and Collaboration.

Register: https://tinyurl.com/yp66nfys

15/10/2021, 4pm BST: Anticipating a resilient future

The final webinar in The Manchester Series in collaboration with TIEMS. Our panel of experts from a global community of emergency managers reflect on their learning from the global pandemic along with severe weather events, consider the main challenges ahead and discuss what this all means for the emergency management profession.

Register: https://tinyurl.com/bxwpzsfu

26/10/2021, 6pm BST: Federal Emergency Management Agency, USA 'Maintaining and Revitalizing your CERT Program'

 This webinar will share ideas and best practices for maintaining and revitalizing your CERT program.

Register: https://tinyurl.com/vxxrtdds

Past webinars

23/09/2021: Managing meaningful recovery from COVID

In this, the second in the three-part The Manchester Series in collaboration with TIEMS, we examine what is 'meaningful recovery' from Covid?

Watch: https://tinyurl.com/4u8ptt3r

Briefing A:
The National Consortium for Societal Resilience [UK+]

Background

The response and recovery to COVID-19 has been a whole-of-society effort where every individual, community group, business, and organisation has had a role to play. To maintain this outpouring of goodwill, local government and voluntary organisations have long been discussing how to renew their efforts on community resilience to ensure that a positive legacy of the pandemic is a more cohesive, risk-aware, and prepared society that can work with local government to enhance its own local resilience. In the UK, this ambition was galvanised in the national government publication in March 2021 called The Integrated Review of Security, Defence, Development and Foreign Policy ('The IR') which outlined ambitions on 'whole-of-society resilience' (see TMB 32, p13).

The term 'whole-of-society resilience' challenges the resilience sector to take an integrated approach to build national resilience as the product of multiple factors, including "effective and trusted governance, government capabilities, social cohesion, and individual and business resilience"[1]. This briefing outlines one response to the call to action in The IR – the renewal of local resilience through a partnership called *The National Consortium for Societal Resilience [UK+]*, abbreviated to *NCSR+.*

Members of the NCSR+ will launch the consortium on **13th October 2021** – the **United Nation's International Day for Disaster Risk Reduction** – signalling their intention to renew local resilience to reduce risk and prepare society for disruptive events.

The National Consortium for Societal Resilience [UK+]

The NCSR+ was initiated by Ben Axelsen (Thames Valley Local Resilience Forum) and Duncan Shaw (The University of Manchester) to pursue the ambition on whole-of-society resilience outlined in The IR. The consortium involves **60 member organisations** that are central to building resilience in the UK[+] (see map) - the local government members alone represent over 96% of the population of the United Kingdom along with 10 nationally-important sector partners.

NCSR+ members want to work together on the 'national endeavour' outlined in The IR, with their communities, strengthening inclusivity and diversity, knowing each have different starting points on how they understand their risks, pinpoint vulnerabilities, enhance preparedness, and leverage agency. This is a multi-year endeavour to raise "the ability of whole-of-society to anticipate, prevent, prepare for, respond to and recover from risks"[1].

NCSR+ members believe that whole-of-society resilience must be built from **inside communities**, utilising available partnerships offering important support, facilitation, and intervention within a national framework of guidance and good practices. This explains why building whole-of-society resilience is not top-down from national or local government, because society is not controlled by them. However, resilience building cannot only be bottom-up by society, because then those communities that lack agency can be further left behind as they fail to mobilise around this challenge.

This means that **whole-of-societal resilience has to be co-produced** – a partnership between:

Resilience partnerships: These are the multi-agency collaborations which focus on emergency preparedness and assuring resilience: In England and Wales they are called Local Resilience Forums (LRFs). In Northern Ireland they are called Emergency Preparedness Groups (EPGs). In Scotland they are called Regional Resilience Partnerships (RRPs).

Sector partners: These are organisations that support the creation of local resilience through collaborative working with resilience partnerships. They include the voluntary sector, business sectors, and non-resilience government.

Community: The individuals, neighbourhoods, businesses and organisations that share a characteristic such as being co-located.

The voices of each of these three constituents are represented by NCSR+ members, although local communities will initially be represented through existing links that resilience partnerships and sector partners have with communities, but we see this deepening as the consortium matures.

The NCSR+ is hosted by The University of Manchester at www.ambs.ac.uk/NCSR.

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1 Global Britain in a Competitive Age: The Integrated Review of Security, Defence, Development and Foreign Policy. UK Government Cabinet Office, March 2021

Vision of the NCSR+

To enhance the UK[+]'s whole-of-society approach to resilience, so that individuals, community groups, businesses and organisations can all play a meaningful part in building the local resilience of our society.

Objectives of the NCSR+

For NCSR+ members to work together to:

- **sustain a supportive national eco-system** to:
  - o establish concepts, language, and principals
  - o strengthen relationships with each other and whole-of-society
- **learn** about:
  - o different perspectives and priorities across resilience partnerships and sector partners
  - o how others have built whole-of-society resilience
  - o lessons that are translatable to the UK[+] context
- **develop nationally-consistent approaches** including:
  - o **a new foundation** to establish a solid basis on which to build whole-of-society resilience
  - o **new local activities** to build on that foundation
- **trial, implement, and evaluate** the nationally-consistent approaches into members' local activities
- **promulgate information and resources** under the NCSR+'s neutral identity, including:
  - o existing information and resources given over to the NCSR+
  - o new information and resources produced by the NCSR+
- **develop and implement an evaluation methodology** to assess the changing confidence and maturity of whole-of-society resilience:
  - o from the perspective of the NCSR+ members
  - o from the perspective of whole-of-society

Membership

To ensure the NCSR+ is focused on making evidence-led change happen, the membership is limited to those organisations that have strong local connections to communities to implement approaches for whole-of-society resilience.

The founding members of NCSR+ are listed in Annex 1 and include:

- **Resilience partnerships** as portfolio holders for local risk, vulnerability, and preparedness for disruptive events. Resilience partnerships will have a role to facilitate the implementation of whole-of-society resilience approaches and have an assurance role so that no part of society is left behind because communities lack the agency needed to take responsibility for their own resilience. Members include:
  - o from **England**: 36 of 38 LRFs
  - o from **Northern Ireland**: 3 of 3 EPGs
  - o from **Scotland**: 2 of 3 RRPs
  - o from **Wales**: 2 of 4 LRFs
  - o government from the Crown Dependencies of **Guernsey**, **Jersey**, and the **Isle of Man** which, along with others, contribute as the '+' in NCSR+
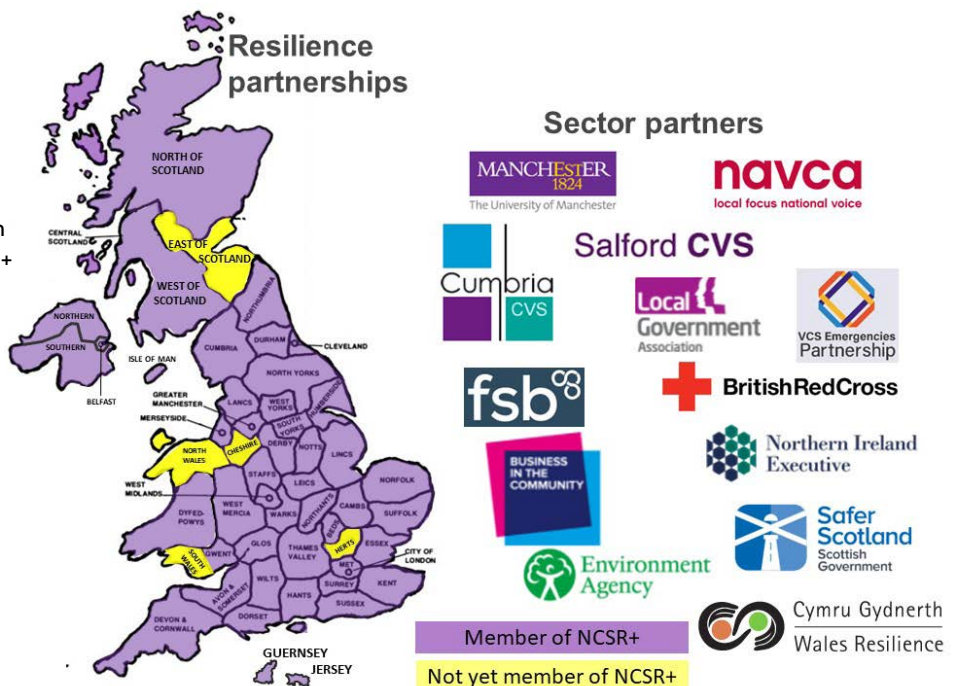
- **Sector partners** that have strong local connections with their constituencies so can amplify different voices from whole-of-society into the work of the NCSR+, including:
  - **business sector**: larger organisations (BiTC), small businesses (Federation of Small Businesses)
  - **voluntary sector:** collections of national charities (VCSEP), large charities (British Red Cross), and hyper-local voluntary organisations (NAVCA, Salford CVS, Cumbria CVS)
  - **government sector:** Environment Agency, whole-system national perspectives (Northern Ireland, Scotland, Wales), local government capabilities that are not normally in the space of resilience to disruptive events (Local Government Association)
  - **higher education sector** is represented to support evidence-led practice through The University of Manchester providing theory, research skills, and thought leadership to underpin local action

Members' roles and responsibilities

Resilience partnerships and **sector partners** will be involved in the consortium in different ways and to varying degrees according to their interests, capacities, and changing circumstances. As such members participate as Type 1 (more involved) or Type 2 (less involved) and can move between types as their level of involvement changes. Currently, the distribution of members to Type 1 and Type 2 is roughly 50:50:

Resilience partnerships and sector partners will …	More involved (Type 1)	Less involved (Type 2)
Identify information to inform the work of the NCSR+ as it develops new resources	✓	✓
Sign up to receive project findings to consider for local application	✓	✓
Share local collateral, insights, and good practices	✓	✓
Participate in NCSR+ meetings, webinars, workshops, and public events	✓	✓
Contribute to NCSR+ working groups to co-produce new resources	✓	✗
Trial and implement NCSR+ resources	Optional	✗

The University of Manchester will:

- provide ongoing research capacity and an evidence-base on whole-of-society and community resilience
- support the NCSR+ to identify, design, and deliver projects, products, and resources
- prepare funding proposals to progress the work of the NCSR+
- pump-prime and co-fund projects for the NCSR+

Structure of the NCSR+

Co-Chairs of the NCSR+ are Ben Axelsen (Partnership Manager, Thames Valley Local Resilience Forum) and Duncan Shaw (Professor, Alliance Manchester Business School, The University of Manchester). The co-chairs will maintain momentum on pursuing the NCSR+ vision, convene open workshops and public events as well as represent the NCSR+ if required.

An **NCSR+ Board** will be formed involving a mixture of: Type 1 resilience partnerships, Type 2 resilience partnerships, and sector partners. The Board will be formed of members who are closely involved in the work of the NCSR+.

Three types of **NCSR+ Meetings** will be held to allow to different conversations to happen across the members. Meetings of the whole consortium will involve all members to enable everyone to share the latest information and agree the important directions to pursue the shared vision. Meetings of resilience partnerships and meetings of sector partners will allow each to discuss specific issues.

Separate to these meetings, **Project Teams** will be established as task and finish member groups to deliver specific activities for the consortium.

Founding principles of the NCSR+

Members of the NCSR+ have identified the following founding principles to underpin our collective effort on whole-of-society resilience:

1. We must **align behind a shared meaning** of 'whole-of-society resilience'
2. We must **exploit our synergies** and the substantial opportunities from working collaboratively together
3. We are working on an **ambitious issue** so we need short-term (realistic) objectives and longer-term (ambitious) objectives
4. We must be **efficient in our work**, and facilitate the University of Manchester to provide its research capacity and support

5. We need a new, ambitious, **nationally-consistent foundation** on which to build whole-of-society resilience

6. We will **address important resource gaps** by producing materials and collateral which only contain the NCSR+'s neutral-branding and which can be adopted without charge, provided that NCSR+'s neutral-branding is retained equivalently alongside the user's own branding

7. We must **accumulate diverse good practices** from which to carefully select a starting portfolio to localise as no 'one-size-fits-all'

8. We must build the consortium into a **national eco-system** to co-produce approaches with the voices of our communities

9. We must **analyse the impact of our effort**

10. We must **disseminate our learning to everyone** via our events, website, outreach, and link

What's next?

The **launch** of the NCSR+ on **13th October 2021** (2.00pm, UK time) will be via a webinar where members of NCSR+ will share more about the ambition, workplan, activities, and open events that you could get involved in.

The launch webinar will be hosted by Duncan Shaw (Co-Chair of NCSR+, Alliance Manchester Business School) and involve a panel of consortium members from across the UK[+] as well as resilience partnerships and sector partners, including:

- **UK Resilience partnerships**: Ben Axelsen, Co-Chair of NCSR+, Thames Valley Local Resilience Forum, England

- **[+] Resilience partnerships**: Kevin Murphy, The Office of the Committee for Home Affairs, Guernsey

- **Business sector**: Clare Rudall, Business in The Community Wales

- **Voluntary sector**: Marie Hayes, British Red Cross, Scotland Director

- **Local government sector**: Ellie Greenwood, Senior Adviser, Local Government Association

- **Resilience system integration**: Joan McCaffrey, Local Government Civil Contingencies, Northern Ireland

You can register to attend the launch webinar, follow our LinkedIn page.

We recognise that the value of such an endeavour is not in having the consortium itself. The value comes from the consortium making a difference on-the-ground to enhance whole-of-society resilience so that every individual, community, business, and organisation can all play a meaningful part in building local resilience.

Annex 1: Founding members of The National Consortium for Societal Resilience [UK+]

ENGLAND's Local Resilience Forums (LRFs)		
Northwest LRFs	**Yorkshire & Humber LRFs**	**South East LRFs**
Cumbria	Humber	Hampshire & IoW
Greater Manchester	North Yorkshire	Kent
Lancashire	South Yorkshire	Surrey
Merseyside	West Yorkshire	Sussex
		Thames Valley
East Midlands LRFs	**East of England LRFs**	**South West LRFs**
Derby & Derbyshire	Bedfordshire & Luton	Avon & Somerset
Leicestershire	Suffolk	Dorset
Lincolnshire	Essex	Devon, Cornwall & IoS
Northamptonshire	Norfolk	Gloucestershire
Nottingham and Nottinghamshire	Cambridgeshire & Peterborough	Wiltshire & Swindon

Northeast LRFs	West Midlands LRFs	London LRF
Staffordshire	Cleveland	London
Warwickshire	Durham & Darlington	
West Midlands	Northumbria	
West Mercia		

NORTHERN IRELAND Emergency Preparedness Groups (EPGs) and national resilience partner		
Belfast EPG	Northern EPG	Southern EPG
Northern Ireland Executive		

SCOTLAND's Regional Resilience Partnerships (RRPs) and national resilience partner		
West of Scotland RRP	North of Scotland RRP	Scottish Government

WALES's Local Resilience Forums (LRFs) and national resilience partner		
Gwent LRF	Dyfed-Powys LRF	Welsh Government

GOVERNMENTS OF CROWN DEPENDENCIES		
Guernsey	Jersey	Isle of Man

SECTOR PARTNERS		
Higher Education Sector	**Business Sector**	**Government sector**
Alliance Manchester Business School, The University of Manchester	Business In the Community (BiTC)	Local Government Association (LGA)
Humanitarian and Conflict Response Institute	Federation of Small Businesses (FSB)	Environment Agency Flood Warden Scheme
Voluntary Sector		
Salford CVS National	Cumbria CVS	British Red Cross
Voluntary & Community Sector Emergencies Partnership	Association for Voluntary & Community Action (NAVCA)	

Briefing B:

Lessons you may find helpful from across the world

We provide the lessons under six categories, with sub-categories for ease of reference. We have selected lessons that are of specific interest to the process of recovery and renewal although many also relate to the response phase, and the likely overlap between response, recovery, and renewal.

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Communities	Actions

Impact on:
Community participation

Haiti; Kenya; Madagascar;
Mozambique; Philippines:
https://tinyurl.com/mkk34cxf

Global:
https://tinyurl.com/97mrcsvr

Consider how collaborating with international humanitarian agencies can support local community-led preparedness and resilience. Diakonie Katastrophenhilfe are working with civil society organisations (CSOs) and faith-based organisations (FBOs) to design, develop and enhance local level preparedness systems and capacities to support resilience building during and after crises. Local and national governments, the private sector, the media, and academia are also collaborating with the initiative, to help communities to develop their preparedness and response planning. Working with existing community structures, the initiative aims to mobilise and engage community leaders, key stakeholders, and underrepresented groups. The initiative ensures that the most vulnerable people in the community are at the heart of activities. A lack of capacity, resources and capabilities often creates challenges for local governments to initiate effective disaster risk reduction strategies and support from partners e.g. international humanitarian agencies can help to fill the gaps in the initial planning and implementation processes. Consider establishing new partnerships with international humanitarian agencies to:

- Provide institutional capacity and knowledge on emergency preparedness and response processes;
- **Support the design, planning, development and implementation of projects** that incorporate new initiatives which enable communities to participate and collaborate on emergency response;
- Support partners to establish local preparedness and response systems, including their own governance capacities;
- Conduct **peer reviews to identify lessons learned and share examples of good practices**;
- Inform future disaster preparedness and response planning

The activities in this initiative include:

- **Train CSOs and FBOs** on integrated disaster management. This activity aims to develop localised first response systems and capacities;
- Support and train CSOs and FBOs on Emergency Preparedness & Response Planning **capacity development**, including strategies for building resilience;
- Establish/strengthen **40 local voluntary community groups** on areas such as community preparedness, early warning and response;
- Pilot a **'Supporting Community-led Response' programme** which aims to enable communities and self-help groups to collaborate on response to crisis, and to address root causes of vulnerability, through workshops, peer review and lessons learned sessions

Economic	Actions
Impact on: *Business regeneration and rejuvenation* OECD: https://tinyurl.com/5et7ehnp	**Consider how to engage with micro- and small-medium enterprises (MSMEs) owned by underrepresented groups to better support their recovery and renewal.** Underrepresented groups such as women- and minority- owned MSMEs have shown a higher degree of vulnerability during the pandemic. Women- and minority- owned businesses tend to be micro in size (10 employees or less), more financially fragile, and face barriers when accessing professional and financial support services, according to the OECD and McKinsey. Past experiences of barriers to support mean that these groups are less likely to seek support or are unaware of the support that may be available to them. During a recent webinar, it was reported that these types of businesses could add £70 billion to the UK economy, if fully supported. We explore ways in which national and local government can better engage with MSMEs to develop policies and support mechanisms that will adequately address their recovery and renewal needs. The OECD and the UK's Business in the Community recommend:

- **Understand the barriers faced by these business owners** by directly engaging with them, for example:
  - Establish and facilitate discussions (e.g. consultation) with MSME owners, organisations that represent them, and others such as banks, insurance companies, and professional services providers
- **Design inclusive schemes** that acknowledge and remove barriers, increase accessibility, and provide adequate support to women- and minority-owned businesses. Examples include:
  - Canada's Women Entrepreneurship Strategy Fund (CAD 15 million) and the Black Entrepreneurship Program (CAD 221 million)
  - Ireland's Women in Business 2020 Action Plan
  - Malays's Short-term National Economic Recovery Plan (Penjana) which includes a USD 12.5 million micro financing program and an initiative aimed to raise funds to help finance microenterprises. Both initiatives are targeted at women entrepreneurs
- Deploy **targeted advertising and collaborate** with business associations, to raise awareness of new and existing aid schemes
- **Reduce the bureaucracy** of existing aid measures, by decreasing ex ante eligibility checks and deploying easily accessible digital portals. For example:
  - Switzerland's "bridging credit" scheme which can be applied for through a simple one-page form, increasing to accessibility of financial aid and the speed at which companies can receive assistance
- Create contract/tender opportunities that are **targeted at women- and minority- owned MSMEs** (see examples from Florida and Indiana)

Economic

Economic	Actions

Impact on:
Economic strategy (national & local)

Switzerland; Global:
https://tinyurl.com/58wth5ry

Consider tools to support and drive local economic recovery. A recent event organised by Geneva Cities Hub (GHC) and UN-Habitat examined the measures that cities across the world took to tackle economic and financial impacts of the COVID-19 pandemic. The session discussed lessons learned and how these might inform and accelerate the development of strategies which effectively prepare for and mitigate the effects of future crisis in cities. One core response lesson identified was that "cities which have best managed the crisis are those who have been flexible in the allocation of resources and capacities to support their citizens". A further key takeaway was the potential for tools developed by international organisations to support and drive city recovery and renewal. The tools discussed include:

1. The Urban Economic Resilience Performance Diagnostic and Planning Tool which can support cities to:

- **Identify the "strengths and weaknesses** of institutional and operating" mechanisms with a focus on economic recovery, renewal, and resilience building
- Analyse the "structure and functioning" of cities and effectively measure economic performance. This tool can specifically help cities to **understand how these factors impact vulnerability** to shocks and stressors, and broader local resilience
- Inform the design and implementation of comprehensive Recovery Strategies and Renewal Initiatives that restore and enhance preparedness, and tackle systemic socio-economic conditions to reduce vulnerabilities

2. The Municipal Financial Self-Assessment Tool which aims to support cities to:

- Analyse city financial health and **identify strategies that will improve the "mobilization of local resources**, financial management, public spending, assets management (public), investment programming and access to external funding"
- Evaluate local budgets, finance management practices, city savings capacity, investment history and future opportunities, and review financial forecasts
- Benchmark according to a set of comparable key indicators and ratios
- Define strategies for a '*Municipal Finance Improvement Plan*' aiming for "greater accountability, visibility and efficiency in the use of public funds"
- The local government of Kisela Voda, Macedonia, detailed how this tool supported them to mobilize local resources such as increasing land development fees and selling municipal assets

3. The City Resilience Profiling Tool, designed to:

- Assess and understand unique urban systems by **engaging local governments, the private sector and civil society stakeholders to build city resilience**
- Support the establishment of strategies that consider five core and interdependent components: "spatial attributes; organisational attributes; physical attributes; functional attributes; and time"

Infrastructure	Actions
Impact on: *Urban and rural infrastructure* Germany; Global: https://tinyurl.com/bnv3ewxf	**Consider methods to increase participatory decision-making.** The Open City Toolkit (OCT) is a web-based geographic information system (GIS) that supports "integrated and participatory urban planning processes, fostering dialogue between governments and citizens and exchange of knowledge and data between government departments". The OCT Toolkit, developed by HafenCity University Hamburg (HCU) and Gesellschaft fur Internationale Zusammenarbeir GnbH (GIZ), is now freely available and offers: • Guidance to help local government and urban planners to **visualise and analyse complex urban data, collaboratively among local practitioners and with citizens** • An online introductory tutorial which details the technical components of the system and how these components work together for the tool to function • A further tutorial series which guides the user of the OCT step-by-step through the process of managing the system. The OCT is currently being piloted in two cities: • Bhubaneswar, India where high numbers of people are living in informal settlements (e.g. slums) and the local government are using the OCT to **identify land for the development of affordable housing** • Latacunga, Ecuador, where large areas of the city are vulnerable to risk due to their proximity to the Cotopaxi volcano and the local government intend to use the OCT **to develop collaborative solutions for volcanic risk governance** The OCT has been adapted to the specific local planning requirements of the two pilot cities mentioned above, but offers open software for the development of further functionalities for new contexts.

Health	Actions

Impact on:
Health and wellbeing
 	
UK:
https://tinyurl.com/3h2xrkh9
https://tinyurl.com/yma8jwep
	Consider the potential impacts of long-COVID on local services. TMB 36 mentioned the need to identify and address the impacts of 'Long COVID' on people who receive and provide care and support in local communities (e.g. social care services/unpaid carers). The most recent Office for National Statistics (ONS) figures (July 2021) report that just under one million people in the UK have self-reported symptoms of Long COVID. The symptoms associated with 'Long COVID' (e.g. fatigue, shortness of breath, joint pain, cognitive dysfunction) have the potential to impact people's ability to work, and their physical and mental health. The impacts of Long COVID have the potential to increase long-term demand on local health and social care services. Consider:
	
	• How a rise in demand will **impact current capacities and resources** in local health and social care services
	• Where **re-deployment (e.g. of volunteers) may be possible to alleviate pressure** on health and social care workers and meet the needs of people who might require continuous support e.g. with transport/shopping
	• What **training and safeguards** would need to be put in place to ensure any additional support provided by volunteers is done safely
	• The **impacts of Long COVID on other services** such as housing, transport, welfare and employment
	• Conduct a review to:
	  o assess current resources and surge capacities
	  o understand who in the community does and might need additional support and estimate the length of time this might be for (using information such as people who have underlying health conditions)
	  o estimate what funding might be required to meet a rise in demand and how this potential rise can be forecasted, budgeted, and planned for

Health	Actions

Impact on:
Health and wellbeing;
urban and rural infrastructure
 	
Global:
https://tinyurl.com/4smen7rw
https://tinyurl.com/3txb7e2y
https://tinyurl.com/e49mpwy8
	Consider the value of play in building resilience in young people and their communities. The pandemic has disrupted children and young people's education, physical health, mental well-being, and social development. There is an abundance of evidence that shows how play is crucial for children's "health, their physical-and emotional growth, and intellectual and educational development". The social and behavioural skills that children acquire during play can support the development of resilience, increasing children's ability to manage stress and adversity. Local areas now have an opportunity to increase spaces for play through city infrastructure and land use planning in their Recovery Strategies and Renewal Initiatives. Resilient Cities Network (RCN) explored this topic in a recent webinar. Consider:
	
	▪ The Reclaiming Play in Cities initiative, which recognises how the "built environment as a critical play and learning resource for children". Increasing opportunities for play in cities can support communities to build resilience. For example:
	
	  o Barnet, London have taken full advantage of urban regeneration to invest in play infrastructure. Core strategies include "balancing private development with adequate resourcing for the local voluntary and community sector (VCS) to provide play activities for the most vulnerable children in the area", and the redesign of two local parks
	
	  o Khayelitsha, Cape Town, with the support of the Urban Play Framework (discussed below), began a two-phase intervention to develop a local play culture in the area. With community participation, the first phase upgrades a series of existing courtyards to create a network of designated play spaces. The second phase will link this network to a refurbished nursery which will serve as a central hub to establish a safer, more varied and stimulating environment for play
	
	▪ The Urban Play Framework which offers guidance on design and 'placemaking' in cities:
	
	  o The Urban Play Framework Toolkit which provides **methods and tools to support local governments and communities to conduct a play assessment of their area, and identify and co-design play activation initiatives**
	
	▪ The importance of participatory processes and community engagement in the assessment, design, and evaluation of play initiatives so that children are active participants in the process to increase their agency

Health	Actions
Impact on: *Partnerships & coordination (national, subnational, local)* UN: https://tinyurl.com/3cbrsknb	**Consider new governance models to increase preparedness and ensure effective responses to future crises.** The role of all levels of government in determining the success or failure of the COVID-19 response in different countries was recognized early in the pandemic. So, it is no surprise that multi-level governance and an integrated approach are generally accepted as key elements in achieving the best results to fight against the pandemic. The UN recognizes that governance systems are complex due to their interaction with the social, legal, political context of each country and region. Therefore, there is no "off-the-shelf" solution that can be universally applied. Considering this, the UN recommends:

Under the Actions column, the following bulleted list:

- "Incorporating governance approaches into national, subnational, and local pandemic responses, that take into consideration local situations and needs
- Promote an **integrated and cooperative approach between different levels of governance**, to avoid competition/division, political confusion, and institutional friction
- Maintain and strengthen health care, social welfare, and other protections, by increasing funding to these areas and developing revenue sources such as progressive tax models
- Ensure that e**mergency preparedness is effectively integrated into health governance at all levels**. The current pandemic is a learning opportunity for national, regional, and local governments and its lessons should contribute to build appropriate governance mechanisms
- Incorporate digital technologies into policy making and improved governance, by investing in the appropriate infrastructure, increasing the number of government services available online, and promoting digital inclusion
- Ensure crisis management strategies incorporate **long-term recovery strategies that align with aspirational goals around social inclusion and sustainability**. The current crisis offers a unique opportunity to rebuild and renew. Governments, at all levels, should consider new paths forward in order to not only improve resilience against future pandemics, but also to address pre-COVID problems such as inequality, climate change, migration, and the erosion of human rights"

Briefing C:
Considerations for an equal recovery

COVID-19 has had a disproportionate effect on the most vulnerable in our society as evidenced by impact and needs assessments. As a result, some local government recovery plans have sought to build fairness and equality into recovery and renewal. This case study explores some of the unequal impacts shared through the Health Foundation's COVID-19 impact inquiry report *'Unequal pandemic, fairer recovery: The COVID-19 impact inquiry report' (July 2021)*[1] and considers how equality can be placed at the centre of recovery and renewal efforts.

The report examines the impacts of the pandemic on our health and the implications of this for recovery. A comprehensive review of the unequal distribution of impacts on different population groups and places across the UK is offered. In addition, the report shows how strategies to respond to the pandemic have exacerbated and created new impacts, with immediate and long-term consequences for health and wellbeing. This case study presents the key findings from the report, and suggests key issues for consideration, based on the webinar: 'A healthy recovery – Acting on findings from the COVID-19 impact inquiry'.

In just one month of the pandemic the UK saw "128,000 deaths, a 10% drop in GDP and 2 million children were facing food insecurity". The report demonstrates how "health and wealth are inextricably connected...the poorest families are relying on savings and debt...the wealthiest are saving". It goes on to highlight the opportunity to drive a sustainable recovery, one that creates a healthier, more inclusive, fairer and prosperous society; one that reduces the stark inequalities exposed by the pandemic. The findings of this inquiry and key issues for consideration include:

- The pandemic has exposed distinct differences in the health of the working age population – for example, people under 65 in the most deprived areas in England were "3.7 times more likely to die from COVID-19 than those in the wealthiest areas". Recovery and renewal requires:
  - A comprehensive understanding of the wider determinants of health, taking systemic inequalities (poverty, education, employment) into account. Identifying differential outcomes of the pandemic is key to building resilience to future shocks

- Recognition of the inherent link between socioeconomic factors and underlying health conditions, e.g. people living in deprived areas have fewer opportunities for good health, as they predominantly work in sectors (e.g. industrial jobs) that place them at risk during crises such as COVID-19, and have poorer access to welfare protections such as sick pay
  - Targeted strategies that create opportunities for good health and wellbeing in historically underserved areas
- The groups that have been disproportionately impacted by the pandemic and the consequences of containment measures (mental health, education gaps, lost employment and financial insecurity) include: young people, persons with disabilities, ethnic minority communities, care home residents, prisoners, homeless people and those experiencing sexual exploitation. Recovery and renewal requires policies and initiatives that:
  - Address issues exacerbating the impacts of health emergencies such as COVID-19. For example, "education, employment and income are the longer-term risks to health" and strategies need to mitigate the greater loss among disadvantaged groups
  - Prioritise access to and the quality of jobs, as certain areas across the UK are still suffering striking unemployment rates. Equal distribution of work and opportunity is key to prevent leaving people and places behind
- Type and quality of work, housing conditions, and access to financial support have all affected exposure to the virus. Recovery should:
  - Identify and address the root causes of poor health and invest in communities – employment opportunities, housing, education, and community resilience

These issues of fairness and equality in recovery and renewal are not well served by the 'Build Back Better' vision which has been much criticised for often reproducing past inequalities and challenges. Instead, given the diversity and deep-rooted impacts of the pandemic, a more appropriate vision for recovery and renewal would be to 'Build Forward Fairer'. This puts the much-needed priority of equality at the heart of renewal and transformation in the aftermath of crises.

1 Suleman M, Sonthalia S, Webb C, Tinson A, Kane M, Bunbury S, Finch D, Bibby J. Unequal pandemic, fairer recovery: The COVID-19 impact inquiry report. The Health Foundation; 2021 (https://doi.org/10.37829/HF-2021-HL12)