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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 10th Jan 2022

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 a briefing:

Webinar Series   Page 2

Recovery, Renewal, Resilience: The Manchester Webinar Series

Briefing A: Page 3

Overview of topics covered in The Manchester Briefing (Part 2)

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

15/12/2021, 9.30am GMT: NCSR+: *New Zealand's Community Hubs for Response and Resilience*

This webinar will cover [Wellington Region Emergency Management Office](#): [Community Emergency Hub model](#). This model could be an intermediate between an NGO-led CERT-type teams and the official emergency response.

Register: https://tinyurl.com/4sazyt7b

Past webinars

24/11/2021: European Forum for Disaster Risk Reduction: *All-of-society Engagement Accelerating the Implementation of the Sendai Framework*

Intersecting key topics such as recovery from COVID-19, Sendai Target E (DRR strategies) at the local level, and finance for resilient development, the speakers touch upon the importance of stakeholders in Europe to learn from others (who is doing what and where) and collaborate through the VC platform.

Watch: https://tinyurl.com/7uarmyuh

24/11/2021: NCSR+: *Search and Rescue Volunteer Association of Canada (SARVAC)*

This webinar explores SARVAC's systems for deploying ~9000 volunteers to search, rescue and emergency response activities and survival skills.

Watch: https://tinyurl.com/5en2ebez

11/11/2021: Resilient Cities Network: *Migration and Resilience, the MOVE book*

This session discusses migration, exploring its history, the current challenges exacerbated by COVID-19 and its future as a key component to building a more resilient and sustainable future.

Watch: https://tinyurl.com/y98jfv8r

03/11/2021: NCSR+: *FEMA's CERT Programme*

Suu-VA Tai, President of FEMA's Community Emergency Response Teams (CERT), details how the programme supports community action and resilience.

Watch: https://tinyurl.com/4uw2bka5

Briefing A:

Overview of topics covered in The Manchester Briefing (Part 2)

Last month, TMB 44 brought together and summarised 42 of the 85 'think pieces' (typically displayed as Briefing A) and case studies (typically displayed as Briefing C) for recovery and renewal that we have covered in 45 issues of The Manchester Briefing (TMB) on COVID-19. This month, we collate and summarise the remaining 43 topics and hope that these two briefings will assist you when navigating the various important topics covered in TMB over the last 18 months. We thank those external to our team who have contributed their valuable expertise in areas such as Organisational Resilience; Health and Social Care; Public Leadership; Economics; and LGBTIQ+ experiences of COVID-19.

TMB 42 describes the themes of recovery and renewal as being:

Communities	Economic	Infrastructure
• Vulnerable people • Volunteers • Community participation • Public protection • Emergency housing (incl homeless) • Welfare (incl social care) • Education & skills • Cultural	• Economic strategy (national & local) • Business regeneration/ rejuvenation • Public sector support mechanisms • Voluntary, community & social enterprise sector • Personal finance • Innovation • Labour/ workforce	• Infrastructure providers • Infrastructure customers • Energy (utilities) • Telecommunications (incl digital) • Urban & rural infrastructure • Transport • Waste management • Supply chain & logistics
Environment	**Health**	**Governance**
• Spatial planning (incl public spaces) • Environmental health • Living sustainably • Resilience to climate change	• Healthcare • Public health & wellbeing (incl psycho-social supports) • Excess death management • Connectivity between health & the wider system	• Legislation, policy, guidance • Information & data • Resourcing & financial frameworks • Partnerships & coordination (national, subnational, local) • Strategic communications • Governance of delivering Recovery & Renewal

Figure 1: *Recovery and Renewal Framework*

We have coded all of our briefings using some of the themes and subcategories detailed in the Recovery and Renewal Framework (Figure 1.) This framework underpins ISO 22393[1], The Manchester Briefing[2] and our new searchable database of international lessons for recovery and renewal[3]. Not all briefings are devoted to a single topic and therefore we have included a section entitled 'Multi-theme briefings' which cover those that are multi-dimensional and overlap across different themes.

1 https://www.iso.org/standard/50290.html

2 https://www.alliancembs.manchester.ac.uk/research/recovery-renewal-resilience-from-covid-19/briefings/

3 https://recoverydatabase.manchester.ac.uk/

Theme: Governance (17)

Briefing	Subcategory	Title	Summary
TMB 16 (A)	Governance of delivering Recovery & Renewal	*Developing resilient systems for crisis and emergency response (Part 1)*	We begin by exploring how the experience of COVID-19 prompts consideration of what national and local (ambitious) renewal of systems to develop resilience to crises and major emergencies could look like. We present a model of 5 systems: operational delivery; coordination; management; intelligence; and policy. This briefing **elevates thinking from the performance of individual organisations into considering the performance of the system as a whole.**
TMB 17 (A)	Governance of delivering Recovery & Renewal	*Developing resilient systems for crisis and emergency response (Part 2) – Debriefing using the Viable Systems Model (VSM)*	We build on TMB 16 and consider how to **apply a systems approach to understand and debrief on experiences of COVID-19 in a structured, comprehensive manner.**
TMB 18 (A)	Governance of delivering Recovery & Renewal	*Developing resilience systems for crisis and emergency response (Part 3): Assessing performance*	Building on TMB 16 and 17, we present a detailed view of **how to assess the performance of the system of resilience** before/ during/after COVID-19. This briefing presents a comprehensive Annex of aspects against which performance can be considered.
TMB 18 (C)	Partnerships & coordination (national, subnational, local)	*How different emergency services have supported COVID-19 response efforts*	We provide **examples of first responder adaption during COVID-19** to demonstrate how frontline services have modified and flexed their operations to help tackle the crisis.
TMB 19 (A)	Strategic communications; Governance of delivering Recovery & Renewal	*Managing change for COVID-19 recovery*	We propose key considerations for local governments when **managing wide-ranging change, such as that induced by a complex, rapid and uncertain events** like COVID-19. Identifying and understanding the types of change and the extent to which change can be *proactive* rather than *reactive*, can help to support the development of resilience in local authorities and their communities.
TMB 21 (A)	Legislation, policy, guidance; Governance of delivering Recovery & Renewal	*Rethinking Renewal*	We 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. We then elaborate on the idea of *Repair as an aspect of Renewal* that needs to be considered if we are to attend to the shortcomings of recovery. This briefing takes steps towards putting *Repair* into practice by offering recommendations for its integration into policy.
TMB 21 (C)	Information & data; Governance of delivering Recovery & Renewal	*Planning and managing repatriations during COVID-19*	We consider how authorities can 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.**
TMB 22 (C)	Information & data; Governance of delivering Recovery & Renewal	*Learning lessons from COVID-19 response and recovery actions*	We consider approaches to learning lessons from the ways in which people and organisations are responding to COVID-19, a **vital activity in order to improve future responses, and to collect detailed and timely information to inform recovery and renewal** activities.
TMB 27 (C)	Information & data; Governance of delivering Recovery & Renewal	*Developing a sustainable pace for 2021*	Recognising the pace at which some organisations and individuals have been moving during the COVID-19 pandemic, with many in prolonged 'crisis mode', we suggest that **developing a sustainable pace that will take systems, organisations and individuals** through the whole of 2021 might be achieved **through analysing lessons learnt and undertaking Impact Assessments**.

Briefing	Subcategory	Title	Summary
TMB 32 (A)	Information & data; Governance of delivering Recovery & Renewal	*The Essex Resilience Forum COVID-19 Impact Assessment: Impacts on key strategic priorities*	We present a **high-level report of the 'light touch' Impact Assessment conducted by Essex Resilience Forum and Recovery Coordination Group** following the first wave of COVID-19. Lessons include the need to revisit/update impact assessments to identify new impacts from subsequent waves.
TMB 34 (A)	Strategic communications; Governance of delivering Recovery & Renewal	*Considerations for a post-pandemic paradigm for public leadership*	Stephen Brookes, University of Manchester and Umer Khan, Greater Manchester Police, explore **public leadership to create public value recovery and renewal** – including the role of local community policing, partnerships, and 'consequentialist leadership'.
TMB 34 (C)	Information & data; Governance of delivering Recovery & Renewal	*Lessons from Fukushima for recovery*	Exploration of lessons from Fukushima for recovery from COVID-19, covering: **preparedness and disaster management plans; engaging local stakeholders; and recognising the impacts of emergencies on mental health.**
TMB 37 (A)	Strategic communications; Governance of delivering Recovery & Renewal	*Risk Communications as part of the Local Resilience Capability*	Risk communications as part of the Local Resilience Capability is our focus in this briefing. We explore the communication of risk before and during emergencies and **identify how two-way communications are central to local resilience capabilities.**
TMB 38 (C)	Information & data; Governance of delivering Recovery & Renewal	*Early lessons from the UK government's response to the COVID-19 pandemic*	This case study extract some of the **key points from the UK's National Audit Office report**, which identifies initial learning from the response to COVID-19.
TMB 39 (A)	Legislation, policy, guidance; Governance of delivering Recovery & Renewal	*ISO/TS 22393 – Guidelines for planning Recovery and Renewal*	As part of our ESRC funded project on Recovery, Renewal, Resilience we committed to writing the international standard on Recovery and Renewal. This briefing describes the **background to our international standard and gives an insight to the content of this guideline.**
TMB 40 (A)	Governance of delivering Recovery and Renewal	*Tools to support Recovery and Renewal*	We launch our [searchable database of international lessons for recovery and renewal](#) and share brief details on our activities and progress so far in the [Recovery, Renewal, Resilience](#) (RRR) project.
TMB 43 (A)	Governance of delivering Recovery and Renewal	*The National Consortium for Societal Resilience [UK+] (NCSR +)*	We outline the [NSCR+](#), **a partnership which endeavours to renew approaches to local resilience**. The NCSR+ involves 60 member organisations that are central to building resilience in the UK+ - the local government members alone represent over 96% of the population of the United Kingdom along with 10 nationally-important sector partners.

Theme: Communities (7)

Briefing	Subcategory	Title	Summary
TMB 30 (A)	Community participation; Volunteers	*Renewal of Community Resilience: A new local and national resilience capability?*	We call to establish **community resilience as a new local and national resilience capability**. This is a major opportunity for us to renew our local resilience by continuing the community action built during the pandemic.
TMB 31 (A)	Community participation; Vulnerable people	*Learning from LGBTIQ+ experiences of COVID-19 in the UK for future crises: Considerations for policymakers and practitioners*	Billy Tusker Haworth, the Humanitarian and Conflict Response Institute, highlights the **experiences of lesbian, gay, bisexual, transgender, intersex, and other queer identities during the pandemic and demonstrates the need for more nuanced and inclusive crisis response and recovery strategies.** This briefing presents short term recovery strategies and longer-term transformational activities to improve the care and wellbeing of LGBTIQ+ people during crises.

Briefing	Subcategory	Title	Summary
TMB 33 (A)	Community participation	*Barriers to co-production of service delivery during COVID-19: Pace, distance and complexity*	We identify the core barriers to co-production during the pandemic: **Pace, distance and complexity**, and provide a broad framework which can be designed into a project's main policy framework to facilitate co-production in preparedness and response.
TMB 33 (C)	Vulnerable people	*The 'attainment gap' and planning 2021 exam year assessments*	We bring together **international lessons and actions to address the attainment gap** and support vulnerable children who have lost out on significant learning time during the pandemic.
TMB 37 (C)	Community participation	*Renewal of Community Resilience: Developing a new local resilience capability*	We demonstrate that in order to establish community resilience as a permanent local resilience capability, we are required **to sustain what has already been created by communities, local government, small business, neighbours, individuals, social enterprises, the voluntary sector,** and so many more hidden networks.
TMB 38 (A)	Community participation	*Recovery and renewal of community resilience: Recovery reinstates preparedness; Renewal enhances resilience*	We centre this briefing on the **role of the individual in relation to crises and the advantages of increasing public involvement in emergency planning.** We argue that local government cannot rely on community resilience to sustain itself and share a wider range of activities that government can consider supporting communities to maintain preparedness and resilience.
TMB 43 (C)	Vulnerable people	*Considerations for an equal recovery*	We explore the unequal impacts of the pandemic, as set out in the Health Foundation's COVID-19 report: '*Unequal pandemic, fairer recovery: The COVID-19 impact inquiry report*'. We argue that **an alternative vision for recovery and renewal could be to 'Build Forward Fairer'** which may put the much-needed priority of equality at the heart of renewal and transformation in the aftermath of the crisis.

Theme: Health (5)

Briefing	Subcategory	Title	Summary
TMB 28 (A)	Public health and wellbeing (including psycho-social supports)	*Psychological support to healthcare working during COVID-19: Considerations for healthcare providers*	Alexander Kreh, MSc and Prof. Dr. Barbara Juen, University of Innsbruck, discuss stressors and challenges faced by healthcare workers, and presents results of a survey of healthcare personnel and the stressors they experience. The authors conclude by suggesting **how organisations can build and maintain personal resilience among their frontline workers** during COVID-19.
TMB 28 (C)	Healthcare	*The risk of fake vaccines*	Exploration of approaches to **protect people and infrastructure from the rise in fake vaccines** and medications.
TMB 30 (C)	Healthcare	*Strategies to address vaccine hesitancy*	Vaccine hesitancy has been found to relate to the **public perception of risk**: the risk of morbidity/mortality and risk events which cause fear or mistrust amongst the public. We explore potential causes and strategies to address vaccine hesitancy.
TMB 31 (C)	Healthcare	*Vaccination lessons*	We explore **good practice in managing logistics, addressing vaccine hesitancy and supporting accessibility** in the UK's vaccine roll out at local levels.
TMB 36 (C)	Healthcare	*Considerations for vaccine passports*	Exploration of a report produced by the Ada Lovelace Institute 'Checkpoints for vaccine passports', which strives to support governments and developers to work through the important evidence available, understand the design choices and the societal impacts, and **assess whether a roll-out of vaccine passports could navigate risks to play a socially beneficial role**.

Theme: Economic (3)

Briefing	Subcategory	Title	Summary
TMB 39 (C)	Public sector support mechanisms; Labour/workforce	*Gender & COVID-19*	We spotlight a recent think piece written by Abbie Winton, Alliance Manchester Business School, which focuses on gender and food retailing. Recognising how **gender segregation is embedded in food retail roles, Abbie looks at how this might change through recovery and renewal.**
TMB 40 (A)	Economic strategy (national & local)	*City examples of local economic and financial recovery*	We present **city case studies from the Europe Region and the African region** on economic and financial recovery from COVID-19.
TMB 41 (A)	Public sector support mechanisms; Economic strategy	*Financial Technology (FinTech) and Digital Government as Policy Delivery Tools – Examples from the Pandemic*	Guest briefing, by Fábio M. V. Sousa, University of Manchester, details examples of how **FinTech and Digital Government were used in countries as a policy delivery tool to help individuals and companies to cope with the disruption** created by the pandemic. The briefing concludes with considerations on how governments can include these types of tools in their recovery strategies and renewal initiatives.

Multi-theme briefings (11)

Briefing	Subcategory	Title	Summary
TMB 22 (A)	Communities; Governance	*Co-designing response and communication strategies with the public*	Guest briefing by Dr. Su Anson and Dr. Katrina Petersen, Trilateral Research and Inspector Sue Swift, Lancashire Constabulary, prompts thinking on **risk communication approaches in the context of COVID-19 and how the public can be active agents in their own response.** The authors focus on: Identifying goals and outcomes; developing the message; channels for two-way engagement; and evaluating communications effectiveness.
TMB 23 (C)	Communities; Governance	*Preparing for compound disasters during COVID-19*	We outline **learning from two compound disasters (Vanuatu and Bangladesh)** that occurred during COVID-19.
TMB 26 (C)	Communities; Economic; Infrastructure; Environment; Health; Governance	*Developing guidance for local resilience: Our new research project*	We introduce our UKRI funded research project, **our objectives, approach, activities and deliverables.**
TMB 27 (A)	Communities; Economic; Infrastructure; Environment; Health; Governance	*Recovery, Renewal, Resilience: Our new project to develop guidance for local government*	We describe the **background, perspective, research design and approach,** our work and deliverables and our team.
TMB 32 (C)	Communities; Governance	*The Integrated Review: Considerations for local and national resilience*	We detail key messages from the UK's Integrated Review relative to local and national resilience. We identify how this review has shone a new light on community resilience in the UK and, potentially, **could lead to moves to further enhance the local resilience capabilities that have been so active and effective during COVID-19.**
TMB 35 (A)	Communities; Economic; Infrastructure; Governance	*Recovery, Renewal, Resilience: Research impact areas and current projects (Part 1)*	We present some COVID-19 topics our team is working on across three research areas: Communities; Systems; Recovery, Renewal, Resilience Frameworks. We **summarise six of our research topics and details how these aim to enhance understanding of Recovery, Renewal, Resilience in the context of COVID-19.**

TMB 36 (A)	Communities; Economic; Infrastructure; Governance	*Recovery, Renewal, Resilience: Research impact areas and current projects (Part 2)*	We summarise a further eight COVID-19 research topics that our team are working on, within three areas: Communities; Systems; Recovery, Renewal, Resilience Frameworks. These projects will contribute to our overarching project.
TMB 41 (C)	Health; Communities	*International examples of COVID-19 mapping and vulnerability*	Guest case study, by Eduardo Robles Chavez, University of Manchester, explores **examples of effective vulnerability mapping during COVID-19 in New Zealand** and Wales, contrasting these with México and Chile where mapping focused only on infection rates.
TMB 42 (A)	Communities; Economic; Infrastructure; Environment; Health; Governance	*Introducing a Multi-dimensional Framework for Recovery and Renewal*	We detail our Recovery and Renewal Framework, we explore updates to the framework, its development since April 2020, and how the framework might be applied in practice. The profound lessons emerging from the pandemic reveal significant gaps in our understanding and implementation of post-disaster recovery and renewal. These lessons underpin the need for a **new generalizable framework that is practice-orientated and builds on the critical learning captures over the past 18 months.**
TMB 42 (C)	Communities; Governance	*Examples of resilience strategies from regions within the state of Queensland, Australia*	We explore strategies and initiatives developed at the regional level that support **capacity building to develop local and regional capabilities** as well as to coordinate support from other regions and the state.
TMB 44 (C)	Partnerships & coordination (national, regional, local)	*Understanding 'whole-of-society' resilience*	We explore the meaning of **'whole-of-society' resilience**, the implications of whole-of-society resilience for emergency planning, and offer an **early definition** which aims to support the development of a shared understanding of this new term.

The next TMB will be shared on January 10th 2022 and will explore **commemorating COVID**. Colleagues from the University of North Texas will consider *where, when* and *how* we might commemorate COVID-19 as a critical aspect of recovery and building the resilience of communities.

We hope you have a restful holiday period and see you in 2022!

The Manchester Briefing Team.