Developing a Recovery framework

Our project team takes a systems approach to support Resilience partners as they design strategies for Recovery and Renewal from COVID-19 that will build Resilience.

1 new ISO 22393 for recovery from COVID-19

1,000+ hours of meetings with government response, recovery and renewal groups

44+ webinars and workshops organised

16 academics from a wide range of disciplines

70+ interviews with a global community of experts

Expert insights from governments, the UN, WHO, WEF, The World Bank and more

Database of lessons on recovery and renewal

467+ international lessons on recovery and renewal from... 95+ countries worldwide

12 research projects

54,000+ global audience from local governments 4,000+ cities 20+ global distribution partners

The Manchester Briefing

Responses to Covid-19: Implications for Emergency Managers
(Roadmaps, detours and other diversions!)

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### Why Recovery from COVID-19 is different to other crises - because its impacts are different

<table>
<thead>
<tr>
<th>Scale</th>
<th>Disconnect</th>
<th>Fragilities</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recurring overlaps</strong></td>
<td><strong>Guidelines</strong>, lexicon, planning assumptions, preparations … and reality</td>
<td>Brings a concept of ‘vulnerability’ to everyone’s doorstep</td>
<td><strong>Multiple relationships</strong>, wider partnerships required for resilience</td>
</tr>
<tr>
<td><strong>Addictive</strong> pace from longevity, pressures and other <strong>seismic issues</strong> (Brexit, BLM)</td>
<td><strong>Geo-Politics</strong> of Covid variations in responses and cooperation</td>
<td><strong>Exposing wider inequalities and fragilities</strong></td>
<td><strong>Roadmaps, detours and other diversions</strong> ever changing complexities</td>
</tr>
<tr>
<td><strong>National direction</strong> of local delivery during an all-reaching, health-led emergency</td>
<td><strong>Systematic sharing</strong> - of data, practices, policies, processes, challenges &amp; ideas</td>
<td><strong>Failure of imagination</strong> at political, organisational &amp; individual level (before, during, after)</td>
<td><strong>Effects &amp; impacts</strong> … but also <strong>unique opportunities</strong> for change</td>
</tr>
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## Recovery and Renewal: Opportunities for strengthening resilience

<table>
<thead>
<tr>
<th>Recovery</th>
<th>Renewal</th>
<th>Resilience</th>
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<tbody>
<tr>
<td>‘Co-production’ of preparedness by empowering local democracy</td>
<td><strong>Integration</strong> of health, communities, businesses, resilience, SDG agenda</td>
<td>Risk and resilience better understood by all partners and communities</td>
</tr>
<tr>
<td>Healing &amp; reviewing recognising and remembering</td>
<td>Address inequalities, fragilities through a more diverse management of renewal</td>
<td>Acknowledge a new local resilience capability – enhancing community resilience?</td>
</tr>
<tr>
<td>Share global learning &amp; cooperation on preparedness practices</td>
<td>Balance renewal with new ways of working, within fiscal constraints</td>
<td>Build new foundations (resilience partners, skills, agility, the UK Integrated Review)</td>
</tr>
</tbody>
</table>
## What are the implications for strategic Emergency Management – questions for the series?

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<td><strong>Consequence management</strong> (direct and indirect)</td>
<td><strong>Accessing skills?</strong> Logistics, INA, Integrating community responses</td>
<td><strong>New narratives</strong> (risk, resilience, coproduction)</td>
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<tr>
<td>Relationships and awareness of <strong>broader agendas</strong> (SDG’s, climate change)</td>
<td><strong>Systems learning, stronger audit and assurance</strong> of risk reduction &amp; resilience</td>
<td><strong>Agility, flexibility &amp; change</strong> (and role of centres of excellence?)</td>
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<tr>
<td><strong>Corporate EM?</strong> (especially local government)</td>
<td><strong>Variations in maturity of UK local partnerships &amp; profile as strategic players?</strong></td>
<td><strong>Seismic events</strong> – how will the profession exploit the learning?</td>
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Our experience of COVID-19

The changing narrative of community resilience – what does this mean for EM?:

**We’re here to save you**
But how realistic is this:
Some events are so big (e.g. East Coast flooding)

**We’re prepared, are you?**
But this raised doubts:
- How aware of the risks are communities?
- Will they react?
- How many?

**What can we do to support each other?**
Because COVID answered doubts
- Communities as first (and prolonged) responders
- Ways / numbers previously unthinkable
Recovery, Renewal, Resilience:

Rethinking how we ‘do’ community resilience

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Most people like the idea of community resilience:

Cherished communities supporting each other
Empowering communities to direct their own futures

(But, very often it gets boiled down to volunteering)

What do we mean by community ...
• Individuals
• Organisations
• Community groups
• Associations/networks made up of all of these
But, what is community resilience?

Hard to pin down …
- what is it?
- how to build it?
- how to mobilise it?
- is it all about volunteers?

How do we operationalise community resilience?
(infrastructures and mobilisation)
Operationalising a Local Resilience Capability
Step 1. The partners

The capability is co-produced by

- Facilitated by: Local resilience partners
- Designed, driven, implemented, and owned by:
  - Communities and local groups
  - Organisations (public / private; local / national; small / large)
  - Youth, university students
  - Voluntary, Community and Social Enterprise Sector
  - Households
  - Individuals

- Not everybody – its coverage/capacity rather than saturation
Step 2. The aims

**Aims** to enhance mitigation, preparedness and response to:

- Reduce the likelihood of impacts
- Reduce the severity of impacts
- Reduce the need to recover

**Examples** what can we do to support each other on:

- **Preparedness**: e.g. identify risks at source
- **Mitigation**: e.g. prevention and protection activities; e.g. co-produce ambitions
- **Response**: e.g. pinpoint vulnerabilities
- **Renewal**: e.g. identify impacts
- **Recovery**:
Step 3. Build the system of Local Resilience Capability

Activities that Local Resilience Capabilities can support:

1. **Inform strategy**
   - Communities co-developing response, recovery, renewal, resilience strategies

2. **Provide intelligence**
   - Two-way communication so communities can provide risk, vulnerability and capacity information when changes happen
   - A surveillance mechanism using local knowledge

3. **Manage their own preparedness, response, recovery activities**
   - Developing governance, plans, asset readiness, educate/training/exercise so they can operate effectively

4. **Coordinate supply and demand**
   - Coordinating with partners on offers of support and community needs so partners can address them
   - Communicating with partners so they are working together

5. **Deliver activities**
   - Deploying capabilities in a delivery approach, with autonomous delivery units, responding to feedback

Communities have been doing this across the UK
Step 4. Evaluate the system
Step 5. Build the capabilities of Local Resilience

**Contributing**

Organisational volunteering
- Business partnerships, Volunteering days, Skills

Organised communities
- Trained teams, Civic groups, VCSE sector offer, Network resources

Spontaneous volunteers
- Policy and processes, Pop-up community groups

Information dissemination
- Alert/warning/informing, Debates with communities, Social media

Donations management
- Policy and processes

Community infrastructure and essential services
- Key service disruptions, Continuity for at-risk communities

**Coordinating**

**Aftermath**

Recovery
- Impacts and needs assessment, Recovery Plans, Renewal Summit

Business continuity
- Relationships with businesses, Supply chain resilience

Household preparedness
- Awareness, Education, Resources

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Step 6. Evaluate the capabilities
Recovery, Renewal, Resilience: Local resilience capability

Thank you for listening!

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