

# 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.

# The Manchester Briefing

Our project team produces 'The Manchester Briefing on COVID-19', a fortnightly document that brings together international lessons inspiring thinking on Recovery and Renewal from COVID-19.

## RECOVERY RENEWAL RESILIENCE

**1**  
new ISO 22393 for recovery from COVID-19

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

**Database**  
of lessons on recovery and renewal

**34**  
issues each including 4 briefings

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

**16**  
academics from a wide range of disciplines

**467+**  
international lessons on recovery and renewal from...

**37**  
case studies

**44+**  
webinars and workshops organised

**70+**  
interviews with a global community of experts

**95+**  
countries worldwide

**35**  
impactful 'think pieces'



**RESILIENT CITIES NETWORK**

**54,000+**  
global audience from local governments

**4,000+**  
cities

**20+**  
global distribution partners

**15**  
local resilience partners

**MANCHESTER 1824**  
The University of Manchester Alliance Manchester Business School

**UKRI** Economic and Social Research Council

**hcri**

[ambbs.ac.uk/covidrecovery](https://ambbs.ac.uk/covidrecovery)

**The Manchester Briefing**



Funded by the Economic and Social Research Council (ESRC), as part of UK Research and Innovation's rapid response to COVID-19 (Project number: ES/V015346/1), and by The University of Manchester

# 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

## Scale

**Recurring overlaps**  
response & recovery  
in haste

**Addictive** pace from  
longevity, pressures  
and other **seismic**  
**issues** (Brexit, BLM)

**National direction** of  
local delivery during an  
all-reaching, health-led  
emergency

## Disconnect

**Guidelines**, lexicon,  
planning assumptions,  
preparations ... and  
reality

**Geo-Politics** of Covid  
variations in responses  
and cooperation

**Systematic sharing** -  
of data, practices,  
policies, processes,  
challenges & ideas

## Fragilities

Brings a concept of  
'**vulnerability**' to  
everyone's doorstep

Exposing wider  
**inequalities** and  
**fragilities**

**Failure of imagination**  
at political,  
organisational &  
individual level  
(before, during, after)

## Change

**Multiple relationships**,  
wider partnerships  
required for resilience

**Roadmaps, detours**  
**and other diversions**  
ever changing  
complexities

Effects & impacts ...  
but also **unique**  
**opportunities** for  
change

# Recovery and Renewal: Opportunities for strengthening resilience

## Recovery

**'Co-production' of preparedness**  
by empowering local democracy

**Healing & reviewing**  
recognising and remembering

**Share global learning**  
& cooperation on preparedness practices

## Renewal

**Integration** of health, communities, businesses, resilience, SDG agenda

**Address inequalities**, fragilities through a more diverse management of renewal

**Balance renewal** with new ways of working, within fiscal constraints

## Resilience

Risk and resilience **better understood** by all partners and communities

Acknowledge a new **local resilience capability** – enhancing community resilience?

**Build new foundations** (resilience partners, skills, agility, the **UK Integrated Review**)

# What are the implications for strategic Emergency Management – questions for the series?

## Recovery

**Consequence management** (direct and indirect)

Relationships and awareness of **broader agendas** (SDG's, climate change)

**Corporate EM?** (especially local government)

## Renewal

**Accessing skills?**  
Logistics, INA,  
Integrating community responses

Systems learning, **stronger audit and assurance** of risk reduction & resilience

**Variations in maturity** of UK local partnerships & **profile as strategic players?**

## Resilience

**New narratives**  
(risk, resilience, coproduction)

**Agility, flexibility & change** (and role of centres of excellence?)

**Seismic events** – how will the profession exploit the learning?

# 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



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# 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?**  
(infrastructure and mobilisation)



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# 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

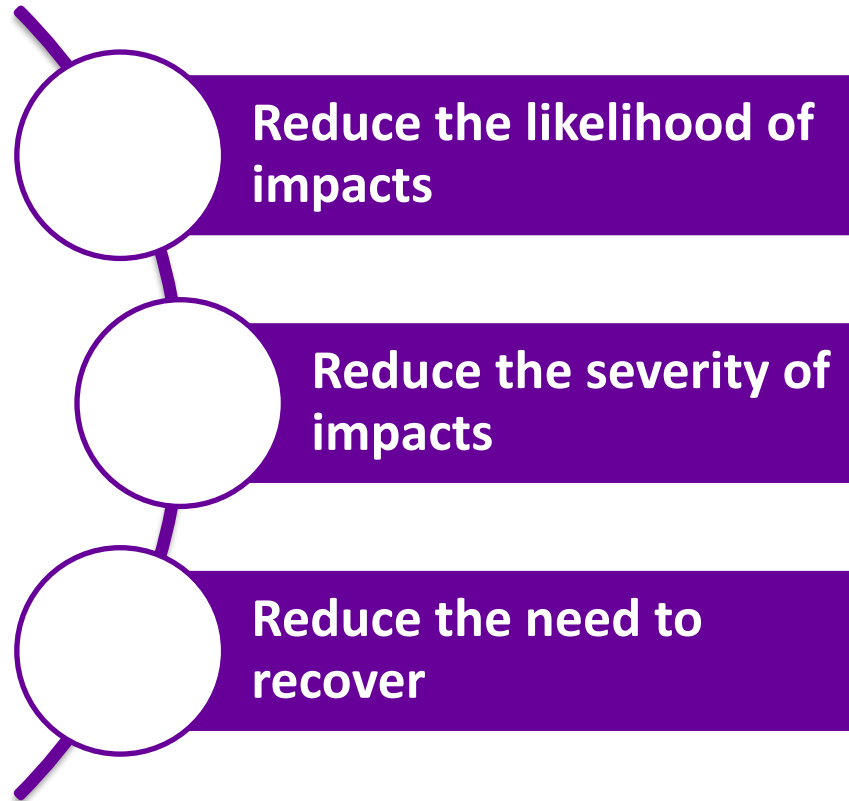
Households

Individuals

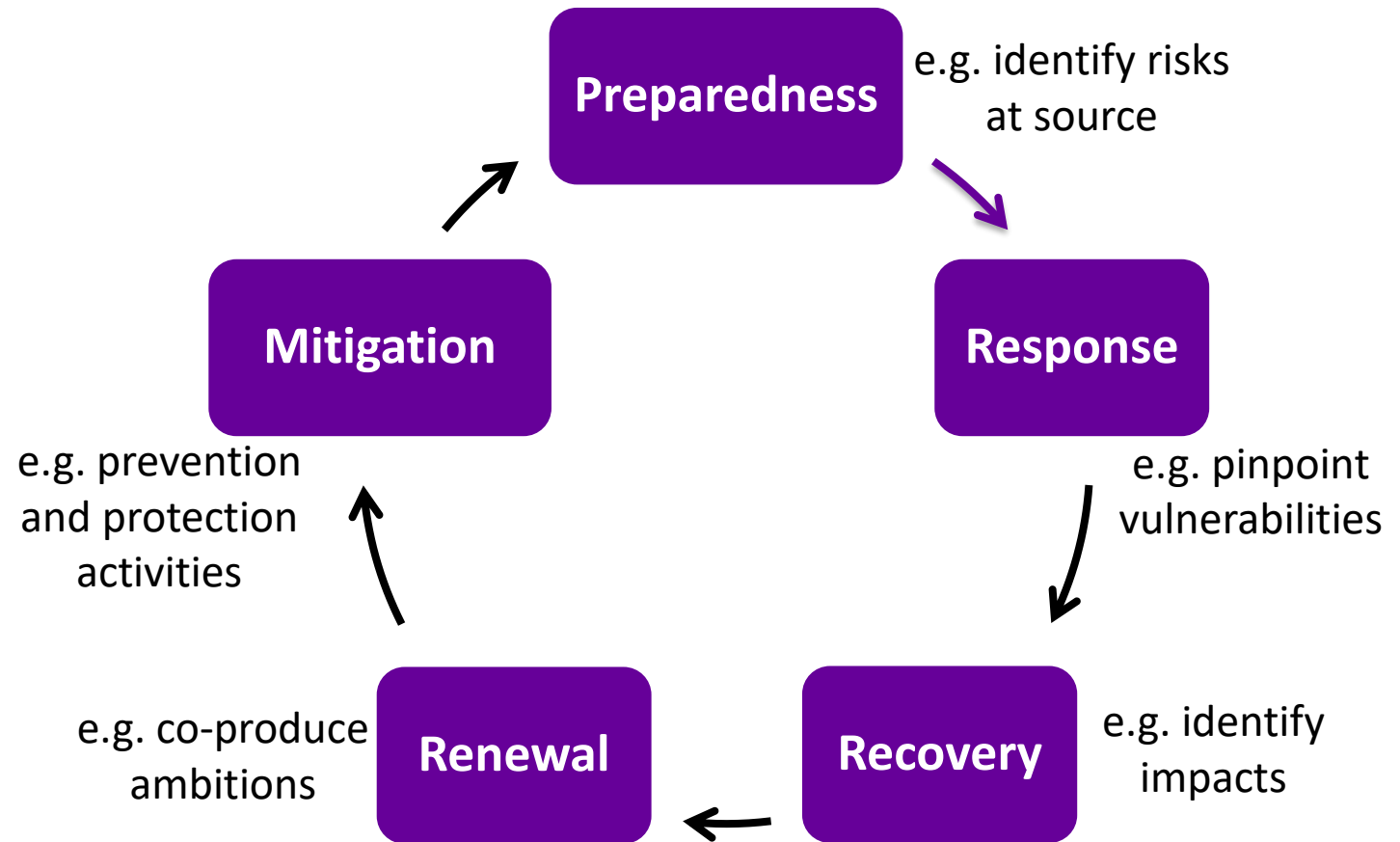
- Not everybody – its coverage/capacity rather than saturation

# Step 2. The aims

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



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



# 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

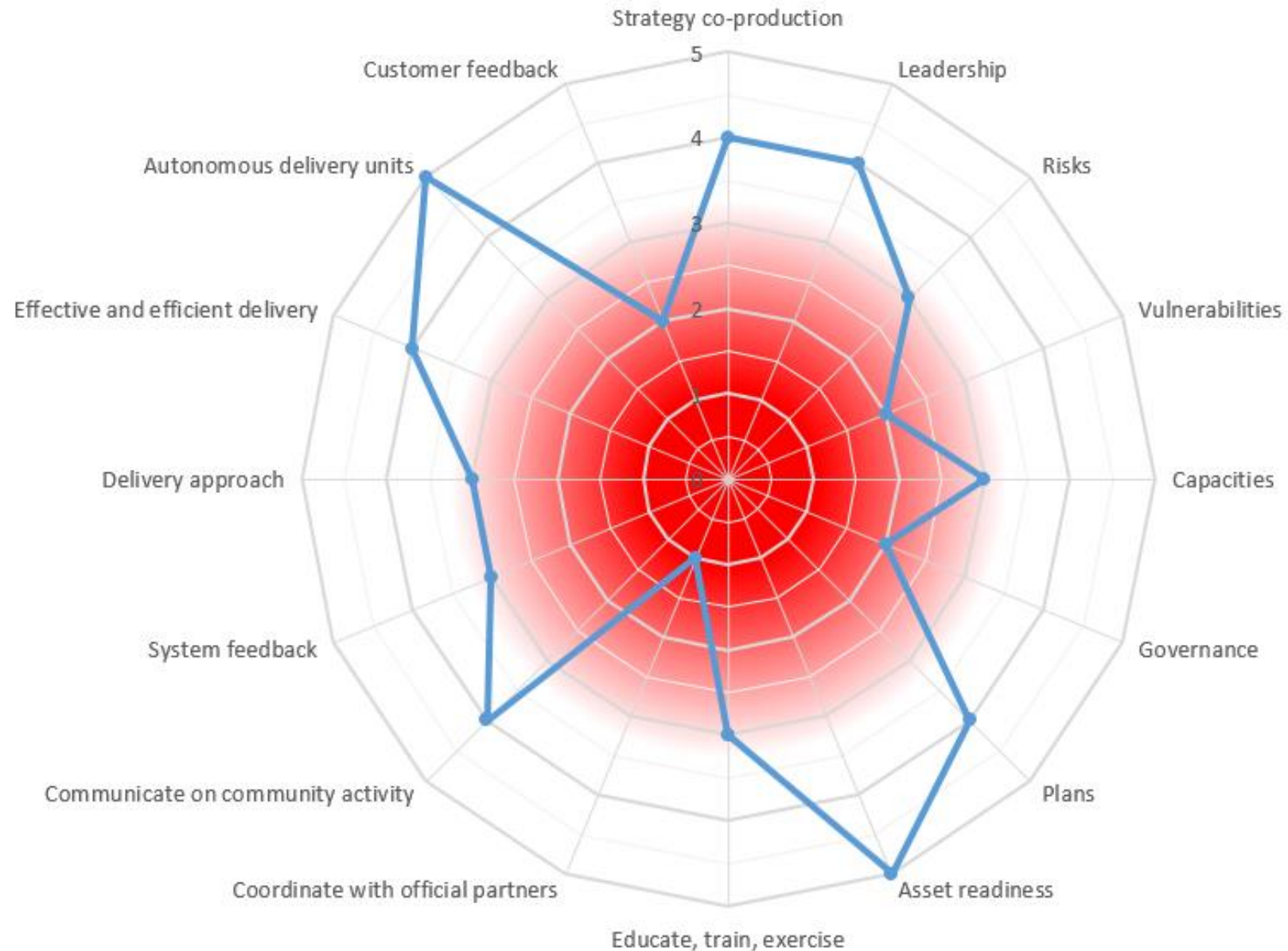
- Coordinating with partners on offers of support and community needs so partners can address them
- Communicating with partners so they are working together

## 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

### **Spontaneous volunteers**

– Policy and processes,  
Pop-up community groups

**Donations management** –  
Policy and processes

## Coordinating

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

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

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

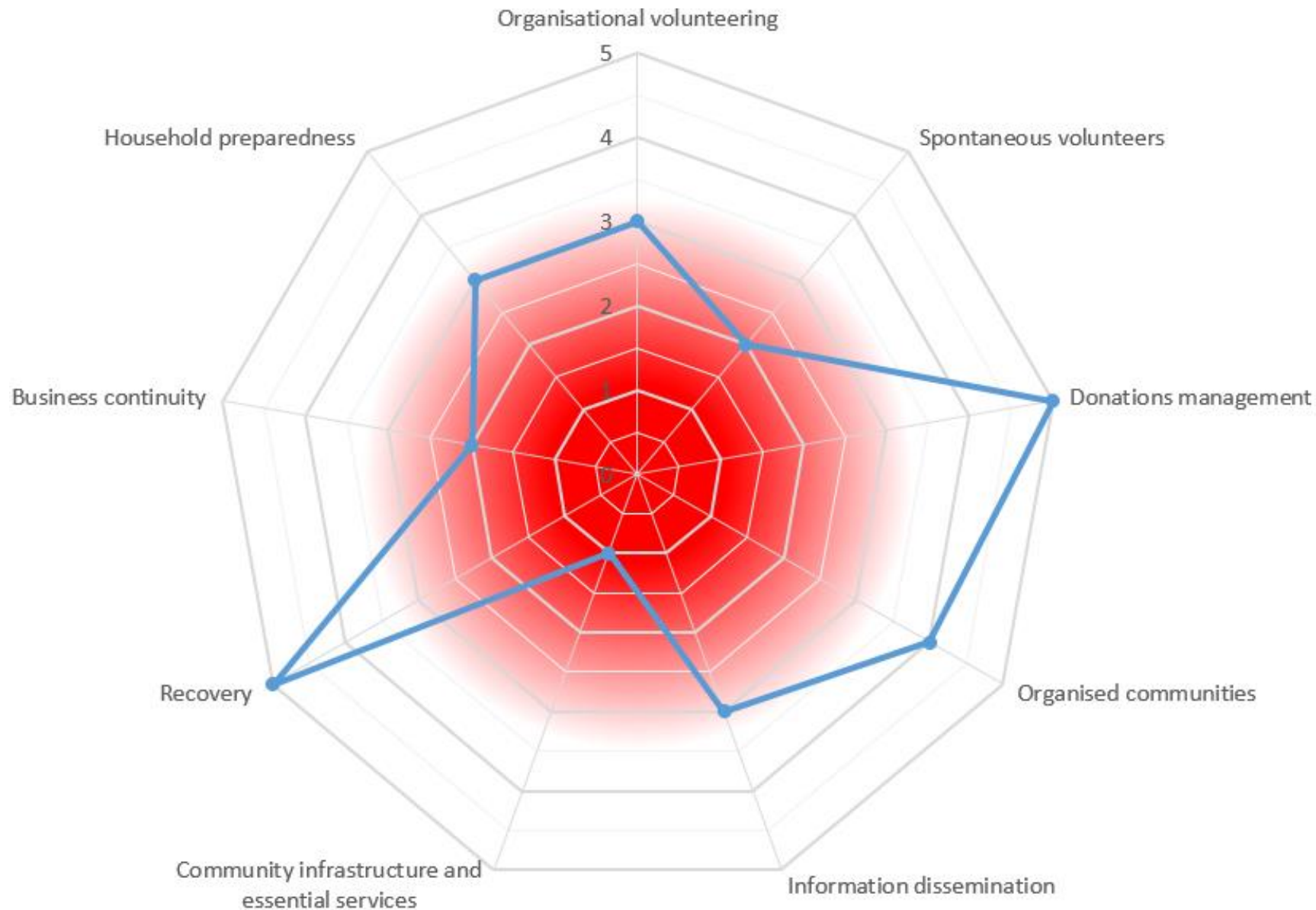
## Aftermath

**Recovery** – Impacts and  
needs assessment,  
Recovery Plans, Renewal  
Summit

**Business continuity** –  
Relationships with  
businesses, Supply chain  
resilience

**Household preparedness**  
– Awareness, Education,  
Resources

# Step 6. Evaluate the capabilities





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# Recovery, Renewal, Resilience: Local resilience capability

## Thank you for listening !

The Manchester Briefing: International lessons on Recovery and Renewal from COVID-19, available free from:  
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