

EXECUTING THE COVID-19 RECOVERY

A guide for governments for reopening and restoring their economies

April 2020

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Executive Summary

The Challenge

Governments are on the front line of the COVID-19 crisis. In the coming months, they will be focused on the following steps as we move through recovery and beyond.

Balance health and economic impact

The economic recovery will depend on a healthy population. What do regions need to do in terms of testing, health system capacity and the development of vaccines and treatments?

Promote economic health for individuals, businesses and sectors

How can government best provide support to those affected by the economic shutdown? Federal assistance will help, but states, regions, and cities will need to execute.

Reopen the economy for a better future

Consensus is calling for a phased reopening, with timing dictated by health science. How might regions execute such a reopening?

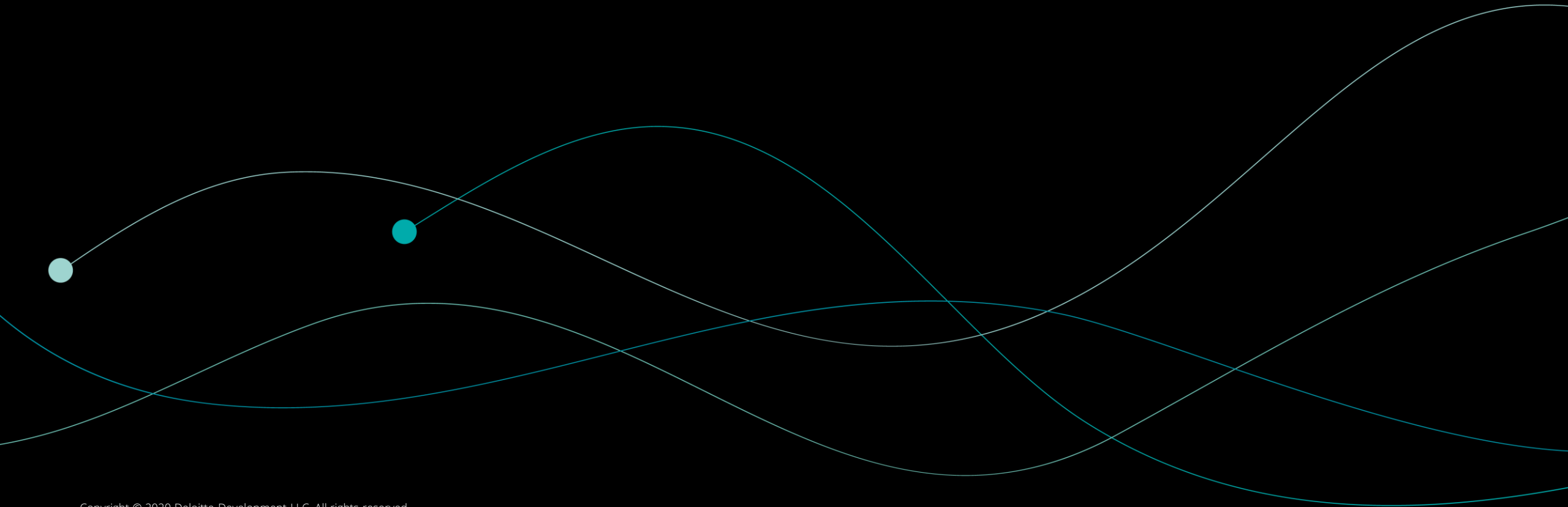
Managing the recovery process

Governments not only need to manage the health crisis and the economic crisis, they need to do so in light of drastic reductions in revenue, surging demand, and the need to restart public agencies in a manner that is safe for both public employees and constituents.

The “Next Normal”

We have seen how critical data, digital workflows, and agility has been in responding to this crisis. As we move ahead, governments should reexamine their basic operating system. From public transit to schools, governments should reexamine operations, service delivery, workforce and safety issues as it sequences the reopening of government offices. This is an opportunity for governments to adopt new tools to enable them to better serve the people.

THE CHALLENGE



THE CHALLENGE

Governments must take action on three fronts to address the COVID-19 crisis



How do we address the health care crisis?



How do we address the economic crisis?



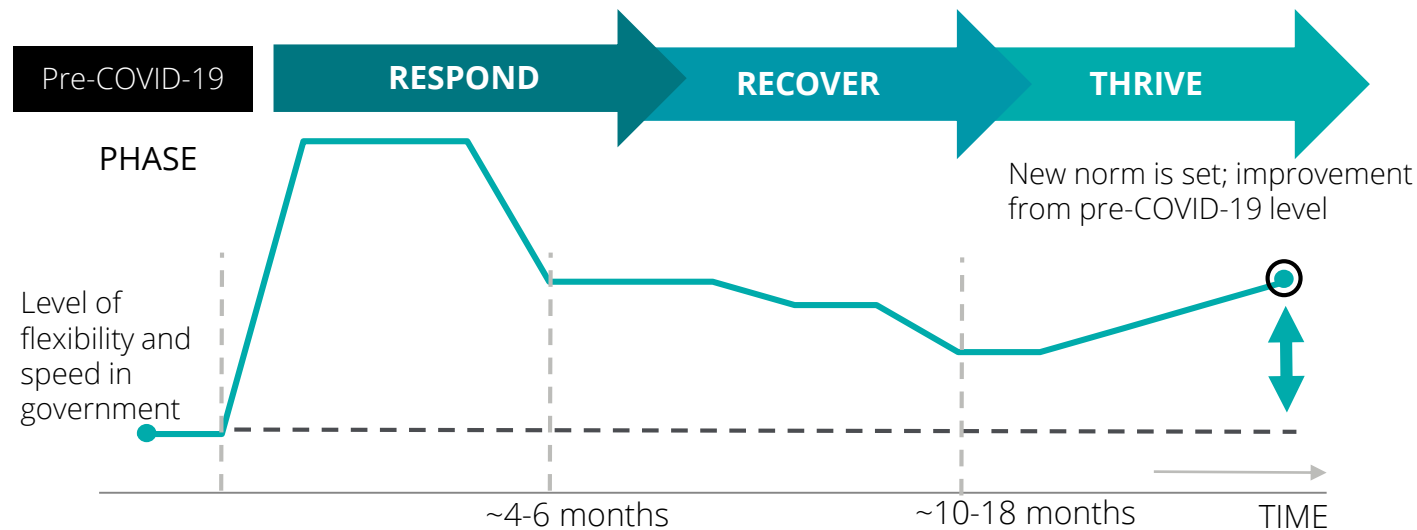
How do we keep “the business” of government operating?

Any given government agency may be involved with one, two, or all three fronts. For instance, a transit agency may limit ridership, enforce social distancing, and regularly disinfect vehicles while monitoring employee health. Later, the agency may play a part in the recovery by spending stimulus money on upgrading infrastructure.

THE CHALLENGE

Governments are starting to move into the recover and thrive phases

The figure models the COVID-19 crisis over time across the three overlapping phases governments will pass through: Respond, Recover, and Thrive



Act to promote safety and continuity

- Focus on essentials
- Offer maximum flexibility
- Use maximum speed

Restore and emerge stronger

- Move toward normalcy
- Offer high flexibility
- Use high speed

Prepare for the next normal

- Build long-term enhancements to the public sector
- Establish a better foundation for the future
- Create a new level of flexibility

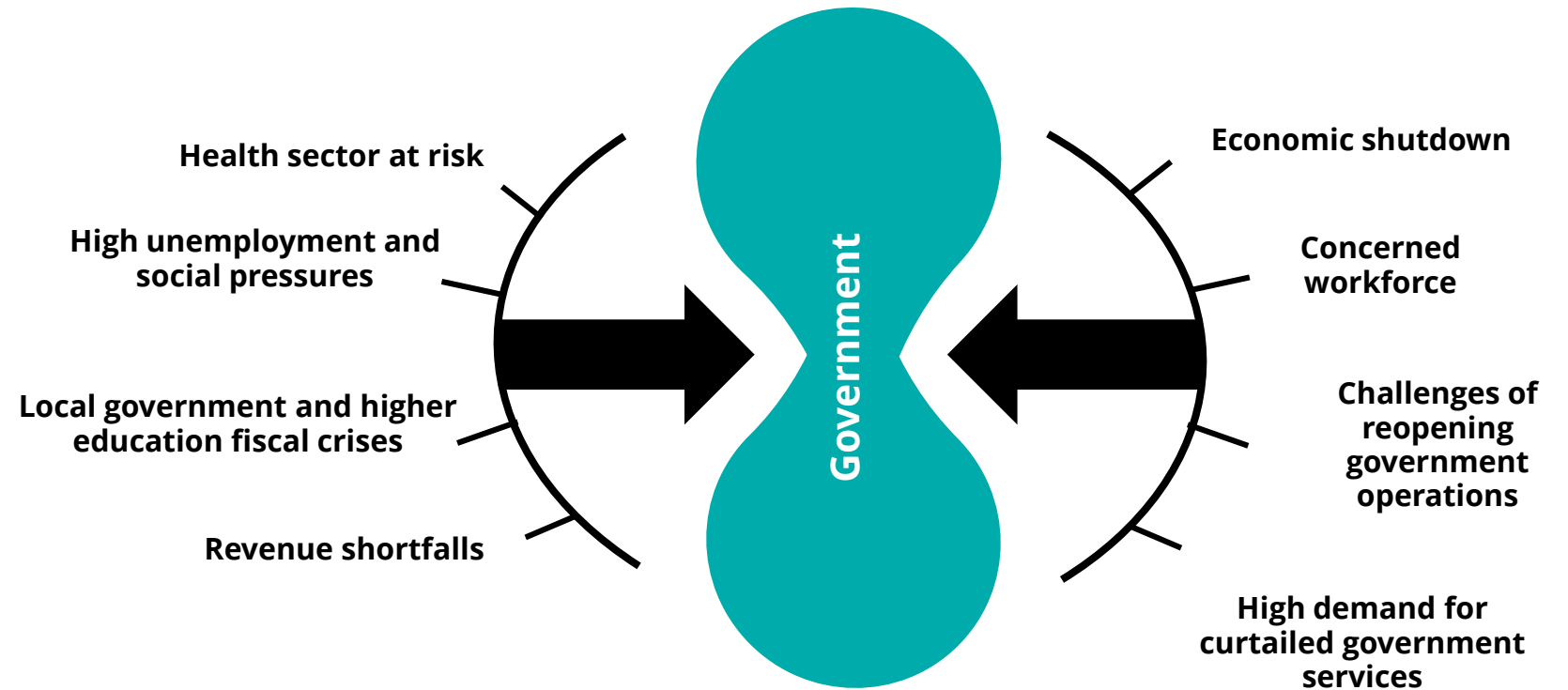
"You don't make the timeline; the virus makes the timeline."

—Dr. Anthony Fauci

THE CHALLENGE

Governments are being “squeezed” from multiple directions

Governments are facing revenue shortfalls and simultaneous surging demands for services. As they look to reopen the economy, they will also be restarting many of their own operations under new, post-COVID-19 conditions—no easy task.



THE CHALLENGE

Forecasts show strong economic headwinds

Depending on policies, business activity and consumer spending recovery could take different shapes and forms

	Real GDP growth in 2020*			
	United States	European Union	China	Japan
Mild Economic Case	-5%	-5%	3%	0%
Harsh Economic Case	-8%	-8%	1%	-3%
Severe Economic Case	-10%	-10%	-3%	-6%

- 1 Mild Economic Case**
Economic activity rebounds in late 2020 as the virus dissipates. Recovery initially slow, but speeds up in second half of 2021 as consumers become more confident.
- 2 Harsh Economic Case**
The virus follows a wave pattern, abating and then peaking again in multiple global geographies. Economic recovery begins late 2021. Recovery slow in early 2022 and speeds up by second half of 2022.
- 3 Severe Economic Case**
The epidemic continues with severe infection rates into 2021 until either crowd immunity and/or a vaccine reduces the virality. Economic recovery by mid-2022. Significant risk of cascading outbreaks with feedback loops, limiting recovery.

*Scenarios as of April 6, 2020

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Source: [Deloitte COVID-19 Economic Scenarios](#)

For details read: [Deloitte COVID-19 Economic Scenarios](#)

THE CHALLENGE

A strong recovery depends on societal attitudes

Citizen concerns and confidence are part of the terrain of any recovery

69%

Rising fear of catching the disease ⁱ

of [Canadians](#) are very or somewhat scared that they might contract COVID-19

11
Million

Concerns around job loss ⁱⁱ

workers in the [UK](#) are expected to be furloughed

86%

Concerns around social gatheringⁱⁱⁱ

of respondents from [China](#) mentioned that they would eat at home more often than they used to before the pandemic

38%

Concerns around government's handling of the disease ^{iv}

of people in [Spain](#) feel that their government is handling the disease well or somewhat well

41%

Consumers not willing to spend ^v

of people would reduce spending to prepare for future crises, according to a survey in [China](#)

68%

Lower Incomes ^{vi}

of people say they expect their income this year to be lower, further dampening consumer appetite, according to a survey in [China](#)

66%

Stunted business investments ^{vii}

of [Indian](#) businesses plan to defer their expansion plans for more than 6 months and 33% plan to defer for more than 12 months

66%

Reopening too soon ^{viii}

of [Americans](#) are concerned that the US may lift the restrictions too soon

Sources: ⁱ [Brunswick](#); ⁱⁱ [Express UK](#); ⁱⁱⁱ [Nielsen](#); ^{iv} [YouGov](#); ^v [Quartz](#); ^{vi} [Quartz](#); ^{vii} [Economic Times](#); ^{viii} [Pew Research](#)

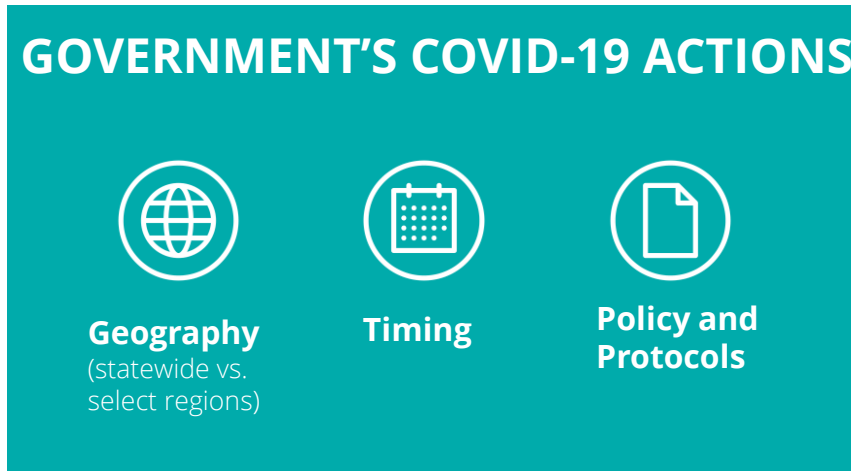
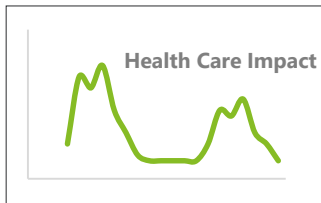
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THE CHALLENGE

Governments will have a central role in this recovery

Health Care – Focus in the Respond Phase

- Severity of pandemic and pattern of disease progression
- Effectiveness of policies and protocols
- Protection of the public and support of the healthcare system



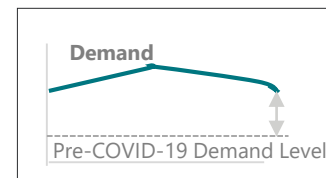
Economy – Focus in the Recover Phase

- Reopening economy balanced against public health
- Industries and sectors



Resilience and Growth – Focus in the Thrive Phase

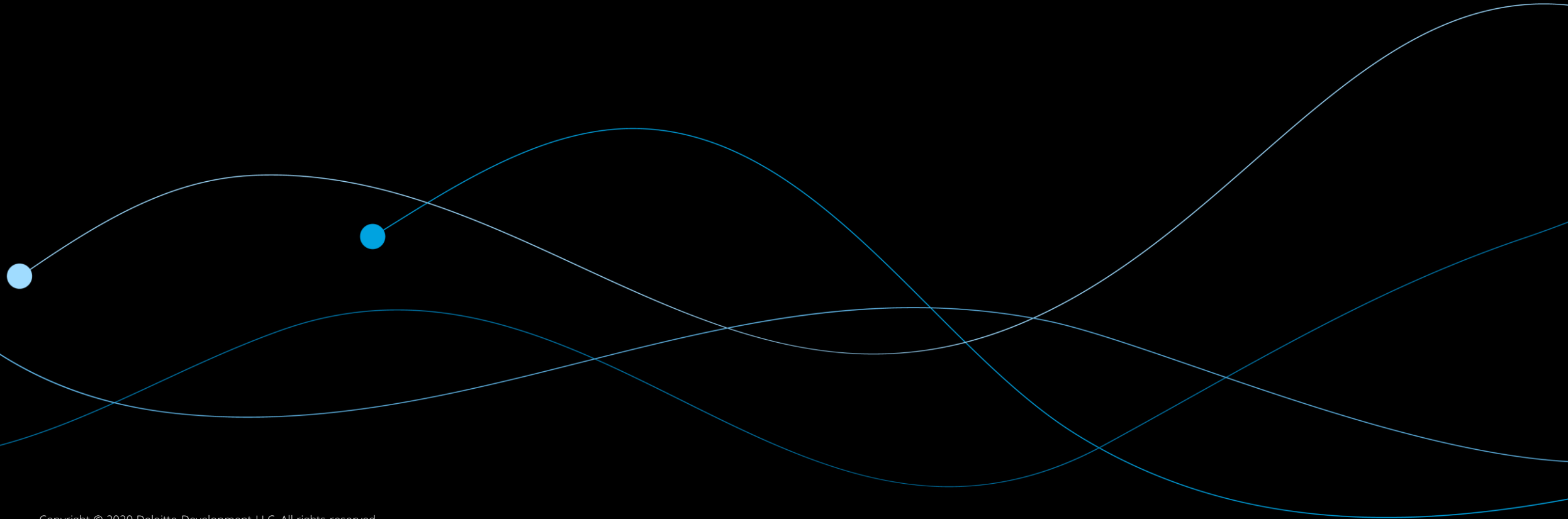
- Promoting resilience in both the government and the private economy
- Prevention of future risk



Recover → Thrive Transition



KEY RECOVERY ACTIONS



KEY RECOVERY ACTIONS

Governments will need to take actions on various fronts to support the economic recovery

Key actions for the economic recovery



KEY RECOVERY ACTIONS

Balance actions to limit disease spread and economic impact

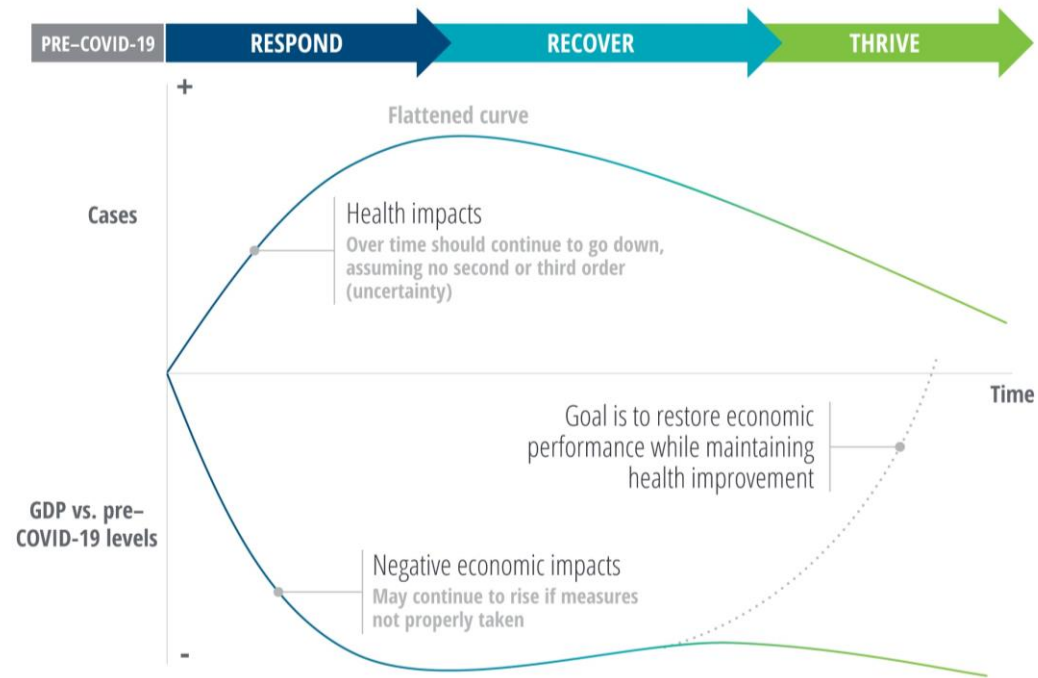
KEY RECOVERY ACTIONS: Balance actions to limit disease spread and economic impact

Governments are wrestling with balancing health and economic impacts

Leaders will have to determine what is optimal for their regions

Recovery on the health and economic fronts is intertwined: Until people can gather in groups to work, travel, and shop, any economic recovery will likely be limited (see figure). How do we speed recovery while limiting risk? When do we relax the rules? What restrictions should be imposed on businesses and individuals? Should these restrictions differ by area and by industry?

Reoccurrence is likely to be patchy. This could mean that a second wave may not be as severe as the current one but may spike in a few geographic areas and could also be seasonal in some cases.

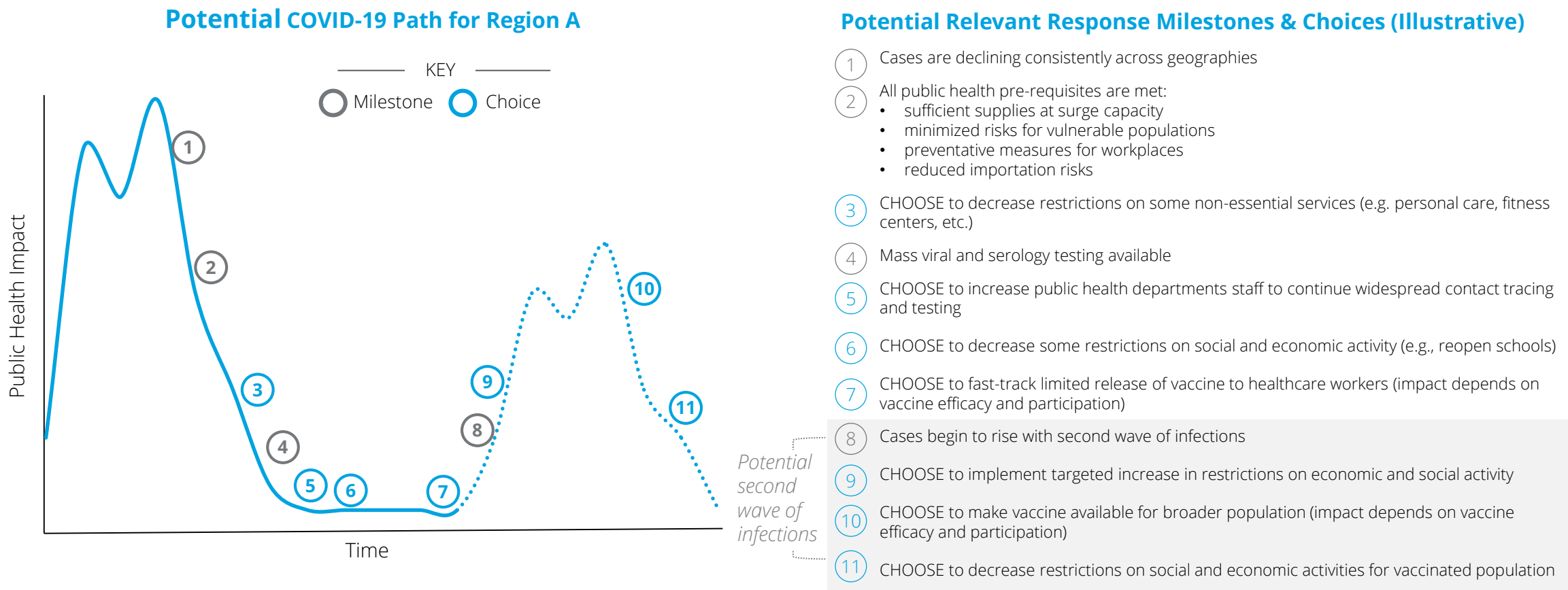


Source: Deloitte analysis.

Source: [Governments' response to COVID-19](#)

KEY RECOVERY ACTIONS: Balance actions to limit disease spread and economic impact

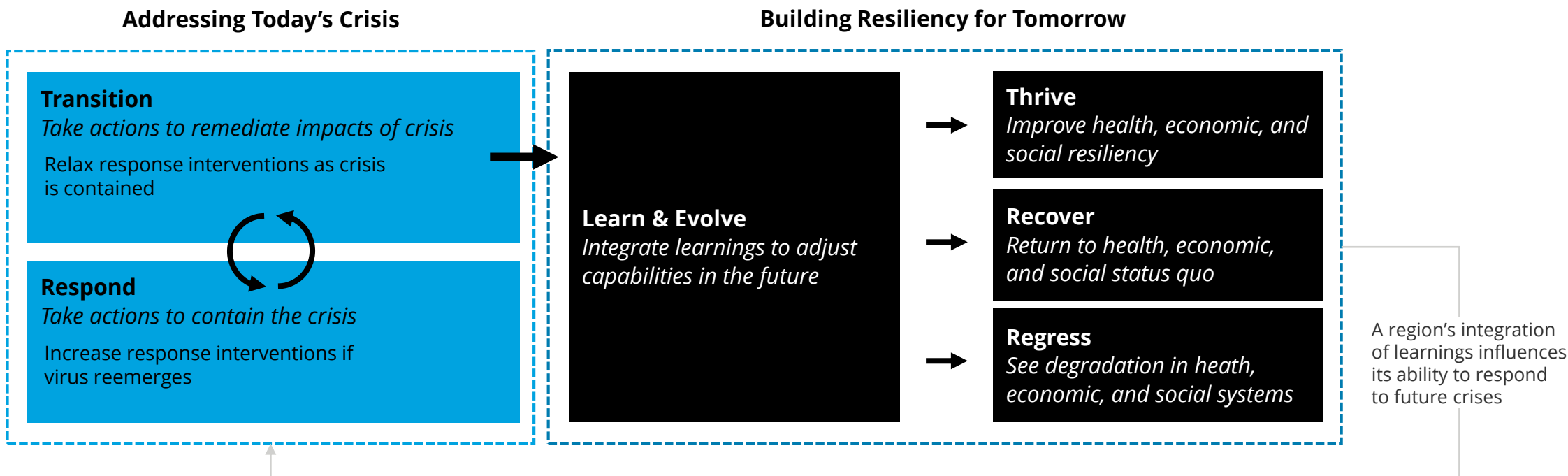
There will be critical choices along the journey and governments will need to monitor progress and adapt



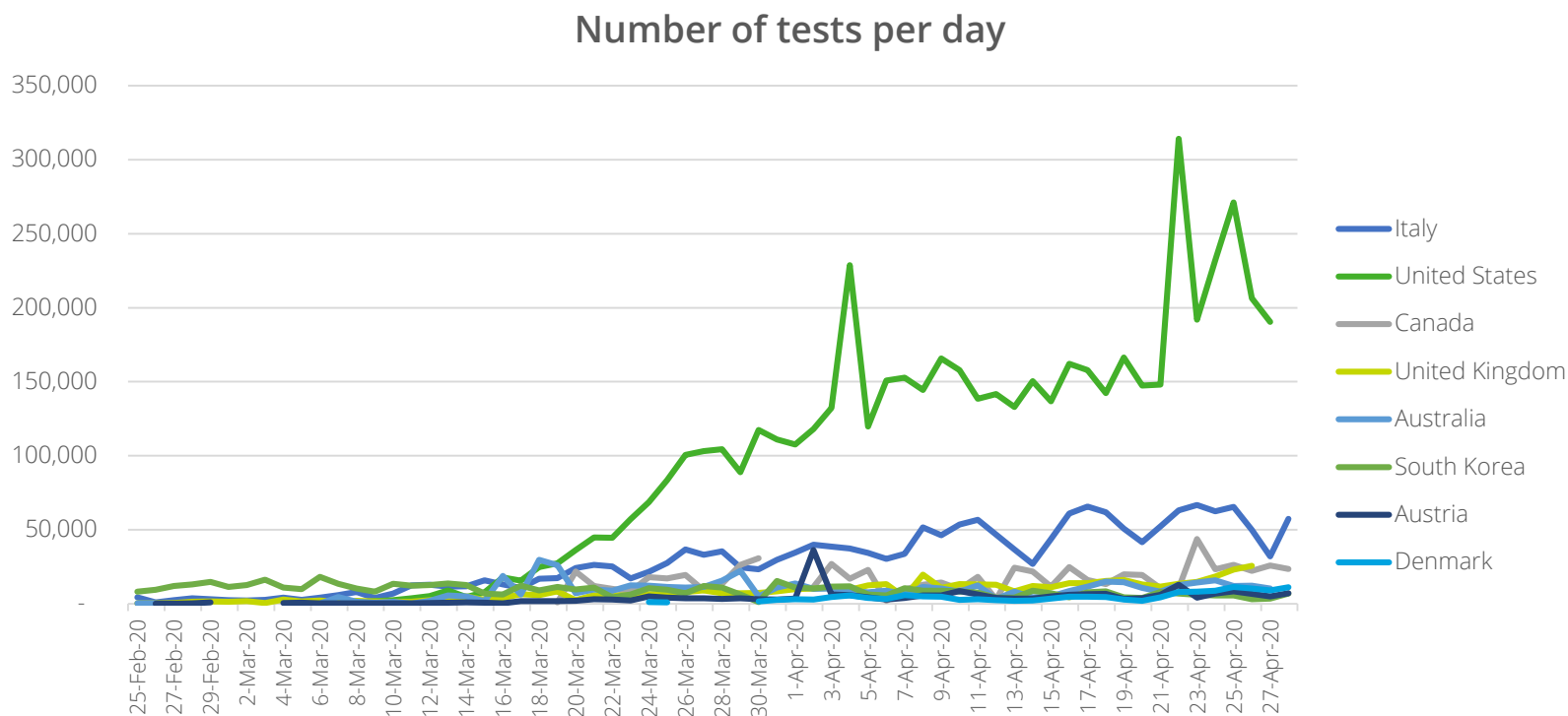
KEY RECOVERY ACTIONS: Balance actions to limit disease spread and economic impact

Non-linear path to emerge from the crisis better prepared for the future

Responses to the COVID-19 crisis require iterative approaches to addressing the health threat, transitioning out of the crisis and rebuilding health, economic, and social systems



Testing capabilities have grown but more progress is needed



COVID-19 testing has been largely limited to symptomatic cases and impacted groups only due to barriers in raising testing capacity. Wider testing on a mass scale is needed to better understand the disease.

In addition to testing for the disease, increasing serological tests/testing for antibodies to indicate exposure and immunity and contact tracing will be critical to reopening the economy. Successful antiviral or plasma treatments and vaccines will be crucial for long-term recovery efforts.

KEY RECOVERY ACTIONS: Balance actions to limit disease spread and economic impact

Contact tracing will be key to limiting the spread of the disease

Contact tracing elements

Proximity Tracking

A network of information on individuals' mobility to trace contacts based on self opt in for public use, and for employers.

Contact/Call Center

A range of customer support is needed, including telephony support, agents, chatbot & voice to text, and multi-language support.

Contact Tracers

Acquisition of contact tracers and specialized call center talent, including community health professionals, will be needed in many jurisdictions.

Network Analysis & Advanced Analytics

Network analysis can provide public health officials insights to guide strategy and policy.

Case Management

Would enable regional, local and public health organizations to collect information on tracking, and conduct follow-up; also allows users to report and receive follow-up guidance.

Application Programming Interface (API) Integration

Governments will need the ability to securely exchange information and provide reporting and integration with existing disease surveillance and health data systems and third party providers.

Public Sentiment & Trust Campaign

Governments need the ability to understand customer experience and analyze sentiments toward the region's COVID-19 contact tracing efforts.

An integrated approach to contact tracing would trace COVID-19 contacts through automated case management and data analytics by public health entities, community partners and government agencies

KEY RECOVERY ACTIONS

Promote economic health for
individuals, businesses and sectors

Governments have several ways to boost the economy

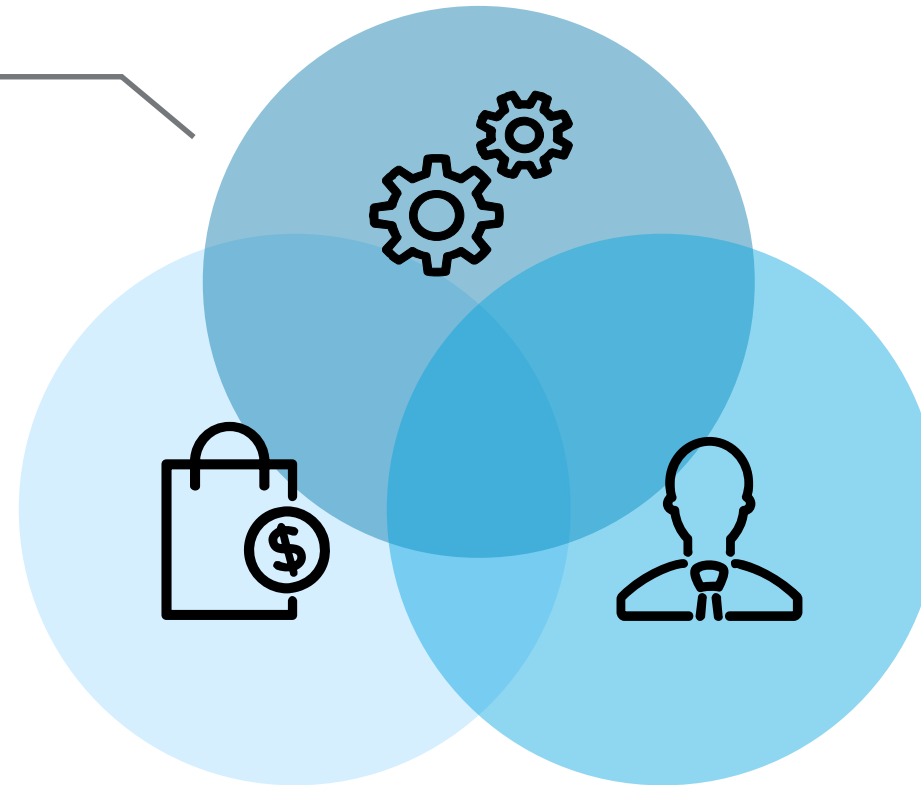
Governments need to focus on three areas when it comes to promoting economic health

Stimulating economic activity

- Promote spending
- Reducing barriers to economic activity

Assisting distressed businesses

- Work to stabilize, then advance business health



Getting individuals back to work

- Minimize further job losses and promote job creation



Stimulating economic activity



Use the broad power and resources of the government to foster business growth and reduce growth-impairing constraints. Encourage individuals and businesses to resume personal spending and business investment to re-start economic “engine” of the region.

Maximize federal funding. Designate a team to maximize region’s receipt of federal funding.

Use rainy day funds strategically. Use the funds to promote business growth and hiring.

Tax credits to incentivize hiring. To promote investment and immediate hiring, consider one-time, time-limited tax credit options to incentivize new employment or immediate business expansion.

Review timeline for proposed construction projects under existing bonds issuance of the transportation department, including greater focus on “shovel ready” projects as a key criteria.

Expedite permit approvals. Expedite approvals for construction permits not creating high risk to health, safety, or the environment.

Extensions for professional licenses. Consider streamlined extensions for authorized professional licenses, except those health-related or others with higher risk to public safety.

Relax regulations. Relax regulations to reduce burden of compliance on businesses which would help businesses focus on recovery.



Countries are taking several measures to stimulate economic activity

Australia



- The Higher Education Relief Package will support workers displaced by the COVID-19 crisis to upskill or retrain, and support universities and other higher education providers to continue teaching.
- In the Australian capital territory, an immediate expenditure of AUD 20 million on infrastructure projects and maintenance on local schools, roads, and public transport has been planned.
- Small businesses in South Australia have been given AUD 5,000 to hire trainees and apprentices to boost local jobs.

Canada



- The Canada Emergency Business Account (CEBA) is providing interest-free loans of up to CAD 40,000 to businesses and not-for-profits to help cover costs due to reduced demand.
- The temporary expansion of the Canada Summer Jobs (CSJ) program to support the youth employment is planned. This would enable employers to adapt their projects and job activities to support essential services, such as hiring youth to deliver meals from food banks to the vulnerable population.
- Provincial governments have loosened rules around borrowing and debt and extended financial deadlines to give municipalities more access to cash to deal with the fallout from the pandemic.

Germany



- Germany has announced an economic stabilization fund of EUR 600 billion for distressed businesses.
- Through the newly created economic stabilization fund (WSF) and the public development bank KfW, the government is expanding the volume and access to public loan guarantees for firms of different sizes and credit insurers.
- It announced increased financial support of EUR 500 million (\$540.88 million) for schools and pupils to boost e-learning and digitalization.
- Germany is temporarily lowering the tax burden for the catering industry through a reduced VAT rate of 7 percent for food and to give tax relief for small companies.



Assisting distressed businesses



Seek to reduce business failures, mitigate further business disruption, then provide growth-oriented support

Consider establishing a business recovery center to help local companies gain streamlined access to business support, technical assistance or government assistance. Partner with business associations to streamline dissemination of information and direct business to appropriate assistance programs.

Use data to identify the hardest-hit sectors and regions. Data-driven analysis can identify where support is most needed.

Shift focus of economic development agencies to recovery. Shift business attraction resources to recovery, retention, and job-growth of industries.

Conduct an industry/sector assessment. By analyzing various sectors of the economy against their level of COVID-19 vulnerability, governments can provide more precise guidance than just “essential vs. non-essential” designations. Such an assessment could include the likelihood of widespread transmission, ability to mitigate against such transmission, and so forth, informing reopening decisions.



Government measures to assist distressed businesses

Australia



- The government announced the JobKeeper wage subsidy program in April 2020. Under the JobKeeper Payment, businesses and not-for-profits significantly impacted by the Coronavirus outbreak will be able to access a wage subsidy of AUD 1,500 per fortnight per employee until September 2020 from the government.
- Cash flow support to businesses: Eligible businesses and not-for-profits (NFP) will receive between AUD 20,000 to AUD 100,000 in cash flow boost amounts by lodging their activity statements up to the month or quarter of September 2020.
- For small businesses to retain their trainees and apprentices, the government introduced wage subsidy measures where they will be reimbursed up to a maximum of AUD 21,000 per eligible trainee or apprentice.
- In the state of Victoria, the government has introduced a hotline for businesses dealing with challenges posed by the COVID-19 outbreak, to provide information about support services, to help them develop business continuity and recovery plans and access financial support available through the national stimulus package.

Canada



- The Canada Emergency Wage Subsidy (CEWS) was established to help employers retain their staff on the payroll.
- To provide additional support to small and medium enterprises, the Business Development Bank of Canada (BDC) and Export Development Canada (EDC) are working with lenders in the private sector to organize credit solutions for individual businesses in sectors such as oil and gas, air transportation, exports and tourism.
- To assist businesses in the regions impacted by COVID-19, the government is making CAD 15 billion available in non-repayable support.

United Kingdom



- The UK government introduced the Coronavirus Job Retention scheme for eligible employers to cover the wages of employees who are temporarily not working due to COVID-19 but are still on the company's payroll. Also, the COVID-19 self-employment income support scheme for eligible self-employed individuals.
- Businesses that occupy a property with a "rateable" value of under GBP 15,000 will receive a cash grant of GBP 10,000.

Germany



- The government established a EUR 50 billion immediate assistance program ("Soforthilfe") to support small businesses, freelancers, and the self-employed.
- A short term working scheme "Kurzarbeitergeld", covers 60-87 percent of the forgone wages of workers whose hours are cut.



Getting individuals back to work



Minimize further loss in employment, while taking actions to promote job creation and matching displaced workers to in-demand sectors

Implement fast track program focused on displaced workers from COVID-19 crisis, focused on connecting individuals with transferable skills to near-term, in-demand positions (e.g., healthcare, e-commerce/distribution, food processing). Program should be aligned to greatest impacts and needs in each unique region.




Accelerate certifications program for in-demand positions. Leverage best, “off the shelf” programs of community colleges, employers, labor associations, etc., to advertise and make certificate programs available rapidly and at scale.

Promote in-demand employment opportunities. Use press briefings and other “free media” to promote accelerated workforce development programs and employment opportunities.



Focus on reskilling to help workers navigate the disruptions caused by technology advancements and shifts in employer demands.

Reskilling to help workers navigate the disruptions caused by COVID-19

Reskilling will be critical in the post COVID-19 economy to –

-  Retrain workers to deal with surges in overloaded areas
-  Prepare unemployed workers for industries that see a high demand for talent
-  Help workers adapt to digital workspaces

Government's reskilling "Toolkit"

-  **Data-driven approach:** Analyze data to understand how industries are reacting to COVID-19. Which occupations are expanding and which ones are contracting?
-  **Build partnerships:** Develop deep partnerships with companies/industries that are expanding hiring and tailor programs to meet employer needs
-  **Target the right segments:** Provide wraparound support to challenged population segments such as single parents, older workers and the physically challenged who may have more employment opportunities due to increases in telework across different occupations
-  **Act as a connector:** Connect employers, philanthropies and other stakeholders to build a workforce information system that reduces information gaps between various participants

According to the International Labor Organization (ILO), the COVID-19 crisis is already affecting **3.3 billion** workers globally, that's more than 4 out of 5 in the world workforce.

Furthermore, the crisis is expected to wipe out almost 6.7 percent working hours, equivalent to **195 million jobs** in the second quarter of 2020.

KEY RECOVERY ACTIONS

Reopen the economy for a better future

KEY RECOVERY ACTIONS: Reopen the economy for a better future

The “shutdown” was abrupt ... but the restart will be in phases

Beginning Jan 2020



Dozen cases of pneumonia from an unknown cause in Wuhan, China



Chinese citizens all set to rack up to 3 billion trips to ring in the Chinese New Year



Global unemployment stood at 190 million



People across the globe come together to ring in the new year

Within a few months...



WHO declared the outbreak a global public health emergency as more than 9,000 cases were reported worldwide, including in 18 countries beyond China on Jan 30



Several countries including China, South Korea, Singapore and Italy instituted an international travel ban.



In April 2020, the International Labour Organization (ILO) predicts 6.7 percent working hours to be wiped out, equivalent to 195 million jobs in the second quarter of 2020



As of March 31, more than one-third of world population is under some form of lockdown

There is more to restarting the economy than merely reopening businesses. This isn't about flipping a switch. It's about building and executing a plan that will include transitional stages, and will involve health, business, education and government sectors.

KEY RECOVERY ACTIONS: Reopen the economy for a better future

Governments will have an unprecedented number of roles to play in restarting the economy

How government leaders communicate about the restart will be critical

- There is a need to douse fears and instill confidence in people. It won't matter if stores are open if no one will go outside
- Regions should seek inputs from industry associations to develop a plan

While restarting businesses is important, restarting government services will be equally critical

- From transportation to licensing, government activities support and enable economic activity

Government is a large and diverse employer

- The public sector will also employ some kind of phased reopening
- The safety of workers and those with whom they interact will be key

Schools, daycare, and social services to free up workers

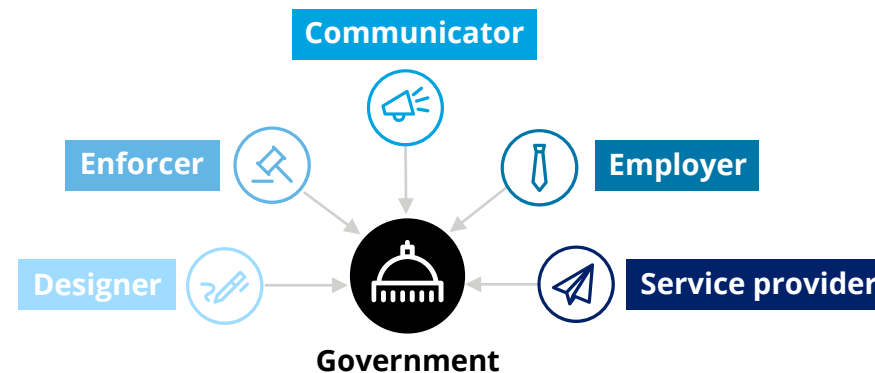
- Many workers rely on public entities to educate and care for their children and sick relatives so they can go to work

Government as a communicator will provide clear, consistent and adequate communication to all involved in the recovery process.

Government as an enforcer will be in charge of making sure protocols are followed and inspections are conducted.

Government as a designer will draw out the initial plan, lay down the protocols and guidelines needed to reopen.

Source: Deloitte



Government will have to wear many hats and juggle many responsibilities

Government as an employer will have to ensure staff safety, redeployment and retraining of staff to quickly recover.

Government as a service provider will have to rethink delivery of services and create the necessary infrastructure.

Reopening is a complex task that may shift as circumstances evolve

- **Reopening is one of the most important events in recent history**
- **Governments are at the center of a complex and highly unpredictable set of facts**



Massive complexity with a huge number of intertwined issues and efforts



Limited resources already spread thin with core government operations



Short, and constantly shifting, timeframe



Facts on the ground and medical advancements are constantly changing



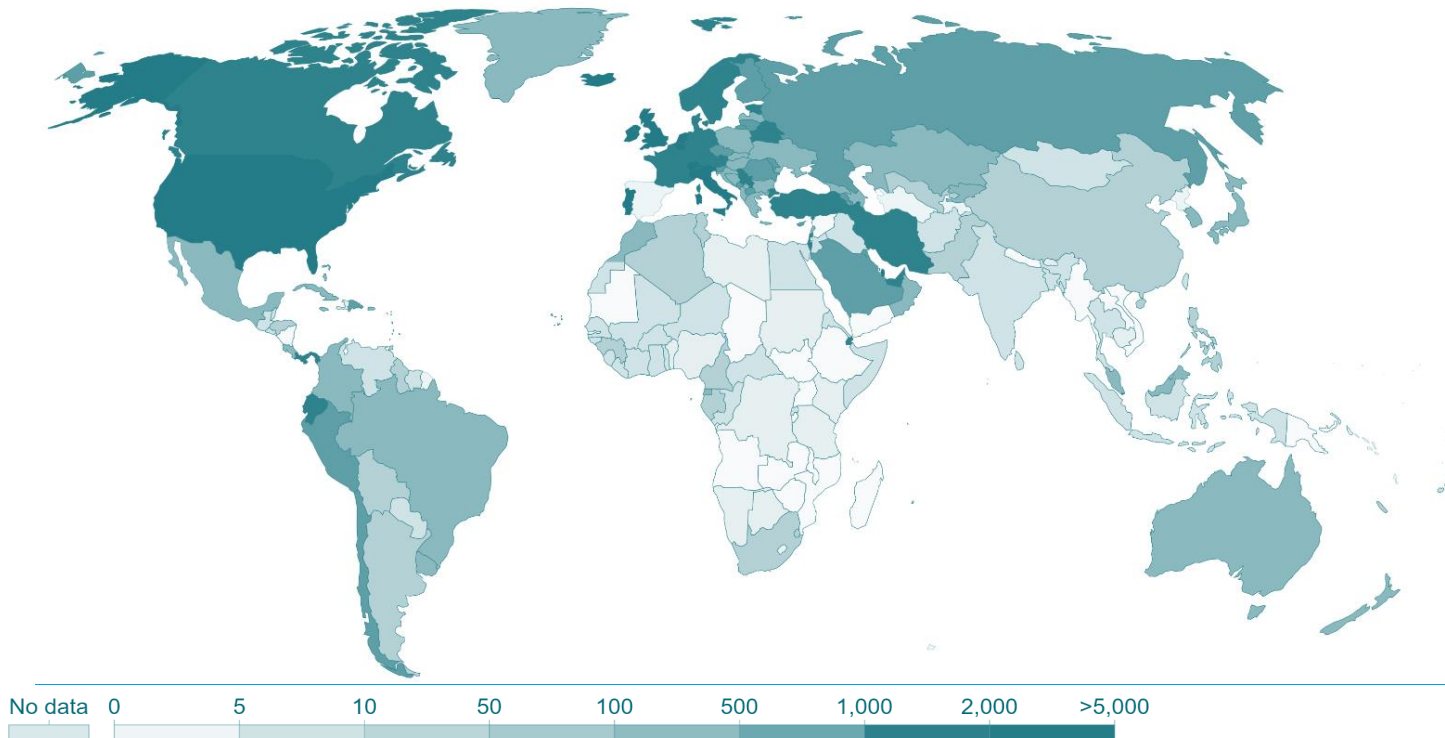
Many layers and parts of government engaged and interacting

KEY RECOVERY ACTIONS: Reopen the economy for a better future

Some countries have begun to reopen

When and how countries reopen will be unique due to geographic, demographic, economic, and health factors

Confirmed COVID-19 cases per million people (as of April 28, 2020)

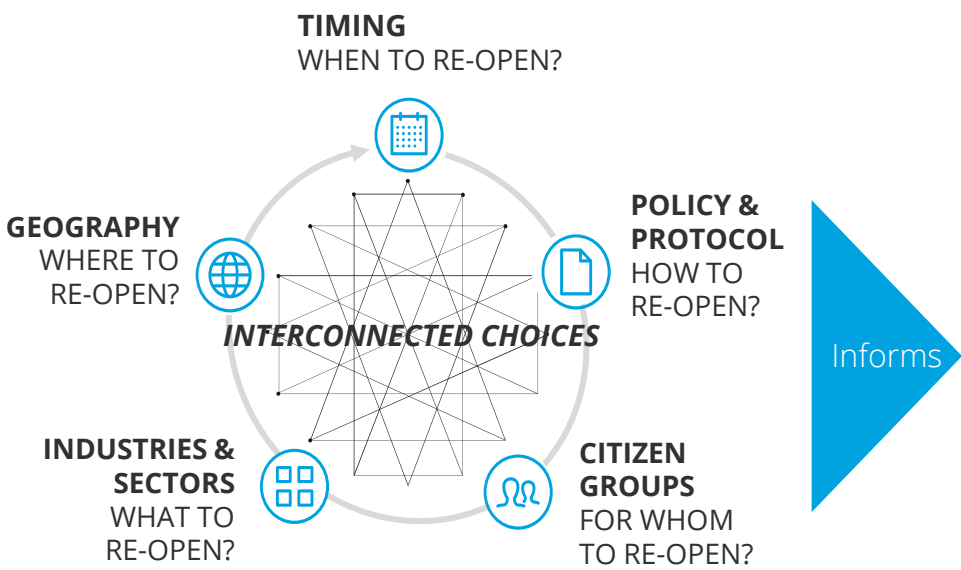


"We mustn't allow ourselves for one second to be lulled into a false sense of security. The impact of the gradual reopening will be visible only in two weeks. We mustn't forget that we're still at the beginning of this pandemic."

— Angela Merkel,
Chancellor of Germany

KEY RECOVERY ACTIONS: Reopen the economy for a better future

Reopening is a multi-dimensional challenge requiring real-time, data-driven decision making



Illustrative region reopening plan

1. RESPOND: CRISIS ECONOMY AND DISEASE DAMPENING		2. RECOVER: TRANSITION ECONOMY AND DISEASE VIGILANCE		3. THRIVE: NEXT ECONOMY AND DISEASE RESILIENCE			
Crisis/ shutdown		Phase 1		Phase 2		Phase 3	
Allow	<ul style="list-style-type: none">HospitalsGrocery stores & pharmaciesDelivery food servicesLiquor store (e.g., package stores)Banks/financial institutions	TRIGGERS	<ul style="list-style-type: none">Certain offices & white collar work settings open (e.g., state gov't)Public transport (constraint riders)Restaurants & bars (with distancing restrictions)Beauty and personal care services	TRIGGERS	<ul style="list-style-type: none">Gov service offices (DMVs, benefits, etc.)Malls & large retail centersSportsGym & health fitness centersSchools and universities	TRIGGERS	<ul style="list-style-type: none">All normal activity
Restrict	<ul style="list-style-type: none">Everything outside of “essential businesses” (e.g., above)Schools and universitiesTravel out of stateGatherings >10 people	TRIGGERS	<ul style="list-style-type: none">Gyms & health fitness centersMalls & large retail centersMove theaters & arts centersLarge sporting eventsGatherings >20 people	TRIGGERS	<ul style="list-style-type: none">Amusement parksPublic pools	TRIGGERS	<ul style="list-style-type: none">n/a
Suggest	<ul style="list-style-type: none">Mandatory or recommended stay-at-home-orders and/or curfewsHours for vulnerable populationsUse of face masks	TRIGGERS	<ul style="list-style-type: none">Continued use of face masksLimitations on store hoursLimitations on store & restaurant capacityLimitations on # riders in public transit	TRIGGERS	<ul style="list-style-type: none">Business & health surveillance mechanismsPolicies for renewed lockdown if 2nd or 3rd wave	TRIGGERS	<ul style="list-style-type: none">Some restrictions on travelSome restrictions on conferences & large gatherings
Do	<ul style="list-style-type: none">Make available testing for COVID-19Negotiations for PPE for hospitalsSocial distancing requirementsSelf-quarantine for 14 days if experiencing symptoms	TRIGGERS	<ul style="list-style-type: none">Testing for individuals spreading the virus at a higher rateMass testing for COVID-19Testing for antibodiesContact tracing	TRIGGERS	<ul style="list-style-type: none">Intensive monitoring for 2nd or 3rd wave	TRIGGERS	<ul style="list-style-type: none">Business monitoring of employees' health, temperatures, infection, etc.

Governments will need to define and monitor triggers appropriate to their circumstances

Successfully operationalizing indicators will bring its own challenges

Some examples

Symptoms

- Downward trajectory of influenza-like illnesses (ILI) reported within a 14 day period
- Downward trajectory of covid-like syndromic cases reported within a 14 day period

Testing

- Testing capacity
- Serological and antibody testing

Hospital capacity

- Ability to treat all patients without crisis care
- Robust testing plan in place for at-risk healthcare workers, including emerging antibody testing

Resources

- Contact tracing protocols
- Hygiene protocols for public spaces
- Supply of PPE, swabs and medical equipment

Cases

- Downward trajectory of documented cases within a 14-day period
- Downward trajectory of severe cases requiring hospitalization

Governments will need to be monitoring triggers in real time for an early warning at a granular level for decision making. They might need to consider other variables that deal with interdependencies in their region and also pick the right triggers for their industries.

Different triggers: Lessons from other countries on reopening the economy

Key health data triggers

Austria



- Cases: 1,600 per million
- Hospitalization: Only 25 percent of the country's ICU capacity was used
- Days taken to double the rate of infections: Two weeks

Lesson: Reopen the economy once health care capacity can accommodate existing and new cases and the growth of new cases has slowed down considerably.

South Korea



- Tests performed: More than 610,000
- Positivity rate (% of people found to be positive in tests): 1.8 percent
- Testing per million: 10,862

Lesson: Aggressive testing and tracing of individuals so that positive and symptomatic cases can be quarantined, and economic activity can be continued in non-hotspots. South Korea did not implement nation-wide lockdown.

Germany



- Excess health care capacity: 12,000+ ICUs vacant
- R0 (one person infecting other person): 0.9
- Lowering of mortality rate
- Anti-body tests: Plan for mass testing of anti-bodies as economy reopens

Lesson: Reopen the economy if health care capacity can accommodate new cases and R0 is below 1. Launch large-scale antibody tests to assess infection rates and monitor the spread.

* The impact of reopening in these countries will be known only in the future

Sources: [Foreign Policy](#); [Ministry of Health and Welfare, Korea](#); [Business Insider](#); [Robert Koch Institute](#)

Risk stratification: Analyzing different types of risk



PEOPLE RISK – BASED ON WHO YOU ARE

- **Susceptibility risk** - Some populations are much more likely to suffer severe symptoms from the disease, including hospitalization and death. Key risk factors include age, and underlying conditions such as obesity, diabetes and hypertension.
- **Mitigation strategy** - Identify the high-risk group and accommodate high risk individuals. In Austria, some 90,000 employees were classified by the government as being in a higher risk group for the coronavirus; they will receive a letter establishing their right to telework or paid leave even after measures are lifted.



ACTIVITY-BASED RISK – BASED ON WHAT YOU DO

- **Transmissibility Risk** - Close and frequent human interactions increase the likelihood of contracting the virus. Physical proximity, such as working or living with others, or the use of mass transportation (trains, buses, planes, elevators, etc.) enables spread of the infection.
- **Mitigation strategy** - Social distancing, masks and other forms of personal protective equipment, and strong personal hygiene such as handwashing. Government in the UK and elsewhere have issued guidance on social distancing measures for workers in construction, manufacturing, logistics businesses and retail respectively.



AMBIENT RISK – BASED ON THE ENVIRONMENT AROUND YOU

- **Health Environment Risk** - Many factors about the external environment influence both the likelihood of coming into contact with the disease as well as the consequences of doing so. These include, the prevalence of infectious individuals in your area, the treatments and health care available, and other factors such as air quality.
- **Mitigation strategy** - Understand the community levels of disease, including those with acquired immunity, and other data around the extent of sick and immune people in the local population.

Advanced analytics to guide decision-making

Community risk metrics

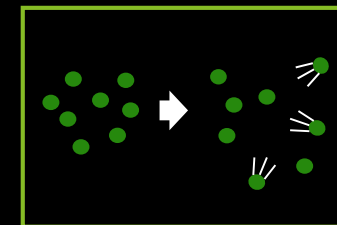
Aggregating a variety of “signals” from traditional and non-traditional sources to understand the relative risks in a given region.

Statistically comparable regional analysis

Use statistical matching methods to identify other regions with similar risk profiles and demographics for comparison. Measure how likely an infection is to spread within the community due to factors like density, commutes, and frequency of infection spread in hospitals

Simulation modeling

Model feeds into dashboard and decision support framework – helps illustrate how changes like holding a large one-time event or relaxing restrictions on restaurants might bend the infection curve



How does moderate social distancing among a large swath of the population (e.g. closing bars) affect the trajectory, as opposed to preventing a smaller number of highly concentrated gatherings?

KEY RECOVERY ACTIONS: Reopen the economy for a better future

Reopening: An industry and risk perspective (Illustrative)

Information is a classic work at home industry. It is an essential and it has the least amount of risk of transmitting or spreading virus at workplace.

Arts, Entertainment and Recreation is high risk/low in terms of an essential industry. Firms, in this industry require either their workers or consumers to gather at one place. These industries were shut early.

Transit and Ground Passenger Transportation is extremely risky but also very important. The other industries have dependency on this industry. This will be one of the most difficult sectors when it is time to resume full service.

Value added: The economic value added by an industry

Essential: How essential is the industry to keep running the economy

Risky: Risk of transmitting or spreading the virus depending on whether an industry can maintain social distancing and other safety protocols

Current status: Whether the industry is shutdown, open or partially open

Illustrative view of industries, their value addition and risk of spreading virus

Industry	Value added (\$B)	How essential (Scale: 1-5, 1=less essential, 5=most essential)	How risky (Scale: 1-5, 1=less risky, 5=risky)	Current status (Scale: 1-5, 1=not shut down, 5=shutdown)
Finance, Insurance, Real Estate, Rental and Leasing	4,490	3	1	1
Professional and Business Services	2,750	3	1	1
Manufacturing	2,360	3	3	3
Information	1,120	4	1	1
Construction	880	2	3	2
Retail	640	1	4	5
Hospitals	520	5	5	3
Utilities	340	5	2	1
Educational Services	260	3	3	4
Arts, Entertainment and Recreation	240	1	5	5
Food and Beverage Stores	160	5	4	1
Air Transportation	150	2	5	5
Transit and Ground Passenger Transportation	50	4	5	4

Note: The importance, employment, mix across and within categories, etc. will impact ranking and vary by region

Sector priority and risk mitigation

Focus on mitigation for essential sectors

Even at the height of the pandemic, certain sectors have remained operational, including critical health providers, prisons, grocery stores, and other essential activities. There is little option but to keep these open, but optimum mitigation strategies should be employed.

Develop data-driven plans for phased sector openings, mitigation

Critical economic activities, and those with limited risk, should be prioritized. In addition, sectors that enable more widespread economic activity, such as mass transit or education and day care, should also be given priority. Data-driven analysis of both economic impact and likelihood of transmission should drive decisions.

Develop concrete plans for large-scale activities

Activities such as mass transit, public education, correctional facilities, and nursing homes merit detailed analysis and concrete mitigation strategies. In many countries, education ministries are developing guidelines for hygiene measures, school bus operations, break times and group division that meet social distancing guidelines.

Source: [The Local.de](https://www.thelocal.de)

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Examples of possible rules for school reopening



Staggered schedules with classrooms at half capacity



No sports or music (due to increased risk of infection)



1.5-meter (5-foot) spacing between desks



Masks required when coming to school



Hygiene protocols, facilities for washing hands and adequate supplies of disinfectant



Special emphasis on graduating classes, the oldest primary school children and students who are taking exams

Risk mitigation strategies should begin with essential sectors, cascading into other economic activities. Phased sector openings and reopening large-scale activities merit comprehensive and data-driven mitigation strategies.

KEY RECOVERY ACTIONS: Reopen the economy for a better future

Each region may need unique approaches to recovery activities...



GEOGRAPHY

Prioritization will be key

- Regions with lower infection rates and less potential for spread can be opened up more easily;
- After the formation of natural immunity, especially areas and regions with high immunity can be open;
- Regions with free capacities in health care can be opened up more easily.



INDUSTRIES & SECTORS

Not all industries and sectors will re-open at the same time

- Sectors with a low risk of infection, e.g. highly automated factories, and less vulnerable persons, e.g. day-care centers and schools, should be opened first;
- Complementarities between sectors must be taken into account. For example, many people with children cannot go to work when day-care centers and schools are closed;
- Sectors where home office and digital technologies can be used well have less priority than sectors where this is not possible;
- Sectors that generate high employment and economic activity in a given region should be considered as a criterion for priority opening;
- Priority should be given to easing restrictions that imply high social or psychological stress.



POLICY & PROTOCOL

Guidance is critical since reopening is not returning to normal

- Release guidance on personal hygiene, workplace place, physical distancing a few days before reopening;
- Devise guidelines on percentage of workforce that can come back to work;
- Before reopening, consider developing immunity certified workforce to mitigate spread of the virus while handling personal information discreetly.



COMMUNICATIONS

Messaging to the right audience

- Devise targeted communication plans for areas and industries that are reopening first;
- Communicate to clarify questions on reopening;
- Clearly explain the reasons for not opening certain areas and industries.

KEY RECOVERY ACTIONS: Reopen the economy for a better future

Reopening strategies from other countries*

Countries around the world are gradually easing up on their lockdown restrictions in phases, while following strict social distancing and hygiene protocols

Country	Construction and manufacturing units	Non-essential stores**	Kindergarten/primary schools/day care centers	High schools/Universities	Car dealerships, bike shops	Non critical health care/ elective surgery	Salons and personal care	Restaurants/cafes	Shopping centers/Theatres/Museums
Austria									
Australia									
Czech Republic									
Denmark									
Germany									
Iceland									
Italy									
New Zealand***									
Norway									
Spain									

*This information is as of April 29th 2020

**Small shops, garden centers, laundries, stationery and bookstores

***New Zealand reopened non-essential stores, cafes and restaurants on April 27th, but only for online delivery or pick-up

Note: Taiwan and South Korea did not enforce nation-wide lockdown so most of the activities were open in both the countries with a few restrictions. China has also re-opened many of its sectors.




Re-opened
Reopening shortly
Remained open with limited capacity
Not opened/ reopening in later phases



Sources: [The Guardian](#), [Reuters](#), [CNN](#), [TIME](#), [Business insider](#), [US News](#), [WSJ](#), [The Guardian](#), [Reuters](#), [StraitTimes](#), [RNZ](#), [NZ Herald](#), [TVNZ](#), [Dailyforex](#), [ABC](#), [ABC NewsHub](#), [Dailymail](#), [Telegraph](#), [IcelandReview](#), [IcelandReview](#), [WSJ](#), Deloitte COVID -19 Government response [portal](#), [Reuters](#), [Ruptly](#), [Automotive Logistics](#)

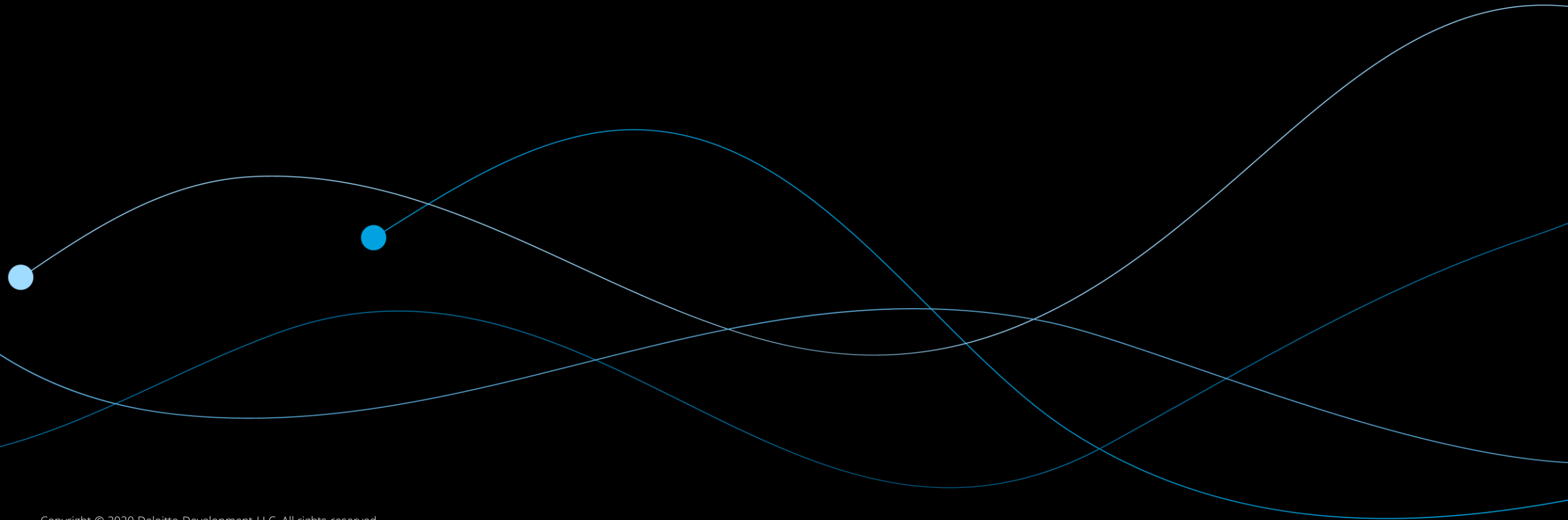
Reopening strategies vary between countries

Lessons can be learned from other countries on how to reopen different sectors of the economy

	Schools	Retail Shops	Workplaces
Austria 	Staggered schedule; prioritizing graduating students <ul style="list-style-type: none">Reopening from May 4th. First resuming high school classes which have school leaving examsSome students will learn in shifts with half students attending school in the first half of the week and the remaining attending in the second half of the week. No afternoon teaching, sports or music classes	Reopening smaller shops with guidelines on social distancing and wearing of PPEs <ul style="list-style-type: none">Reopened small shops of size 400 square meters or less starting April 14th.Only one customer at a time for every 20 square meters is allowed. Compulsory for all customers to wear masks	Identified high-risk employees to continue to telework <ul style="list-style-type: none">Unclear on reopening date for workplacesIdentified 90,000 employees who are at higher risk for the coronavirus. High risk employees to continue telework or paid leave after measures are lifted
Germany 	Prioritizing graduating students and those expected to take exams; limiting class size; and physical distancing of desks <ul style="list-style-type: none">Reopening from May 4th. Focusing on graduating classes, oldest primary school children and students who are expected to take exams in the coming yearSpacing of 5 feet to be maintained between desks. Local variation in guidelines across regions. Example Hesse is maximizing class size to 15 students, Saxony is holding classes only for subjects relevant to the exams	Reopening smaller outlets with social distancing mechanisms in place <ul style="list-style-type: none">Reopened stores of size 800 square meters or less starting April 20thShoppers have been asked to maintain 5 feet distance from each otherSome big stores have cordoned off a smaller area to meet 800 square meter rule	Updating occupational safety standards for employees returning to work <ul style="list-style-type: none">Employees recommended to work from home wherever possibleAdditional occupational safety standards have been issued by Federal Minister of Labor for employees who have to return to work
Denmark 	Reopened for lower grades under strict hygiene and distancing protocols <ul style="list-style-type: none">Reopened on April 14th for lower grades (students up to 12 years of age)High schools and universities to reopen mid-MayStudent desks have to be 6.5 feet apart. Handwashing every 2 hours has become routine. Only a small group (3-5 children) are allowed together on the playground	Most shops remained open with guidelines on hygiene and distance <ul style="list-style-type: none">Many non-essential shops remained open during the lockdown period however customers need to comply with guidelines on hygiene and distance	Reopened for companies facing productivity losses; guidelines on social distancing <ul style="list-style-type: none">Reopened on April 14th particularly for companies facing productivity losses. All other companies recommended to continue work from homeGuidelines issued by Danish Business Authority on workplace protocols including spreading employees across premises, working in shifts etc.

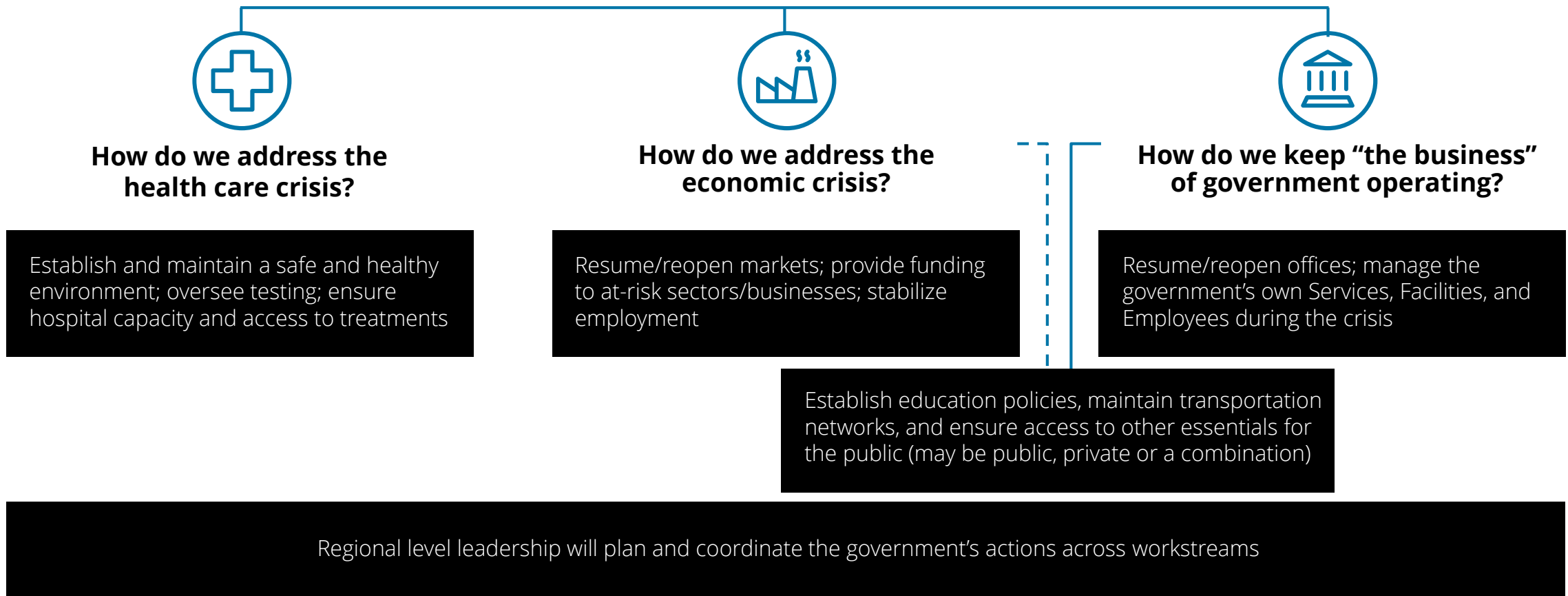
Sources: [Reuters](#), [Express](#), [Bird & Bird](#), [The Local](#), [Metropole](#), [The Guardian](#), [The Guardian](#), [The Guardian](#), [Express](#), [Reuters](#), [The Hill](#), [KCRW Berlin](#), [DW](#), [Lexology](#), [BBC](#), [WSJ](#), [NPR](#)

MANAGING THE RECOVERY PROCESS: COORDINATED EXECUTION



MANAGING THE RECOVERY PROCESS: COORDINATED EXECUTION

Success in the recovery phase requires coordinated success on all fronts



MANAGING THE RECOVERY PROCESS: COORDINATED EXECUTION

Governments face a daunting set of decisions/actions during the recovery phase

The sample decision points and actions listed below illustrate the complexity of the recovery. Close coordination, careful monitoring and real-time adjustments will be needed to speed an effective recovery.



Healthcare

- Monitor COVID-19 cases to detect a possible “second wave” during the recovery
- Resume non-COVID-19 health care services at full scale
- Review overall costs of COVID-19 and secure additional funding
- Define discharging/outpatient conditions and services
- Support health workers post COVID-19 with support and counseling services
- Develop a plan for closing temporary testing facilities and disposing materials/equipment
- Identify potential vaccines for mass-deployment and develop potential roll-out plan
- Establish ongoing relationships/action plan with neighboring regional governments
- Establish on-call emergency supplier/supplier networks
- Review county – by – county status to confirm return to stability
- Identify hot-spot, laggard areas on the county or city levels and resolve



Economy

- Execute economic stimulus plans
- Monitor effectiveness of stimulus and other economic recovery plans
- Identify strategies to support struggling industries (e.g. airlines)
- Monitor financial controls
- Manage supply chain risk and resolve issues
- Assess tax strategy based on effectiveness of the recovery
- Provide additional emergency support and/or funding as needed
- Redesign unemployment claims process for greater simplicity/efficiency
- Develop and deploy fiscal support for counties and municipalities facing liquidity issues during the recovery
- Identify unmet needs during the recovery to prioritize and potentially apply for future stimulus funds
- Continue to develop and monitor various economic scenarios for the recovery



Business of government

- Track and disburse recovery funds
- Co-ordinate reopening of government offices
- Track and update regulatory changes
- Support workforce upskilling/ reskilling
- Monitor decline of health care crisis and measure ending health related impacts on all stakeholders
- Model conditions across health, economy, and citizen activity with particular focus on economic levers
- Estimate impact of different levels of business reopening on scenario modeling and simulation
- Monitor Federal Government policies – focus on economic policies (e.g. tax filing)
- Refortify key supplier networks
- Monitor impact of business reopening measures
- Review programs for supporting business entities and update for current conditions (e.g. need for additional funding)
- Model regions budget impact at different stages of reopening
- Propose and simulate new economic regulations’ impacts until full resumption of business

How do you address all these issues in an integrated fashion?

Measures

1

Establish a COVID-19 mission control center

2

Develop communication strategy to increase transparency and build trust

3

Execution by Network
– with federal, state and local governments, private sector, academics, non-profits

4

Use data, business and technology tools to accelerate recovery

1. A unified approach through a COVID-19 Mission Control Center

A COVID-19 mission control center brings together a cross-functional, cross-agency team, structure, processes, and tools to coordinate a government's actions through the crisis. It can enhance the government's ability to quickly move to a proactive and strategic response to the crisis.



Source: Deloitte

MANAGING THE RECOVERY PROCESS: COORDINATED EXECUTION

Mission control center pandemic response activities

What would the command center do?	Benefits
Strategy, Governance & Interagency Coordination	
<ul style="list-style-type: none">▪ Provide subject matter advice to assess and help enhance governance structure, central coordination, protocols, and emergency actions▪ Assist with communication strategy related to the implementation of protective measures▪ Provide recommendations regarding resource prioritization	<ul style="list-style-type: none">▪ Better-informed governance model for responding to the pandemic▪ Optimized resource allocation▪ Effective standard operation procedures
Incident Action Planning	
<ul style="list-style-type: none">▪ Assist with recommendations for establishing an Incident Command System, which the client would use to manage the incident, coordinate resources, and establish a structure to maximize multi-agency support▪ Provide recommendations for developing daily priority setting, risk and issue tracking, and incident action planning	<ul style="list-style-type: none">▪ Proactive mitigation of potential risks and issues▪ Robust command center for coordinating responses▪ Fit for purpose, executable plans configured for unique crisis events and types
Crisis Communication	
<ul style="list-style-type: none">▪ Identify and coordinate messaging and conduct media trend and risk analysis▪ Assist with developing proactive communications▪ Provide recommendations for improving message development & planning	<ul style="list-style-type: none">▪ Increased situational awareness▪ Actionable communications plan▪ Effective and clear communications to stakeholders during turbulent times

Mission control centers provide advice and recommendations regarding strategy, coordination, and governance for emergency management, health, and medical organizations responding to crises, including pandemics. They also provide advice and recommendations to establish and maintain command systems to manage incidents, coordinate resources, and establish a structure to maximize multi-agency support.

2. Communicate to develop trust and build confidence in recovery

► **Convey the right information, at the right time**

In a rapidly evolving crisis, short and frequent communications can keep people feeling informed. Transparency fosters trust, and increases the likelihood of voluntary compliance with rules and guidelines.

► **Communicate decisions impacting businesses**

Communicate to clarify any questions that businesses may have on the reopening guidelines. Establish resources such as hotlines to help businesses understand potential assistance programs.

► **Use communication to build trust with citizens**

Build trust by telling constituents what you know and admitting what you don't. Recognize and address the emotions of constituents. Clearly explain the decision to reopen and the measures taken to ensure the safety of government buildings and services.

► **Obtain buy-in from the workforce**

The government workforce, especially at the staff and program manager level, will be executing much of the reopening plan. It is critical to get their buy-in on the plan, set their expectations on the workload, and allay their fears on workplace safety.

Communication is critical. Citizens, businesses, and the public employee workforce will all be looking for guidance on the path to recovery.

► **Consider the medium**

As important as the message, is the medium through which it is delivered. A majority of communication is non-verbal, and emails, chats, and texts may miss the body language required for trust building. Government leaders should consider using video, where possible, to connect emotionally with internal teams and constituents.

MANAGING THE RECOVERY PROCESS: COORDINATED EXECUTION

Reopening requires robust communications infrastructure and processes

A communications command center can help drive coordinated, data driven, communications across Paid (Media), Owned (Region Websites), and Earned channels (Social media etc.). These could include—

- Broad policy communications
- Identifying and directing citizens to get tested
- Information on what's open and what's not
- Targeted communications to specific towns, regions, cohorts (example people over age 55), etc.
- Messages to business owners with protocols on how to reopen
- Communication for recruiting individuals into “trials”
- Communications encouraging citizens to share their health updates daily
- Social media sentiment analysis



Traditional advertising & marketing technologies, data, and AI can drive more targeting of cohorts



More personalized, individual real time communications to both business leaders, and constituents in all settings (geofenced announcements, could target cohorts of impacted individuals (at risk vs recovered), etc.



A single “Constituent Repository” for all such communications

3. Execution by network

Working together with locals, private sector, academics, non-profits to execute the recovery

A major crisis requires a network of problem solvers. Technology companies, universities, research labs, and other experts can contribute to collective intelligence that increases government's ability to mitigate a crisis.



Tracking recovery with data: In the same way that public private data partnerships helped countries in East Asia track the transmission of COVID-19, similar data partnerships can help governments analyze consumer sentiments (using social media data) , monitor when the rebound stage has arrived (using restaurant footfall data, road congestion data etc.) or identify the hardest hit industries and regions.



Reviving certain sectors: Partnering with the private sector can help governments revive sectors that have been hit hard by COVID-19. For example, in 2004, Taiwan's government collaborated with the private sector to revive tourism, hospitality and other sectors hit hard by SARS by rolling out aggressive marketing campaigns for each.



Providing social services: Governments can partner with non-profits during the recover phase to increase efficacy of social services. These partnerships can be a source of innovative ideas and new business models for providing social services to population segments most impacted by COVID-19.



Building confidence: Building citizen trust and boosting business confidence will be essential for widespread recovery. Collaborating with industry associations, consumer protection and safety groups can help governments reach different population segments and build the trust needed for citizens to re-engage with the community.

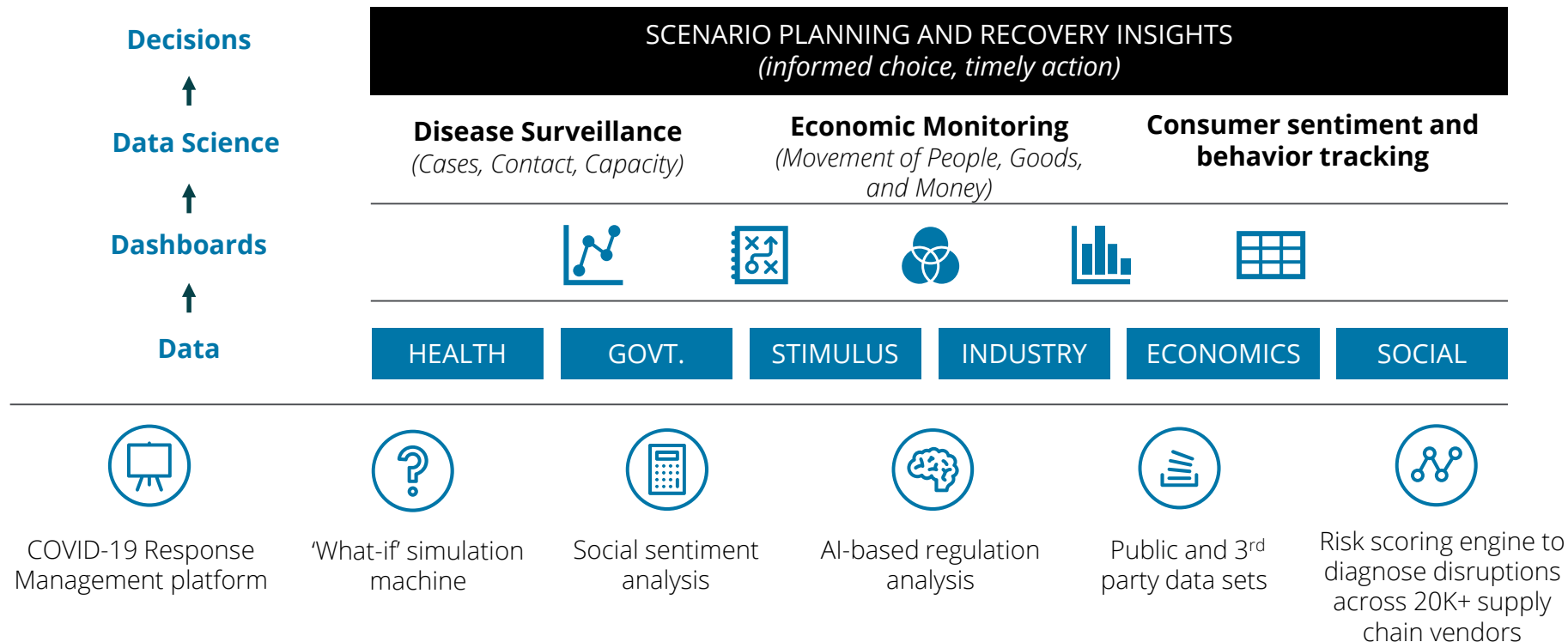


Intra-government collaboration: Governments would also need to build a broader coalition of leaders to drive the recovery process. Learning from others' success stories, sharing resources, and driving activities regionally instead of in silos will make the recovery process efficient.

MANAGING THE RECOVERY PROCESS: COORDINATED EXECUTION

4. Data and analytics should underpin decisions

Integrating multiple sets of data can help governments make sense of the chaos and model various scenarios



Integrated data will be needed to:

- Monitor and predict disease spread
- Prioritize government services
- Prioritize sectors and industries for opening
- Model interventions
- Plan care measures for vulnerable populations
- Monitor and influence citizen sentiment

MANAGING THE RECOVERY PROCESS: COORDINATED EXECUTION

Tools to accelerate recovery

Technology tools and potential applications

Cloud Computing

Foundational technology for AI, sensors, and drones



Drones

Enforcing physical distancing rules for residents and inspections of facilities through drones



Social Media Technologies

Understanding citizen sentiment during times of crisis and monitoring misinformation and fake news



Facial Recognition

Authenticating citizen identity and tracking attendance in workplaces



Advanced data analytics and AI

Accelerating the development of vaccines and supporting data-driven decision-making



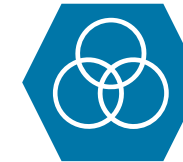
Sensors

Tracing and tracking quarantined and positive cases

Business tools and potential applications

Scenario Planning

Testing resiliency of government operations against various scenarios



Human-centered design

Making relief funds easier to navigate by focusing on customer experience



Sensing and horizon scanning

Anticipating second or third waves of outbreaks or predicting changes to business models



Behavioral insights and nudging

Nudging people to follow workplace safety and personal hygiene protocols



Networks and ecosystems

Collaborating with other governments, companies and universities to accelerate economic recovery



Collective intelligence

Accelerating the development of drugs and vaccines by tapping into the wisdom of crowd

Leadership in the recover phase

As the immediate crisis recedes and governments begin moving to the new normal, leaders' jobs will change. They'll need to focus on communicating across boundaries—between government and industry, between layers of government, and among various agencies. The self-interest of different players may be put aside during the crisis, but during recovery, political considerations and different interests will reemerge.

Government leaders will also play a critical communication role in cutting through the noise to foster citizen confidence and trust that it is safe to reengage with the larger community. This trust will be essential to widespread recovery. While the focus may shift toward the economy and the business of government, data-driven vigilance must continue to help prevent additional waves of the virus from catching regions unaware. A dashboard of both medical and economic indicators, for instance, can help track progress throughout recovery.

LOOKING AHEAD

What's next after recovery?

Governments will get through this, and when they do it is important that they emerge stronger and more resilient than ever before. For that to happen, leaders need to understand that the decisions made today will set the stage for the long term.

For example, this crisis has prompted many agencies to employ telework to a much greater degree than ever before. As the recovery progresses, the flexibility afforded to leaders is likely to diminish. So how telework is integrated in the transition back to the office can shape the workplace for years to come.

In the same way, there are a number of emerging tools that could enable governments to thrive in the future (see figure on right).

Governments aren't going to be returning to anything like in the past. The window of opportunity is open right now, and leaders can make sure that this recovery leads us to a brighter future.

Preparing for the next normal: Tools that can make governments more resilient

Digital workflows



Data Analytics



Cloud Computing



Tele-medicine



Telework



Distance Learning



Job-centric upskilling



Artificial Intelligence



Human-centered design



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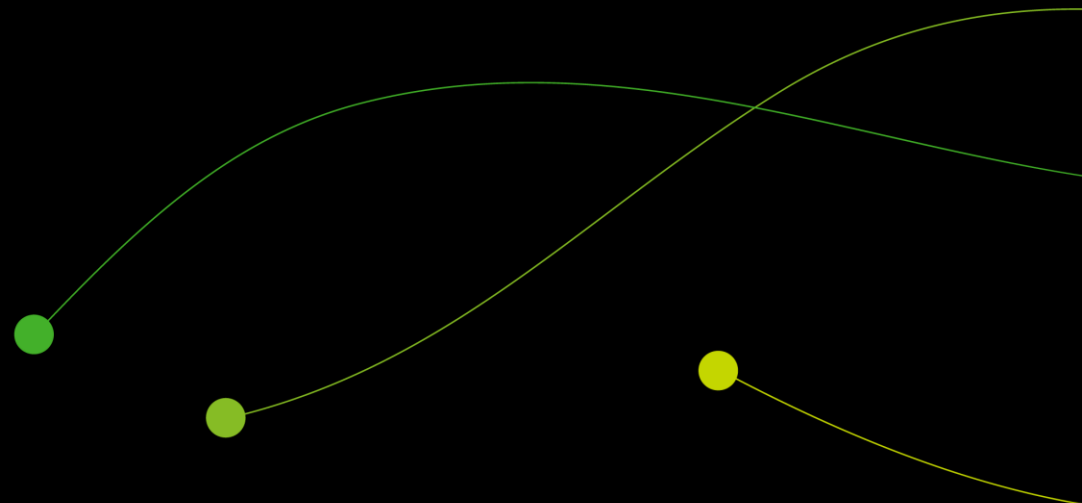
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