

# CITIES on the FRONTLINE



Weekly Briefing: July 16<sup>th</sup> 2020

## Cities for a Resilient Recovery: International Lessons on recovery from COVID-19

Produced by The University of Manchester, UK (Professor Duncan Shaw, Dr Jennifer Bealt, and Professor Ruth Boaden) in partnership with the Global Resilient Cities Network (Lina Liakou and Femke Gubbels)

### What is the weekly briefing on Cities for a Resilient Recovery?

Each week the [University of Manchester](#) brings together relevant international practices and examples on recovery from COVID-19. The weekly briefing is curated by the [Global Resilient Cities Network](#) to bring key lessons and examples targeted for resilience officers, emergency planners and other city practitioners. The structure of the briefing follows the [City Resilience Framework](#) – specifically the four drivers that cities have been identified as mattering the most when a city faces chronic stresses or sudden shocks - Health and Wellbeing, Economy & Society; Infrastructure & Environment; and Leadership & Strategy.

### Highlights of the week

While last week we looked at modern-day slavery and increased worker's vulnerability, this week we focus on another segment of vulnerable populations who find themselves further at risk due to COVID-19 – **victims of human trafficking**. Measures to combat COVID-19 such as reduced public health and social services and diversion of law enforcement have led to **further exploitation** of victims of human trafficking, including children. For women, this includes increased risk of sexual exploitation.

Next, we share a number of considerations on how to **support businesses who want to move their operations to street level**. With evidence showing that it is safer to be in the open air as opposed to confined indoor spaces, many bars and restaurants re-opening are using streets and pavements to accommodate social distancing, which comes with its own challenges to safety and noise pollution.

We also discuss the other looming crisis which we cannot afford to ignore – the **climate emergency**, and the **role local climate leadership** can take to boost momentum – building on reduced urban air pollution and increased biodiversity which many cities have witnessed. Critically, preparing for climate impacts needs to be viewed through a **holistic resilience lens** that examines the **connection between future shocks and stresses**. If you are looking for a starting point to assess interventions or climate projects, this [Sustainability Checklist](#) for policy-makers developed by the World Bank may be a useful place to start.

Lastly, in the section on leadership and strategy we take a step back and put forward some questions on **how to assess how your organisation has changed during the pandemic**. We heard early on from cities that they were asking themselves what the city had stopped doing because of the pandemic and should not start up again, as well as which activities they started and should continue beyond the pandemic. We offer a few more questions below that can help guide this conversation, both on a municipal organisation and city level.

## Health and Wellbeing: Everyone living and working in the city has access to what they need to survive and thrive

**Consider how COVID-19 may increase risks to victims of human trafficking.** The UN reports that measures to curb the spread of COVID-19 are exposing victims of human trafficking to further exploitation and limiting their access to essential services. The restrictions on movements, diversion in law enforcement, and reduced public health and social services is impacting victims of human trafficking before, during and after their ordeal. Children are also at increased risk of exploitation as a result of being forced onto the streets to find food or work; and women are at risk of sexual exploitation. Consider how to:

- Protect those still at risk from abuse from captors through maintaining dedicated law enforcement departments and social workers for victims of human trafficking. Including the need for adequate PPE for these departments
- Provide safe housing for victims who have been rescued from captivity but are unable to return home due to travel restrictions
- Support those experiencing delays in legal proceedings, including regular updates on the status of their case
- Provide hotlines to emotional, financial, legal and safe housing advice
- Encourage communication between schools, law enforcement and social workers to identify, and check-up on, children at risk of exploitation
- Increase attention to tackling online child sexual exploitation. Travel restrictions have spawned an easy way to groom children, gain access to (or create) child sexual abuse material and establish “delivery” services
- Conduct evaluations into the impact of COVID-19 on resources for victims, law enforcement and justice systems to better understand needs of victims and gaps in provision

Source: <https://news.un.org/en/story/2020/05/1063342> and [https://www.unodc.org/unodc/en/frontpage/2020/May/covid-19\\_unodc-warns-of-increased-risks-to-human-trafficking-victims.html](https://www.unodc.org/unodc/en/frontpage/2020/May/covid-19_unodc-warns-of-increased-risks-to-human-trafficking-victims.html)

## Economy and Society: The social & financial systems that enable urban populations to live peacefully, and act collectively

**Consider licensing requirements for businesses to move their operations onto the street.** To accommodate social distancing rules, businesses such as bars and restaurants are able to use additional outside space. In Manchester city (UK), quick applications for temporary tables and chairs licences have been developed by the local council for those expressing interest in expanding their operations. Business owners are required to upload a scale plan of the proposed licensed area with the application. East Devon District Council (UK) provide the following COVID-19 checklist for businesses before they begin operations:

- Undertake a licence health check and a risk assessment to comply with COVID-19 regulations e.g. social distancing guidelines; hygiene information; entry/exit routes; pick up/drop off instructions; service and payment instructions
- Ensure the Designated Premises is named on the licence (the DPS) and still working at the premises, and update any changes to the premises licence or registered address
- Ensure relevant amendments are made to the current licence e.g. opening hours, operational conditions, or layout/plan. New areas may not be licensed e.g. the bar area may have changed
- Follow-up planning consent for building works and ensure compliance. Bars, marquees, structures or fixed furniture outside for more than 28 days may need planning consent
- Liaise with neighbours and resident associations as noise levels may increase due to outdoor operations so residents may be affected by noise
- Assess if the premises licence is fit for purpose e.g. modifications to trading hours or working conditions

Source: <https://eastdevon.gov.uk/licensing/alcohol-and-entertainment/premises-licences-and-club-premises-certificates/guidance-documents/a-guide-for-reopening-a-licensed-business-during-coronavirus-covid19/> and [https://www.manchester.gov.uk/directory\\_record/381974/temporary\\_tables\\_and\\_chairs\\_licence/category/355/highways\\_and\\_pavements](https://www.manchester.gov.uk/directory_record/381974/temporary_tables_and_chairs_licence/category/355/highways_and_pavements)

**Environment and Infrastructure:** The man-made and natural systems that provide critical services, and protect and connect urban assets, enabling the flow of goods, services, and knowledge.

**Consider multi-level climate governance and the impacts of local climate leadership during COVID-19.**

Effective local climate leadership is central in tackling local climate disasters such as floods, forest fires and extreme heatwaves. Local governments are adept at initiating infrastructure investments, policies, and programs that strengthen resilience against future climate stresses and shocks. Consider how to locally navigate climate-action priorities through the COVID-19 crisis to:

- Boost climate-action momentum to mitigate risks and costs of delayed action e.g. combined impacts of COVID-19 and climate change on vulnerable people, economic disruption, public health (clean air, sufficient safe food and water)
- Prepare for impacts of climate change and COVID-19. Address threat multipliers such as pollution or natural disasters through local reduction of carbon emissions, retrofitting buildings, defences, and ring-fenced funding
- Build on residents' and businesses' behaviour changes during the pandemic that reduce emissions and enhance resiliency e.g. working from home, careful used of medical resources
- Maximize local benefits of an economic recovery that is climate friendly e.g. focus on the circular economy, use of renewable energies

Source: <https://collaborative-climate-action.org/webinar-series-local-climate-leadership/> and <https://www.bu.edu/ise/files/2020/07/covid19-pandemics-lessons-for-local-climate-leadership-june2020-updated.pdf>

**Leadership and Strategy:** The processes that promote effective leadership, inclusive decision-making, empowered stakeholders, and integrated planning.

**Consider how your organisation has changed during COVID-19 and what activities it should stop doing.** Every organisation has been affected by COVID-19 which has had impacts on operations, staff, suppliers, customers or other parts of its activities. Some organisations have temporarily stopped delivering certain activities or have achieved them through other means. This has led organisations to consider the value-added of those activities and evaluate certain activities that may no longer be necessary. To identify activities that can be stopped, consider:

- What activities were changed in response to the effects of COVID-19
- What has been learned about the actual value those activities were delivering, compared to the expected value
- How to stop or replace activities that were not delivering the expected value

In addition, consider:

- How to identify other activities that were not stopped during COVID-19 but that are not delivering the expected value so could be stopped
  - How to measure the saving from stopping the activity
  - What to do with the saved resource from stopping the activity e.g. reduce capacity or redeploy that capacity
- How other aspects of the organisation should change to support the stopping of activities (e.g. changing physical spaces, policies, processes, priorities, roles)

Source: UK Fire and Rescue Service and <https://www.mckinsey.com/business-functions/organization/our-insights/reimagining-the-office-and-work-life-after-covid-19#>

**Consider assessing your organisation's plan for responding to COVID-19 outbreaks.** To plan for local outbreaks of the pandemic, local government in England were required to develop and publicise their Local Outbreak Plan on how they will manage any sporadic surges of the virus in their local area. To structure these outbreak control plans, UK public health authorities identified seven connected themes to cover: care homes and schools; high risk places and communities; methods for local mobile testing units; contact tracing and infection control in complex settings; integrating local and national data; supporting vulnerable people to self-isolate; establishing governance structures. Other countries (e.g. Ireland and New Zealand) have also required the development of outbreak control plans, especially for outbreaks in care homes.

Consider how to:

- Review how other organisations have planned for outbreaks and learn from the contents of those plans
- Develop an outbreak control plan for how to manage a spike in COVID-19 case
- Use others' plans to confirm the contents of your plans and/or expand those contents
- How to exercise those plans and how to share the learning from those exercises with other organisations
- Developing bespoke outbreak control plans for specific sectors e.g. care homes

Source: [https://www.birmingham.gov.uk/downloads/file/16599/covid\\_19\\_local\\_outbreak\\_control\\_plan\\_birmingham](https://www.birmingham.gov.uk/downloads/file/16599/covid_19_local_outbreak_control_plan_birmingham) and <https://www.northyorks.gov.uk/our-outbreak-plan>

For more international examples please register @ [ambs.ac.uk/covidrecovery](https://ambs.ac.uk/covidrecovery)  
 Join the Coalition of Cities for a Resilient Recovery [here](#)

If you would be willing to contribute your knowledge to this briefing series (via a 30-minute interview) please contact [Duncan.Shaw@manchester.ac.uk](mailto:Duncan.Shaw@manchester.ac.uk)

## Useful webinars

Key webinars on how cities are building resilience in the face of the pandemic and other shocks & stresses.

Date	Webinar Title (Click to register or for presentation)
26 June	<a href="#">Community-based disaster risk reduction approaches in the context of COVID-19 in Africa</a>
1 July	<a href="#">The impact of COVID-19 on routes to funding for SMEs</a>
9 July	<a href="#">Cities on the Frontline: Gender Inclusive Recovery</a>
16 July	<a href="#">Cities on the Frontline: Resilient Housing</a>
16 July	<a href="#">Community and City Resilience and COVID-19: Organizational resilience &amp; the resilience professional and 'new' emergencies</a>
16 July	<a href="#">Pandemics and Climate Change: Colliding Systemic Risks</a>
17 July	<a href="#">Delivering the private sector pipeline after COVID</a>