



Sydney2030 Green Global Connected

# Sydney Agenda Setting Workshop

June 2015



SYDNEY

**With thanks to all participants in the process to date:**

ACT Government  
 AECOM  
 ARUP  
 Ashfield Council  
 Auburn City Council  
 Australian Institute of Health and Welfare  
 Bankstown City Council  
 Blacktown City Council  
 Blue Mountains City Council  
 Botany Bay City Council  
 Burwood Council  
 C40  
 Camden Council  
 Campbelltown City Council  
 Canterbury City Council  
 City of Melbourne  
 City of Ryde Council  
 City of Sydney  
 Committee for Sydney  
 Consult Australia  
 Council on the Aging NSW  
 CSIRO  
 Deaf Ministries International  
 Evolve Housing  
 Fairfield City Council  
 Fire and Rescue NSW  
 Gold Coast City Council  
 Green Building Council of Australia  
 Green Cross Australia  
 Hawkesbury City Council  
 Heart Foundation  
 Holroyd City Council  
 Hornsby Shire Council  
 Homelessness NSW  
 Hunters Hill Council  
 Hurstville City Council  
 Kogarah City Council  
 KPMG  
 Ku-ring-gai Council  
 Lane Cove Council  
 Leichhardt Municipal Council  
 Liverpool City Council  
 Macquarie University  
 Manly Council  
 Marrickville Council  
 Metropolitan Local Aboriginal Land Council  
 Ministry for Police and Emergency Services  
 Mosman Council  
 National Art School  
 North Sydney Council  
 NSW Council of Social Services  
 NSW Department of Family and Community Services  
 NSW Department of Planning and Environment  
 NSW Department of Premier and Cabinet  
 NSW Office of Environment and Heritage  
 NSW Police Force  
 NSW State Emergency Service  
 Oz Harvest  
 Parramatta City Council  
 Penrith City Council  
 Pittwater Council  
 Planning Institute of Australia  
 Premier's Council For Active Living NSW  
 Property Council of Australia  
 PWC  
 Randwick City Council  
 Rockdale City Council  
 Sign Language Communications NSW/ACT  
 Southern Sydney Regional Organisation of Councils  
 Stockland  
 Strathfield Council  
 Sutherland Shire Council  
 Sweeney Interpreting  
 Swiss Re  
 Sydney Airport Corporation  
 Sydney Alliance  
 Sydney Coastal Councils Group  
 Sydney Harbour Foreshore Authority  
 Sydney South West Area Health Service  
 Sydney Water  
 The Climate Institute  
 The Hills Shire Council  
 The Salvation Army  
 The Warren Centre for Advanced Engineering  
 University of New South Wales  
 University of Sydney  
 University of Technology Sydney  
 Urban Growth NSW  
 Warringah Council  
 Waverley Council  
 Westpac Banking Corporation  
 Willoughby City Council  
 Wollondilly Shire Council  
 Woollahra Municipal Council  
 Western Sydney Regional Organisation of Council

# 1. Introduction

This report provides a summary of the outcomes of the Sydney Agenda Setting Workshop, hosted by City of Sydney in partnership with 100 Resilient Cities on 25 June 2015.

The workshop brought together 150 stakeholders from a wide range of sectors to discuss the critical issues to be considered in preparing a Resilience Strategy for metropolitan Sydney. 40 of the 41 Councils in metropolitan Sydney have agreed to participate in the 100 Resilient Cities process, and most were able to attend the Workshop.

## 100 Resilient Cities

In December 2014, Sydney was selected as a member city within the [100 Resilient Cities](#) network. 100 Resilient Cities – Pioneered by the Rockefeller Foundation (100RC) is dedicated to helping cities around the world become more resilient to the physical, social and economic challenges that are increasingly a part of the 21st century.

Elizabeth Yee, Vice President Strategic Partnerships and Solutions, and Nicola Thomson, Associate Director, represented 100RC at the workshop and presented the 100RC program and objectives.

As part of the 100RC network, Sydney will receive:

- Financial support to appoint a Chief Resilience Officer (CRO), who will be employed by the City of Sydney and who will lead development of the Resilience Strategy for metropolitan Sydney.
- Consultancy support for the CRO in the development of the Sydney Resilience Strategy.

- Access to a platform of innovative organisations, from the private, public and non-for profit sectors, which provide services and tools to help design and implement the Resilience Strategy.
- Inclusion in the 100RC network and sharing of information between cities to foster best practice solutions and address problems collectively.

## Sydney Agenda Setting Workshop

The Sydney Agenda Setting Workshop was the first step towards creating a metropolitan wide Sydney Resilience Strategy.

### Workshop objectives:

- Establish a shared understanding of resilience and the 100RC initiative.
- Discuss Sydney's resilience challenges and existing strengths and weaknesses.
- Identify key stakeholders from metropolitan Sydney who need to be involved in the development of the Sydney Resilience Strategy.

AECOM was the workshop partner for this event, and supported the City of Sydney in running the workshop by developing materials, providing lead and table facilitation and preparing workshop reports.

City of Sydney staff provided table facilitation and all event management support.



## 2. Stakeholder Participation

The success of the workshop, and the valuable information collected, was in large part due to the calibre and wide range of attendees and the quality of input they provided, reflecting a strong understanding of the complexity of urban systems and awareness of the critical roles of different players in addressing the future resilience of metropolitan Sydney.

150 stakeholders from 90 organisations attended, including:

- Local councils from across metropolitan Sydney
- State Government agencies
- Private sector companies including infrastructure, financial and insurance institutions
- Front line emergency, health, social housing, and community services
- Academic and research institutions
- Non-profit organisations including Indigenous, environmental and health groups



*"There is a lot to be done. We need to ensure that we don't entrench the problems – engagement is the key especially with the marginalised sectors of society"*  
(Research institution stakeholder)

*"The workshop has broadened my thinking about resilience to encompass more issues, the regional impacts, and the interconnectedness of issues. It requires high level long term integrated planning to effectively address issues."*  
(Local Government stakeholder)



# 3. Key Outcomes

The workshop generated wide ranging discussions on the current state of Sydney, existing resilience efforts, and where future resilience efforts should focus.

- Participants were enthusiastic about the challenge of creating a metropolitan wide strategy, and optimistic about opportunities to work together on a metropolitan wide scale.
- The group was conscious of the need to consider the strengths and weaknesses of Sydney, and recognised that across the metropolitan region there is significant variation in how well the city is performing on particular issues. This was further articulated by the speakers from Pittwater Council, Campbelltown Council, Parramatta City Council, and City of Sydney in their comments on local issues.
- Participants recognised that responses to acute shocks also bring an opportunity for concentrated improvement or significant overhaul of specific systems.



## Identifying shocks and stresses

Participants were asked to consider which acute shocks and chronic stresses they considered to be the most significant for Sydney.

### Key shocks and stresses for Sydney as identified by participants

Shocks	Stresses
Heatwaves	Housing affordability
Infrastructure / building failure	Poverty and inequity
Extreme weather events	Under-performing infrastructure
Drought	Short political cycle
Bushfire	Mental health
Cyber attack	Obesity
Resource shortages	



## Panel discussion

A panel discussion, led by **Mara Bun**, Director of Green Cross Australia, stimulated discussion around the challenges in building Sydney's resilience. Panellist comments included:

Inspector **Joanne Schultz** (NSW Police Force) spoke on the changing nature of crime and its relationship with the way we live now in denser, vertical housing.

**John Mikelsons** (NCOSS) reflected that Sydney has areas of some of the highest levels of poverty in Australia, and that this impacts on individuals and the vulnerability of Sydney as a whole.

**Prof. Rod Simpson** (University of Sydney) emphasised the need for leadership at federal, state, and local levels.

**Eamon Waterford** (Committee for Sydney) raised the issue of housing affordability for all, with access to essential services.

**Kaia Hodge** (Sydney Water) described Adapt Water, which assesses the consequences of infrastructure failure and flow on effects to different communities, as well as its usefulness in prioritising actions for resilience.

## Assessing Sydney's strengths and weaknesses

Using the 100RC City Resilience Framework, participants considered Sydney's strengths, weaknesses and areas for improvement against the four dimensions of urban resilience.

Generally there was agreement that Sydney was doing well in the health & wellbeing and economy & society dimensions, and needed to increase resilience capacity within the dimensions of leadership & strategy and infrastructure & environment.

Whilst acknowledging these overall ratings, participants highlighted areas of weakness for Sydney in some of the specific aspects of urban resilience, including:

- Weakness in meeting basic needs due to lack of affordable housing for all.
- Concern about how current issues like lack of affordable housing, inadequate transport infrastructure and limited access to employment and services for some communities may impact on Sydney's future economic prosperity.
- Acknowledgement that despite being a prosperous city, there are communities experiencing disadvantage; therefore social equity should be addressed under this framework.
- The need to depoliticise critical decision making processes, and to integrate and implement more effective long term planning processes.

# 4. Next steps

A large amount of excellent qualitative data has been collected from the Sydney Agenda Setting Workshop. As the first step in preparing a resilience strategy for Sydney, this information will be evaluated and synthesised into a report to be provided to the future Chief Resilience Officer (CRO).

Once the CRO has been engaged by the City of Sydney, the development of the Sydney Resilience Strategy will commence. The Strategy development process has two phases:

- Phase 1 is an accelerated two to three month process through which the city engages broadly and undertakes analysis to identify and select a few focus areas that have the potential to profoundly influence the resilience of Sydney in the coming decades.
- Phase 2 address the key focus areas in detail. This phase involves a further four to six months of in-depth analysis, engagement and the agreement of actions to build resilience.

Ongoing stakeholder consultation will form a key part of developing the Sydney Resilience Strategy, and all participants of the Workshop, together with those unable to attend and newly identified stakeholders, will be invited to participate.

## Further information

Web: [www.100resilientcities.org](http://www.100resilientcities.org)

Email: [resilientsydney@cityofsydney.nsw.gov.au](mailto:resilientsydney@cityofsydney.nsw.gov.au)



*The Workshop has been a great start. It is important that we learn from and build on what has been developed, what worked and importantly what did not work elsewhere.*  
(State Government stakeholder)