## **Connect for strength objective**

Every Sydneysider will feel they belong in our community, and our city.

Our community have expressed concerns about declining social cohesion. They have asked for action to ensure the diversity of our people and the strength of local connections is valued to maintain a cohesive, inclusive and prosperous metropolitan city.

This is supported by studies that show close knit, cohesive communities are better prepared for shocks and respond and recover faster than those where there is tension.

Consultation also highlighted the importance of acknowledging, embracing and learning from Aboriginal and Torres Strait Islander peoples, the world's oldest continuous living culture.

Finally, building opportunities for economic and civic participation for all our communities is critical for ensuring everyone is able to prosper and thrive across our city.

As we take action to improve social cohesion and inclusion, we will be guided by the following principles:

### A welcoming city:

We will measure and prioritise social cohesion across our metropolitan city as an important factor to our ability to respond and recover from disasters. We will build opportunities for communities to connect across metropolitan Sydney, and actions to promote safety and tolerance in everyday interactions.

### **Resilient Cultures:**

We will acknowledge and embrace Aboriginal and Torres Strait Islander peoples and cultures in our city's past, present and future.

### Inclusion and participation:

We will create opportunities for all our cultural communities to participate in leadership positions in our organisations to ensure everyone in our city can thrive and prosper. This will include engaging in ongoing dialogue about racial equity and identity.

### This direction aligns to:



**Previous page** Green Square: Young Aboriginal and Torres Strait Islander girls performing traditional ceremony. Photo: Katherine Griffiths **Icons** UN Sustainable Development Goals



## Flagship action: City cohesion and wellbeing



Monitor metropolitan social cohesion and wellbeing Strengthen: Research to begin 2019

A well connected and cohesive city responds better to major shocks and can work together to manage stresses. The measurement, monitoring and understanding of social cohesion and levels of tolerance and wellbeing across our metropolitan city has been fragmented and inconsistent. A coordinated approach is required to improve our understanding of how to most effectively and efficiently support and invest in community cohesion.

This action will connect practitioners across government, business, social services and the community to share the range of wellbeing indicators already being used by councils such as the City of Sydney and Parramatta, and State government agencies across Sydney. These include metrics such as level of community connectedness, networks, or close personal relationships and measures of trust. This action will identify and convene a 'community of interest' of organisations with expertise and data, including those with experience of measuring household financial wellbeing. They are:

- Identifying existing data and gaps;
- Developing a collaborative structure and process for working together;

- Exploring how collaborative reporting responsibility could be managed;
- Commissioning research to understand global best practice;
- Co-designing frameworks, measures, tools and reporting protocols.

Understanding and tracking cohesion and wellbeing will enable evaluation of current programs and evidencebased decision making for our future. This action will inform the effectiveness of other strategy actions and enable measurement of wider city resilience in Sydney.

### Resilience value

This action will increase awareness of social cohesion and community wellbeing and build awareness of risks. It will build capacity for integrated, adaptive, evidence-based decision making that improves social cohesion. Collaboration between diverse stakeholders will build capacity for stable governance.



Resilient Sydney Great Sydney Commission

### Potential collaborators

City of Parramatta, City of Sydney, Institute of Sustainable Futures – UTS, NSW Mental Health Commission, Multicultural NSW, Resilient Sydney, University of Western Sydney



Standards for city-wide local monitoring and reporting of social cohesion, aligned to the longitudinal Scanlon Foundation annual survey of capital cities.

## Supporting action



### Learning from First Nations Elders and community leaders – experts in resilience and survival Strengthen: Stage 1 engagement complete 2018, report to be shared

Sydney is home to the largest population of Aboriginal and Torres Strait Islander peoples in Australia. The major shock event of colonisation impacted these communities and has created ongoing experiences of stresses around racism, child removal, inequity and displacement. Aboriginal and Torres Strait Islander peoples are experts in long term resilience and intergenerational survival that must inform Sydney's ongoing understanding and actions for resilience.

In 2017, Resilient Sydney engaged a First Nations engagement consultancy to consult with Aboriginal and Torres Strait Islander Elders and community leaders. Consultation focused on understanding and valuing the qualities of Aboriginal and Torres Strait Islander peoples that have enabled them to survive, adapt and thrive as the world's longest continuous living cultures, some potential actions and the processes for co-designing actions in future.

They identified the following qualities as critical to survival:

- connections to family, community, culture and country
- sharing helping anyone who needs it, even if you don't have much yourself
- a strong work ethic, innovation, self-sufficiency and the ability to 'just get on with it'
- identity a strong cultural and community identity with Elders imparting cultural information, modelling strength and resilience and quietly taking care of those in need.

Elders and community leaders identified a strong need for visibility of Aboriginal and Torres Strait Islander peoples and cultures within the broader Sydney community, as well as an understanding of First Nations peoples' contributions to our city. They emphasised a core need for respect, recognition and 'truth telling' in moving forward.

Existing consultative bodies such as Aboriginal and Torres Strait Islander community advisory panels working with councils, key Aboriginal organisations and grassroots forums with Elders and young people were identified as the best ways to engage and develop our actions. It will be important these are broad and representative, seeking a diversity of views within the community and focusing on co-creation and implementation of actions.

The next steps for Resilient Sydney are:

- sharing the outcomes with stakeholders and organisations across metropolitan Sydney
- highlighting findings to the global 100 Resilient Cities network
- working with Aboriginal and Torres Strait Islander people in co-creation and decision making to develop the actions.

### **Resilience value**

This action will increase visibility and awareness across metropolitan Sydney to value the contributions and adaptive leadership of First Nations peoples, whilst developing initiatives to address inequity and promote inclusive, integrated decision making.



### **Facilitators**

Resilient Sydney working with existing Aboriginal and Torres Strait Islander community consultative bodies



### Collaborators

Community – Aboriginal and Torres Strait Islander Elders, community leaders, representatives and young people with a geographic representation across Sydney



Support communities to know their neighbours Amplify: Community information

Consultation has highlighted the need for greater community connections to build tolerance and cohesion, reduce social isolation and increase safety in times of crisis.

This action seeks to amplify current initiatives provided by business, government or the community sector with a proven record for increasing connections. We will encourage participation by individuals and organisations across metropolitan Sydney. Initiatives include the following:

- Good Hoods an IAG initiative to connect communities so they are 'ready for anything' through initiatives such as weekly neighbourhood barbecues, creating local community safety groups, volunteering and sharing skills or training
- Joining-the-dots connecting newly arrived residents with established Australians over 'Welcome Dinners'
- Neighbour Day an annual celebration of community where people connect with their neighbours over coffee, picnics, barbeques and events, held in March each year.



"It's easier to go. And it's harder to stay. Because if you stay [in the community] you have got to do something."

Aboriginal Elder of metropolitan Sydney

Left Sydney: community artwork. Photo: Joseph Mayers



## Encourage cross-city visitation and understanding

Strengthen: Advocacy for wider promotion

Studies have shown increasing interactions between different cultural communities can contribute to improving tolerance and respect. Our community was concerned about the lack of interaction of communities in different parts of Sydney. This action asks community groups and organisations running cultural festivals and activities to create campaigns and promotions that specifically target communities in other parts of metropolitan Sydney. This will encourage people to experience different cultures in parts of Sydney they might not normally visit.



# Promote safety and tolerance in everyday interactions

### Amplify: Advocacy for wider promotion

This action responds to concerns about intolerance of cultural diversity. The action will engage organisations to promote initiatives to residents and employees that enable understanding of the experiences of people of different cultural communities.

This includes the following two initiatives:

- an immersive game/education app called Challenging Racism, challenging participants to spend a week 'walking in the shoes' of a Muslim woman, Aboriginal man or Indian student. They receive texts, tweets, images and videos that challenge assumptions and highlight the importance of bystander action against racism
- promote the outcomes of two metropolitan Sydney councils who allowed teams to 'swap' locations, other schools, councils and organisations will be encouraged to swap and spend time participating in work, education and/ or social activities in another part of Sydney.



"The strength of Parramatta is the diversity of the culture and the accessibility of the local area, the shops, different kind of shops, people from different walks of life. You tend to meet different cultures and you learn from different people."

## Mansour Elias, resident of Merrylands

Left Parramatta. Photo:Sarah Rhodes



### Promote broad adoption of Welcome to Country protocols Strengthen: Advocacy for use of protocols

This action was developed by a member of the Aboriginal and Torres Strait Islander community during consultation, and highlighted as important for increasing visibility and respect by Aboriginal and Torres Strait Islander Elders and community leaders.

This action more organisations, households and public events to publicly acknowledge the place of Aboriginal and Torres Strait Islander peoples in metropolitan Sydney on a routine basis. Reconciliation Australia<sup>1</sup> defines Welcome to Country and Acknowledgement of Country protocol, shown in the box below.

Acknowledging country, people, language and culture is a simple and important step to express cultural respect and understanding. Welcome to Country and Acknowledgement of Country ceremonies could be extended to visitors as they arrive in Sydney, such as cruise ship terminals, Central train station, in clubs, local sporting events, community get-togethers and in our homes. This work has begun at Sydney's airport as part of their Reconciliation Action Plan.



Support diversity in leadership Strengthen: Advocacy for organisational policy

The mix of people in key city institutions and leadership positions does not represent or reflect the variety of people and cultural groups in our city population. Better inclusion will reduce cultural bias and improve opportunities for participation in employment for different cultural groups, and increase productivity for our city.

This action asks organisations to support and promote diversity. Efforts can focus on providing civic leadership opportunities for people from Culturally and Linguistically Diverse (CALD) groups, and organisational change in the recruitment and retention of employees.

# The Welcome to Country and Acknowledgement of Country protocol, from Reconciliation Australia:

"Protocols for welcoming visitors to Country have been a part of Aboriginal and Torres Strait Islander cultures for thousands of years. Despite the absence of fences or visible borders, Aboriginal and Torres Strait Islander groups had clear boundaries separating their Country from that of other groups. Crossing into another group's Country required a request for permission to enter. When permission was granted the hosting group would welcome the visitors, offering them safe passage and protection of their spiritual being during the journey. While visitors were provided with a safe passage, they also had to respect the protocols and rules of the land owner group while on their Country. ... the essential elements of welcoming visitors and offering safe passage remain in place. A Welcome to Country occurs at the beginning of a formal event and can take many forms including singing, dancing, smoking ceremonies or a speech in traditional language or English. A Welcome to Country is delivered by Traditional Owners, or Aboriginal and Torres Strait Islander people who have been given permission from Traditional Owners, to welcome visitors to their Country. An Acknowledgement of Country is an opportunity for anyone to show respect for Traditional Owners and the continuing connection of Aboriginal and Torres Strait Islander peoples to Country. It can be given by both non-Indigenous people and Aboriginal and Torres Strait Islander people."

Reconciliation Australia, accessed 11/01/2018 www.reconciliation.org.au/wp-content/uploads/2017/11/ Welcome-to-and-Acknowledgement-of-Country.pdf page 1.





# Get ready



## Resilience challenge: Lack of understanding of risks and interdependencies

Like people everywhere, Sydneysiders rely on infrastructure and essential services that provide our food, energy and water, telecommunications, transport, and manage our waste<sup>34</sup>. They are owned and managed by a patchwork of different organisations, both government and private businesses. All these assets and services are intricately connected and disruptions can have knock-on effects with serious impacts across city systems. As these systems become more complex, it is crucial each organisation understands their connections and roles in managing risks.

The Australian Business Roundtable for Disaster Resilience has highlighted private sector concern by clarifying the high economic and social costs of shock events that affect Australia and Sydney. Their studies have shown that in 2015 the cost of natural disasters to Australia was around \$9 billion. It is estimated this will rise to \$33 billion per year by 2050, with the actual figure likely to be much higher as this does not factor in the impacts of extreme heat, or climate change<sup>35</sup>. In Sydney, twenty-four hours of disruption to transport networks due to weather events could reduce GDP by \$30

million, much of which could not be recovered through insurance<sup>36</sup>. Other social and community impacts of disasters in Sydney are not well understood.

The UN Sendai Framework for Disaster Risk Reduction highlights the urgent need for collective understanding, preparedness and action to secure a substantial reduction in loss of life and damage to livelihoods, property, economies and social structures from catastrophic disasters<sup>37</sup>. This is reflected on a national, state and local level via legislation, strategy and guidelines including the National Strategy for Disaster Resilience<sup>38</sup>, the NSW State Emergency Plan<sup>39</sup>, NSW Emergency Risk Management Framework<sup>40</sup> and Local Emergency Planning Guidelines<sup>41</sup>.

The number of extreme weather events that require response services are increasing in our city. These events impact parts of our city differently, with some places particularly vulnerable to certain risks. As our city grows, we need more people and organisations to understand risks and engage in building resilience in their local area.



## Connected city systems

- Almost every service we rely on every day needs electricity to function, especially internet and communications technology<sup>42</sup>.
- Only 20% of Sydney's food comes from the Sydney basin<sup>43</sup>. That means 80% of our food comes from somewhere else, on trucks, trains, ships and planes which all need fuel.
- <sup>34</sup> NSW Office of Environment and Heritage, 2014, Towards a Resilient Sydney Urban Adaptation Research Synthesis
- <sup>35</sup> Deloitte Access Economics and the Australian Business Roundtable for Disaster Resilience and Safer Communities, 2016, The Economic Cost of the Social Impact of Disasters
- <sup>36</sup> SGS Economics and Planning and IAG, 2016. At what cost? Mapping where natural perils impact on economic growth and communities.
- 37 http://www.unisdr.org/we/coordinate/sendai-framework
- <sup>38</sup> https://www.ag.gov.au/EmergencyManagement/Emergency-Management-Australia/Documents/ National-Strategy-for-Disaster-Resilience.pdf
- 39 https://www.emergency.nsw.gov.au/Documents/publications/EMPLAN.pdf
- <sup>40</sup> NSW Emergency Risk Management Framework (2017).
  <sup>41</sup> https://www.emergency.nsw.gov.au/Documents/publications/guidelines/Guideline-Local-Emergency-
- Planning-2015.pdf
   <sup>42</sup> NSW Office of Environment and Heritage, 2014, Towards a Resilient Sydney Urban Adaptation
- <sup>42</sup> NSW Office of Environment and Heritage, 2014, Towards a Resilient Sydney Urban Adapta Research Synthesis
- 43 www.sydneyfoodfutures.net
- 44 2015 ACSC Cyber Security Survey: Major Australian Businesses (2015). CERT



## People, organisations and planning

- Place based disaster planning of critical infrastructure is common in other countries.
- 89% of major businesses have business continuity/disaster recovery plans<sup>44</sup>



## Community engagement and volunteering

- 18% of people over 15 years old in Sydney volunteer for an organisation or group<sup>45</sup>
- Less than 5 per cent of people in Australia are trained in first aid<sup>46</sup>.

## Get ready objective

We know how to manage risks to prepare, respond and recover

Global, federal, state and local strategy and legislation consistently highlights the need for a greater understanding of risk and collective responsibility for preparedness, response and recovery. Coordination across government, business and communities is identified as a key priority.

The NSW Government "Get Ready NSW" program encourages the community to be aware of risks and prepare for all hazards. This complements the extensive suite of community preparedness campaigns and initiatives being undertaken by NSW emergency service agencies across the Greater Sydney Region . Examples include

- NSW State Emergency Service Get Ready for Flood, Storm and Tsunami preparedness campaigns and local engagement activities including Community Action Teams
- NSW Rural Fire Service bushfire preparedness initiatives including Prepare, Act Survive campaign and Get Ready community engagement activities
- Fire and Rescue NSW Home Fire Safety preparedness

The business community have emphasised the need for investment in disaster resilience.

Our community have expressed serious concern about being unprepared for disasters. They have asked for actions to help them understand risks and increase preparedness while also facilitating local connections and building cohesion.

Organisations responsible for critical infrastructure and essential services need to understand their connections within city systems, the ways these systems react during disruption and their role in managing risks. This understanding should be supported by planning for infrastructure and assets that are diversified and capable of ensuring essential businesses and services continue running during shock events.

Finally we must build understanding of the specific vulnerabilities and risks we face in each of the different places in our city, and develop local action and capacity.

This direction addresses global, federal, state and local strategy and legislation, while responding to community and private sector concern. In understanding risks and preparing for disaster we will be guided by the following principles:

### A prepared community

We will understand the community and social impacts of disasters across our city.

We will build the capacity of our community to understand and manage local risks while developing strong, cohesive neighbourhoods and districts.

### **Resilient Organisations**

We will engage organisations to understand their connections and roles in managing risks across our city. This includes considering threats, hazards and disruptions as we plan, build and replace critical infrastructure and assets to reduce risks to life and property, and ensure our city continues to function during and after disasters.

### Understanding risks and vulnerabilities

We will work together to build awareness of the specific vulnerabilities and risks we face in different parts of our city. We will build local capacity to manage and mitigate these vulnerabilities and risks.

### This direction aligns to:





Previous page City streetscape. Photo: iStock/mihailomilovanovic Icons UN Sendai Framework for Disaster Risk Reduction



## **Flagship action**



Get Prepared – 100,000 ready Sydneysiders Strengthen: App launched 2018

Engagement revealed serious community concern over a lack of community preparedness for emergencies. The community were also aware of the need to strengthen local connections to ensure support and safety is close by during disasters. Strong, connected communities have the added benefit of increasing social cohesion across our city.

The number of households taking action to prepare in Sydney is unknown and effort is required to encourage take up and report results.

The Red Cross and IAG have co-created the Get Prepared app. The app is a free and easy to use, one-stop tool to help community

members prepare for any type of emergency by:

- establishing a quick and easy network of support with three key contacts
- promoting review of the risks relevant to where they live
- providing checklists of actions to make an emergency plan
- saving the emergency plan as a PDF to be printed and shared with others.

The app builds on many years of work by governments and the Red Cross to help people prepare both physically and psychologically for disaster. It helps community members during emergencies

by promoting connection to their relevant local emergency services orgnisation. It prompts them to prepare an emergency plan tailored to their needs.

Resilient Sydney will support the work with Sydney Councils, the Red Cross, IAG, the Australian Business Roundtable for Disaster Resilience and Safer Communities and partners to promote the app across Sydney and report on how it is used. We will develop a strategic campaign targeting government, business and community services. The campaign will promote the program to organisations to recruit their staff, customers and city residents to download the app and undertake preparedness activities.

### **Resilience value**

This action will increase awareness and understanding of risks across diverse communities. It will promote integration and connections across networks of people in our city, whilst building safety and preparedness.

**Facilitators** 

Australian Red Cross and IAG



### **Collaborators**

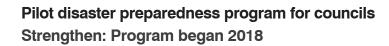
Local government across metropolitan Sydney, business and community services organisations including the Australian Business Roundtable for Disaster Resilience and Safer Communities.



Year 3: 100,000 Sydney residents have downloaded the app to undertake preparedness activities.

## **Supporting action**





Local government plays a vital role in risk management and emergency prevention, preparedness, response and recovery. They connect local communities to other organisations and agencies in times of disruption, but they need support to integrate with critical infrastructure providers, run exercise scenarios and help our communities prepare.

The NSW Office of Emergency Management (OEM) has initiated a pilot Disaster Preparedness Program to build resilience across NSW. The program focuses on building awareness of disaster resilience issues and responsibilities through emergency risk assessments, emergency exercise planning and general emergency management training.

Resilient Sydney will work with the OEM to support the urban based pilot in the City of Sydney. OEM's Disaster Preparedness Project Officers will work with council forums, the Local Emergency Management Committee (LEMC), Office of Local Government and Resilient Sydney to clarify the needs of local council. They will review local capacity around business continuity resources, information sharing, understanding community capability and capacity and develop consistent best practice emergency risk assessment methodologies.



### **Resilience value**

This action will build awareness of local risks. It will build capacity for integrated, adaptive decision making and action for councils, communities, businesses and other organisations across Sydney.



NSW Office of Emergency Management



City of Sydney, Emergency Service Organisations (ESO's), communities, private sector and other nongovernment organisations and Resilient Sydney, State Emergency Management Committee (SEMC)



Program with actions running July 2018 - October 2020

## **Supporting action**





The shocks identified by Resilient Sydney threaten our entire metropolitan city, but their impacts vary depending on the diversity of the geography, communities and resources in each area. Increasing the capacity of our city to manage disasters involves understanding the specific risks and vulnerabilities facing each different part of Sydney and capturing those in the land use and strategic planning processes of government.

This action will address these concerns by mapping risks and vulnerabilities across a district of metropolitan Sydney in a pilot community vulnerability assessment process. The first step is collating digital mapping layers across agencies

This supports delivery of the Greater Sydney Region Plan direction for, 'A resilient city'. The need for a comprehensive understanding of local issues is recognised in the NSW Emergency Management Plan.

A multidisciplinary team will be created in the pilot area. The first step will be to share mapping data and determine a community vulnerability checklist for specific places in the city. Data from tools such 100 Resilient Cities' Assets and Risks tool will inform the potential for community impacts from disasters.

This process will enable reporting of community vulnerabilities that may be used when prioritising investment in disaster mitigation projects.

### Resilience value

This action will build awareness and understanding of risks and vulnerabilities across Sydney. This will allow integrated, adaptive actions tailored to the diverse people, organisations and places across our city. This action is critical for good governance to prepare for, respond to and bounce back from shock events within Sydney.



NSW Office of Emergency Management, Resilient Sydney



Councils, Greater Sydney Commission Emergency Services agencies, Local Emergency Management Committees, NSW Office of Environment and Heritage, Infrastructure NSW. Transport for NSW, organisations responsible for critical infrastructure, services and assets, business and the community.



Year 1-3: Vulnerability and risk mapping pilot in 2019, vulnerabilities assessment process documented for further delivery.



Develop a Critical Infrastructure Resilience Strategy Initiate: Discussion Paper in 2017

We face increasing risks from shock events and our city systems are becoming more complex. There is a pressing need to ensure the critical infrastructure systems we rely on function effectively in the face of disruption, regardless of who owns or manages this infrastructure. This will help secure our social wellbeing, economic prosperity and environmental values for our city.

The NSW government has commenced the development of a Critical Infrastructure Resilience Strategy. The strategy is being developed under the NSW Emergency Management and Disaster Resilience Review (EMDRR), in conjunction with the NSW Emergency Risk Management Framework and the 2017 State Level Emergency Risk Assessment. The strategy will ensure Sydney's critical infrastructure is able to:

- withstand shocks and continue to operate in shock events
- return to service as soon as possible after disruption
- respond to long-term stresses.

The NSW Office of Emergency Management has developed the NSW Critical Infrastructure Resilience Strategy Discussion Paper, 2017 and engaged with industry, local government and other stakeholders. The strategy will provide a definition of critical infrastructure along with proposed principles, actions and outcomes. This strategy offers a new place-based approach to integrated emergency management of the city systems that support the lives of five million people in Sydney. The benefits of the strategy will include:

- enhanced resilience for critical infrastructure by recognising vulnerabilities and interdependencies. This will reduce service disruptions as well as the costs of asset ownership, maintenance and management
- enhanced emergency management arrangements for our communities
- stronger relationships between government, business and communities
- insurance premiums for critical infrastructure that consider the benefits of resilience, adaptation and mitigation investment.

Resilient Sydney will also promote the Strategy and work of the OEM throughout our networks.

## 0

### **Resilience value**

This action will build awareness and understanding of risks and interdependencies as well as the benefits of investing in adaptation and mitigation. This action will also strengthen relationships and build adaptive capacity within communities and organisations across Sydney.



NSW Office of Emergency Management



Australian Business Roundtable for Disaster Resilience and Safer Communities, councils, Resilient Sydney and stakeholders including organisations responsible for critical infrastructure, services and assets, business and the community

**Right** Sydney: Flooding affects urban areas as well as waterways. Photo: Marccophoto



Evaluate the community impacts of disasters Initiate: Research completed 2018

There is currently little information on how communities experience disasters beyond the costs of immediate insurance claims. This means the long term psychological, social and financial impacts borne by individuals and communities are unquantified and invisible. This makes the case for investment in mitigation difficult. In 2017 Resilient Sydney partnered with the University of Sydney to undertake research with communities that have experienced recent shock events across metropolitan Sydney. The research is funded by the NSW Office of Emergency Management under the Community Resilience Innovation Program. Focus groups with communities were completed in 2017 with the support of Sydney councils, and a report will be released in 2018 outlining key themes and outcomes. The report shares a series of policy recommendations for government organisations, businesses and communities to reduce the social and community borne costs of shock events.

"Systemic shocks and stresses affect all of us. That's why all the councils of metropolitan Sydney are working together on improving our resilience."

Beck Dawson, Chief Resilience Officer, Resilient Sydney





Support small businesses to manage cybersecurity Amplify: Community information

Cybersecurity is one of the biggest shocks facing metropolitan Sydney and Australian businesses are underprepared. The economic impacts of cybercrime are significant and small businesses are particularly vulnerable.

In 2017, the NSW Small Business Commission partnered with counterparts in other states, and other government agencies to investigate and publish awareness and attitudes towards cybercrime across small to medium enterprises in Australia in the Cyber Aware National Report. The Commission also conducted a targeted study of NSW businesses. The Cyber Scare Report found that 93% of small and medium enterprises (SMEs) want access to risk management tools to help them protect their business from cyber crime. The Commission publish and promote recommendations for actions businesses can take to protect against cyber crime.

This action will promote small business engagement in cyber preparedness and act on the recommendations of the Commission through council networks, local business support programs and financial institutions and peak bodies with a significant client base of small to medium businesses.

"By working with all tiers of government and business, we look forward to creating a stronger, safer, more connected Sydney for everyone."

Lord Mayor of Sydney, Clover Moore





Help communities to train and volunteer to prepare for disasters Strengthen: Community preparedness

Engagement revealed serious community concern over lack of preparedness for emergencies. The community was also aware of the need to strengthen local connections to ensure support and safety is close by during disasters. Training and volunteering are key ways of increasing preparedness, reducing anxiety and forging strong local connections.

This action highlights the excellent work of government, non-government organisations and business in providing certified and informal training and volunteering options. This information will be shared by councils. More people across Sydney will be encouraged to support their community in an emergency through:

- first aid training for example, the Red Cross, St John's Ambulance, education and training institutions and private businesses
- volunteering before and during emergencies – NSW for example such as the State Emergency Service, Rural Fire Service, St John Ambulance as well as organisations such as the Red Cross, NSW Volunteer Rescue Association and Volunteering NSW
- volunteering to care for vulnerable people and pets for example – Volunteering Australia, community services organisations, charities, the Good Hoods program
- events that build capacity and increase awareness – such as Hawkesbury Council's Festival of the Flood, NSW State Emergency Service 'Get Ready for Flood', and NSW Rural Fire Service 'Get Ready Weekened'.

Strong, connected communities have the added benefit of increasing social cohesion across our city.



# Inform risks and ratings with open source data Strengthen: Advocacy for open data

Communities lack awareness of the risks we face from extreme heat, bushfires, storms and floods. More transparently communicating these risks will improve awareness and lead to a reduction in property damage, risk to lives and call-outs for emergency services.

The first steps involve connecting all

relevant agencies, businesses and organisations who currently have a role in understanding, managing and communicating these risks to explore data availability, methodologies for data sharing, reporting and risk assessment. There is an opportunity to establish consistent and integrated protocols for communicating risks. Resilient Sydney will advocate for public availability of open data sets relevant to Sydney's shocks and stresses. More open data between business and government will support zoning, state planning policies, building regulations and insurance policies for at-risk parts of our city.





# **One city**





## Resilience challenge: Disjointed governance

Sydney is not governed as a single city. The three layers of government with jurisdiction over Sydney have overlapping responsibilities for supporting the economy, the environment and the communities of the city.

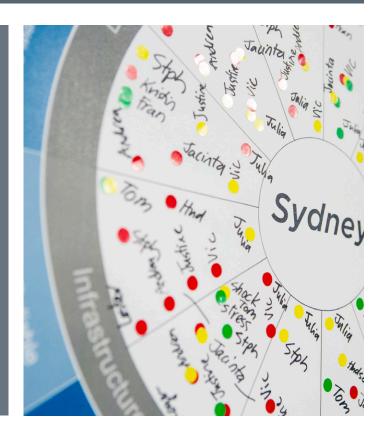
More than 100 government entities, agencies and departments have some level of policy or operational control. These organisations gather data, make decisions and undertake actions and investments that determine how our city systems function. However the people in these organisations are not in the same location, may not know each other, and often have differing priorities. This is not optimal. Disjointed governance makes integrated decision making difficult, and impacts on people's experience of living in Sydney. It also makes it difficult to obtain a clear picture of the metropolitan scale risks facing our city, or where the responsibility for managing different risks rests between agencies, government or business. Analysis shows an inability to coordinate decision making and action has at the very least exacerbated our challenges, and in some cases contributed to the risks we face. The experience of other major international cities shows the increasing scale of disasters and disruptions can overwhelm the capacity of governments to respond and new integrated approaches are required.



### **Operating Sydney**

There are over 100 organisations with some level of control in operating and managing key city systems that sustain our lives and economy in metropolitan Sydney. Sectors include government, water, electricity, transport, telecommunications, emergency services and food provision.

- Our metropolis has many state and local government organisations with varying size and capability. Councils in Sydney range in population size from 7,000 up to over 300,000.
- The NSW Government has 10 key government departments with some level of policy, budget and operational control of how Sydney works. There are many 100 state government agencies operating in Sydney.



<sup>28</sup> Markus, 2015, Mapping Social Cohesion, The Scanlon Foundation Surveys 2015

- <sup>30</sup> Western Sydney University, 2016, Centre for Western Sydney Data and Visualisations
- <sup>31</sup> Resilient Sydney, 2016, City Context Report
- 32 Aldrich, 2010, Fixing Recovery, Social Capital in Post-Crisis Recovery

<sup>&</sup>lt;sup>27</sup> Markus, 2015, Mapping Social Cohesion, The Scanlon Foundation Surveys 2015

<sup>&</sup>lt;sup>29</sup> Markus, 2016, Australians Today

## "One City" objective

### We are one city.

Action to address our challenges requires connected, collaborative leadership. All parts of Sydney – business, community, government, academia and the media – must work together.

This means adopting resilience thinking in organisations across diverse areas, from urban renewal planning and development, to transport, social infrastructure and service delivery, to climate change adaptation and emergency preparedness planning.

Resilience thinking involves understanding metropolitan scale interdependencies and risks, and our role in managing these risks, as well as committing to including the most impacted in our decision making. Above all it involves working with others across layers, areas of responsibility, business sectors and communities to share knowledge and take action.

In engaging people and organisations to build our resilience we will be guided by the following principles:

### Increase leadership and governance for resilience

We will engage organisations to make a commitment to collective city leadership through collaboration for resilience thinking and action. We will learn from the collective experience and advice of elders from all of our different cultural and interest groups across metropolitan Sydney.

### Share knowledge, create connections:

We will create digital platforms and opportunities for networking, sharing knowledge and collaborating across metropolitan Sydney.

We will continue to share and learn from other cities in the 100 Resilient Cities Network.

### Build collaboration and measure change:

The Resilient Sydney Office will be maintained and supported as the structure that catalyses and enables collaboration and transformation in metropolitan Sydney.

As core to this role, the Resilient Sydney Office will also steer measurement and monitoring of transformation across our city.

### This direction aligns to:





Previous page Sydney CBD: view to Western Sydney. Photo: iStock/mihailomilovanovic Icons UN Sustainable Development Goals Left City Resilience Framework in use at a workshop. Photo: Jamie Williams



## **Flagship** action



Engage 100 organisations in the Sydney Resilience Commitment Initiate: Program begins 2019

Lack of understanding of metropolitan scale risks and interdependencies, lack of peoplecentred decisions, and a tendency to operate in silos has both caused and exacerbated our challenges. Building our city's resilience requires purposeful, coordinated action.

The first step is building commitment. We invite all government, business, academic and community sector organisations in metropolitan Sydney to commit to supporting the implementation of this strategy by building their capacity to understand and manage vulnerabilities, interdependencies and risks for everyone in metropolitan Sydney.

By taking this commitment, organisations will ensure continuity and safety for their customers, employees and local communities during shock events. They will demonstrate innovation and market leadership, and improve the wellbeing and prosperity of our community.

A commitment means each organisation will:

- understand metropolitan scale community risks, as well as the 'local' place-based risks each organisation faces
- clarify the role of each organisation in managing and mitigating risks
- engage with the people in the city most impacted by your decision making
- engage in training and capacity building across each organisation

- collaborate to develop an action plan for your organisation
- undertake action and investment.

The Resilient Sydney Office will draw on research from groups such as the Resilient Expert Advisory Group (REAG), Organisational Resilience (New Zealand) and Risk Frontiers at Macquarie University who have all identified the need for organisations to better understand how potential shocks and stressed will impact their business and cities. The Resilient Sydney Office will begin implementation throughout 2018-19. A number of organisations and peak bodies have expressed willingness to make the commitment and promote it through their members and networks.

## Resilience value

The commitment will be a vital step in increasing understanding across a diversity of sectors and organisations. The commitment will enable adaptive, integrated planning and action and is central to good governance to manage disruptions in our city.



Resilient Sydney Office, Committee for Sydney, Sydney Business Chambers



Australian Business Roundtable for Disaster Resilien, SYdney Business Chambersce and Safer Communities, councils, business groups, government and utility agencies and services, professional and peak bodies such as the Risk Management Association of Australasia (RMIA)



100 organisations make a commitment to implement an action plan and investment by 2021

## Supporting action



### Maintain and support the Resilient Sydney Office Strengthen: Backbone office began 2015

Building resilience in our city will not happen by accident. A coordinated response that harnesses resilience thinking will require dedicated adaptive leadership. The Resilient Sydney Office has played that role to date in raising awareness of the challenges facing our city and the value of a resilience approach. The office has already successfully engaged and inspired organisations to take collective action, as evidenced in the activities in this strategy already underway.

This action involves ongoing maintenance and support of the Resilient Sydney Office as a metropolitan collaboration of councils, government, business and the community. The office will be guided by the Resilient Sydney Steering Committee. The office will build understanding, capacity and collaboration across all layers of government, business and the community to realise our vision for resilience in Sydney.

The Resilient Sydney Office will:

- advocate for coordinated understanding, governance, investment and action to address our challenges
- undertake research and engagement to support an understanding of resilience across metropolitan Sydney and work continue to develop this strategy and its actions
- undertake continuous learning to build the body of knowledge and practice around city resilience within metropolitan Sydney, Australia and with the other cities in the 100 Resilient Cities network
- create and maintain opportunities for networking, collaboration and innovation across metropolitan Sydney

 co-design a measurement, monitoring and evaluation framework and reporting process for this strategy.

The Resilient Sydney office will provide:

- research on metropolitan scale community risks
- templates and guidelines for identifying local risks, clarifying the role of participating organisations and setting an action plan
- training programs and best practice examples on governance structures
- mechanisms for networking
- a monitoring and evaluation framework and mechanisms for reporting.

## Resilience value

This action will increase understanding, awareness and capacity, it will enable integrated, adaptive action and leadership, and promote good governance across a diversity of sectors within our city systems.



Resilient Sydney Steering Committee



All metropolitan councils



Five year program, resilience strategy for Sydney and annual reporting of progress to 2020 initially.



### Measure resilience and wellbeing to monitor and evaluate our goals Initiate: Reporting for Sydney

Quantifying the benefits of taking action for resilience is key to understanding our capacity to make transformative change. Setting targets and monitoring change is essential for engaging major investors, governments and communities in understanding impact.

This strategy considers the United Nation's sustainable development goals. It also aligns to the UN Sendai Framework for disaster risk reduction, the Paris climate agreement and the 100 Resilient Cities City Resilience Framework. It provides a local framework of five directions that any organisation or individual can adopt and integrate into the planning and operation of their lives, their business or government policies.

The Resilient Sydney Office will use a collaborative impact approach to:

- monitor the implementation of all actions in the strategy
- ensure that evaluation is built into each action from the beginning
- produce an annual report of the first year after the publication of the strategy, reporting upon progress in its implementation

- work with stakeholders to determine the best method for confirming the baseline, medium and long term resilience of Sydney
- agree with the steering committee how we will evaluate the impact of the Resilient Sydney Office, to be included in the annual report.

This action will enable evidence based decision making, adaptive leadership and good governance for resilience in Sydney.



# Use digital collaboration and networking tools

Initiate: Digital tools

Connecting, sharing knowledge and collaborating has been difficult in Sydney due to the complexity of our governance structures, and the fact that we are not always geographically close to people we might need to work with.

This action involves Resilient Sydney with 100 Resilient Cities deploying a new online platform to enable stakeholders to connect, share information and build collaboration no matter where they are located in metropolitan Sydney. Participants will include stakeholders from government, business, academia, community services and the arts and community residents. The platform will enable stakeholders participating in the actions outlined here to connect.

The first step will be for the Resilient Sydney Office to procure a platform to meet our needs. We will test the platform with the Resilient Sydney Ambassadors and the Cross-City Transport Network.



## Learn and share with other cities through the 100 Resilient Cities network

Amplify: Sharing with other cities

Participation in the 100 Resilient Cities global network has been key for progressing resilience in metropolitan Sydney. The network provides opportunities to share information, explore diverse and innovative approaches to common problems and make connections with counterparts in cities across the world.

As a well-resourced city Sydney has much to contribute to the global community of practice within the network. There is much to learn from how other cities have tackled challenges similar to ours.

This action involves the Resilient Sydney Steering Committee and office continuing to play an active role within the 100 Resilient Cities network, developing community, business and government connections with other cities, in Australia and internationally. The Office will continue to provide a conduit to the network for stakeholders across metropolitan Sydney.



# Implementing resilience in Sydney



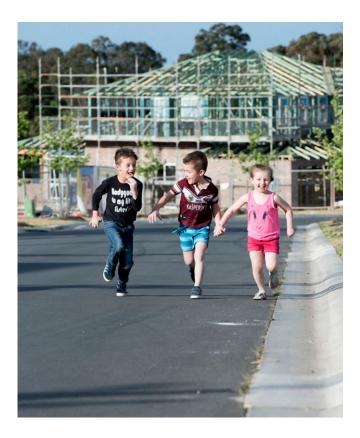


## Implementing resilience

Improved resilience will occur in Sydney when our organisations and communities:

- understand community risks at both metropolitan and local scale
- know their role in managing and mitigating risks
- engage in training and capacity building
- · collaborate with others to make decisions, and
- invest resources to take action.

This will mean adopting new behaviours and approaches to governance and leadership in Sydney. Organisations and decision makers are asked to apply the 100 Resilient Cities qualities and behaviours to their actions, programs, products, investments and policies. This will deliver people-centred and city-wide results.



### **City resilience commitment**

We invite all government, business, academic and community sector organisations in metropolitan Sydney to pledge to build their capacity to understand and manage vulnerabilities, interdependencies and risks for everyone in metropolitan Sydney.

By taking this commitment, they will ensure continuity and safety for their customers, employees and local communities during shock events. They will demonstrate innovation and market leadership, and improve the wellbeing and prosperity of our community.

We invite you to get involved.

Commitment means each organisation will:

- investigate and understand metropolitan scale community risks, as well as the 'local' place-based risks organisations face
- engage with the people in the city, most impacted by organisational decisions
- clarify the role of each organisation in resilience of the city
- · engage in training and capacity building across each organisation
- · collaborate to develop an action plan for each organisation
- undertake action and investment.

## **Monitoring and evaluation**

This Resilient Sydney strategy is consistent with the United Nation's sustainable development goals. It also aligns to the UN Sendai Framework for disaster risk reduction, the Paris climate agreement and the 100 Resilient Cities and Rockefeller Foundation's City Resilience Framework. It provides a local framework that any organisation or individual can adopt and integrate into the planning and operations of their lives, their business or government policies.



The Resilient Sydney office will work with people, academics and organisations across Sydney and the 100 Resilient Cities network to establish a process for measuring and evaluating our progress on resilience.

100 Resilient Cities has published research on the behaviours, qualities and principles that support resilience in actions, programs, products, investments and policies.

We commit to:

- monitor the implementation of all actions in the strategy
- ensure that evaluation is built into each action from the beginning
- produce an annual report of the first year after the publication of the strategy, reporting upon progress in its implementation
- work with stakeholders to determine the best method for confirming the baseline, medium and long term resilience of Sydney
- determine with our Steering Committee how we will evaluate the impact of the Resilient Sydney Office, and report this.

Previous page Alexandria: Ride2School Day. Photo:Katherine Griffiths Left Campbelltown: Urban growth areas. Photo: Sarah Rhodes Above Redfern: Resilient Sydney workshop



# Acknowledgements and references



## Acknowledgements - It takes a city

Resilient Sydney is the result of several years of effort and collaboration across our city. The willingness to cooperate is impressive given the work occurred during a time of great political and governance change in our city. Resilient Sydney was made possible through the generous support of the Rockefeller Foundation and 100 Resilient Cities.

We especially acknowledge the active contributions from the councils of metropolitan Sydney, at every level. Mayors, Councillors, General Managers and CEOs continue to show leadership and interest in working together. The Resilience Ambassadors from each council have carefully guided and directed the development of this work, and worked together to build new relationships and opportunities for our city.

We thank all those residents of Sydney who made valuable contributions and shared their understanding of the city during engagement events and surveys. We look forward to continuing work with all of you as we implement actions for resilience in Sydney.

Many thanks also to our strategy partner, AECOM, for its guidance and support. We also acknowledge the in-kind contributions of the City of Sydney, Parramatta City Council and the Committee for Sydney.

We acknowledge the following people and organisations who contributed actively to Resilient Sydney, through workshops, events, interviews, meetings or the sharing of data and knowledge. Their collective contributions have helped shape this Resilient Sydney strategy and the work is a reflection of their expertise, diversity and generosity.

### Resilient Sydney Steering Committee 2016-2018

100 Resilient Cities: Associate Director Asia Pacific, Sam Kernaghan

Bayside Council: General Manager, Meredith Wallace

Campbelltown City Council: General Manager, Lindy Deitz

City of Sydney Council: CEO, Monica Barone

Deloitte Touche Tohmatsu: Managing Partner - Western Sydney, Danny Rezek

Greater Sydney Commission: Environment Commissioner, Rod Simpson

IAG: Group Executive, Jacki Johnson

Independent Ambassador, Robert Tickner AO

Northern Beaches Council: General Manager, Mark Ferguson (to early 2018)

NSW Office of Emergency Management: Executive Director, Feargus O'Connor

Parramatta City Council: General Manager, Greg Dyer (to early 2018)

Penrith City Council: General Manager, Alan Stoneham

Resilient Sydney: Chief Resilience Officer, Beck Dawson



Previous page New Years Eve in Sydney. Photo: iStock/Leo Patrizi Right Western Sydney intersection. Photo: iStock/zetter

### Councils and residents of Metropolitan Sydney

**Bayside Council** Blacktown City Council Blue Mountains City Council **Burwood Council** Camden Council Campbelltown City Council Canterbury-Bankstown Council City of Canada Bay City of Parramatta Council City of Ryde City of Sydney **Cumberland Council** Fairfield Council Georges River Council Hawkesbury City Council Hornsby Council

Hunters Hill Council Inner West Council Ku-ring-gai Council Lane Cove Council Liverpool City Council Mosman Council Northern Beaches Council North Sydney Council Penrith City Council Randwick City Council Strathfield Council Sutherland Shire Council The Hills Council Waverley Council Willoughby Council Woollahra Municipal Council Wollondilly Shire Council

## Former councils involved in the early stages, now amalgamated

Ashfield Council Auburn Council Bankstown City Council Botany Bay Council Canterbury City Council Holroyd City Council Hurstville City Council Kogarah City Council Leichhardt Municipal Council Manly Council Marrickville Council Pittwater Council Rockdale City Council Warringah Council



I

## Acknowledgements - It takes a city

### Organisations engaged in the strategy development process 2015-2018

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100 Resilient Cities **Buildings Alive** 202020 Vision Adaptive Capability AECOM Australian Institute for Disaster C40 Resilience (AIDR) AIRAH airbnb All Together Now AMP Capital ANZ Arcadis Architectus Art and Language Project AMP Atelier Ten Ausgrid Australand Holdings Ltd Australian Business Roundtable for Disaster Resilience and Safer Communities Australian Design Centre Australian Government - Attorney General's Department Australian Human Rights Commission Australian Institute of Disaster Resilience (AIDR) Australian Red Cross Australian Science Media Centre Australian Sustainable Built Environment Council (ASBEC) **Bicycle NSW Big Picture Communications** Black Dog Institute Blacktown Mt Druitt Hospital Expansion Project **Brookfield Multiplex** 

Built Environment, UNSW Australia **Business And National Government** (BANG) resilience and business continuity networking group CarriageWorks Catalysr Chuffed **Climate Council** Climate KIC ClimateWorks Australia Colliers International Committee for Sydney Community Housing Ltd Cooks River Alliance Cooperative Research Centre (CRC) for **Bushfire and Natural Hazards** Cooperative Research Centre (CRC) for Low Carbon Living, UNSW Cooperative Research Centre (CRC) Young & Well, University of Sydney Council of The Aging, NSW Cred Consulting **CSIRO** Cundall Data 61, CSIRO Deloitte Australia **DEXUS** Property Group Dynamiq **EcoDistricts Emergency Management Australia** Engineers Australia, Sydney Division EY - Ernst & Young Fire and Rescue NSW Foundation for Young Australians

Frasers Property Australia

Future Cities Collaborative Greater Sydney Commission Green Building Council of Australia Green Cross Australia - Business Adaptation Network Greening Australia Guwaali - Diversity, Inclusion, Reconciliation Habitat for Humanity Homelesness NSW Human Rights Commission Information and Cultural Exchange (ICE) Infrastructure Australia Infrastructure NSW Infrastructure Sustainability Council of Australia (ISCA) Inside Policy Inspiring Australia Institute for Sustainable Futures, UTS Insurance Australia Group (IAG) Investa Investor Group on Climate Change (IGCC) Janellis Australia Jemena JLL Australia JOC Consulting **KJA** Associates KPMG Lendlease Local Government Association of NSW Local Government Super Microsoft Mirvac Mott MacDonald Multicultural NSW

People, Place and Partnership

Munich Re

NAB

NBN

NCCARF - National Climate Change Adaptation Research Facility

Northern Sydney Regional Organisation of Councils (NSROC)

NSW Council of Social Service (NCOSS)

NSW Department of Aboriginal Affairs

NSW Department of Education

NSW Department of Family and Community Services

NSW Department of Finance

NSW Department of Justice

NSW Department of Planning and Environment

NSW Department of Premier and Cabinet

NSW Federation of Housing Associations

NSW Health and metropolitan Sydney Health Districts

NSW Office of Emergency Management

NSW Office of Environment and Heritage

NSW Office of Local Government

**NSW** Police Force

NSW Public Works

NSW Roads and Maritime Services (RMS)

NSW State Emergency Service (SES)

NSW State Property Authority

Office of the NSW Minister for Education

Office of the NSW Minister for Planning

**Optus SingTel** 

Parramatta Artist Studios

Parramatta River Catchment Group

Premier's Council For Active Living NSW Presync Property Council of Australia **PwC** Australia **Queensland Reconstruction Authority** Relationships Australia **Resilient Christchurch Resilient Melbourne Resilient Wellington** Responsible Investment Association Australasia **RICS** Oceania **Risk Frontiers** Risk Management Institution of Australasia (RMIA) Roberts Day Rutnam Legal Saatchi & Saatchi SGS Economics & Planning Pty Ltd Shelter NSW Smart Cities Council of Australia and New Zealand Southern Sydney Regional Organisation of Councils (SSROC) St Vincent de Paul Society NSW Stockland **StudioGL** Suncorp Supply Chain Sustainability School Sweeney Interpreting Swiss Re Sydney Airport Sydney Alliance Sydney Business Chamber Sydney Coastal Councils Group

Sydney Opera House Sydney Peri-Urban Network (SPUN) Sydney Water Corporation Telstra The Fifth Estate The GPT Group The Smith Family The Warren Centre for Advanced Engineering Tigertail Total Environment Centre Transgrid Transport for NSW **UN Global Compact** United Muslim Women's Association United States Studies Centre, University of Sydney University of New South Wales (UNSW) University of Sydney University of Technology Sydney (UTS) Urban Growth NSW Veolia Virgin Airlines Wadwell Initiatives Wanaka Orchard Western Sydney Regional Organisation of Councils (WSROC) Western Sydney University (WSU) Westpac Bicentennial Foundation Westpac Group Wollondilly Health Alliance WWF Australia Y-lab Youth Action

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Above Circular Quay: Working groups of Resilient Sydney. Photo: Katherine Griffiths



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