

4 December 2023

At the conclusion of the Environment Committee

**Resilient Communities and Economy
Committee**

Agenda

- 1. Confirmation of Minutes**
- 2. Statement of Ethical Obligations and Disclosures of Interest**
- 3. Grants and Sponsorship - Food Support Grants**
- 4. Post Exhibition - Resilience Strategy 2023-2028**
- 5. Memorandum of Understanding - ANZAC Day 2024-2025**

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As part of our democratic process, the City invites members of the community to speak directly to Councillors during Committee meetings about items on the agenda.

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To enable the Committee to hear a wide range of views and concerns within the limited time available, we encourage people interested in speaking at Committee to:

1. Register to speak by calling Secretariat on 9265 9702 or emailing secretariat@cityofsydney.nsw.gov.au before 10.00am on the day of the meeting.
2. Check the recommendation in the Committee report before speaking, as it may address your concerns so that you just need to indicate your support for the recommendation.
3. Note that there is a three minute time limit for each speaker (with a warning bell at two minutes) and prepare your presentation to cover your major points within that time.
4. Avoid repeating what previous speakers have said and focus on issues and information that the Committee may not already know.
5. If there is a large number of people interested in the same item as you, try to nominate three representatives to speak on your behalf and to indicate how many people they are representing.

Committee meetings can continue until very late, particularly when there is a long agenda and a large number of speakers. This impacts on speakers who have to wait until very late, as well as City staff and Councillors who are required to remain focused and alert until very late. At the start of each Committee meeting, the Committee Chair may reorder agenda items so that those items with speakers can be dealt with first.

Committee reports are available at www.cityofsydney.nsw.gov.au

Item 1.
Confirmation of Minutes

Minutes of the following meetings of the Resilient Communities and Economy Committee are submitted for confirmation:

Meeting of 6 November 2023

Item 2.**Statement of Ethical Obligations**

In accordance with section 233A of the Local Government Act 1993, the Lord Mayor and Councillors are bound by the Oath or Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of the City of Sydney and the City of Sydney Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act, to the best of their ability and judgement.

Disclosures of Interest

Pursuant to the provisions of the Local Government Act 1993, the City of Sydney Code of Meeting Practice and the City of Sydney Code of Conduct, Councillors are required to disclose and manage both pecuniary and non-pecuniary interests in any matter on the agenda for this meeting.

In both cases, the nature of the interest must be disclosed.

This includes receipt of reportable political donations over the previous four years.

Item 3.

Grants and Sponsorship - Food Support Grants

File No: S117676

Summary

On 26 June 2023, Council endorsed a Lord Mayoral Minute which requested that the Chief Executive Officer investigate options for financial support for food relief organisations and, where relevant, other community-based initiatives that provide access to low-cost food including cooperatives and mutual aid groups, which are operating in the City of Sydney and report back to Council.

On 21 August 2023, Council approved the Food Support Grant Guidelines and the budget of \$4.5 million over three years for the provision of the Food Support grants.

During the Covid-19 pandemic, food shortages were experienced across Australia, with those most impacted including people experiencing or at risk of homelessness, social housing tenants, people with disability, Aboriginal and Torres Strait Islander people, older people, international students and temporary visa holders.

Local food relief organisations have reported the current cost-of-living crisis has led to demand for food relief being higher than during the Covid-19 pandemic. Households struggling to pay their bills are forgoing food to pay for housing, health and heating.

The resulting new Food Support grants support projects and programs that improve access to affordable, healthy, safe and culturally appropriate food and essential items for our diverse communities.

On 23 August 2023, the City opened this grant program to applications, with applications closing on 20 September 2023.

A total of 32 eligible applications were received for the Food Support grants. This report recommends a total of 12 grants to a total value of \$1,500,000 in cash and \$6,912 in value-in-kind for payment in the 2023/24 financial year.

All grant recipients will be required to sign a contract, meet specific performance outcomes and acquit their grant. All figures in this report exclude GST.

Recommendation

It is resolved that:

- (A) Council approve the cash and value-in-kind recommendations for the Food Support grants as shown at Attachment A to the subject report;
- (B) Council note the applicants who were not recommended in obtaining a cash grant or value-in-kind for the Food Support grants as shown at Attachment B to the subject report;
- (C) Council note that all grant amounts are exclusive of GST;
- (D) authority be delegated to the Chief Executive Officer to negotiate, execute and administer agreements with any organisation approved for a grant or sponsorship under terms consistent with this resolution and the Grants and Sponsorship Policy; and
- (E) authority be delegated to the Chief Executive Officer to correct minor errors to the matters set out in this report, noting that the identity of the recipient will not change, and a CEO Update will be provided to Council advising of any changes made in accordance with this resolution.

Attachments

Attachment A. Recommended for Funding - Food Support Grant

Attachment B. Not Recommended for Funding - Food Support Grant

Background

1. The City of Sydney's Grants and Sponsorship Program supports initiatives and projects that build the social, cultural, environmental and economic life of the city. To achieve the objectives of the Sustainable Sydney 2030-2050: Continuing the Vision, genuine partnership between government, business and the community is required.
2. The provision of grants and sponsorships is a mechanism to further the aims identified in the City's social, cultural, economic and environmental policies. In this way, the City and the community act collaboratively to achieve the goals of Sustainable Sydney 2030-2050 Continuing the Vision.
3. During the Covid-19 pandemic, food shortages were experienced across Australia, with those most impacted including people experiencing or at risk of homelessness, social housing tenants, people with disability, Aboriginal and Torres Strait Islander people, older people, international students and temporary visa holders.
4. The City responded by investing \$3.1 million in food relief between 2020 to 2022 and worked with over 60 businesses and community organisations to make sure our diverse communities had access to the essentials of daily life.
5. Local food relief organisations have reported the current cost-of-living crisis has led to demand for food relief being higher than during the Covid-19 pandemic. Households struggling to pay their bills are forgoing food to pay for housing, health and heating.
6. Food relief organisations rely on a mix of surplus and discounted food to ensure they meet the nutritional requirements of the people they serve. They also need transport, storage and equipment to collect and deliver the food at a low temperature in accordance with food safety requirements.
7. However, as demand on their services increases, government funding and personal donations for food relief organisations are down, resulting in significant funding shortfalls and an inability to meet demand.
8. Food relief organisations within our local area urgently need funding and support so they can meet the increasing demand for food relief as the cost-of-living crisis continues to impact our communities.
9. On 26 June 2023, Council endorsed a Lord Mayoral Minute which requested that the Chief Executive Officer investigate options for financial support for food relief organisations and, where relevant, other community-based initiatives that provide access to low-cost food including cooperatives and mutual aid groups, which are operating in the City of Sydney and report back to Council.
10. On 21 August 2023, Council approved the new Food Support grants guidelines, providing an additional \$1.7 million each year for the next three years to 30 June 2026 to support food relief organisations and other community-based initiatives in the provision of food relief to our diverse communities. This \$1.7 million includes \$1.5 million cash each year for three years for the grants and \$200,000 operating expenditure each year for three years for staffing and administration.
11. The Food Support grants focus on supporting projects and programs that improve access to affordable, healthy, safe and culturally appropriate food and essential items for our diverse communities.

12. The Food Support grants prioritise projects that:
 - increase access to affordable, healthy, safe and culturally-appropriate food;
 - increase community skills in sourcing and preparing healthy food;
 - improve supply, storage and delivery of healthy food for our diverse communities;
 - increase resourcing of essential food services for our diverse communities; and
 - increase access to affordable internet and data to support community access to food support services.
13. The Food Support grants provide support for food services projects under two tiers:
 - (a) Tier 1 – Small scale projects
 - (i) Cash funding up to \$250,000 per year is available, for a one-year program or multi-year funding (up to \$250,000 per year for up to three years); and
 - (ii) Applicants can apply for up to \$100,000 worth of capital expenditure, equipment purchase or other resources.
 - (b) Tier 2 – Large scale projects
 - (i) Cash funding up to \$750,000 per year is available, for a one-year program or multi-year funding (up to \$750,000 per year for up to three years); and
 - (ii) Applicants can apply for up to \$150,000 worth of capital expenditure, equipment purchase or other resources.
 - (c) Value-in-kind in the form of venue hire fee waiver is also available to both tiers.
14. The Tier 1 and Tier 2 grants were open to not-for-profits. Tier 1 was also open to individuals or unincorporated community groups auspiced by a not-for-profit that is eligible to apply in its own right. For profit organisations, including small businesses, were not eligible for these grants.
15. On 23 August 2023, the City announced the Food Support grants as being open for application on the City's website with grant applications closing on 20 September 2023.
16. Information about the grant (such as application dates, guidelines, and eligibility criteria) was made available on the City's website. Email campaigns were utilised to target interested parties who have applied previously for grants at the City or who have expressed an interest in the City's programs.

Grants assessment process

17. The City's Grants and Sponsorship Program is highly competitive. Applications that are not recommended have either not scored as highly against the assessment criteria as the recommended applications or have incomplete or insufficient information. The City's Grants and Sponsorship team provides feedback to unsuccessful applicants.
18. The assessment process includes advice and recommendations from a suitably qualified assessment panel. The applications are scored against defined assessment criteria for each grant as well as the integrity of the proposed budget, project plan, partnerships, contributions and connection to the local community and industry sectors.
19. The assessment criteria for the Food Support grants are:
 - evidence of the need for the project or program and proposed outcomes;
 - capacity and experience of the applicant to deliver the project or program;
 - demonstrated connection and benefit to the local area and community;
 - how the project delivers against the funding priorities; and
 - evidence of the project or program having direct engagement with our diverse communities, including Aboriginal and Torres Strait Islander people, people experiencing or at risk of homelessness, young people, older people, people with disability, international students, culturally and linguistically diverse communities, women, LGBTIQ+ communities and low-income earners.
20. Applicants to the Food Support grants – Tier 2 are also assessed against the following additional assessment criteria:
 - evidence of partnerships with local community organisations and networks.
21. The assessment meeting for the Food Services grants was held on 7 November 2023. The assessment panel consisted of City staff from the City Business and Safety, Indigenous Leadership and Engagement, Direct Services and Homelessness Teams.
22. The total funding requested from grant applicants exceeded the total budget and the assessment panel has thoroughly reviewed all grant applications, supporting documentation and budget information to determine the appropriate level and length of funding given the scope and scale of the proposed project.
23. The recommended grant applicants for this grant round reflect the broad range of organisations critical to creating a strong, responsive and collaborative food relief network within our local government area. They include organisations with the demonstrated capacity and experience to supply and distribute emergency food relief with respect and dignity to our diverse communities, including Aboriginal and Torres Strait Islanders, culturally and linguistically diverse, young people, people with disability, social housing residents and people experiencing or at risk of homelessness.
24. A number of local organisations that currently provide food relief services in place have received funding to support the upgrade of existing kitchen and dining facilities so they can provide ongoing support for our priority communities.

25. In addition, given the recommended grant applicants have strong community connections it has been identified that they are best placed to support the City in addressing period poverty within our local area and will be able to utilise part of this grant funding to provide essential items including menstrual care products to those who need them.
26. All recommended grant applicants will be required to join the food relief network which is coordinated by City staff and aims to build a strong, responsive and collaborative network of food relief service provision. Through this network City staff will gain a better understanding of how these organisations engage and support our diverse communities through the delivery of food relief services.
27. City staff will undertake targeted focus groups to gain an understanding of our diverse communities' experience in accessing food relief services and identify emerging needs.
28. Therefore, it is critical that the total budget for the Food Support grants is not expended in the first funding round to ensure that funding remains available for the 2024/25 and 2025/26 financial years so that the City can respond to the emerging food relief needs of our diverse communities.
29. Once recommended applications are approved by Council, a contract is developed which includes conditions that must be adhered to and acquitted against.
30. All successful applicants will be required to work cooperatively with relevant City staff and other organisations within the food relief network throughout the project for which they have received funding.
31. All grants and sponsorships are recommended on the condition that any required approvals, permits and development consents are obtained by the applicant.

Food Services Grants

32. The applications recommended for the Food Services Grants are outlined in Attachment A to this report.
33. The Food Services Grants budget is set out below:

Total budget for 2023/24	\$1,500,000
Total cash available	\$1,500,000
Total number of eligible applications this allocation	32
Total cash value requested from applications	\$7,682,148
Total value-in-kind support requested from applications	\$7,236
Total number of applications recommended for cash support	12

Total amount of cash funding recommended for payment in 2023/24 (Future-year funding recommended for payment in 2024/25 - \$575,000) (Future-year funding recommended for payment in 2025/26 - \$600,000)	\$1,500,000
Total amount of value-in-kind support recommended for 2023/24 (Future year funding recommended for 2024/25 - \$17,900) (Future year funding recommended for 2025/26 - \$26,623)	\$6,912
Cash amount remaining for payment in 2023/24	\$0

34. The Food Support Grants will open to new applications in the 2024 Summer Round, with the \$925,000 cash funding remaining in the 2024/25 budget.

Key Implications

Strategic Alignment – Sustainable Sydney 2030-2050 Continuing the Vision

35. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This grant is aligned with the following strategic directions and objectives:
- (a) Direction 6 – An equitable and inclusive city – this grant will contribute to community development by empowering the community to address issues that matter to them and drive projects to create a more inclusive and resilient city.
 - (b) Direction 7 – Resilient and diverse communities – this grant will strengthen the capacity of local community organisations and residents to respond to emerging needs, contributing to improved wellbeing and improved access to the essentials of daily life for our diverse communities which improve social connections and embrace a safe city.

Organisational Impact

36. The grants and sponsorships contract management process will involve key staff across the City of Sydney. Identified staff set contract conditions and performance measures for each approved project, and review project acquittals, which include both narrative and financial reports.

Social

37. The Food Support grants provide the City with a platform to support projects and programs from the communities and organisations within the local area.

Financial Implications

38. On 26 June 2023, Council endorsed a Lord Mayoral Minute which requested that the Chief Executive Officer investigate options for financial support for food relief organisations and, where relevant, other community-based initiatives that provide access to low-cost food including cooperatives and mutual aid groups, which are operating in the City of Sydney and report back to Council.
39. On 21 August 2023, Council approved funding for the 2023/24 grants, including \$1.5 million for the grants and \$0.2 million for the costs associated with staffing and administration be funded with \$1.0 million from the General Contingency Fund and \$0.7 million from the CEO Contingency.
40. For 2024/25 and 2025/26, the Food Support grants will form part of the City's Grants and Sponsorship Program and will be referenced within the Operational Plan for these years, and allocated within the next iteration of the Long Term Financial Plan.

Relevant Legislation

41. Section 356 of the Local Government Act 1993 provides that a council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.
42. Since the program is only open to not-for-profit organisations and individuals or unincorporated community groups auspiced by a not-for-profit that is eligible to apply in its own right, there was no requirement under the Local Government Act 1993 to place the grant guidelines on public exhibition.

Critical Dates / Time Frames

43. The funding period for the Food Services grants for financial year 2023/24 is for activity taking place from late December 2023 to November 2024. Contracts will be developed for all successful applications after Council approval to ensure their funding is released in time for projects starting in late December 2023.

Public Consultation

44. During August 2023, a briefing session took place where stakeholders were notified about the grants and how to apply:
 - (a) An online briefing session for food relief organisations was held on 22 August 2023. A total of 21 attendees participated in the session.

EMMA RIGNEY

Director City Life

Alana Goodwin, Grants Program Coordinator

Attachment A

**Recommended for Funding
Food Support Grant**

Food Support Grant 2023/24

Recommended for Funding

Organisation Name	Project Name	Project Description	Funding Tier	\$ Amount Requested	VIK Requested	\$ Amount Recommended	VIK Recommended	Additional Conditions
Addison Road Centre for Arts, Culture, Community and Environment Ltd.	Food Ecology in the City	A project to expand access to affordable and culturally appropriate food in Camperdown for vulnerable communities.	Tier 2	\$750,000 (Year 1 - 23/24) \$750,000 (Year 2 - 24/25) \$750,000 (Year 3 - 25/26)	Nil	\$166,000 (Year 1 only)	Nil	Nil
Asylum Seekers Centre	Nourish and Sustain	A project to increase the community lunches program in Newtown, providing culturally appropriate food for people seeking asylum, while accessing learning pathways to sustainable food security.	Tier 1	\$151,775 (Year 1 - 23/24) \$156,328 (Year 2 - 24/25) \$161,018 (Year 3 - 25/26)	Nil	\$150,000 (Year 1 - 23/24) \$150,000 (Year 2 - 24/25) \$150,000 (Year 3 - 25/26)	Nil	Nil
Camperdown Quarters Limited	Living Hope Missions Food Project	A project to continue providing food security to the local community through the Camperdown food pantry, while increasing food hampers and meals to various school and community distribution channels across the local area.	Tier 1	\$160,000 (Year 1 - 23/24) \$184,000 (Year 2 - 24/25) \$211,600 (Year 3 - 25/26)	Nil	\$50,000	Nil	Nil
Catholic Parish St Canice Elizabeth Bay as The Operator of a PBI	Including the Excluded	A project to upgrade facilities, increasing the supply, storage, and delivery of healthy food for people experiencing homelessness in Rushcutters Bay.	Tier 1	\$250,000 (Year 1 - 23/24) \$278,000 (Year 2 - 24/25) \$278,000 (Year 3 - 25/26)	Nil	\$65,000 (Year 1 only)	Nil	Funding to go towards kitchen upgrade and awnings

Organisation Name	Project Name	Project Description	Funding Tier	\$ Amount Requested	VIK Requested	\$ Amount Recommended	VIK Recommended	Additional Conditions
First Nations Response Limited	Caring for Community our way, the Blak way	A project to support a self-determining, sustainable organisation to provide ongoing food support in a culturally appropriate and dignified way to Aboriginal and Torres Strait Islander people in the local area.	Tier 2	\$750,000 (Year 1 - 23/24) \$750,000 (Year 2 - 24/25) \$750,000 (Year 3 - 25/26)	Venue hire fee waiver to the value of \$6,912 (Year 1 - 23/24) \$17,900 (Year 2 - 24/25) \$26,623 (Year 3 - 25/26)	\$400,000 (Year 1 - 23/24) \$425,000 (Year 2 - 24/25) \$450,000 (Year 3 - 25/26)	Venue hire fee waiver to the value of \$6,912 (Year 1 - 23/24) \$17,900 (Year 2 - 24/25) \$26,623 (Year 3 - 25/26)	Nil
Oz Harvest Limited	Food Relief Expansion: Increasing Access to Nourishing Food	A project to expand the current food relief operations and network across the local area, increasing access to healthy and safe food through equitable and dignified services for the community.	Tier 2	\$750,000 (Year 1 - 23/24) \$750,000 (Year 2 - 24/25) \$750,000 (Year 3 - 25/26)	Nil	\$300,000 (Year 1 only)	Nil	Applicant to establish culturally appropriate engagement with local Aboriginal and Torres Strait Islander community-controlled organisations. Funding to go towards Food Rescue Driver, Casual Chef and Kitchen Hand
Plateitforward Ltd	The Social Meal	A project to provide free restaurant-quality meals to food-insecure communities in the inner city.	Tier 1	\$208,000 (Year 1 - 23/24) \$208,000 (Year 2 - 24/25) \$208,000 (Year 3 - 25/26)	Nil	\$104,000 (Year 1 only)	Nil	Nil
Redfern Youth Connect (Australia) Limited	Food Service and Supplies	A project in Alexandria to increase services to Aboriginal and Torres Strait Islander youth, supporting enhanced food accessibility and efficient food distribution.	Tier 1	\$100,000	Nil	\$100,000	Nil	Nil

Organisation Name	Project Name	Project Description	Funding Tier	\$ Amount Requested	VIK Requested	\$ Amount Recommended	VIK Recommended	Additional Conditions
St John's Community Services Limited	Rough Edges' Sustainable Food Program	A project to continue providing healthy, safe, and culturally appropriate food options to people experiencing homelessness in Darlinghurst, through sustainable partnerships, training and facility upgrades.	Tier 1	\$127,500 (Year 1 - 23/24) \$80,000 (Year 2 - 24/25) \$60,000 (Year 3 - 25/26)	Nil	\$40,000 (Year 1 only)	Nil	Funding to go towards kitchen upgrade. Applicant to implement a Safe Food Management System
The Girls & Boys Brigade	Food Support Program	A project in Surry Hills to increase the daily food programs for children and families who experience significant disadvantage, including afternoon teas, dinners, and food pantry upgrades.	Tier 1	\$119,617 (Year 1 - 23/24) \$119,617 (Year 2 - 24/25) \$119,617 (Year 3 - 25/26)	Nil	\$15,000 (Year 1 only)	Nil	Funding to go towards afternoon tea and dinners, training and refrigerator.
The Uniting Church in Australia Property Trust (NSW) as Auspice for The Wayside Chapel Foundation	Wayside Community Cafe Response and Resilience Program	A project to increase the capacity of the Wayside Community Café's kitchen in Potts Point to produce affordable and healthy food for people experiencing homelessness in a safe space.	Tier 2	\$386,880 (Year 1 - 23/24) \$289,249 (Year 2 - 24/25) \$361,036 (Year 3 - 25/26)	Nil	\$65,000 (Year 1 only)	Nil	Funding to go towards kitchen upgrade
Uniting (NSW.ACT)	Harris Food Pantry	A project to expand the current food pantry service at the Harris Centre and open a shop offering low-cost pantry items and CHEX giftcards for vulnerable communities in Ultimo-Pyrmont.	Tier 1	\$176,720	Nil	\$45,000	Nil	Nil

Attachment B

**Not Recommended for Funding
Food Support Grant**

Food Support Grant 2023/24

Not Recommended for Funding

Organisation Name	Project Name	Project Description	Funding Tier	\$ Amount Requested	VIK Requested
Beehive Industries Co-Operative Limited	Beehive Food Aid	A project to bolster existing food services and kitchen operations in Darlinghurst to foster resilience, supporting vulnerable seniors and the long-term unemployed.	Tier 1	\$190,000 (Year 1 23/24) \$190,000 (Year 2 24/25) \$190,000 (Year 3 25/26)	Nil
Brothers In Need Limited	Martin Place Food Relief	A project to increase the capacity and frequency of a Soup Kitchen in Martin Place for people experiencing homelessness.	Tier 1	\$136,150 (Year 1 23/24) \$95,000 (Year 2 24/25)	Nil
Christian Homeless Services	Feeding the Homeless	A project to support new and improved services preparing fresh, healthy meals and hampers that are delivered personally to people experiencing homelessness across the local area.	Tier 1	\$148,532 (Year 1 23/24) \$80,532 (Year 2 24/25) \$20,000 (Year 3 25/26)	Venue hire fee waiver to the value of \$324 (Year 1 23/24) \$1,296 (Year 2 24/25) \$1,296 (Year 3 25/26)
Coptic Orthodox Community Outreach Service	Expand and Sustain Woolloomooloo Food Service	A project to increase the capacity of food storage, delivery, and resources in Woolloomooloo to support people experiencing homelessness, as well as improve marketing to support growth and service sustainability.	Tier 1	\$117,019 (Year 1 23/24) \$32,556 (Year 2 24/25) \$29,240 (Year 3 25/26)	Nil
Exodus Foundation	Project Alex	A project to establish a kitchen in Alexandria, to expand current services and distribute more meals to families and people experiencing homelessness.	Tier 2	\$750,000 (Year 1 23/24) \$750,000 (Year 2 24/25) \$750,000 (Year 3 25/26)	Nil
Exodus Foundation	Project Ash	A project to expand kitchen operations in Ashfield including a new cool room to enhance food storage and production capabilities for increased mobile services to people experiencing homelessness in the inner city area.	Tier 1	\$250,000 (Year 1 23/24) \$250,000 (Year 2 24/25) \$250,000 (Year 3 25/26)	Nil
Food Ladder	Seeds of Change	A project to break the cycle of food insecurity by implementing school-based food production, with a focus on vegetable consumption, food and nutrition literacy, and hands-on education.	Tier 1	\$250,000 (Year 1 23/24) \$250,000 (Year 2 24/25) \$250,000 (Year 3 25/26)	Nil
Glebe Youth Service Inc	Food Circle	A project to enhance the health and wellbeing of families experiencing food insecurity in Glebe by improving access to nutritious food and fresh produce, while building their capacity for healthier living.	Tier 1	\$249,658 (Year 1 23/24) \$250,000 (Year 2 24/25) \$250,000 (Year 3 25/26)	Nil

Organisation Name	Project Name	Project Description	Funding Tier	\$ Amount Requested	VIK Requested
Kids Giving Back	Kids Giving Back: Community Food Initiative	A project that has school-aged students and their families preparing nutritious meals, breakfast boxes and food packs, which are distributed to local charity partners supporting vulnerable community members, including people experiencing homelessness.	Tier 1	\$250,000 (Year 1 23/24) \$250,000 (Year 2 24/25) \$250,000 (Year 3 25/26)	Nil
Medius Dei Limited	Bread Connections - Less Waste More Hope	A project to expand bread redistribution to food support services and individuals in need across the local area.	Tier 1	\$250,000 (Year 1 23/24) \$250,000 (Year 2 24/25) \$250,000 (Year 3 25/26)	Nil
Plates4mates Incorporated	Plates4Mates Expanded Food Service 2024	A project to support a weekly food service to people experiencing homelessness and disadvantaged members of our community in and around Prince Alfred Park.	Tier 1	\$71,000	Nil
Salamfest Incorporated	Harmony Bites	A project supporting a series of cooking classes in Redfern, where attendees will learn to prepare affordable and healthy food for diverse communities.	Tier 1	\$250,000	Nil
South Eastern Community Connect Inc	The Big Give Food Security and Nutrition for Marginalized Communities	A project to grow the People's Pantry while providing cooking classes and community lunches in Green Square to combat food insecurity for vulnerable children, families and communities.	Tier 1	\$165,000 (Year 1 23/24) \$175,725 (Year 2 24/25) \$187,150 (Year 3 25/26)	Nil
Surry Hills Neighbourhood Centre Incorporated	The Five-Two Fruit and Vegetable Project	A project to provide vegetarian meals and fruit to low-income communities in Surry Hills while increasing information and education on healthy eating through a variety of media.	Tier 1	\$81,859 (Year 1 23/24) \$92,830 (Year 2 24/25) \$103,613 (Year 3 25/26)	Nil
Sydney University Settlement	Supporting Community Access, Inclusion and Connection through Food	A project to strengthen the Community Food Pantry program in Darlington, supporting people experiencing disadvantage and associated socio-economic barriers with access free food and essentials.	Tier 1	\$15,000 (Year 1 23/24) \$15,000 (Year 2 24/25) \$15,000 (Year 3 25/26)	Nil
The Alfresco Community Kitchen Ltd	Project Alfresco Growth	A project to increase the frequency of meal service currently provided in Martin Place for people experiencing homelessness.	Tier 1	\$50,000	Nil
The Haymarket Foundation Ltd	Dining with Dignity: Empowering Haymarket's Homeless Community	A project to increase access to healthy food for people experiencing homelessness in the inner city through nutrition education programs, community lunches, and the provision of takeaway meals and food hampers.	Tier 1	\$231,210 (Year 1 23/24) \$141,690 (Year 2 24/25) \$141,690 (Year 3 25/26)	Nil

Organisation Name	Project Name	Project Description	Funding Tier	\$ Amount Requested	VIK Requested
The School Food Project Ltd.	School Lunch Program Pilot	A project to pilot a School Lunch Program Hub that responds to the cultural needs and expectations of students at Glebe Public School, then expand into more schools in the local area.	Tier 1	\$250,000 (Year 1 23/24) \$250,000 (Year 2 24/25) \$250,000 (Year 3 25/26)	Nil
University of Technology Sydney Students' Association	Bluebird Pantry Protein	A project to increase the variety of protein available at Ultimo food pantry for University students from culturally diverse backgrounds experiencing food insecurity including fresh eggs and meat.	Tier 1	\$29,000 (Year 1 23/24) \$24,420 (Year 2 24/25) \$24,420 (Year 3 25/26)	Nil
Youth Off The Streets Limited	Food Support for Key College Students	A project to provide Key College students in Redfern with fresh food and daily meals to ensure their nutritional needs are met.	Tier 1	\$17,228 (Year 1 23/24) \$14,445 (Year 2 24/25) \$14,445 (Year 3 25/26)	Nil

Item 4.

Post Exhibition - Resilience Strategy 2023-2028

File No: X087996.001

Summary

This report seeks Council approval of the Resilience Strategy 2023-2028 (the Strategy). The Strategy sets the community resilience directions and actions for the City of Sydney local area.

This new Strategy outlines the City's commitment to strengthening community resilience by working in partnership with residents, business, and other levels of government to build a connected, prepared and resilient city. The Strategy describes our current and emerging challenges, and opportunities for action across five directions:

- Direction 1: An equitable, inclusive, and connected community
- Direction 2: A climate resilient city
- Direction 3: Places, buildings, and infrastructure for resilience
- Direction 4: A robust local economy
- Direction 5: A prepared community.

Approval was given by Council on 26 June 2023 to publicly exhibit the draft Strategy for a minimum of 28 days to allow an opportunity for the community to provide feedback.

Public exhibition of the draft Strategy occurred from 17 July to 8 September 2023. Consultation included online engagement, social media promotion and presentation to several community meetings. Members of the public were able to comment through Sydney Your Say or directly to City staff. Over 200 pieces of feedback were received.

Strong support was received for the directions and actions in the draft Strategy. All the actions also received support from respondents.

People expressed concern about the impacts of climate change, community cohesion, emergency management and communication, and food security. These issues are all addressed in the Strategy. Based on the nature of the feedback provided, the final Resilience Strategy 2023-2028 requires only minor editorial amendments.

Recommendation

It is resolved that:

- (A) Council note the submission and feedback received through the public exhibition period as reported in the Engagement Report shown at Attachment B to the subject report;
- (B) Council adopt the Resilience Strategy 2023-2028, as shown at Attachment A to the subject report; and
- (C) authority be delegated to the Chief Executive Officer to make amendments to the Resilience Strategy 2023-2028 in order to correct any minor drafting errors and finalise design, artwork and accessible formats for publication.

Attachments

Attachment A. Resilience Strategy 2023-2028

Attachment B. Engagement Report

Attachment C. Draft Resilience Strategy 2023-2028 (changes marked-up)

Background

1. In 2018, Resilient Sydney collaborated with all 33 greater Sydney councils to deliver and implement a metropolitan-wide Resilient Sydney Strategy. The Resilient Sydney Strategy provides the framework and guidance for individual councils to develop a strategy specific to their local area.
2. The City has developed a draft Resilience Strategy as a member council of the Resilient Sydney network to contribute to local and metropolitan scale resilience. This is increasingly important in the context of ongoing and emerging shock events and disasters including severe storms, flooding, heatwaves, fires, and pandemics.
3. Seventeen metropolitan Sydney councils have developed or are developing resilience strategies for their local area, including:
 - (a) Bayside Council
 - (b) Blue Mountains Council
 - (c) Burwood Council
 - (d) Campbelltown City Council
 - (e) City of Canada Bay Council
 - (f) City of Canterbury Bankstown
 - (g) City of Ryde
 - (h) Georges River Council
 - (i) Hawkesbury Council
 - (j) Lane Cove Council
 - (k) Northern Beaches Council
 - (l) Penrith City Council
 - (m) Mosman Council
 - (n) Strathfield Council
 - (o) Willoughby City Council
 - (p) Liverpool City Council.
4. The draft City of Sydney Resilience Strategy has been developed over the last 18 months, to localise the work of the metropolitan-wide Resilient Sydney Strategy and identify ways the City can build on its existing activities to strengthen the resilience of our community to shocks and stresses. The project team has engaged widely with staff across the organisation and with the community.

Resilience Strategy 2023-2028

5. Resilience is the capacity of individuals, communities, institutions, business, and systems within a city to survive no matter what kinds of chronic stresses and acute shocks they experience. It involves the social, economic, and environmental systems that support urban areas, including physical infrastructure and places.
6. We are experiencing increasing shocks and stresses arising from climate change, geopolitical events, and economic shifts. The impact that a shock has on a place depends upon the underlying stresses. For example, the shock of the Covid-19 pandemic exposed existing inequities and amplified chronic stresses affecting our communities such as housing affordability, social cohesion, and food insecurity.
7. The City plays a major role in strengthening community resilience by providing infrastructure, programs, and services to support local communities. We are already undertaking activities to support community resilience, and the Strategy identifies ways in which the City can build on this existing work to further strengthen the community's ability to cope with shocks and stresses.
8. The Strategy provides a comprehensive explanation of the current and emerging shocks, stresses and resilience challenges our city and communities face, what we are currently doing to address these, and includes 15 Strategy Actions that respond to these challenges and are underpinned by an internal Action Plan.
9. The Strategy outlines five directions, and 15 supporting actions:
 - (a) Direction 1 - An equitable, inclusive, and connected community
 - (i) Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable, and rental housing.
 - (ii) Monitor community wellbeing and equality to inform decision making about resilience initiatives.
 - (iii) Improve food security and equitable access to food.
 - (iv) Increase social connectedness within and between communities to strengthen their capacity to recover.
 - (b) Direction 2 - A climate resilient city
 - (i) Support our community to cope with increased heat and drought.
 - (ii) Update flood and sea level rise planning to prepare the city for predicted climate impacts.
 - (iii) Improve the City's ability to understand and manage climate risks and equity implications.
 - (c) Direction 3 - Places buildings and infrastructure for resilience
 - (i) Embed resilience principles in asset management.
 - (ii) Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity.

- (d) Direction 4 - A robust local economy
 - (i) Analyse and communicate changes in the economy to help businesses and communities to adapt to changing conditions.
 - (ii) Promote economic diversity and inclusion to strengthen the innovation economy and the skills needed for a resilient future.
- (e) Direction 5 - A prepared community
 - (i) Develop disaster preparedness and climate adaptation initiatives with priority communities.
 - (ii) Enhance community facilities to support priority communities during shock events.
 - (iii) Support businesses to become more resilient and to contribute to community resilience.
 - (iv) Strengthen the City's emergency communications channels, ensuring they are accessible to diverse communities.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

10. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This plan is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - the Strategy ensures that the City continues to be an active contributor to metropolitan governance as a member council of the Resilient Sydney network by contributing to local and metropolitan scale resilience.
 - (b) Direction 2 - A leading environmental performer - the Strategy addresses how the City is adapting to a changing climate by understanding risks and creating equitable solutions.
 - (c) Direction 6 - An equitable and inclusive city - the Strategy describes how the City will collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.
 - (d) Direction 7 - Resilient and diverse communities - the Strategy describes how the City will work with communities and government to prepare organisations, services, infrastructure and people to respond to and recover from shock events.
 - (e) Direction 9 - A transformed and innovative economy - the Strategy describes how the City will improve community economic resilience through diversity, inclusivity and revitalising of our city.

Organisational Impact

11. In developing the Strategy, significant consultation was undertaken with City staff across all divisions and many business units.
12. Strategy actions build on the work already being done to strengthen resilience and have been developed and agreed in partnership with relevant City staff.
13. Many aspects of the Strategy can commence implementation in FY24 with existing resources, and the need for further resources to deliver on the Strategy over subsequent years will be considered in future year's budget and business planning.

Risks

14. The successful implementation of the Strategy is subject to risks arising outside the City's control, including:
 - (a) Inadequate state and federal policy and legislative frameworks to manage resilience challenges that exceed the City's regulatory remit.
 - (b) Lack of partner funding from other levels of government to support community resilience initiatives.
 - (c) Unwillingness of residents, government, and business community to collaborate on the delivery of Strategy actions.

Social / Cultural / Community

15. The Strategy addresses the City's key social resilience challenges including inequality in Sydney, homelessness, community safety, housing, increasing food insecurity, social cohesion, loneliness and isolation, and digital literacy and inclusion.
16. The Strategy addresses the City's key cultural challenges including the role of community facilities in providing enhanced services to support the community as trusted places to access resources, programs and training, and develop relationships - increasing community connection.
17. Cultural and community challenges and opportunities expressed by priority communities during consultation activities have been included in the Strategy. Priority communities include Aboriginal and Torres Strait Islander communities, people with disability, and culturally diverse communities.

Environmental

18. The Strategy acknowledges that the community is already feeling the impacts from climate change, particularly priority communities who are more adversely affected than others. We need to plan and adapt to the changing nature of climate risk. Protecting our communities will require greater investment in resilience, adaptation and mitigation planning.
19. The Strategy outlines our key climate related resilience challenges and opportunities for action including understanding climate risk, adapting to heat, drought, bushfire impacts, storms and flooding, sea level rise, and equity in our climate response.

Economic

20. Economic recovery, lack of economic diversification, skills and labour shortage, supply chain disruption, and innovation and creativity in the economy have been identified as key challenges under the Strategy.

Financial Implications

21. Many aspects of the Strategy can commence implementation in FY24 with existing budget and resources. The need for budget and resources to deliver on the Strategy over subsequent years will be considered in future year's budget and business planning and will be incorporated into the City's approved Long Term Financial Plan which is subject to Council approval.
22. The City plans to identify funding opportunities for some actions through grant programs available from state and federal governments, and international networks e.g., C40.

Public Consultation

23. Public exhibition of the draft Strategy occurred from 17 July to 8 September 2023. Consultation included online engagement, social media promotion and presentation to several community meetings. Members of the public were able to comment through Sydney Your Say or directly to City staff.
24. This built on the consultation activities that were undertaken during the development of the draft Strategy, which were reported to Council in the pre-exhibition Council report in June 2023.
25. Feedback was gathered through a survey that was available online and in hard copy. City staff spoke to people at nine community meetings, ran a webinar for the business community with 48 participants and presented to the Aboriginal and Torres Strait Islander Advisory Panel.
26. The public exhibition period was promoted on the City of Sydney's website, electronic newsletters, social media channels and on QMS digital screens across the local area.
27. In total, 198 people gave feedback through the survey. This included 185 online survey responses and 13 hard copy survey responses. Two submissions were also received via email from Go Get and the Green Building Council of Australia.
28. Strong support was received for the directions and actions in the draft Strategy. All of the actions also received support from respondents. The five actions people saw as most important were:
 - (a) Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable, and rental housing.
 - (b) Support our community to cope with increased heat and drought.
 - (c) Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity.

- (d) Improve the City of Sydney's ability to understand and manage climate risks and equity implications.
 - (e) Improve food security and equitable access to food.
29. People expressed concern about the impacts of climate change, community cohesion, emergency management and communication, and food security. These issues are all addressed in the Strategy.
 30. Based on the nature of the feedback provided, the final City of Sydney Resilience Strategy 2023-2028 requires only minor amendments. These include: removing references to the 'draft' Strategy; updating the date of the Strategy to reflect its anticipated endorsement in December 2023; updating the last paragraph on page 9 to describe how community engagement informed the final version of the Strategy; and revision of the 'What our communities told us' section from pages 15 to 17. This section was updated to describe the community engagement activities undertaken during public exhibition as well as during strategy development and to describe the feedback gained during the public exhibition phase. This includes that people told us climate change is the greatest threat to resilience, and the feedback received from the business community on what it considers the most significant shocks and stresses.
 31. Attachment C shows the proposed changes to the Draft Strategy.
 32. The Strategy engagement report summarises the feedback received during the consultation.

KATE DEACON

Director Strategic Development and Engagement

Anna Mitchell, Executive Manager Sustainability and Resilience

Attachment A

Resilience Strategy 2023-2028



Resilience Strategy 2023–2028

A strategy to address the resilience challenges in the City of Sydney area
November 2023

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The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area. We acknowledge Elders past and present and celebrate the resilience of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and connections to Country.

Message from the Chief Executive Officer



I have seen firsthand the resilience of our local communities. We've faced many challenges in recent years, from drought and bushfire impacts and floods to the global pandemic and other extreme weather events, as well as cyber threats and changing economic conditions. But we've always come together and supported one another, especially those in need.

Given this, I'm pleased to announce our City of Sydney Resilience Strategy. This local strategy is a collaborative effort to strengthen our resilience and ensure we can continue to prepare for, respond, adapt, and recover from shocks and stresses now and into the future.

This strategy provides a greater understanding of our local area including our vulnerabilities, interconnectedness, and underlying pressures. Our local shocks and stresses provide the foundation to understand our resilience challenges and opportunities. It builds on the work of the metropolitan Resilient Sydney Strategy to inform and engage communities including government, business and residents to increase resilience and reduce risks for everyone.

At the heart of this strategy is a commitment to working together to understand our resilience challenges, what we're currently doing to respond to these challenges and actions to build our capacity and capability to strengthen community resilience. This includes investing in infrastructure, strengthening social networks and developing new partnerships.

Through this strategy we will work to ensure all members of our communities have the support they need to thrive and that we are able to bounce back more quickly from shocks and stresses when they occur.

I am proud to lead an organisation that is committed to building a more resilient community. Thank you for your support and commitment in making our city a more connected, prepared and resilient place to live, work and visit.

P. M. Barone

Chief Executive Officer
Monica Barone

Aboriginal and Torres Strait Islander statement



Victoria Park, Camperdown: Yabun Festival. Photo: Joseph Mayers.

The City of Sydney is on the lands of the Gadigal People of the Eora Nation. They are stewards of the land where the city is built and have cared for this Country for over 60,000 years. Aboriginal people have lived on this place through drought, fire, flood, war and social upheaval. Their knowledge of this land can teach us how we can be resilient and adaptive in the face of modern disruptions.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and that government policies still negatively impact Aboriginal and Torres Strait Islander peoples. This has led to intergenerational trauma including disadvantage in social inclusion, housing, education, health and wellbeing.



Redfern Community Centre: Reconciliation Week. Photo: Chris Southwood.

By addressing housing affordability, cost of living and gentrification, we will work together to prevent further displacement of Aboriginal and Torres Strait Islander peoples in the City of Sydney. The City of Sydney understands that these past human rights injustices impact us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples in order to reconcile for the past.

We recognise that the British occupation on the shores of Warrane (Circular Quay), Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Gadigal of the Eora nation. Longstanding harmonious ways of life were disrupted by this invasion as Country, lands and waterways of Aboriginal peoples were appropriated.

Today Sydney is central to Aboriginal and Torres Strait Islander peoples, cultures, traditions, histories, and activism.

Despite the destructive impact of this invasion, Aboriginal and Torres Strait Islander cultures have endured and are now globally recognised as the world's longest continuous living cultures.

The City strives to honour the voices, needs and aspirations of Aboriginal and Torres Strait Islander peoples by supporting and advocating their quest for self-determination and empowerment consistent with UN Declaration on the Rights of Indigenous Peoples. By actively listening and understanding the harsh truths of the past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land and environment.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

Noting the existence and use of Aboriginal language, spirituality and terminology to identify places and landmarks in the area, it's incumbent on all of us to engage and consult directly with the local Aboriginal community for better cultural, social, environmental and economic benefits.

The City of Sydney is committed to reconciliation. Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in economic, social, environmental and cultural change.

Executive summary

The City of Sydney local area is facing more challenges from the impacts of climate change and social and economic disruptions, which threaten the city's stability and prosperity. To address these challenges, we've developed this local resilience strategy that sets out a vision for a more adaptive and prosperous city.

The strategy's challenges and opportunities are described across 5 directions:

Direction 1: An equitable, inclusive and connected community – collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.

Direction 2: A climate resilient city – adapt to a changing climate by understanding risks and creating equitable solutions.

Direction 3: Places, buildings and infrastructure for resilience – strengthen infrastructure and assets to withstand shocks and stresses and build community resilience.






Direction 4: A robust local economy – improve community economic resilience through diversity, inclusivity and revitalising our city.

Direction 5: A prepared community – work with communities and government to prepare organisations, services and people to respond to and recover from shock events.

Our resilience strategy requires partnerships and collaboration between the City of Sydney and other levels of government, business and community organisations. We're prioritising action and investment in physical infrastructure, social systems, economic sustainability, and programs, people and existing initiatives.

By working together, we can create a more adaptive and thriving city for our communities to be better prepared for future challenges.

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		We want to:	To address:	We will:
 <p>Direction 1 An equitable, inclusive & connected community</p>	Collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.	Inequality, homelessness, safety, affordable housing, food insecurity, social cohesion, loneliness & isolation, digital inclusion.	<ol style="list-style-type: none"> 1. Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable and rental housing. 2. Monitor community wellbeing and equality to inform decision making about resilience initiatives. 3. Improve food security and equitable access to food. 4. Increase social connectedness within and between communities to strengthen their capacity to recover. 	
 <p>Direction 2 A climate resilient city</p>	Adapt to a changing climate by understanding risks and creating equitable solutions.	Heat, drought, bushfires, storms & flooding, sea level rise, equity in our climate response.	<ol style="list-style-type: none"> 5. Support our community to cope with increased heat and drought. 6. Update flood and sea level rise planning to prepare the city for predicted climate impacts. 7. Improve the City of Sydney's ability to understand and manage climate risks and equity implications. 	
 <p>Direction 3 Places, buildings, and infrastructure for resilience</p>	Strengthen infrastructure and assets to withstand shocks and stresses and build community resilience.	Asset management, role of community facilities, infrastructure failure, lack of redundancy in infrastructure systems.	<ol style="list-style-type: none"> 8. Embed resilience principles in asset management. 9. Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity. 	
 <p>Direction 4 A robust local economy</p>	Improve community economic resilience through diversity, inclusivity and revitalising our city.	Economic recovery, diversification, skills & labour shortage, employment conditions, supply chain disruption, innovation.	<ol style="list-style-type: none"> 10. Analyse and communicate changes in the economy to help businesses and communities to adapt to changing conditions. 11. Promote economic diversity and inclusion to strengthen the innovation economy and the skills needed for a resilient future. 	
 <p>Direction 5 A prepared community</p>	Work with communities and government to prepare organisations, services and people to respond to and recover from shock events.	Community preparedness, cyber security, data & information sharing, emergency communications.	<ol style="list-style-type: none"> 12. Develop disaster preparedness and climate adaptation initiatives with priority communities who require additional support. 13. Enhance community facilities to assist priority communities who require additional support during shock events. 14. Support businesses to become more resilient and to contribute to community resilience. 15. Strengthen the City of Sydney's emergency communications channels, ensuring they are accessible to diverse communities. 	

Introduction

How this strategy was developed

This strategy for our local area was developed to localise the work commenced in 2015 by the Resilient Sydney program including the Resilient Sydney strategy. City of Sydney hosts the Resilient Sydney program and network on behalf of the 33 local governments in Greater Sydney. The City of Sydney Resilience Strategy supports several strategic directions from our community strategic plan:

1. Responsible governance and stewardship,
2. A leading environmental performer,
6. An equitable and inclusive city, and
7. Resilient and diverse communities.

It also aligns with and supports major strategies including our environmental strategy and social sustainability policy and action plan.

The City of Sydney Resilience Strategy is supported by research including a local area resilience risk assessment, which identifies current and emerging community shocks, stresses and future considerations for our local area.

Building on this evidence base, we undertook several activities to understand our resilience challenges, what we're currently doing in response and identify actions to strengthen community resilience.

Community consultation has informed the Strategy. We asked community members about their experiences with emergency situations, their ideas on how our communities can be more prepared for emergencies and their thoughts on what will help our communities cope with the impact of shocks and stresses. We then tested the draft directions and actions to ensure what we were proposing resonated with the community.



What is resilience?

Resilience is 'the capacity of individuals, communities, institutions, business and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.'
Resilient Cities Network.

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

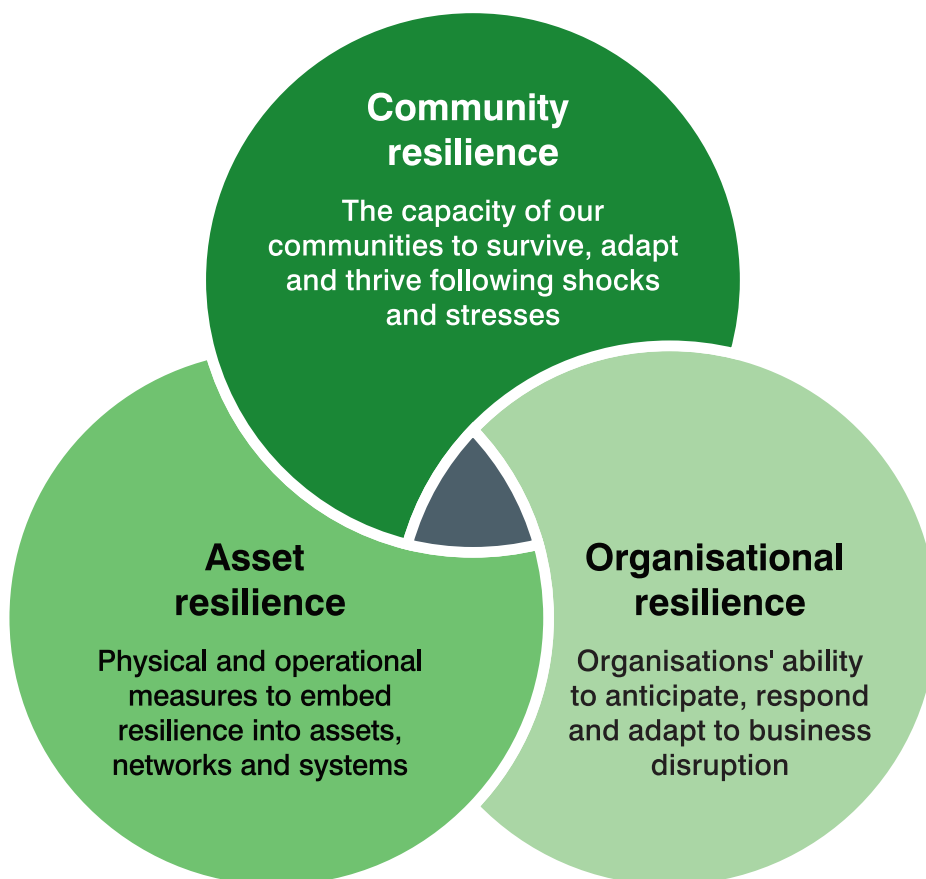
Acute shocks are sudden, sharp events that threaten a city, such as heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis, such as rising inequity, lack of social cohesion and inadequate public transport.

Our city functions through a complex network of logistical, social, economic, governmental and technological systems. These systems impact our daily lives in many ways. Systems can support people in our community to thrive or they can exacerbate vulnerabilities.

Improving the systems and networks that make up a city will increase our resilience overall. Resilient systems withstand, respond, and adapt more readily to shocks and stresses.¹

The intersection between community, organisational and asset resilience shows the interdependence and interconnectedness between these 3 elements to promote overall resilience.



Shocks and stresses

In Sydney we're experiencing increasing shocks and stresses arising from climate change, geopolitical events and economic shifts. The impact that a shock has on a place depends upon the underlying stresses. For example, the shock of the Covid-19 pandemic exposed existing inequities and amplified chronic stresses affecting our communities such as housing affordability, social cohesion and food insecurity.

By 2060 the annual economic cost of natural disasters in Australia is expected to increase from an average \$38 billion per year to at least \$73 billion and as much as \$94 billion per year. In NSW the total economic costs of natural disasters over the next forty years will be at least \$360 billion.² More frequent and severe shocks and stresses – in part, due to climate change – will test our capacity to cope as increasing impacts become more likely to exceed our limits.

We've identified these acute shocks our area is vulnerable to:

-  critical infrastructure failure
-  epidemic/pandemic or mass medical emergency
-  extreme weather including heatwaves, severe storms and flooding
-  bushfire impacts
-  food, fuel or water crisis from drought or supply chain disruption
-  compromised buildings
-  cyberattack
-  civil unrest resulting in disorder, violence or riot
-  terrorist attack
-  landslip/subsidence

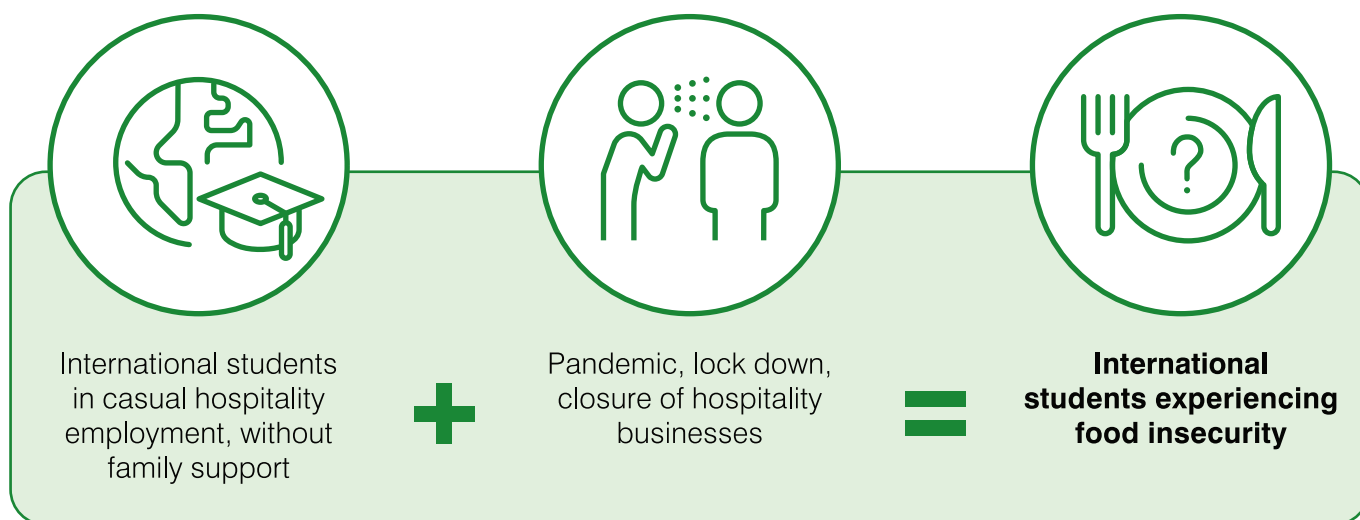
We've identified these chronic stresses the city is vulnerable to:

-  increasing inequity between advantaged and disadvantaged households
-  increasing domestic and family violence
-  cultural intolerance
-  food insecurity
-  economic stress from lack of economic diversity, and supply chain disruption
-  skills and labour shortage, employment conditions, demand on essential workers
-  health service demands/limited capacity
-  individual financial vulnerability from high levels of household debt, low wage growth, workforce casualisation, underemployment and unemployment
-  water insecurity
-  ageing population/increasing vulnerabilities within the community
-  increasing population, residential density and demand on infrastructure and services
-  lack of affordable housing
-  decreasing redundancy in communications networks

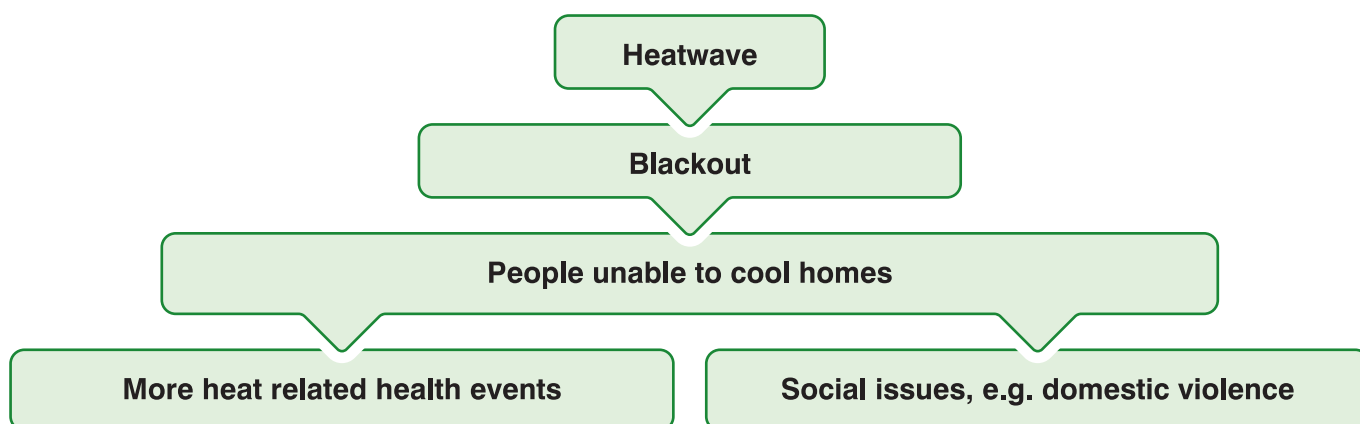
Interconnected systems and risks

Stresses can undermine the ability of communities, assets and organisations to recover from a shock. Understanding the role of these stresses helps identify and prepare for potential cascading or compounding risks.

As shock and stress events increase, the likelihood of these events occurring simultaneously or directly after one another also increases. The compounding impact of shocks and stresses often results in a much longer response and recovery phase.³ This example of compounding shocks and stresses shows how international students studying in Sydney were impacted by the Covid-19 pandemic.



Cascading risks increase the vulnerability of communities, organisations and assets. A cascade is a chain of events that occurs when hazards, risks and increased vulnerabilities connect across multiple scales to produce a disaster⁴. Wider community resilience will be negatively impacted by increased compounding and cascading risks, highlighting the importance of a coordinated, system wide approach to resilience. This example shows how a weather event cascades into health and social impacts.



The Covid-19 pandemic caused significant health, economic and social impacts. This amplified existing chronic stresses, impacting people already facing barriers and creating a new group of communities in need. Responding to compounding and cascading impacts of the pandemic required coordinated support from the City of Sydney. This included emergency food distribution, dedicated community hotlines, targeted communications, personal protective equipment and community quick response grants.



Northcott Community Centre, Surry Hills, Covid-19 vaccination hub specifically for Aboriginal and Torres Strait Islander People. Photo: Aby Felman.

Our role in strengthening resilience

The City of Sydney plays a major role in strengthening community resilience by providing projects, programs and services to support local communities. Other people and organisations have responsibilities for parts of the complex network of systems that keep our local area running. They are responsible for working together and individually to ensure the safety of our community and the functioning of our city in good times and bad. This strategy identifies actions we can take to:

- lead and advocate
- plan and regulate
- build partnerships and capacity
- provide infrastructure, assets, projects, programs and services
- communicate with stakeholders.

The scale of disasters and disruptions affecting cities often overwhelms their ability to respond locally. Extreme weather events, bushfires and the Covid-19 pandemic reminded us that we are a global, hyperconnected city. As a well-resourced council, leader and vocal advocate we made a clear decision to work with communities and organisations beyond our local area boundaries.



Redfern Community Centre Reconciliation Event kitchen. Photo: Chris Southwood.



George Street: Living Colour. Photo: Katherine Griffiths.

Priority communities

The term ‘priority community’ describes a group of people who are experiencing vulnerability due to the systems and circumstances in which they live. The City of Sydney has identified a number of priority communities in our local area who may require additional support during times of stress or emergency. We are aware that individuals may identify with more than one of these priority communities, and thus experience heightened vulnerability.

The City has identified the following priority communities under this strategy:

- Aboriginal and Torres Strait Islander people
- People on low incomes
- Renters including social housing residents
- People experiencing homelessness
- People with disability
- People with mental health or chronic health issues
- People over 65-years-old
- Babies and children under five years old
- New immigrants, non-citizens, and refugees
- People with English as a second language.

Governance

Good governance prioritises transparency, accountability and inclusivity in decision-making. It involves regular engagement with local communities to understand their needs and concerns, and to ensure policies and decisions reflect their priorities. It also involves building strong partnerships with other levels of government and business to achieve shared goals and maximise resources.

Disjointed governance and distrust is one of Sydney’s biggest challenges. Communities are concerned about disconnected decision-making determining housing, infrastructure and services, transport, education and employment. Responsibilities are distributed across numerous organisations and levels of government. Historically this has undermined our ability to make integrated, place-based decisions to meet the needs of our communities. This also undermines our ability to understand place-based risks and to take effective action.

These challenges are connected in people’s lives and aren’t constrained by boundaries or different levels of governance. Addressing them requires a comprehensive and collaborative approach to engage diverse stakeholders, promote transparency and accountability, and prioritise the public interest for good governance in our local area.

The City of Sydney has a responsibility to balance the needs and interests of current and future generations as it makes decisions. We need to ensure we provide effective governance and leadership and have the capacity and capability to serve our communities now and in the future. Trust between community, government, and institutions will be critical. We’ll achieve this through strong partnerships, inclusive decisions, collaboration, accountability and transparency, to strengthen governance across our local area and Greater Sydney.

Our organisational resilience

Organisational resilience is our ability to anticipate, respond and adapt to disruptive events, such as industrial action, natural disasters, cyberattacks or economic disruptions. It involves physical, technological and human factors that enable us to adapt to changing circumstances and maintain operations in the face of adversity.

The goal of organisational resilience is to ensure we can continue to provide essential services, meet our obligations and achieve our goals, even during significant challenges. This involves developing a culture of preparedness, investing in robust systems and processes, and fostering strong relationships with key stakeholders, such as employees, our communities and suppliers.

We’ll need to be flexible and agile to redeploy resources during future emergencies. For example, during our response to the global pandemic, library employees became delivery drivers for emergency food relief in the city.

Supporting our organisation is our people strategy, which is part of our [resourcing strategy](#) and guides our decision making, priorities and investment in a resilient workforce.

Ultimately organisational resilience helps us be more flexible, agile, adaptable and secure, in response to shocks and stresses.

What our communities told us

Consultation overview

During March and April 2023, we asked the community to share their experiences with emergency situations, their ideas on how our communities can be more prepared for emergencies and their thoughts on what will help our communities cope with the impact of shocks and stresses. The consultation focused on understanding the concerns, interests, and diverse perspectives of Aboriginal and Torres Strait Islander people, people with disability, social housing residents, and other priority groups.

Feedback was gathered through conversations with community members at pop-ups in Redfern, Glebe, Woolloomooloo and Green Square, as well as social housing forums. We presented to several of the City of Sydney's specialist advisory panels to listen to feedback from priority communities

During the public exhibition, from July to September 2023, we asked people to share their views on the directions and actions in the draft Strategy. Feedback was gathered through a survey that was available online and in hard copy. We spoke to people at a number of community meetings and ran a webinar for the business community.

People acknowledged climate change is the most pressing issue they face in terms of resilience and preparing for the future.



107 Redfern Street, Redfern: Rooftop community garden.
Photo: Cassandra Hannagan.

“Resilience – bouncing back after adversity. Ongoing reminders that there is help out there.”
- community member feedback



Waterloo Green, Waterloo: Redfern and Waterloo Pet Day.
Photo: Sarah Rhodes.

Feedback on the draft Strategy

Strong support was received for the directions and actions in the draft Strategy. All the actions also received support from respondents. The five actions people saw as most important were:

- Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable, and rental housing.
- Support our community to cope with increased heat and drought.
- Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity.
- Improve the City of Sydney’s ability to understand and manage climate risks and equity implications.
- Improve food security and equitable access to food.

Feedback on specific topics

During both phases of engagement, people provided feedback on the following topics.

Climate change and extreme weather

Climate change was the strongest theme across all community feedback. People acknowledged climate change is the most pressing issue they face in terms of resilience and preparing for the future.

People are aware that those who are already experiencing disadvantage are more likely to feel the impacts of climate change.

People do not feel prepared for an emergency caused by extreme weather. When asked how they would prepare, people told us they would organise household supplies, stockpile food and water and adapt their home to cope with the emergency. People who rent expressed strong concern that they are not able to make changes that would make their home more comfortable in an emergency.

People also expressed a desire for government to invest in infrastructure to help protect the community, such as stormwater management, greening and making homes more resilient.

Planning for an emergency

People told us they feel safe at home during an emergency event like a heatwave or flash flooding. Some people told us they feel safe at local council facilities (including community centres, libraries and aquatic centres), indoor air-conditioned spaces (including shopping centres and cinemas) and at local green spaces.

People are aware that disadvantaged groups can often be left behind and not have access to information and resources during emergencies and would like to see this addressed. We also heard that despite being a safe city, access to safety is not equally available to all. Systems can reinforce inequality which impacts trust with law enforcement and services designed to protect community safety. This includes cultural safety for Aboriginal and Torres Strait Islander people.

People suggested that the City ensures that emergency communications and consultations on plans and actions reach all members of society. Suggestions included providing educational material about what to do in an emergency (what to pack, where to go etc.) and having community assembly centres that people can access during emergencies.

Food security

People told us we could improve access to fresh healthy food in our community by addressing affordability issues, encouraging 'grow your own' options, and improving physical access to fresh affordable food supplies, for example through local growers markets.

People who have experienced difficulty accessing fresh healthy food told us they coped by seeking low-cost options, careful budgeting, with help from support services and from friends and family.

Communication

People told us they would like more information about emergency resources and places of refuge in their local area. They would like both online and face-to-face options to learn more about disaster preparedness. People suggested collaborating with government, councils, and communities to avoid duplication of efforts and ensure effective planning.

Information and communication should be accessible and provided in alternate formats for people with disability, with additional consideration of when there is no access to power or the internet.

Community cohesion

People told us we can enhance (or improve) community resilience by supporting community connection and wellbeing. They value how people in a well-connected community can help look after each other.

Emergencies can be especially challenging for people with disability, and it is important to pre-plan and prepare where possible. Disability inclusive disaster risk reduction was suggested as a means for the City of Sydney to collaborate with people with disability to increase disaster resilience.

Economic resilience

Feedback about economic resilience varied. Businesses expressed concern about stresses such as supply chain disruption and skills and labour shortages. Feedback from non-business respondents included a sentiment that people should be prioritised. Whilst there is some understanding that having a strong local economy is beneficial for the community, people do not want it to be the driving force.



Dyuralya Square, Waterloo: Green Square community information day.
Photo: Damian Shaw.

Direction 1

An equitable, inclusive and connected community

Collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.

Our resilience challenges

Our communities face increasing inequality, with a wider gap between rich and poor, a lack of social and affordable housing, and increasing homelessness. Food insecurity is becoming a major challenge for government and communities.

People need to be digitally connected with access to data and devices to go about their daily lives. Importantly we also need to ensure our community is socially cohesive, with strong social networks and interconnected communities, to help us respond and recover quickly from future shocks and stresses.



Wellington St, Waterloo: OzHarvest supermarket in the Waterloo Estate. Photo: Mark Metcalfe.

Inequality in Sydney

The cost of living crisis alongside housing stress continues to impact many people within our community, in particular low income earners and people living below the poverty line⁵. While wealth in Australia is growing, the gap between the richest and poorest within our society continues to grow, highlighting the inequalities faced by many.⁶

Inequality impacts all City of Sydney residents and workers directly or indirectly. It can undermine social cohesion, overall wellbeing and create barriers to full participation in the social, cultural, economic and political life of the city⁷.

In our local area, the Sydney Equality Indicators found serious inequalities across multiple domains including employment and income, housing, health, education, transport and participation in public life. These inequalities are experienced across multiple groups but are starkest for Aboriginal and Torres Strait Islander people, people on low incomes and people with disability⁸. Other dimensions of inequality were evident across gender, citizenship and sexuality. It is also clear that where inequalities are experienced within one domain, they are undoubtedly experienced across multiple domains, demonstrating the interconnections of these barriers and impacts.

The Covid-19 pandemic highlighted existing inequalities in our city. Many people already marginalised or experiencing disadvantage and inequity were more adversely affected by the pandemic than the general population. Research suggests women experienced more significant impacts on their employment, domestic labour and health and wellbeing⁹, and young people are also missing out on economic opportunities.

Addressing inequality in Sydney requires systemic change across many areas through a comprehensive and collaborative effort involving all levels of government, community organisations and the private sector.



Homelessness Action Plan. Photo: Katherine Griffiths.

Homelessness

Homelessness, including people sleeping rough, those in temporary accommodation and at risk of homelessness, is a key challenge for the City of Sydney. People sleeping rough are especially vulnerable to shocks, such as extreme weather events including heat stress, rain and flooding, and the Covid-19 pandemic. We're seeing more people sleeping rough, with 277 people in February 2023, an increase of 52 people from the previous year, due to a severe shortage of affordable and social housing in Sydney and across NSW. This includes people displaced due to extreme weather events, including floods in 2022.

We've met with a range of senior stakeholders across government and business, and the common theme is homelessness will continue to increase in coming years unless something is done to increase the amount of social and affordable housing available and to increase funding to support people to maintain tenancies. Contributing factors to the increase in homelessness may include critical statewide housing shortages, the cost-of-living crisis, increasing instances of family and domestic violence, financial impacts for older women and the impacts of environmental disasters on housing, food and household finances.

There has been a significant increase in numbers of people with severe mental and physical health issues which has put increased demand on the homelessness support sector. Due to the demands on the health system and lack of appropriate housing, there is inadequate supply of healthcare and longer-term accommodation and support options available for these people. The lack of resourcing and investment in high support housing models for people with complex needs means they spend longer sleeping rough.

Homelessness is a complex problem that cannot be tackled alone. The City of Sydney works with all levels of government, peak bodies, local organisations and the community to show leadership and commitment to end homelessness.

Given the ongoing, systemic challenges facing our city there will need to be significant ongoing funding and collaboration to end homelessness. This will require increased social and affordable housing, along with emergency preparedness and protocols, and ongoing support services.

Community safety

In 2021 Sydney was ranked the number one safest city in Australia and fourth in the world by the Economist Safe Cities Index.¹⁰ This index measures urban safety with indicators across 4 pillars: digital, infrastructure, health and personal security. Despite these rankings, access to safety is not equally available to all in Sydney. Many factors can increase the likelihood of being a victim or perpetrator of crime. Systems designed to respond to and prevent crime do not meet the needs of all community members. Systems can reinforce inequality which impacts trust with law enforcement and services designed to protect community safety.

Lack of safety has the potential to impact the city's reputation, deter tourism and hinder business growth. Perceptions of safety often come from how people feel about an area or place. Perceived fears can impact people's quality of life and the social and economic wellbeing of communities.

It is critical that the City of Sydney continues to address actual and perceived safety and ensures our residents and visitors feel safe in their communities. The challenge is to further develop and implement effective strategies that will continue to reduce crime and improve safety.

Housing

Sydney is widely recognised as one of the world's most liveable cities but in the past decade complex housing issues have challenged our liveability indicators¹¹. There is a severe housing shortage in Sydney, particularly affordable and social housing.

Access to safe and sustainable housing is fundamental to an inclusive and equitable society, and to increase safety and build community resilience. We're advocating and planning for more diverse, social and affordable housing through our [local housing strategy, housing for all](#). The strategy establishes an overarching vision, course, and shared responsibilities for housing delivery over the next 20 years. It identifies the housing challenges and community needs and establishes the land use planning priorities, objectives and actions to respond to key issues and manage growth and change in the city.

Design and construction quality of residential properties plays a significant part in community wellbeing, including the ability to adapt to climate change impacts. Housing needs to withstand the effects of increasing wet weather and provide passive cooling for more hotter days.

Access to good quality private and social housing is needed to reduce climate inequality experienced by priority groups, particularly those with low incomes, people renting and those living in apartments. People living in apartments, or renting in any type of dwelling, can have more difficulty adapting to climate impacts as they are unable to easily modify their home, for example, by installing insulation.

There are more than 9,700 state government owned social housing properties in our local area – one of the largest concentrations in Australia. Social housing is concentrated in a few high-density estates in Redfern, Waterloo, Surry Hills, Glebe and Woolloomooloo, with some smaller concentrations in other parts of the local area.

The extremely poor condition of some of the social housing stock is a challenge for our community's current health and well-being and ability to adapt to climate change.



Redfern: Social housing. Photo Katherine Griffiths.

Many residents are living in dwellings that need significant repairs and maintenance. In some properties conditions compromise health and safety. The Productivity Commission's report on government services for housing and homelessness in 2018 found that 24% of public housing tenants lived in dwellings not meeting minimum NSW standards¹².

More than 25% of houses are over 50 years old and stagnant rental income received by NSW Land and Housing Corporation cannot cover increasing costs of repairs and maintenance of the ageing portfolio.

With social housing precincts such as Waterloo estate being redeveloped into a mix of social, affordable and private housing, it will be critical to ensure future housing has the quality and capacity to adapt to our changing climate.

In many cases housing is not fit for tenants with accessibility requirements or complex needs. NSW Land and Housing Corporation has acknowledged several challenges in supporting tenants with disability including complex modification requests from NDIS participants and the mismatch of properties to meet tenant needs. This includes a lack of specialist disability accommodation. Most housing has not been constructed with accessibility features to support people with chronic medical conditions, age-related health issues and disability.¹³

Housing affordability and availability, the condition of social housing properties and private rental properties and the inability for renters to adapt their homes to climate change impacts represent key challenges for the liveability and equity of our city.



Waterloo Estate: OzHarvest supermarket. Photo: Mark Metcalfe.

Increasing food insecurity

Our food systems and supply chains are increasingly vulnerable to shocks such as extreme weather events or global pandemics, and stresses such as climate change that can impact food supply to our city. Food waste also contributes significantly to greenhouse gas emissions.

A growing number of people in our city are experiencing food insecurity, which includes disruptions to their physical and economic access to food. Many families are struggling with increased financial pressure from the cost of living.

The NSW Council of Social Service cost of living report found in 2022 that 16% of respondents in the city and inner south areas reported skipping meals in the past 12 months. Also, more than 60% of respondents cited food as an increased pressure on family budgets during the pandemic.¹⁴

The Foodbank hunger report in 2021 found 17% of Australian adults did not have enough to eat in the past year and could be categorised as severely food insecure. This means people are needing to reduce the quality and quantity of the food they eat by skipping meals or relying on food relief services, such as food banks and community pantries.

Aboriginal and Torres Strait Islander people, and people on low incomes are significantly more likely to be food insecure. During the pandemic many people relied on emergency food relief services due to lockdown restrictions and their financial circumstances.

Developing sustainable food systems is a priority for cities around the world, with many focusing on food policies, growing food, nutrition and reducing food waste, along with programs to address socio-economic equity.

In Australia there is a significant opportunity to learn from Aboriginal and Torres Strait Islander people's connection to Country and empower our First Nations communities as part of future solutions.

Due to the scale and complexity of our food systems addressing challenges to develop a sustainable food system also requires leadership, coordination and resourcing by the NSW Government.

The City of Sydney participated in the inquiry into food production and supply in NSW in 2022, which made recommendations to improve food security and develop more resilient and sustainable food systems across the state.



Waterloo Green: Pet Day. Photo: Sarah Rhodes.



St Helen's Community Centre. Photo: Chris Southwood.

Social cohesion

Social inclusion and justice – key components of social cohesion – has declined sharply in Australia since 2020.¹⁵

Data from the City of Sydney's community wellbeing indicators (2019) shows that only 50% of community members were confident they would get help from their neighbours, but almost all would help their neighbours. This suggests a lot of goodwill but lack of connection.

Evidence shows that communities with high social cohesion are generally more resilient – by working together when disaster strikes, communities, organisations, businesses, government and individuals recover faster.¹⁶ At the same time a lack of social cohesion, including social divides, marginalisation and inequality, can be a major stress itself and can lead to civil unrest and undermine community health and wellbeing.

Volunteering plays an important role in creating connections within community and can provide opportunities for people from diverse backgrounds to come together. Working with people from different backgrounds can also support empathy and understanding for each other. This can help to break down barriers and promote understanding and acceptance of different cultures, religions and lifestyles, which can contribute to social cohesion. A strong culture of volunteerism and willingness to help each other is important in a time of crisis.

Strengthening social cohesion is an ongoing challenge. We need to continue focusing on how we build trust and supportive networks within and across community groups, whilst addressing cultural intolerance and being vigilant about racism and discrimination.

Loneliness and isolation

Urban loneliness and social isolation have emerged as significant global issues that can impact wellbeing, physical and mental health, and the ability of communities to come together in times of need and for individuals to recover from emergencies.

There are multiple risk factors for loneliness and isolation in our area. We have people of diverse languages, ethnicity, religion, sexuality and gender. This diversity can be a catalyst for strength but also a challenge to forming strong bonds between people.

People move houses regularly and many live here briefly. Many residents speak limited English. A high proportion of people live alone. Students, including international students, and younger people are particularly at risk. Some groups have little or no face-to-face contact with others in their local area.

We need to continue to promote and provide opportunities for people to connect, reduce social isolation and enhance a sense of belonging within our communities.¹⁷

Digital literacy and inclusion

It is increasingly important for people to have online access and the skills to use technology confidently to improve their day-to-day lives and engage in civic life. By contrast digitally excluded people miss out on social and economic benefits that connectivity provides, with affordable access to the internet being a major barrier.

There are 3 elements to digital inclusion:

- Digital access – where people own appropriate devices to access reliable and sustainable high-quality internet at home.
- Digital ability – where people have adequate skills to enable them to do a variety of tasks online with confidence.
- Digital affordability – where people can afford to pay for good quality service.

Households that need to pay more than 5% of their household income to access the internet are considered to have low affordability. Households paying more than 10% are in stress.

In 2021 we looked at digital inclusion initiatives offered in the City of Sydney area by government, not-for-profit and corporate services. Although generally not secure for functions such as banking, we found plenty of organisations offering free wifi in certain locations and supporting people to develop their digital skills. But very few initiatives helped people on limited incomes afford the devices and data they need to get online at home.

During the Covid-19 pandemic some social housing residents reported they experienced insufficient digital connection, or none at all¹⁸.

In February 2023 15% of 774 respondents to a City of Sydney survey about use of our community facilities said they either do not have internet access at home (11%), or do not have home internet access that meets their needs (4%). Improving digital literacy and inclusion enables our community to not only be better prepared in an emergency, but also addresses inequalities around access to education, employment, services and income.



Darling Square: Darling Square Library. Photo: Adam Hollingworth.

What we're doing

We're working towards our vision for a just, inclusive and socially sustainable city through our [social sustainability policy and action plan, a city for all](#).

We're implementing 59 social sustainability actions over the period 2018 – 2028. We continue to provide social services and support through early education and care services, community centres, homelessness services, social and skills development programs for young and older people, community transport, food services, diversity programs, support for international students and education and training programs.

The City empowers volunteers through co-produced programs with community members, the provision of direct funding or promoting volunteering opportunities. As an example, the City provided funding to the Stay Kind Foundation and Stay Kind ambassador programs. Roving teams of trained volunteer 'ambassadors' provide on-the-spot assistance to people at risk of becoming offenders or victims of crime in the city at night. A dedicated safe space provides vulnerable young people a place to rest, rehydrate, charge their phones, get first aid, find transport home, or wait for friends or family.

We work closely with other metropolitan councils, state government agencies and with business, community and not-for-profit organisations to advocate and collaborate on these complex issues that impact inequality, with a strong focus on housing, community safety and homelessness.

Our [local housing strategy, housing for all](#) establishes an overarching housing vision and sets the course for housing provision for the next 20 years. It identifies the housing challenges and community needs and establishes our land use planning priorities, objectives and actions to respond to key issues and manage growth and change in the city.

Our [homelessness action plan](#) details our role in working with our partners to create a resilient city, hosting safe and sustainable housing for everyone. We're responding to homelessness by monitoring trends in inner-city homelessness, assisting people sleeping rough, managing our public spaces and working with our partners to support people to access safe and sustainable housing and support.

We're committed to building an inclusive and accessible city for everyone, now and in the future. Through our [inclusion \(disability\) action plan](#) we're ensuring our programs, services, events, community facilities, public spaces and infrastructure are inclusive for everyone, including people with less visible disabilities. We're working to create positive attitudes and behaviours, more liveable communities, achieve higher rates of meaningful employment and provide more equitable access to mainstream services for people with disability.

Sydney is recognised internationally as a safe city. Our [community safety action plan](#) sets out our contribution to making Sydney a safe and resilient place to live, visit, work and study. It describes our work to increase actual and perceived public safety through crime prevention and response, preparedness, response to emergencies and strengthening community resilience.

Our plan to build and strengthen meaningful relationships with Aboriginal and Torres Strait Islander communities is demonstrated through our stretch reconciliation action plan. This plan is a call to action for people in our organisation to make a stand for reconciliation. Through the Eora Journey we recognise Aboriginal and Torres Strait Islander histories, cultures and communities, ensuring this fundamental part of our global city is celebrated by everyone. Place-based acknowledgement of Country is vital for reconciliation, and we seek to draw on the sophisticated, resilient and continuous culture of this place. We've worked with and achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008.

Digital literacy and inclusion are a focus for programs delivered through our community centres and libraries. Over the past decade we've increased digital literacy programs and the provision of technology and free public wifi across our facilities. We will be increasing this, adding free wifi to another 21 facilities. In late 2019 our libraries and learning team joined Be Connected, an Australian government initiative committed to increasing the confidence, skills and online safety of older Australians. The program aims to empower everyone to use the internet and everyday technology to thrive in our digital world.

What we need to do next

Over the next 5 years we will take further action to address the challenges to becoming an inclusive and connected city. Actions have been designed to also address challenges captured under other Directions.

Action	Aligned Directions
<p>1. Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable and rental housing</p> <p>We will respond to the shortage of good quality housing for priority communities including Aboriginal and Torres Strait Islander communities with advocacy, strategic and operational activities, supporting renters and collaborating closely with the organisations that provide housing.</p> <p>We will work with: NSW Department of Communities and Justice, Land and Housing Corporation, Planning and Environment, community housing providers, owners' corporations, tenant advocacy groups.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city ✓</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy ✓</p> <p>5: A prepared community</p>
<p>2. Monitor community wellbeing and equality to inform decision making about resilience initiatives</p> <p>We will undertake rigorous research into wellbeing and equality in our city, share the results with the community, and use this information to inform decision making in our city about resilience initiatives.</p> <p>We will work with: Local community services and service providers, other levels of government and academia.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city ✓</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy</p> <p>5: A prepared community ✓</p>
<p>3. Improve food security and equitable access to food</p> <p>We will develop a sustainable food systems policy and action plan and strengthen our approach to working with others to provide emergency food relief when required and look for ways to support our community to grow food locally.</p> <p>We will work with: Local community services and service providers, other levels of government, industry and academia, Sydney City Farm Volunteers.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city ✓</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy</p> <p>5: A prepared community ✓</p>
<p>4. Increase social connectedness within and between communities to strengthen their capacity to recover</p> <p>We will continue to be a connector in bringing our diverse communities together, including Aboriginal and Torres Strait Islander communities, through provision of facilities, services, programs, grants, communication campaigns and volunteering.</p> <p>We will work with: Local community services and service providers, other levels of government and academia.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy</p> <p>5: A prepared community ✓</p>



Town Hall: Climate Strike. Photo: Katherine Griffiths.

Direction 2

A climate resilient city

Adapt to a changing climate by understanding risks and creating equitable solutions.

Our resilience challenges

Our climate has already changed. Australia has warmed by an average 1.47°C since national records began in 1910. Each decade since 1950 has been warmer than the last with the 8 years from 2013 to 2020 all ranking among the 10 warmest years on record.¹⁹ Australia is experiencing more frequent and intense weather events such as extended droughts, flooding and damage from extreme storms and longer runs of days above 30 degrees. Our whole community is already feeling the effects of climate change particularly priority groups who are more adversely affected than the general population.

While we're not able to prevent these disasters from happening we need to plan and adapt to the changing nature of climate risk now and in the decades ahead. Protecting our communities will require greater investment in resilience, adaptation and mitigation planning – from government, business, community organisations and individuals. This will reduce the physical, economic and social recovery costs that follow a disaster and the impact on our communities.



Indigenous carbon offsets. Photo: ©Aboriginal Carbon Foundation.

Understanding climate risk

Climate risk is the assessment of the consequences and likelihood of climate change impacts and adaptation options. Physical risks relate to the physical impacts of climate change, whereas transition risks relate to the associated changes to things like the economy, policies, laws, technologies, business and investment models. The economic risks of climate impacts are staggering, with natural disasters predicted to cost the Australian economy at least \$73 billion per year by 2060.²⁰ In its 2021 intergenerational report, the NSW Government considered climate change risk as a key determinant of the state's long-term economic position for the first time.

An increasing number of organisations are conducting climate risk assessments to meet expectations of communities, investors and emerging regulations and guidelines. However, lack of consistent, up to date and accessible data is hampering the ability of organisations to work collaboratively and with the community, on a coordinated understanding of, and response to, these risks.

Adapting to heat

Sydney's hottest year on record was 2019 followed a 7-year run of hottest years ever from 2013. Climate scientists widely acknowledge the pattern of record warmer years will continue. Long runs of hotter days put pressure on our people and infrastructure, affecting public transport and roads, and open green spaces and biodiversity as trees and animals struggle to adapt to intense heat. When energy demand increases during heatwaves, electricity infrastructure is more likely to overload and fail putting pressure on building systems like air ventilation.

Increased heat also puts pressure on the health of residents and visitors, leading to negative consequences for quality of life and community wellbeing. It leads to more heat-related illnesses, adding pressure to our health systems, increased energy and water consumption and decreased air quality. It also exacerbates existing urban heat island effects.

People in the community already experiencing disadvantage have less ability to adapt. For example, people on low incomes may be unable to afford the cost of air conditioning, while people with pre-existing mental or physical health issues are more likely to suffer health impacts. Addressing the impacts of increased heat is critical to ensure the city's resilience and sustainability from a changing climate.

Drought

As global temperatures continue rising the frequency and intensity of drought events is increasing, leading to water shortages for domestic, agricultural and industrial use. This has a significant impact on the local economy and environment, and also affects the quality of life for residents.

More hotter days caused by climate change are a contributing factor to changing rainfall patterns and extended droughts. Climate change will cause increased variability – with more significant storms and increased drought risk. Drought conditions will impact water availability, the health of our green spaces and food production outside the city.

Our challenge is to adapt to the effects of drought in cities and ensure through effective water use and reducing unnecessary consumption that communities have access to sufficient water resources in the face of a changing climate.

Bushfires

The 2019/20 bushfires, exacerbated by the prior years of drought, demonstrated that shocks outside our local area can seriously impact local residents and visitors. During the bushfires we experienced significant air quality issues and many community members suffered health impacts. Our services were also affected as our employees who work outside were directly impacted by the fires.

Unlike other climate impacts the risk of bushfires can be substantially lessened^{21 22} by reinstating cultural fire land management practices used by Aboriginal and Torres Strait Islander peoples for millennia. Small, low intensity controlled burns conducted early in the fire season remove fuel load and reduce the risk of late dry season fires. These cultural fire practices produce far less carbon emissions than uncontrolled wildfires and strengthen biodiversity by supporting native vegetation that relies on fire to propagate. They also provide powerful social and economic benefits, as Aboriginal and Torres Strait Islander people are employed on Country to practice and pass on traditional knowledge.

Aboriginal and Torres Strait Islander peoples hold tenure over 54% of Australia's landmass and manage almost half of Commonwealth parks and reserves²³. There is a real opportunity for cities to work with regions, and for governments and organisations like the insurance industry to reduce bushfire risk by supporting Indigenous-led fire land management.

Storms and flooding

NSW is already starting to see the effects of changing rainfall patterns due to climate change with heavy rainfall expected to increase in intensity and changes to overall rainfall levels.

While the City of Sydney area rarely experiences catastrophic flooding it does experience flash flooding during rainfall from severe weather and storms. Storms also cause damage to property and infrastructure and in early 2020 parts of metropolitan Sydney suffered weeklong power outages.

Increased rainfall intensity will create increased frequency and severity of flash flooding throughout the city with low-lying areas and developments bearing the brunt of the damage and cost to both property and business income. Though short-term in terms of impact, long-term adaptation is needed to reduce the impacts of flooding on both residential communities and those who visit the city for work and entertainment.

Sea level rise

Sea level rise due to climate change is predicted to accelerate over the next 100 years. The direct impact of rising sea levels in the City of Sydney area is limited to harbour shorelines and adjacent low-lying areas. But sea level rise leads to indirect impacts including increased temporary and permanent flooding (inundation) of low-lying areas by higher-than-normal tides and storm surge.

Areas near water edges are expected to see open green spaces inundated by harbour waters, increases to storm surge levels and increased storm erosion. This will cause significant impacts on the community, environment and economy in these areas including damage to streets and property and flooding of critical infrastructure such as sewage systems and electrical substations.

Equity in our climate response

While climate change will affect all people in the City of Sydney area, many of the most vulnerable within our community will be disproportionately affected. Climate change compounds stress and disadvantage already experienced, where even a minor climate shock can put vulnerable people under long-term stress.

The 2021 census shows that 60% of residents in our local area rent, mostly living in medium or high density multi-story dwellings. There are more than 22,000 households living in social and community housing and/or on low incomes. These communities are particularly susceptible to climate change impacts due to other vulnerabilities such as chronic health conditions and are more likely to live in low quality housing that is not equipped to protect against the effects of climate change. They have fewer resources and less ability to adapt to these impacts.

People living in these circumstances have a greater risk of heat injury, exposure to mould and decreased wellbeing. Our programs, activities and actions to adapt to climate change need to prioritise people and communities most impacted.

What we're doing

We've reduced emissions by more than 77% across our operations since 2006 and became the first carbon neutral council in Australia in 2007. Our [environmental strategy](#) outlines our sustainability initiatives and current program of activities to take strong and effective action in response to climate change, and we report on progress in our [annual green report](#).

Our sustainable business partnership programs target key commercial sectors that contribute most to the city's environmental footprint. The [Better Buildings Partnership](#), [Sustainable Destination Partnership](#) and [CitySwitch](#) engage in sustainable action with 87 different organisations including building owners, hotel operators, entertainment venue managers and office tenants from legal firms to not-for-profit groups.

[Smart Green Apartments](#) works with owners, and strata and building managers to improve environmental performance in apartment buildings in our local area.

Despite our focus on mitigating causes of climate change the world is not on track to keep global heating below 1.5 degrees. While we will continue to focus on emissions reduction, we're increasing our efforts to prepare the city for long-term impacts of climate change and ensure our short-term risks and consequences of shocks are managed through cohesive disaster preparedness.

The [greening Sydney strategy](#), adopted in 2021 has 6 directions to make the city greener and more resilient. This follows decades of investment in biodiversity and urban forestry. Since 2009 we've created 27 hectares of new parkland and completed more than 124,000sqm of landscaping with 905,000 new plants, and since 2004 we have planted over 16,000 trees. Planting trees and plants is helping to reduce the heat island effect of dense building areas and create a more resilient city. We support 21 community gardens which are run by volunteers.

We partnered with Sydney Water to build a trunk drain from Green Square to Alexandra Canal. The drain has reduced the threat of high-level floods in the area. The inclusion of water treatment plants to treat stormwater creates 320 million litres of non-potable water every year that is sent to new buildings and open spaces, effectively recycling rainwater closer to where it falls.

In Sydney Park we're improving drainage in sports fields and in other open areas to ensure the park and sports fields can operate longer during periods of wet weather. We've installed water reuse systems in 20 parks connected to adaptive irrigation systems with real time monitoring. We've optimised our water recycling schemes, irrigation systems and water features to ensure water use is reducing over the long term.



Womerah Ave, Darlinghurst: Womerah Gardens. Photo: Renee Nowytarger.

What we need to do next

Over the next 5 years we will take further action to address the challenges to becoming a climate resilient city. Actions have been designed to also address challenges captured under other Directions.

Action	Aligned Directions
<p>5. Support our community to cope with increased heat and drought</p> <p>We will plan ahead to manage future drought conditions in our own operations, look at how new homes can be built to better cope with heat, advocate for improved thermal comfort in existing homes, and provide advice and education to residents, including priority communities in poor quality rental and social accommodation.</p> <p>We will work with: NSW Department of Communities and Justice, NSW Land and Housing Corporation, NSW Department of Planning and Environment, Australian Building Codes Board, universities, non-profit organisations in the homelessness sector.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>6. Update flood and sea level rise planning to prepare the city for predicted climate impacts</p> <p>We will advocate for state government guidance to be updated to reflect recent climate modelling, and then update our flood models and management plans. We will also look at how the longer-term issue of sea level rise can be addressed in collaboration with other councils and agencies.</p> <p>We will work with: NSW Department of Planning and Environment, other councils.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>7. Improve the City of Sydney’s ability to understand and manage climate risks and equity implications</p> <p>We will strengthen consideration of climate risk in organisational decision making processes and explore ways to deliver more equitable outcomes in our environmental actions.</p> <p>We will work with: Data providers, industry groups, national and international climate networks.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community ✓</p>



Redfern Community Centre: Reconciliation Event. Photo: Chris Southwood.

Direction 3

Places, buildings and infrastructure for resilience

Managing our infrastructure and assets to withstand shocks and stresses and build community resilience.

Our resilience challenges

Like many other cities we face challenges with asset management, vulnerability to primary infrastructure failure including electricity and transport, waste and resource recovery infrastructure, and stormwater and drainage infrastructure.

Addressing these resilience challenges requires a comprehensive and integrated approach that considers the interdependencies between different systems and infrastructure, alongside community needs.

Complex planning system

The NSW planning system is complex, with decisions about buildings, places and infrastructure made by multiple entities across local and state government. The Resilient Sydney Strategy identified disjointed governance as a key challenge for the metropolitan area. In our local area, the City of Sydney has the ability to use our planning controls to enhance the resilience qualities of developments for which we are the consent authority. As we learn more about how to design and build for resilience, we will need to update these controls, which in some instances may require the agreement of the NSW government. City of Sydney also needs to advocate for the NSW government's planning agencies to consider interdependencies and risks when making decisions about planning including land use, infrastructure development and policy change, to ensure they are strengthening the city's resilience.

Managing assets

We're responsible for approximately \$13 billion in infrastructure and assets including roads and footpaths, stormwater and drainage, buildings and facilities, parks and open spaces, and information and technology assets. Our resident and visitor populations are growing while we face increasing budget constraints and there is a risk our assets will not meet future demand to support the services we provide to the community, especially under future climate conditions. Existing assets have commonly been designed to suit historic climates and may not withstand future climate conditions.

Building and upgrading assets to be more resilient is an ongoing challenge requiring investment and careful planning. Considering resilience outcomes at the design stage is the most efficient and cost-effective way to do this. We need to design assets that are flexible and fit for purpose. We need to consider how people will use and interact with our places, buildings and infrastructure and plan for ways to reduce shocks and stresses to the community. Buildings and infrastructure will need to be flexible to cater for future expansion without reconstruction and the ability to adapt to a changing city. This requires us to have a deep understanding of the interdependencies and vulnerabilities across the entire system, including the ways our assets interact with, and are dependent on, the functioning of those owned and managed by other organisations and levels of government.

Local governments have responsibility for very large numbers of critical assets, and historical funding mechanisms for asset maintenance and management will not be adequate to keep assets at a level that enables them to cope under future climate conditions. We need to work with other levels of government to identify sustainable funding sources.

The role of community facilities

The City of Sydney owns and operates a wide range of community facilities, including community centres and venues for hire, libraries, recreation centres, aquatic centres and childcare centres. We also provide access to our facilities to community groups and organisations to enable them to deliver services for the community. These assets play an essential role in supporting community resilience. A range of services are provided to the community through these facilities including recreation, education, health and wellbeing activities, social connection, events and council related administration.

As we improve our understanding of what our community needs to become more resilient, we may need to change how we use these facilities. In particular, we see a role for some community facilities to provide enhanced services to support community preparedness as trusted places to access resources, programs and training, develop relationships, and as places of refuge during shock events such as heatwaves and storms.



Green Square, Zetland: Library and Plaza launch.
Photo: Adam Hollingworth.



City infrastructure: rail lines, shade trees and tennis courts, Prince Alfred Park, Surry Hills. Photo: Joseph Nalevansky.

Vulnerability to critical infrastructure failure

Our lives are increasingly reliant on electronic devices from phones to cars. A lack of redundancy in communication networks will see energy network failures rapidly disrupt communications and access to information.

Sydney is highly vulnerable to shock events such as heatwaves and storms that can disrupt electricity infrastructure serving the local area.

When energy demand increases during a heatwave electrical infrastructure is more likely to overload and fail. This will cause mass public transport disruptions and failures, air conditioners to stop working and outages to communication networks, reducing the ability of people to seek help. This shows how easily extreme weather events can trigger other shocks, such as power and communication outages, and water network or infrastructure failures.²⁴

The transport system is used by large volumes of people with many commuting significant distances to reach the city daily. Transport failure can be caused by deliberate disruptions such as civil unrest, protest, and/or terrorist attack, or by extreme weather events, and can result in large volumes of people stranded in the local area.

Most of this infrastructure is owned and managed by other organisations or other levels of government, and collaborative resilience planning is essential to ensure everyone plays their part in keeping our community safe during disasters.

To reduce carbon emissions from the use of gas and petrol, many individuals and businesses in the city are taking steps to electrify buildings and transport.

Buildings that have passive design features, are efficient or run on renewable electricity have resilience benefits as they can maintain safe temperature levels and fresh air even during short energy supply interruptions due to suitable shading, window to wall ratios, insulation and materials.

Energy storage from in-building batteries or electric vehicles can also provide demand flexibility that optimises energy costs, grid services, and occupant needs, in a continuous and integrated way. But increased reliance on electricity for mobility, cooking and water heating means when electricity outages occur, impacts will be more extensive. Stand-alone systems can continue to function during grid outages and can be useful in disasters.

Waste and resource recovery infrastructure

Natural disasters and other disruptive events such as industrial action pose risks to waste and recycling collection and processing. Also, clean-up of materials such as toxic waste, fuel spills and asbestos materials are expensive and cause impacts for longer periods than the disruption that caused the damage.

There are numerous challenges for waste and recycling management in the local area. There are few local landfills or resource recovery facilities to manage waste and recycling. We rely on a small number of depots and commercially operated transfer stations to consolidate recyclables and waste before they are transferred by larger vehicles to facilities outside the local area for processing or disposal. To manage our waste efficiently and cost effectively relies on commercial operators continuing to manage waste transfer and resource recovery facilities reasonably close to the local area.

Systems for transporting and processing Sydney’s household waste are fragile and vulnerable to disruption. Without coordinated action there is a significant risk that household waste and recycling will not be able to be collected or processed in the event of disasters such as storms, fires and floods. Waste left uncollected can present a public health risk.

This vulnerability was highlighted in 2022 when storms and landslip temporarily closed transport lines to the processing facility that accepts a significant proportion of the region’s household waste. In that instance, affected councils undertook hurried calls to find alternative facilities, transporting waste as far away as Woy Woy in household refuse collection vehicles leading to delayed collections.

If one key location is inaccessible or closed due to a disaster there are few alternatives and a risk of waste accumulating on the kerb with collection trucks unable to deliver their loads to transfer stations that are full. During these events it is the responsibility of local government to ensure waste collections are maintained and have access to transfer and processing destinations.

Stormwater and drainage infrastructure

Our stormwater and drainage infrastructure includes gross pollutant traps, drainage pipes and culverts, drainage pits, open channels and raingardens.

Climate change impacts such as more frequent and intense rainfall events can lead to inundation and overland flooding resulting in the increased risk of accidents on roadways and property damage.

Increases in damage, along with impacts on the supply chain as a result of the pandemic, has increased the risk of delays to infrastructure renewal, disruption to operations and delays in sourcing materials. This has led to a backlog of construction and maintenance activities.

Increasing residential density is resulting in more infrastructure upgrades where the City of Sydney has less control. For example, state owned major road or utilities upgrades which might span multiple years, lead to longer term stresses and impacts to our upgrade or renewal plans.

Without adequate investment and upgrades there is a risk that existing stormwater and drainage infrastructure may not be able to cope with future population demands. Therefore, there is a need to assess and improve stormwater and drainage infrastructure to enhance its resilience and sustainability while ensuring the safety and wellbeing of our communities and the surrounding environment.



Sydney: Cleansing staff with truck. Photo: Katherine Griffiths.

What we're doing

We've started revising our detailed asset management plans to incorporate resilience assessments. This includes identifying which shocks and stresses affect each type of asset, and how mitigation actions can be implemented in asset management processes. We're also incorporating resilience principles into project management decision making in asset design and operations to provide community resilience outcomes and co-benefits.

Our community centres and libraries play an important role in social inclusion by providing access to a range of learning, creative, cultural, health and wellbeing activities and services. In 2023, we consulted our community about activities and services in our community centres and libraries. More than 70% of people told us our centres are important because they connect people.

We heard that our centres are valued because they provide equitable access to space, learning opportunities, activities and resources like books, computers and meeting rooms. People value that our centres provide community services and what they offer is affordable or free of charge.

Critical infrastructure failure including transport emergencies are managed and coordinated under NSW emergency management arrangements. These arrangements bring together emergency services, landowners and government agencies with specific responsibilities for emergency management to coordinate emergency responses. We're also able to effectively respond and recover through our crisis management, incident and emergency management, and business continuity arrangements to ensure essential services continue for our communities.

We're trialling new materials on our roads and footpaths that improve circular economy outcomes and are more resilient. If the trials are successful, we will aim to use similar materials across our roads and footpaths.

We're reviewing our flood modelling to ensure the effects of long-term climate change are understood and identifying infrastructure that is vulnerable to these impacts, in particular low-lying areas and drainage pinch points.

To achieve our zero waste target we're working with councils and advocating to the NSW Government to protect existing waste transfer stations and increase capacity of resource recovery facilities to support recycling continuity and the development of a circular economy. We're also advocating to continue protecting industrial land which allows for waste recycling and management opportunities for commercial operators.

We're participating in the development of a Sydney disaster waste management risk reduction and resilience plan. This is a regional project with regional organisations of councils, governments and industry working together to identify, analyse and develop contingency plans. This includes the range of risks and potential impacts on the collection, transport, processing and disposal of household residual, organic, bulky, and other streams of waste and recycling. This scale of collaboration between government and industry is necessary, unprecedented, and would not be possible without a coordinated approach.

We continue to advocate for improved building codes to ensure new homes are water and energy efficient, thermally comfortable and inexpensive to cool to ensure equitable access to safe housing as the climate warms.

What we need to do next

Over the next 5 years we will take further action to address the challenges to establishing places, buildings and infrastructure for resilience. Actions have been designed to also address challenges captured under other Directions.

Actions	Aligned Directions
<p>8. Embed resilience principles in asset management</p> <p>We will explore how our assets support community resilience, and what we need to do to make assets themselves more resilient to shocks and stresses.</p> <p>We will work with: City of Sydney suppliers, users of our facilities, industry groups.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community</p>
<p>9. Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity</p> <p>We will explore how to reduce risks in the waste management system.</p> <p>We will work with: NSW Environmental Protection Authority, other councils, industry groups, City of Sydney suppliers.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>



Redfern Street: Summer Streets Event. Photo: Chris Southwood.

Direction 4

A robust local economy

Improve community economic resilience through diversity, inclusivity and revitalising our city.

Our resilience challenges

The Covid-19 pandemic had a major impact on the city's economy and triggered its first recession in almost 30 years. The economic loss was unprecedented as our economy was hit by a health crisis, lockdowns, loss of international visitors, students and migrants, disrupted supply chains, product and labour shortages, and rising inflation.

As Australia's major gateway to the world, the economy of central Sydney was particularly exposed, with border closures and working from home orders having significant impacts on the city centre, most acutely felt by the tourism, hospitality, retail and support services industries.

While these sectors are recovering, the scale of the impact and the cost to employees, businesses, communities and government brought into question the resilience of economic systems, both local and global.

A major learning from the pandemic was that without strong resilience a local economy can suffer severe loss from a major shock. It also showed that economic recovery can be prolonged if the economy lacks flexibility and diversity to adapt to new economic environments and the opportunities change brings.

Strengthening the city's economic resilience ensures it continues to operate effectively despite future disruptions. It gives confidence to businesses, workers, consumers and investors, and keeps our economy competitive and attractive to global talent and investment. To achieve this goal we must address many challenges the city faces that impair a robust economy.

Economic recovery

The pandemic impacted Sydney's economy significantly since March 2020. In 2020/21, the city's gross regional product was estimated to have shrunk by \$6.8 billion or 4.9% with 4.2% of jobs lost.²⁵ Although the city's economy has in many segments largely recovered, the substantial change initially brought about by the pandemic has left a lasting impression and forced a transition in the way certain aspects of the economy function.

For example, with office occupancy in the city centre below pre-pandemic levels due to increased working from home arrangements, the commuter population in the city is lower, particularly on Mondays and Fridays. This has an impact not only on the future makeup of the office market, but also on retail and hospitality businesses that relied on a Monday to Friday working week. Conversely, after the pandemic the city centre is receiving more visitors on weekends, with the night-time economy in particular well up, suggesting the city centre is transitioning towards a more experience-based economy less dependent on the worker population.

Lack of economic diversification

The city's economy is highly concentrated in a few key sectors in the city centre. The finance and insurance sector accounts for 33% of the city's economic output²⁶ and 45% of businesses operate in the visitor economy²⁷. Our city centre is only around 5 square kilometres, yet it generates more than \$100 billion annually.

The high concentration of economic sectors increases the city's vulnerability to major shocks. This was highlighted during the pandemic when our visitor economy, retail, hospitality, entertainment, and international education sectors were impacted.

Also, a lack of diversification in the scale of businesses can impact resilience with smaller businesses often better placed to act nimbly and respond to changes compared to larger organisations.

Skills and labour shortage

The pandemic led to a major shortage in both unskilled and skilled labour in specific areas of the economy, particularly as international students and overseas migration levels declined. As highlighted by the October 2022 release of the National Skills Commission's skills priority list, 336 occupations from 914 across all industries are in shortage in NSW.²⁸ The online job vacancies in the Greater Sydney region kept growing since June 2020 and reached more than 68,000 in September 2022, a 37% increase from the pre-pandemic level in September 2019.²⁹ While international student and overseas migration volumes are growing again some labour shortage challenges will ease, but a skills shortage is anticipated to remain for several years.

The skills and labour shortage weakens the economic resilience by curbing market supply, adding costs to businesses, making the economy less efficient and slowing down the city's transition to a future-ready economy. The pandemic has underscored the importance of training and upskilling our local workforce to ensure a reliable talent pipeline, including global talent that we relied on heavily in the past.

Supply chain disruption

Sydney's economy relies heavily on supplies from other parts of Australia and overseas. In 2020/21 the city imported more than \$37 billion in goods and services, with \$14.3 billion from overseas.³⁰ But our global supply chains are vulnerable due to lack of diversification and the shift towards 'just-in-time' inventory management, which relies on regular and predictable shipments.

The pandemic and the war in Ukraine highlighted this vulnerability with significant disruptions to global supply chains. The City of Sydney business needs survey found that 45% of participating businesses had difficulty sourcing stock or raw materials in May 2020, with 34% still facing challenges in June 2021.³¹

Strengthening local supply chains not only improves resilience but also presents opportunities for local jobs growth and lower carbon emissions due to reduced transportation distances, and partnerships between business, government and the community are critical to reducing the vulnerability of supply chains.



Darling Square Library. Photo: Abril Felman.

Innovation and creativity in the economy

Innovation is the process of trying new and different ways to solve problems, add value, and create opportunities for business, consumers and the broader community.

Building a strong innovation economy is crucial to strengthening the city's resilience as innovation both provides solutions to new challenges – from renewable energy technology to flood mitigation mechanisms – and has been proven to help businesses withstand, adapt and recover from major economic shocks.

Although Sydney is home to Australia's largest innovation economy, the city has fallen behind many international peers, with Sydney's ranking as a global tech startup ecosystem dropping from 16th in 2016 to 20th in 2022 (and 24th in 2021).³²

The creative economy is a key contributor to the innovation economy, with creativity and the wide diversity of skills in the creative sector central to cultural innovation and technological advances in the economy. However, too often creative spaces and communities that have been instrumental in driving the success of an area are subsequently pushed out by redevelopment and gentrification. This is particularly true in high-cost cities such as Sydney.

What we're doing

After a prolonged period of economic disruption, the City of Sydney is developing a new economic strategy to respond to the challenges and opportunities presented by the post-pandemic world. We released an [economic strategy discussion paper](#) in 2022 and the new strategy will be developed in 2023 with continued input from local business and communities.

The strategy will capture Sydney's competitive strengths and build from the social, environmental, and economic values of the city and its people to position Sydney for future success. Among other things it will explore a community wealth building model to keep locally generated wealth in the local economy, placing control and benefits in the hands of local people. In 2021 we explored how this could occur in a [community wealth building discussion paper](#).

Beyond developing a new economic strategy we're delivering a range of measures that support local economic development and overall economic resilience.

We're playing a key role in supporting our community groups and local businesses to recover from the impacts of Covid-19. At the onset of the pandemic we acted quickly and prepared a [community recovery plan](#). This 18-month plan was based on extensive feedback from the community, building on the \$72.5 million in support packages we released in March 2020. Highlights include waiving footway dining fees, rent relief for commercial properties, pedestrianising and activating George Street, and grant support for organisations and businesses. Support programs also include the Reboot series that provides free upskilling webinars for small local businesses in the retail, hospitality, arts and cultural sectors to cope with challenges following the pandemic.

Through our [tech startups action plan](#) we're supporting innovation and increasing small business diversity in Sydney. The plan focuses on fostering entrepreneurial culture, skills, and capacity building, increasing ecosystem density and improving access to funding and markets. It is supported by innovation grants and a newly opened hub for climate-tech startups and scaleups, Greenhouse. This hub aims to provide affordable space, access to business support programming and state of the art facilities, and directly support more than 100 high-performing startups and scaleups to create more than 1,500 new jobs over 10 years.

We fund the NSW Indigenous Chamber of Commerce and IndigiSpace to provide several business accelerator programs for Aboriginal and Torres Strait Islander businesses.

We promote and support developing a 24-hour economy through the implementation of and support the development of the creative industries through the [Creative City cultural policy and action plan](#).

What we need to do next

Over the next 5 years we will take further action to address the challenges to maintaining a robust local economy. Actions have been designed to also address challenges captured under other Directions.

Actions	Aligned Directions
<p>10. Analyse and communicate changes in the economy to help businesses and communities to adapt to changing conditions</p> <p>We will share economic data and insights with business and the community and convene forums to hear from business and collectively work on economic challenges and opportunities.</p> <p>We will work with: Local businesses, industry groups, Investment NSW.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community</p>
<p>11. Promote economic diversity and inclusion to strengthen the innovation economy and the skills needed for a resilient future</p> <p>We will look at opportunities for activating diverse sectors of the economy including adaptive reuse of underutilised properties and policy support for creative floorspace.</p> <p>We will work with: Local businesses, industry groups, Investment NSW.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community</p>



Sydney Town Hall: Covid-19 vaccination clinic. Photo: Chris Southwood.

Direction 5

A prepared community

Work with communities and government to prepare organisations, services and people to respond to and recover from shock events.

Our resilience challenges

Communities feel unprepared for emergencies

Many people in our communities felt they were not adequately prepared to respond to the Covid-19 pandemic or that organisations planned their emergency response in isolation of local services. In 2020 40% of respondents to our recovery planning survey felt Sydney was not adequately prepared for an emergency. The City seeks to address this perception through this strategy and actions.

We also know priority communities are particularly vulnerable during crises and emergencies and need more support in response and evacuation.

They have also told us that they want to be more involved in emergency planning to ensure their needs are identified. This particularly relates to people with a disability and Aboriginal and Torres Strait Islander people.

There is a need to develop the capacity of communities to effectively respond to emergencies and disasters. There is a role for the City of Sydney alongside other agencies to provide processes, training and information to build capacity and preparedness for emergencies when they occur.

Cyber security

Cyber security is a constantly evolving and complex issue that affects individuals, businesses and governments. While electronic systems and digital information provide enormous opportunity our communities including children, young and older people are vulnerable to more sophisticated scams and other cybercriminal activities.

We're increasingly dependent on digital technologies and may be a target for state-based, criminal and activist threat actors. A cyberattack or incident presents a risk of major disruption to services and operations with genuine risk to critical infrastructure and services.

Strong cyber security enables effective use of emerging technologies and ensures confidence in the services we provide. Therefore, there is a need to continually improve cyber security measures to protect our communities, safeguard sensitive information and maintain public confidence.

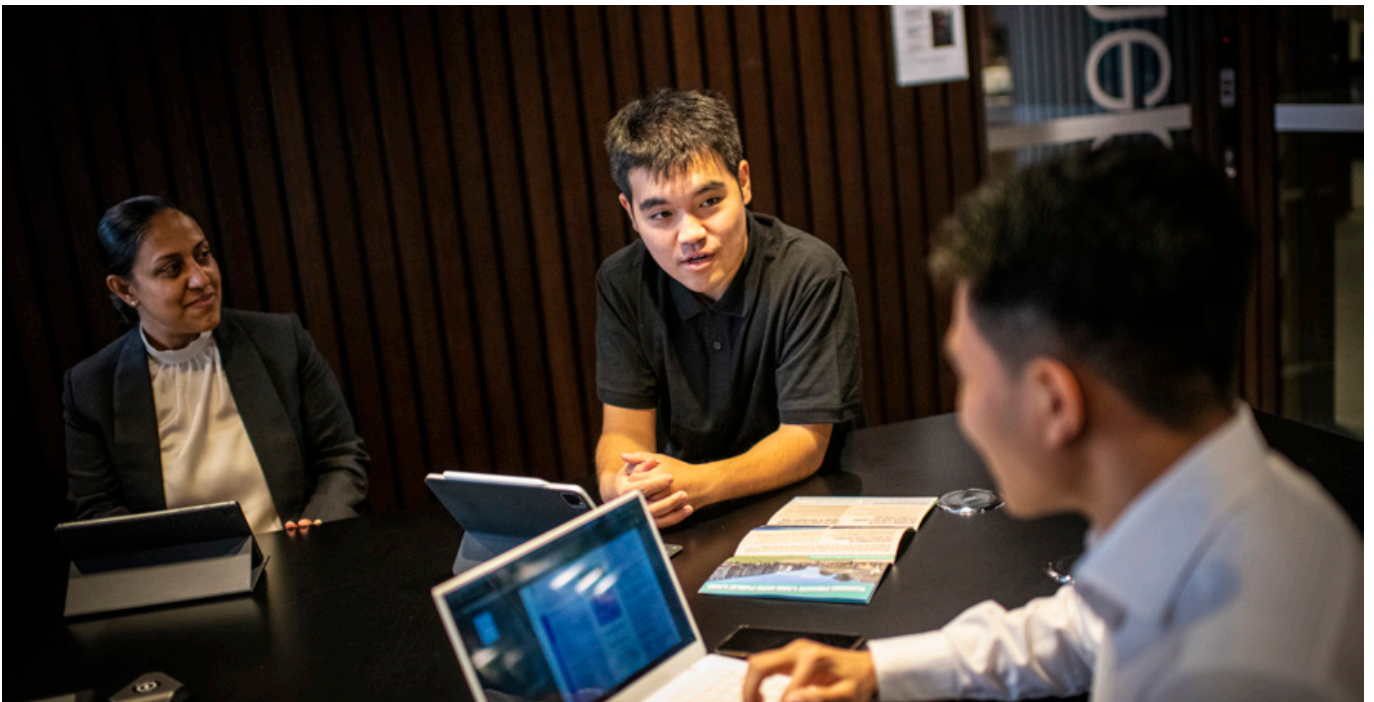
Data and information sharing

As data becomes increasingly valuable and essential for businesses and organisations to stay competitive there is a growing need for effective data and information sharing arrangements. This is particularly important for accurate, consistent and timely sharing of data and information between all levels of government and agencies in planning for, and in response to shock events.

The development of data marketplaces, application programming interfaces, and agreements to facilitate data exchange and collaboration are all critical to this. But the ability to trace the origin and history of data, and interoperability including common operating platforms are two key challenges that need to be addressed to ensure these arrangements are effective and sustainable.

Data and information sharing arrangements must also consider legal and security implications of sharing sensitive data. This includes the need for clear and enforceable agreements between data providers and users to ensure data is used appropriately and in line with relevant regulations and policies.

To address these challenges it is essential to develop effective governance frameworks, standards, and best practices for data and information sharing arrangements. This will require collaboration between industry, government and other stakeholders to ensure data and information sharing is done in a transparent, responsible and sustainable way.



Sydney Town Hall: International Student Leadership Ambassadors. Photo: Jessica Lindsay.

Communicating with our community is critical

Current practices for communicating with our communities before, during and after emergencies do not adequately cater for our culturally and linguistically diverse communities, people with disability and/or digitally excluded people.

Effective communication is essential during crises and natural disasters. Ensuring people have access to crisis-related information can mean the difference between life and death. Reaching all community members is essential, including those who aren't proficient in English, have cognitive or intellectual disabilities and/or low literacy.

Research has shown that trusted culturally and linguistically diverse community organisations and community leaders played a vital part in crisis communications during the Covid-19 pandemic³³. They ensured their communities received public health messages and arranged practical assistance such as grocery shopping and children's school kits. Community groups helped to keep their communities informed and maintained community connections during a difficult, isolating period.

We need to acknowledge the importance and value in maintaining existing networks and relationships. We value this work by continuing to invest and resource connections with community leaders including cultural and religious leaders, groups and services.

As a result, communicating emergency response messages and relevant community information will need to consider who needs information, where they are, appropriate interpretation for key languages spoken, and ensuring inclusive communication such as Auslan. Consideration needs to be made for people who aren't online and who are unable to receive communication through digital channels.



Prince Alfred Park: Inclusive Tennis Festival. Photo: Katherine Griffiths.

What we're doing

Effective emergency planning is key to minimising the impacts and cost of emergencies, after all reasonable risk reduction measures have been taken. The emergency planning process is designed to produce arrangements that manage emergency impacts.

The capacity of our communities to respond to shock events is intrinsically linked to our ability to respond, adapt and recover. The safety and wellbeing of our employees and communities, protection of our assets, operations and the city's reputation during times of crisis is our highest priority. We achieve this through a robust and regularly tested set of crisis management, incident and emergency management, and business continuity arrangements. We recognise these arrangements support effective response and recovery of essential services for our communities, in turn strengthening their resilience.

The Local Emergency Management Committee is responsible for preparing and reviewing plans to prevent, prepare, respond and recover from emergencies in our local area. The committee is made up of representatives from emergency services, landowners and government agencies with responsibilities for emergency management in the city. We've appointed a full time local emergency management officer to ensure we continue meeting our legislative responsibilities for emergency management but also to demonstrate best practice in local government.

These responsibilities include developing the City of Sydney local emergency management plan. The plan details the control, coordination and liaison arrangements including the activation and coordination of resources. Through this work the committee has identified 4 priority areas and developed an action plan addressing:

- Collaboration and communication – increasing the resilience of communication systems and improving information sharing practices.
- Capacity and training – improving planning for and capacity to respond to multi-hazard events.
- Community connections – supporting local connections and helping communities prepare for priority shocks.
- Critical infrastructure interdependencies – improving understanding of critical infrastructure interdependencies and adaptability.

The committee works in partnership with the regional local government led program Resilient Sydney to meet direction 4 in the Resilient Sydney Strategy: Get Ready, to better understand risks and interdependencies, and how to work together to respond to them.

The City of Sydney hosts the Resilient Sydney program and network on behalf of the 33 local governments in Greater Sydney.

We're also a member of the metropolitan Resilient Sydney resilience ambassadors network. Since 2016 the network has brought together around 50 resilience champions representing the governing bodies of metropolitan Sydney. The network has formed strong connections for greater preparedness for disruption across city systems, organisations and communities.

The network has supported a rise in people-centred decisions ensuring communities benefit from strategic thinking and action through resilience initiatives. Resilient Sydney and the network continue to share best practice templates and innovative tools to build the capacity of member organisations and their communities.

During the Covid-19 pandemic the network shared pragmatic tools and templates to prepare response and recovery plans including emergency pandemic sub-plans, business continuity plans and mental health support for employees and communities.

To serve the community, we need to collect and manage a variety of personal and confidential information. To safeguard this information, we've invested heavily in our cyber security management framework. We have robust policies and procedures, education and training programs, and a range of measures that align with the Australian Cyber Security Centre's essential eight mitigation strategies. We have proactively implemented industry best practice controls, including business continuity, IT disaster recovery testing, and 24/7 threat detection and response to cyber security threats. The City of Sydney is very proactive in its approach to cyber security, leading the way in local government.



Braille Circular Quay. Photo: Damian Shaw.

We communicate with a range of audiences across our communities, and we're committed to ensuring the way we communicate is accessible to all. We ensure information provided online and in print is accessible and alternative formats are available when required. This includes developing websites, apps, producing digital document formats and creating prints materials for accessibility.

We also ensure effective, appropriate and respectful communication with people with disability. We provide some of our communications in alternative formats such as Braille, Auslan video, captioned video, audio, accessible Word and PDF files and Easy English.

What we need to do next

Over the next 5 years we will take further action to address the challenges to becoming a prepared community. Actions have been designed to also address challenges captured under other Directions.

Actions	Aligned Directions
<p>12. Develop disaster preparedness and climate adaptation initiatives with priority communities who require additional support</p> <p>We will work with priority communities, including people with disability and Aboriginal and Torres Strait Islander people, to identify the support, training and education they need to be better prepared.</p> <p>We will work with: Local community organisations, residents, Local Emergency Management Committee, businesses, owners corporations, tenant advocacy organisations, other levels of government.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>13. Enhance community facilities to assist priority communities who require additional support during shock events</p> <p>Work with government and businesses to ensure that our community is able to access shelter or respite during shock events, including in our own facilities during operational hours.</p> <p>We will work with: State and federal government, business (including local businesses), Local Emergency Management Committee, local community organisations.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>14. Support businesses to become more resilient and to contribute to community resilience</p> <p>We will explore how we can better support small business to prepare for emergencies, and how larger business can contribute to addressing shocks and stresses, including for priority communities.</p> <p>We will work with: Local businesses, industry groups, Local Emergency Management Committee.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community ✓</p>
<p>15. Strengthen the City’s emergency communications channels, ensuring they are accessible to diverse communities</p> <p>We will develop an engaging and accessible online source of emergency preparedness information, including in key community languages. We will also establish what other forms of communication are needed by priority communities including people with a disability and Aboriginal and Torres Strait Islander communities to ensure that everyone can get the information they need in the format they need.</p> <p>We will work with: Community organisations and leaders, residents, Local Emergency Management Committee, inclusion advocacy groups.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>

Implementing the Strategy

The City of Sydney Resilience Strategy was developed in collaboration with numerous internal and external stakeholders. Implementing the strategy will require coordination across multiple business areas at the City of Sydney to ensure accountability to actions. Resources will be allocated over the five years of the strategy in accordance with the City of Sydney's usual budget and project planning processes. We will also need to work extensively with other levels of government, the private sector and of course our community.

Community resilience is continually evolving. Developments in national, state and local policy allow us to take advantage of new initiatives or respond with further advocacy and collaboration when change is not fast enough. The City of Sydney will actively seek partner funding from other levels of government to support additional community resilience initiatives.

Undertaking action and investment to address the resilience challenges faced by our city requires collaboration from all parts of our communities. We look forward to implementing this strategy in partnership with our residents, government and the business community.



Darlinghurst: Launch of Frances Newton Reserve. Photo: Damian Shaw.

Resources



Redfern: 40,000 Years Mural. Photo: Katherine Griffiths.

This City of Sydney Resilience Strategy provides a greater understanding of our current context and current and emerging community shocks, stresses and resilience challenges faced by our local area.

It builds on the regional Resilient Sydney Strategy and helps incorporate these findings into planning and decision making at all levels. It will inform and engage government, residents and businesses in resilience planning.

Adopting the findings of the strategy will help organisations in our local area manage risks and potential impacts from shocks and stresses.

We invite all members of our communities to build their capacity and reduce their exposure to the risks arising from the shocks and stresses in the local area.

The City of Sydney publishes advice on topics including air quality, floods, heatwaves, pandemic, storms, pets in emergencies, personal emergency plans, emergency management plans for a business or building and disaster recovery. Information on preparing for emergencies is available for residents, workers and visitors, childcare workers, and business owners and managers at [cityofsydney.nsw.gov.au/guides](https://www.cityofsydney.nsw.gov.au/guides).

Below are several additional resources that can be used to support you or your organisation:

- [Resilient Cities Network](#)
- [National Emergency Management Agency](#)
- [Australian Institute for Disaster Resilience](#)
- [Infrastructure Australia](#)
- [Infrastructure for Resilient Places Framework: A Practical Guidance for Asset Managers](#)
- [Infrastructure NSW](#)
- [NSW Reconstruction Authority](#)
- [Resilient Sydney](#)
- [Resilient Sydney – Resilience assessment guide](#)
- [Emergency preparedness handbook for people living in social housing](#)

Appendix

Supporting strategies and plans

These strategies and plans and their subsequent updates support this strategy:

- [A City for All: Social sustainability policy & action plan 2018–2028 \(2018\)](#)
- [A City for All: Inclusion \(disability\) action plan 2021–2025 \(2021\)](#)
- [A City for All: community safety action plan 2019–2023 \(2019\)](#)
- [A City for All: homelessness action plan \(2020\)](#)
- [Stretch Reconciliation Action Plan \(2020-2030\)](#)
- [Resilient Sydney strategy \(2018\)](#)
- [Smart City Strategic Framework \(2020\)](#)
- [Housing for all: City of Sydney local housing strategy](#)
- [Mobile Voluntary Services Guidelines](#)
- [Emergency Protocol for Rough Sleeping \(Department of Communities and Justice and City of Sydney\)](#)
- [Boarding Housing Guidelines \(Draft\) – emergency response for boarding houses in case of catastrophic incident.](#)
- [Protocol for homeless people in public places](#)
- [Environmental strategy \(2021–2025\)](#)
- [Greening Sydney strategy \(2021\)](#)
- [City plan 2036: local strategic planning statement \(2020\)](#)
- [Residential apartments sustainability plan \(2015\)](#)
- [Sydney’s sustainable office buildings plan \(2018\)](#)
- [Adapting for climate change \(2015\)](#)
- [Making Sydney a sustainable destination \(2018\)](#)
- [Leave nothing to waste – waste strategy and action plan \(2017–2030\)](#)
- [Street tree masterplan \(2011\) \(update in development\)](#)
- [Urban forest strategy \(2013\) \(update in development\)](#)
- [Green environmental sustainability progress report \(annual\)](#)
- [An indicative assessment of four key areas of climate risk for the 2021 NSW Intergenerational report](#)
- [NSW Climate change adaptation strategy](#)
- [Strategic planning for natural hazards in NSW](#)
- [Floodplain Risk Management Plans](#)
- [Resilient Cities Network Infrastructure for resilient places framework](#)
- [Infrastructure Australia – A pathway to infrastructure resilience 2021](#)
- [Audit Office of NSW – Managing climate risks to assets and services 2021](#)
- [NSW Critical infrastructure resilience strategy 2018](#)
- [Resourcing strategy 2022 – asset management plan](#)
- [Economic strategy discussion paper \(draft\)](#)
- [Community wealth building discussion paper 2021](#)
- [Building a strong green and circular economy for Sydney 2019 \(AlphaBeta\)](#)
- [Open Sydney: Future directions for Sydney at night. strategy & action plan 2013–2030](#)
- [Community recovery plan \(2020\)](#)
- [Eora Journey economic development Plan 2016](#)
- [State emergency management plan \(EMPLAN\)](#)
- [Sydney metropolitan region emergency management plan](#)
- [Local emergency management plan 2021](#)
- [Crisis and emergency management plan, sub plans and supporting plans for emergency pandemic, engineering emergency, heatwave, homelessness, severe weather response, community recovery, emergency communications, emergency response, evacuation centres, volunteer management \(internal use only\)](#)
- [Business continuity plans \(internal use only\)](#)

Endnotes

- 1 <https://www.cityofsydney.nsw.gov.au/governance-decision-making/resilient-sydney>
- 2 <http://australianbusinessroundtable.com.au/our-research>
- 3 Collins et al, 2019: Extremes, Abrupt Changes and Managing Risk. In: IPCC Special Report on the Ocean and Cryosphere in a Changing Climate [H.-O. Pörtner, D.C. Roberts, V. Masson-Delmotte, P. Zhai, M. Tignor, E. Poloczanska, K. Mintenbeck, A. Alegría, M. Nicolai, A. Okem, J. Petzold, B. Rama, N.M. Weyer (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA, pp. 589–655. <https://doi.org/10.1017/9781009157964.008>.
- 4 Zehra Zaidi 2018, International Journal of Disaster Risk Reduction, available at <https://www.sciencedirect.com/science/article/pii/S2212420918303625#bib45>, accessed 29 August 2022
- 5 [NCOSS Cost of Living Report 2022](#)
- 6 [The wealth inequality pandemic: Covid and wealth inequality, UNSW and ACOSS 2022](#)
- 7 Sydney Equality Indicators Framework 2019
- 8 Sydney Equality Indicators Framework 2019
- 9 Experiences of Covid-19, The pandemic and work/life outcomes for Australian men and women, University of Queensland 2022
- 10 Safe Cities Index 2021 Economist Intelligence Unit <https://safecities.economist.com/>, TRIM Reference 2021/399610-01
- 11 <https://www.cityofsydney.nsw.gov.au/strategic-land-use-plans/local-housing-strategy>
- 12 New South Wales. Parliament. Legislative Assembly. Public Accounts Committee. Follow-up review of the management of NSW Public Housing maintenance contracts/Legislative Assembly, Public Accounts Committee. (Sydney, N.S.W.), November 2021. pp13-14, pp 63-67.
- 13 New South Wales. Parliament. Legislative Assembly. Public Accounts Committee. Follow-up review of the management of NSW Public Housing maintenance contracts/Legislative Assembly, Public Accounts Committee. (Sydney, N.S.W.), November 2021. pp 63-67
- 14 <https://www.ncoss.org.au/policy-advocacy/policy-research-publications/tough-times-hard-choices-struggling-households-and-the-rising-cost-of-living-in-nsw/>
- 15 Mapping Social Cohesion 2022 Scanlon Foundation <https://scanloninstitute.org.au/publications/mapping-social-cohesion-report/2022-mapping-social-cohesion-report>
- 16 The Importance of Social Capital in Building Community Resilience https://www.researchgate.net/publication/316117238_The_Importance_of_Social_Capital_in_Building_Community_Resilience
- 17 Community Strategic Plan – Delivering Sustainable Sydney 2030-50 <https://www.cityofsydney.nsw.gov.au/vision-setting/your-say-our-plan-sustainable-sydney-2030-2050>
- 18 Community Recovery Plan 2021
- 19 CSIRO and Bureau of Meteorology, 'State of The Climate 2022' <https://www.csiro.au/en/research/environmental-impacts/climate-change/State-of-the-Climat/Australias-Changing-Climat>
- 20 <http://australianbusinessroundtable.com.au/our-research>

- 21 <https://theconversation.com/indigenous-expertise-is-reducing-bushfires-in-northern-australia-its-time-to-consider-similar-approaches-for-other-disasters-155361>
- 22 <https://theconversation.com/the-worlds-best-fire-management-system-is-in-northern-australia-and-its-led-by-indigenous-land-managers-133071>
- 23 <https://www.agriculture.gov.au/abares/forestsaustralia/forest-data-maps-and-tools/spatial-data/indigenous-land-and-forest>
- 24 Resilient Sydney, A Strategy for City Resilience, 2018
- 25 Economy.id and the City of Sydney internal estimate
- 26 Economy.id
- 27 FES 2017
- 28 <https://www.nationalskillscommission.gov.au/topics/skills-priority-list>
- 29 <https://labourmarketinsights.gov.au/our-research/internet-vacancy-index>
- 30 Economy.id
- 31 City of Sydney, Business Needs Survey, 2019 and 2020
- 32 Startup Genome The Global Startup Ecosystem Report 2022
<https://startupgenome.com/report/gser2022>
- 33 <https://www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=2870>



Attachment B

Engagement Report

Engagement report – Draft Resilience Strategy public exhibition



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Engagement summary

From 17 July to 8 September 2023, we asked people to share their experiences, thoughts, and ideas on how our communities can be more prepared for emergencies and cope with the impact of shocks and stresses.

Feedback was sought from residents across the City as well as business and interest groups.

Consultation activities included online engagement, face to face engagement and a digital communications plan. This engagement report summarises the feedback received during the consultation.

Purpose of engagement

The purpose of the consultation was to:

1. To seek community feedback on the draft Strategy during public exhibition.
2. Inform the further development and implementation of the City of Sydney resilience strategy

The objectives of the consultation were:

- to capture a range of perspectives from the community
- to ensure the public exhibition is accessible
- to seek endorsement from industry bodies
- to seek feedback on priority areas
- to understand current needs, ideas or inspiration and priorities for action for sustainable food systems

Community survey

A community survey was open between 17 July and 8 September 2023. The survey was available online via our Sydney Your Say webpage. Hard copies were available at community meetings that the project team attended over the course of the consultation period.

Participation

In total, 198 people gave feedback. This included 185 online survey responses, 13 hard copy survey responses. Two submissions were also received via email from Go Get and the Green Building Council of Australia.

Snapshot of survey respondents

198 people responded to the survey.

27% live and 27% work in the City.
12% are visitors and 6% study here.

11% own property and 4% own a business here.

63% have been in Sydney more than 10 years.

40% are aged 35-54 years, 27% are aged over 55 years, 15% are aged 18-35.

8% are living with disability.

14% are living with a mental health condition.

76% mainly speak English at home.

3% identify as an Aboriginal or Torres Strait Islander person.

Further demographic details can be found from page 13

Background

The City of Sydney local area is facing more challenges from the impacts of climate change and social and economic disruptions, which threaten the city's stability and prosperity. To address these challenges, we've developed a local resilience strategy that sets out a vision for a more adaptive and prosperous city.

The strategy's challenges and opportunities are described across 5 directions:

Direction 1: An equitable, inclusive and connected community – collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.

Direction 2: A climate resilient city – adapt to a changing climate by understanding risks and creating equitable solutions.

Direction 3: Places, buildings and infrastructure for resilience – strengthen infrastructure and assets to withstand shocks and stresses and build community resilience.

Direction 4: A robust local economy – improve community economic resilience through diversity, inclusivity and revitalising our city.

Direction 5: A prepared community – work with communities and government to prepare organisations, services and people to respond to and recover from shock events.

Our resilience strategy requires partnerships and collaboration between the City of Sydney and other levels of government, business and community organisations. We're prioritising action and investment in physical infrastructure, social systems, economic sustainability, and programs, people and existing initiatives.

We invited the community to share their experiences, thoughts and ideas on how our communities can be more prepared for emergencies and cope with the impact of shocks and stresses.

Community feedback will help shape the final version of the City's updated Resilience Strategy.

Key findings

Importance of the City’s five key directions

People were asked to rate the importance (not at all, somewhat, important, very important, not sure) of the five key directions in the resilience strategy.

Respondents to the survey overwhelmingly picked the directions as either important or very important as represented in the table below.

Direction 1: An equitable, inclusive and connected community	79% said this is very important or important
Direction 2: A climate resilient city	87% said this is very important or important
Direction 3: Places, buildings and infrastructure for resilience	83% said this is very important or important
Direction 4: A robust local economy	85% said this is very important or important
Direction 5: A prepared community	87% said this is very important or important

Importance of action areas

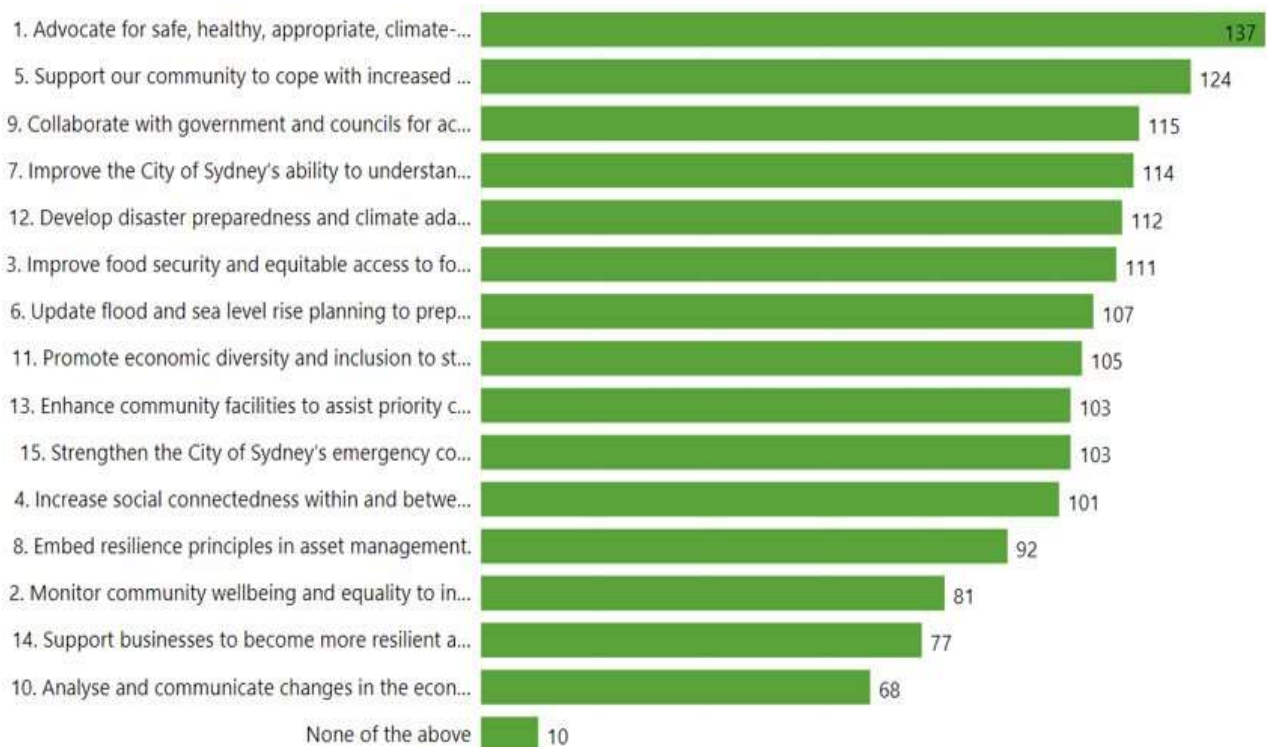
Within the five directions highlighted in the strategy there are 15 actions. People were asked to select if they viewed these actions as important (respondents could select multiple actions). The five actions people saw as most important are below.

Percentages listed represent the number of survey respondents that selected each action.

1. Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable, and rental housing (68.5%)
2. Support our community to cope with increased heat and drought (62.5%)
3. Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity (58%)
4. Improve the City of Sydney’s ability to understand and manage climate risks and equity implications (57%)
5. Improve food security and equitable access to food (56%)

The full table of people’s selections, noting they could select more than one, can be seen in Figure 1 below.

Figure 1. Which actions are important to you?



Reasons for prioritising directions and actions

198 people provided responses, via free text fields, for why they ranked the key directions and action areas and key themes in the way they did.

Their feedback highlights the importance of climate change, community connectedness, prioritizing society over the economy, and the need for long-term green policies.

It emphasises the need for resilience, addressing climate challenges, and collaboration between government, councils, and communities.

The feedback also mentions the importance of addressing equity, trust in governance, and the impact of these actions on the well-being of society.

Percentages listed below represent the total comments received on that topic in the survey responses.

Climate change (31.6%) was the strongest theme across all community feedback. People acknowledged climate change is the most pressing issue they face in terms of resilience and preparing for the future and that addressing it is crucial.

People are aware that those in lower socioeconomic areas and vulnerable people are more likely to feel the future impacts of climate change. While not providing suggestions on how, they would like the City to assist these people in becoming better prepared.

There is strong sentiment that we need to be prepared for future climate change and some suggestions were limiting the use of petrol vehicles, encouraging solar panels on buildings and creating more green spaces.

Their comments called out the role of community infrastructure and resilience in tackling climate challenges and creating a liveable city.

- “Climate change is getting increasingly worse and it is vital to prepare society for the extremes of this crisis to preserve it for future generations”
- “Climate change is here and we need to be able to adapt to it and cope with its impacts”
- “Climate resilience is an absolute priority”

Building a resilient community (23.1%) was another strong theme. People said that to be resilient, we need a prepared, inclusive, and engaged community that supports and understands the needs of its members.

People are aware that disadvantaged groups can often be left behind and not have access to information and resources during emergencies and would like to see this addressed.

They want the City to make sure communications and consultations on plans and actions reach all members of society.

Suggestions included providing educational material about what to do in an emergency (what to pack, where to go etc.) and having community assembly centres that people can access during emergencies.

- “We need to be an organised and functional community with plenty of options for support and growth for different needs of society”
- “I believe that having an inclusive and connected community creates an engaged community.”
- “Resilience and community are essential for tackling the future climate challenges.”

Climate adaption (14.6%) is another aspect people want addressed by both the City and State governments to help with community resilience.

People told us they would like support to install practical solutions such as internal blinds, curtains, or external shutters to combat heatwaves. They asked for improved drainage systems to prevent flooding during heavy rain, more native trees and grass to reduce heat, and for building designs to incorporate green spaces and green power.

They would like to see smart infrastructure guidelines set by governing bodies to future proof new buildings as well as retrofitting older pieces of infrastructure where possible.

- “Smart architectural designs to have good ventilation and heat management”

- “Water sensitive urban design, urban farming and green corridors should be considered”
- “Good maintenance of the drainage system and awareness of low-lying areas which could flood”

Local economy/business (9.9%) is a theme that people were conflicted on. Whilst there is some understanding that having a strong local economy is beneficial for the community, people do not want it to be the driving force.

People before business is the position of respondents as many believe that businesses are already given too much assistance, whilst they are forgotten. There is a sentiment that the economy will adjust if people are taken care of.

- “Climate change also has knock on effects to local economies, so strengthening climate resilience simultaneously strengthens economy”
- “Society (aka community) should always come before economy.”
- “Being able to turn to each other and having the ability to help each other is far more important than whether the economy is functioning.”

Other comments raised with less frequency were:

Housing – Housing should be available for all. More public and affordable housing needs to be made available as well as limiting short term rentals to help alleviate the current rental crisis.

Transport - Petrol vehicles should be phased out and green transport options implemented. Public transport needs to be improved and run more efficiently and frequently and speed limits throughout the City should be lowered.

Costs – People are feeling the impacts of rising costs of all aspects of life, particularly for housing and utilities. Whilst no suggestions are made to address this, people do recognise it as an impediment to resilience.

Communication – People would like regular updates on how they can stay better prepared for emergencies and what they need to do in the case of one.

What would help you prepare for heatwaves and long periods of heavy rain and storms?

All 198 survey respondents answered this question. Suggestions included:

- better communication (e.g. through SMS and social media)
- promoting sustainable practices such as solar energy, green spaces and efficient design
- increased access to emergency accommodation and food banks
- better water management
- more reliable public transport
- enforcing building standards and improving infrastructure, such as:

- improved drainage systems
- internal blinds, curtains, or external shutters to combat heatwaves
- planting more native trees and grass to reduce heat

Just over 20% of comments were on the theme of improving housing conditions to address climate resilience. Suggestions included:

- sustainable and efficient architecture
- access to air conditioning or air-conditioned spaces
- incentivising renewable energy
- providing resources for homeowners to prepare their homes
- promoting education on cooling techniques and the health impacts of heatwaves
- stronger buildings and better construction rules

Is there anything else about the City of Sydney draft resilience strategy you would like to tell us?

The feedback suggests several key areas of focus for the City of Sydney, including fixing potholes, promoting tree planting and cycling, and prioritizing energy efficiency.

People also emphasised the need for transparency, community engagement, and support for small businesses and vulnerable populations.

Additionally, there are calls for addressing climate change, improving communication, and investing in vital infrastructure. Overall, the feedback highlights the importance of a comprehensive and inclusive approach to building a resilient and sustainable city.

Submission table

The table below categorises and summarises the combined feedback received in all survey responses:

Topic raised	Times raised
<p>Climate adaptation</p> <p>The feedback emphasises the need for infrastructure improvements to address climate change and enhance resilience. Suggestions include increasing tree coverage and shade areas, installing shade sails in public spaces, implementing solar panels on commercial buildings, improving drainage systems, retrofitting buildings to meet standards, and promoting renewable energy sources.</p>	143
<p>Climate change</p> <p>It highlights the importance of being prepared for climate change, building resilient communities, and taking meaningful action to mitigate its effects. The feedback also emphasizes the need for sustainable and energy-efficient solutions, such as planting native trees, improving housing quality, and implementing environmentally friendly standards in construction.</p>	119
<p>Building a resilient community</p> <p>Building a resilient community is of equal importance in various aspects. By prioritizing inclusiveness, tolerance, and acceptance, we can address the challenges posed by climate change and create a better society</p> <p>Collaboration between government, councils, and communities is key to effective planning and communication of practical actions.</p>	79
<p>Nature</p> <p>The feedback emphasizes the importance of nature and the need for more trees and green spaces in urban areas. It suggests planting native trees and grass, creating green spaces in public places, and implementing green policies. The feedback also highlights the benefits of trees in reducing heat, absorbing excess water, and providing shade.</p>	54
<p>Communication and information</p> <p>The feedback emphasizes the importance of education, communication, and preparation in the face of disasters and climate change. It suggests collaborating with government, councils, and communities to avoid duplication of efforts and ensure effective planning.</p> <p>The feedback also highlights the need for clear and regular communication, access to information and resources, and support for mental health and emotional well-being.</p>	44

<p>Transport</p> <p>The feedback emphasizes the need for improvements in public transport systems, walkability, and infrastructure to support safe movement.</p> <p>It also highlights the importance of a greener energy grid, reducing vehicle traffic, and providing better transport options.</p>	<p>43</p>
<p>Housing</p> <p>The feedback emphasizes the need for housing improvements related to air conditioning, insulation, and renewable energy sources.</p> <p>The feedback also emphasizes the need for affordable housing near city centres and the importance of community support and inclusivity.</p>	<p>42</p>
<p>Adapting to weather events</p> <p>To adapt to weather events, it is important to focus on several key areas.</p> <p>Firstly, implementing adequate drainage systems to prevent flooding during heavy rain, both in residential areas and on roads.</p> <p>Secondly, incorporating measures such as tanks to collect stormwater and upgrading sewer systems to handle heavy water influx.</p> <p>Additionally, it is crucial to address the impact of heatwaves by promoting heat-resistant buildings, educating vulnerable populations through media campaigns, and providing access to cooling facilities for those without shelter.</p>	<p>37</p>
<p>Costs</p> <p>The feedback highlights the importance of addressing costs in various aspects of daily living.</p> <p>This includes affordable housing, cheaper electricity, and reducing energy prices.</p> <p>It also emphasizes the need for support in vulnerable communities, advocating for wealth redistribution and increased connectedness.</p>	<p>36</p>
<p>Food</p> <p>The feedback emphasizes the importance of food security and sustainable food systems in cities.</p> <p>It suggests the need for local food production, distribution, and consumption, as well as the promotion of community gardens and the reduction of food waste.</p>	<p>31</p>
<p>Local economy</p> <p>The feedback emphasizes the importance of a thriving local economy in the face of challenges such as climate change.</p> <p>While some prioritize community and environmental concerns over the economy, others argue that a strong economy is necessary for</p>	<p>24</p>

<p>resilience and support for small businesses. Balancing economic growth with sustainability and inclusivity is crucial for creating a liveable city.</p>	
<p>Public health</p> <p>The feedback emphasizes the importance of prioritizing public health in city planning and decision-making. It highlights the need for preparedness in the face of disasters, climate change, and mental health challenges.</p> <p>Suggestions include prioritizing access to water, food, and healthcare, addressing the risks associated with power outages and public transport, and providing support for mental health and homelessness.</p>	<p>17</p>
<p>Environment</p> <p>The feedback emphasizes the importance of prioritizing the environment, sustainability, and the well-being of people.</p> <p>It suggests addressing the root causes of environmental harm, banning construction in vulnerable areas, and focusing on climate change as a top priority.</p>	<p>11</p>
<p>Human focused</p> <p>The feedback emphasizes the importance of prioritizing human well-being and safety in various aspects of society.</p> <p>It highlights the need to address the impact of heat on humans and animals, focus on communities rather than business, be prepared for disasters, and respect Aboriginal guidance on caring for the environment.</p> <p>It also suggests moving away from measuring well-being solely through monetary means and instead focusing on increasing human joy and community building.</p>	<p>10</p>

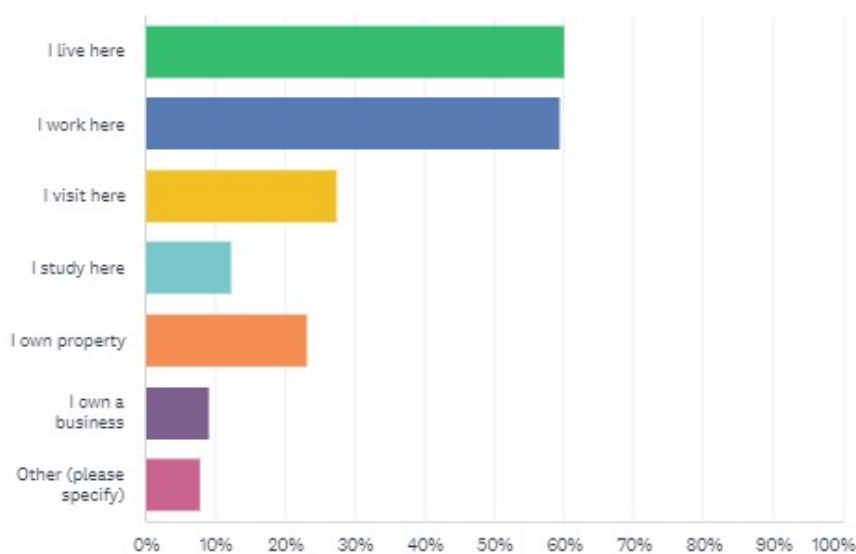
Respondent profile

We asked survey respondents to share their demographic information, so we could understand different perspectives and capture a range of views from different people. Questions in this section of the survey were optional. The graphs below show demographic information as a percentage of the total number of survey responses.

Thinking about the City of Sydney local government area, which of the following applies to you?

People were asked to tell us how they were connected to the City. More than one option was allowed to be selected.

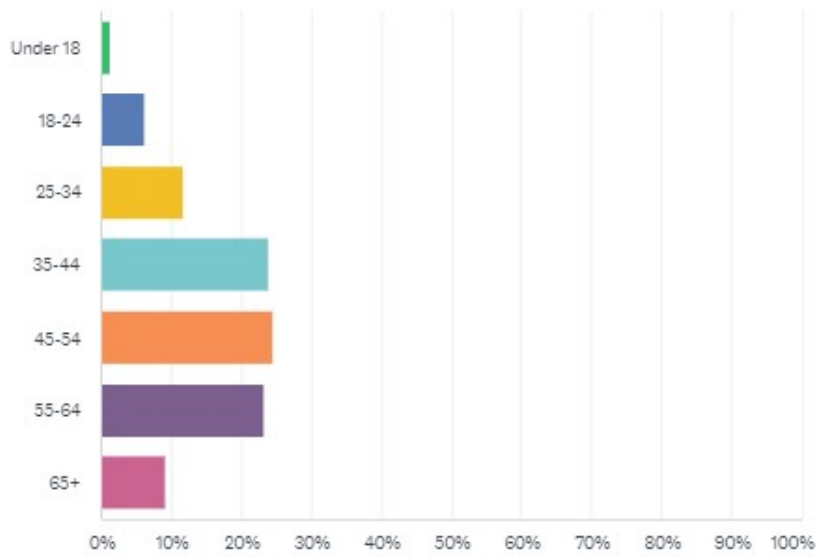
Answered: 163 Skipped: 37



ANSWER CHOICES	RESPONSES
▼ I live here	60.12% 98
▼ I work here	59.51% 97
▼ I visit here	27.61% 45
▼ I study here	12.27% 20
▼ I own property	23.31% 38
▼ I own a business	9.20% 15
▼ Other (please specify)	Responses 7.98% 13
Total Respondents: 163	

Which age group are you in?

Answered: 163 Skipped: 37

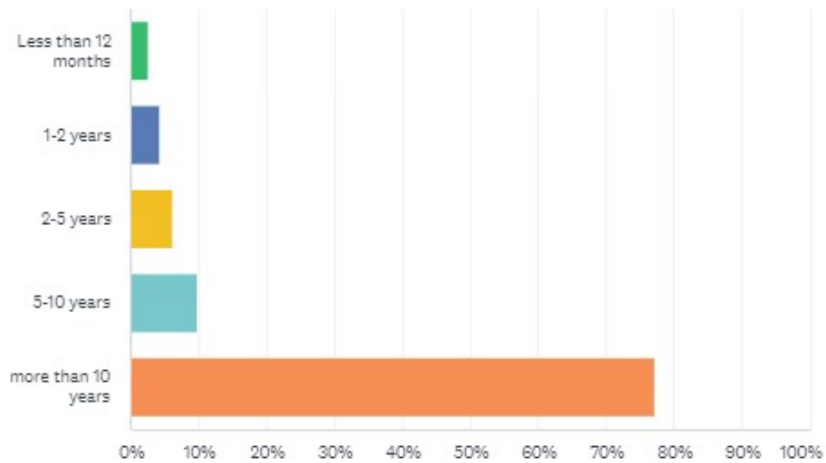


ANSWER CHOICES	RESPONSES
Under 18	1.23% 2
18-24	6.13% 10
25-34	11.66% 19
35-44	23.93% 39
45-54	24.54% 40
55-64	23.31% 38
65+	9.20% 15
TOTAL	163

How long have you been in Sydney

People were asked how long they have been in Sydney for. 77% of people who responded to this question have been living in Sydney for more than 10 years.

Answered: 162 Skipped: 38

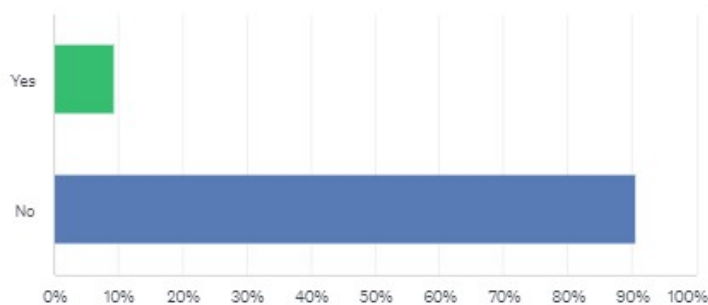


ANSWER CHOICES	RESPONSES
Less than 12 months	2.47% 4
1-2 years	4.32% 7
2-5 years	6.17% 10
5-10 years	9.88% 16
more than 10 years	77.16% 125
TOTAL	162

Do you identify as a person with disability?

9.5% of respondents told us they identify as a person with disability.

Answered: 159 Skipped: 41

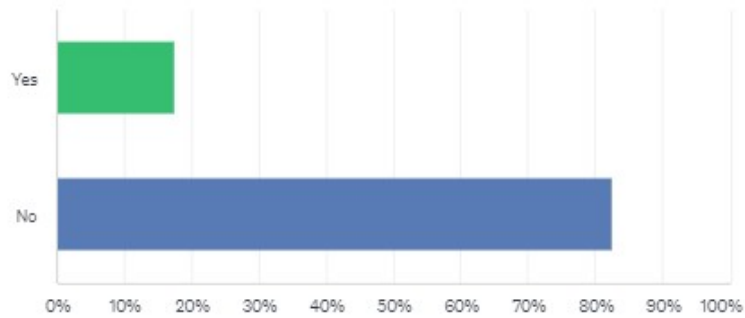


ANSWER CHOICES	RESPONSES
Yes	9.43% 15
No	90.57% 144
TOTAL	159

Do you identify as a person with a mental health condition?

17.5% of people identified as having a mental health condition

Answered: 160 Skipped: 40

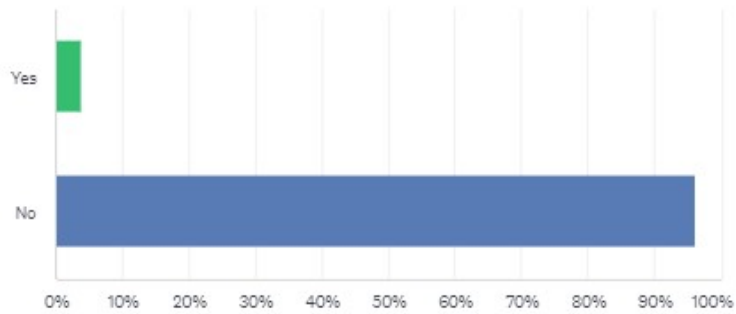


ANSWER CHOICES	RESPONSES	
▼ Yes	17.50%	28
▼ No	82.50%	132
TOTAL		160

Are you an Aboriginal or Torres Strait Islander?

3.8% of people identified as Aboriginal or Torres Strait Islander

Answered: 158 Skipped: 42

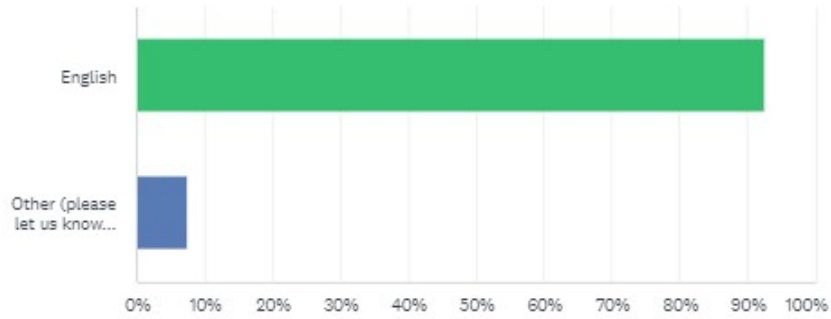


ANSWER CHOICES	RESPONSES	
▼ Yes	3.80%	6
▼ No	96.20%	152
TOTAL		158

What language do you speak at home?

7.4% of people speak a language other than English at home

Answered: 163 Skipped: 37



ANSWER CHOICES	RESPONSES	
English	92.64%	161
Other (please let us know which language)	Responses 7.36%	12
TOTAL		163

Community meetings

City staff attended community meetings and advisory panels during the consultation period to speak to community members about the strategy and get the feedback. All feedback received from these sessions from hard copy surveys is captured in the summaries above.

The following table provides details of the meeting schedule.

Advisory panels	Date
Aboriginal and Torres Strait Islander Advisory Panel	16 August
Social Housing Forums/ Neighbourhood Advisory Boards	
Waterloo NAB Coordination Group	1 August
Redfern Lord Mayor's Social Housing Forum	3 August
Erskineville/Alexandria/Eveleigh/Darlington Lord Mayor's Social Housing Forum	10 August
Surry Hills NAB	14 August
Redfern NAB	15 August
Glebe/Camperdown Lord Mayors Social Housing Forum	24 August
Targeted sessions	
Forest Lodge and Glebe Coordination Group (FLAG)	8 August
Online briefing for business stakeholders, including members of the City's Business, Economic Development and Covid Recovery Advisory Panel and sustainability business programs	18 August
Youth Civic Participation Group	19 July

Information regarding the draft strategy was also communicated to the following advisory panels for their information:

- Inclusion (Disability) Advisory Panel
- Business, Economic Development and Covid Recovery Advisory Panel (BEDCRAP)
- Multicultural Advisory Panel

Business engagement

Online business briefing

On 18 August, City staff ran an online briefing for business stakeholders, including members of the City’s Business, Economic Development and Covid Recovery Advisory Panel and sustainability business programs. 48 members of the City of Sydney’s business community attended. Using polls, we asked them what shocks (sudden, sharp events that threaten a city) and stresses (chronic stresses weaken the fabric of a city on longer-term basis) they were most concerned about from a business perspective.

The top three stresses businesses identified were:

- critical infrastructure failure
- extreme weather including heatwaves, severe storms and flooding
- cyberattack.

The top three stresses businesses identified were:

- economic stress from lack of economic diversity and supply chain disruption
- skill and labour shortage, employment conditions, demand on essential workers
- lack of affordable housing.

The graphs in Figures 2 & 3 show the number of people that selected which option, noting they were able to make more than one selection.

Figure 2. What shocks are you concerned about?

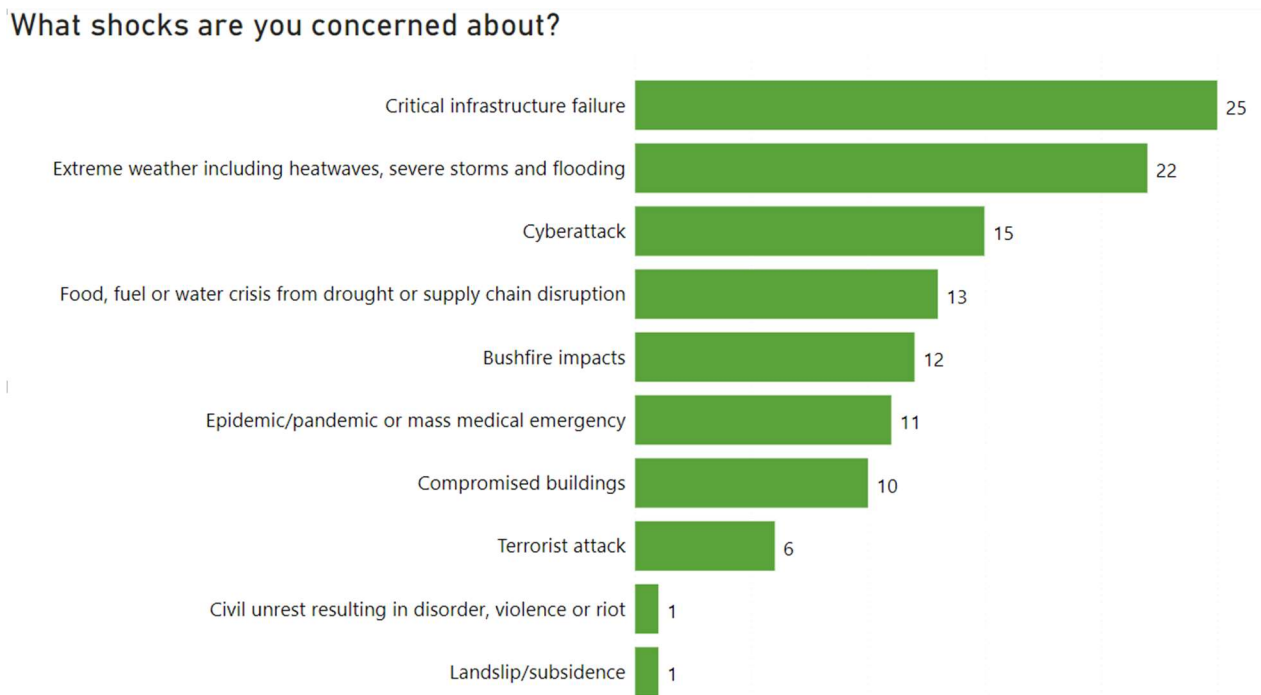
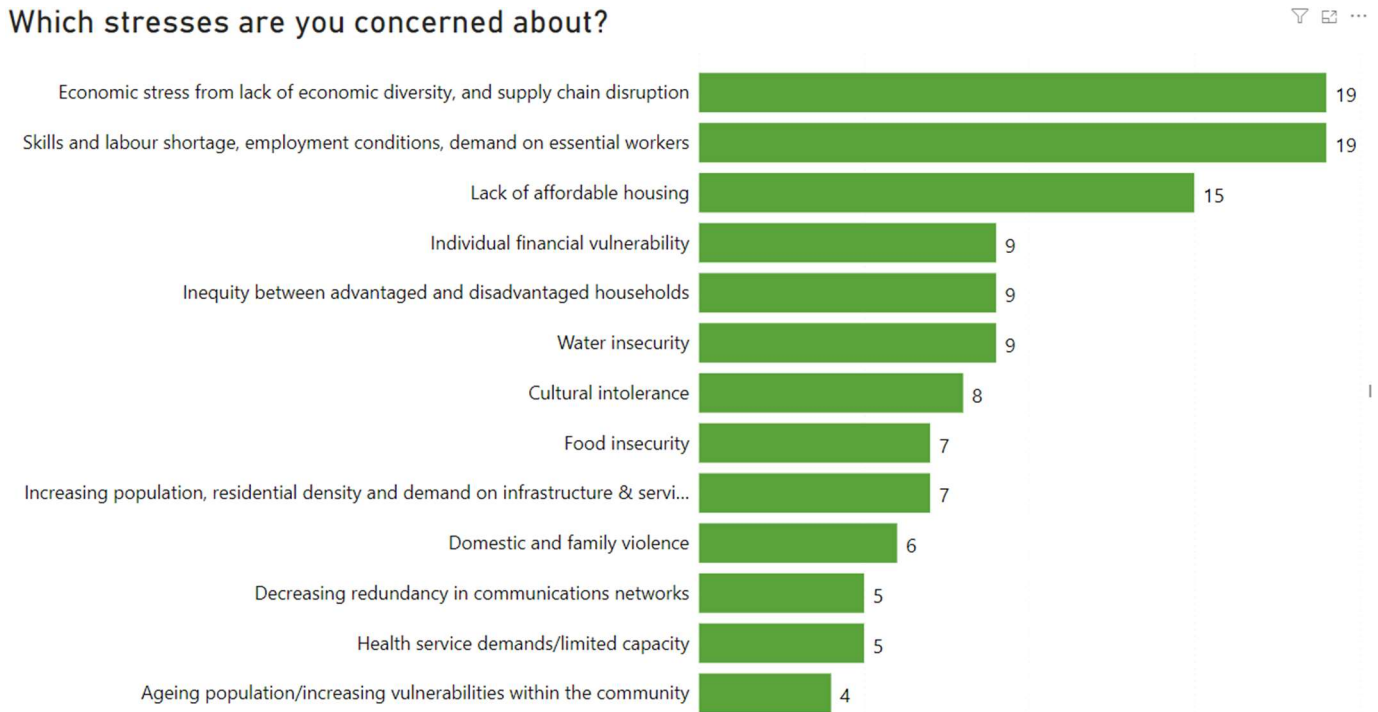


Figure 3. What stresses are you concerned about?



Industry submissions

The City received written submissions from the Green Building Council of Australia (GBCA) and Go Get.

Green Building Council of Australia (GBCA)

GBCA is a national industry association for Australia’s sustainable development industry, working to deliver buildings and communities that are healthy, productive, sustainable and resilient.

GBCA ranked the five directives in the strategy as ‘very important’. They state all the actions proposed are equally important to them.

Go Get

Go Get is a car share provider operating in the LGA.

They suggest the strategy should include commitments to leverage the benefits of carshare and to raise awareness about carshare to help make the city more resilient.

They recommend increasing carshare accessibility by providing more carshare spaces, especially in the CBD area.

They also recommend increasing carshare awareness by creating carshare flyers, adding carshare to the City of Sydney’s Resilience Strategy to relevant sections and spreading information regarding carshare to the areas and communities that have suffered from a disaster during disaster recovery events.

Communication activities

Sydney Your Say webpage

A [Sydney Your Say webpage](#) was created. The page included an information about the five key directions of the Resilience Strategy and other key information about the consultation. There were 577 unique views of the page. The draft strategy was downloaded 201 times and the resilience strategy summary was downloaded 105 times.

Online feedback form via Survey Monkey

The community and stakeholders were able to give feedback using an online feedback form. A link to the feedback form was provided on the Sydney Your Say website.

Sydney Your Say e-news

The consultation was included in the Sydney Your Say e-newsletter on 25 July 2023 (7075 subscribers).

Notification email

An email was sent to 64 key stakeholders representing residents' groups and community groups as well as those who engaged in the previous consultation earlier in the year. This was sent on 31 July 2023 inviting them to give feedback on the draft strategy.

Newsletter and social media inclusions

CoS News Story	415 unique pageviews
Edm inclusion	176 click throughs to CoS News Story
<ul style="list-style-type: none"> • 25 July • 8 August • 15 August • 22 August • 29 August 	
Edm inclusion – Smart Sustainable Apartments	11 unique click throughs to Sydney Your Say page
Facebook post - organic	16 click throughs
Linked In post - organic	2 click throughs
Instagram story - organic	13 click throughs
Facebook ads	1,415 click throughs
Linked in ads	516 click throughs
Instagram ads	152 click throughs

Digital screens

The consultation was promoted on QMS screens across the LGA

Appendix

Appendix A: Sydney Your Say enews article



Your say on our resilience strategy

We invite your feedback on our draft strategy to prepare for, withstand and adapt following major disruptions.

The draft strategy sets out a vision for a more connected and prepared city and proposes ways to help cope with the impacts of shocks and stresses that challenge our community.

Have your say by Monday 28 August.

[Learn more](#)

Appendix B: Stakeholder notification email



Your say on our resilience strategy

We've developed a draft resilience strategy that sets out a vision for a more connected and prepared city. It explains what resilience is and proposes ways to help cope with the impacts of shocks and stresses that challenge our community.

We invite you to share your experiences, thoughts and ideas on how our communities can be more prepared for emergencies and cope with the impact of shocks and stresses.

[View the strategy](#) and complete the short online form to share your feedback.

Consultation closes on Monday 28 August 2023.

The City of Sydney acknowledges the Gadigal of the Eora nation as the Traditional Custodians of our local area.

[Privacy](#) | [View online](#) | [Forward this email](#)

[Unsubscribe](#)

Appendix C: City of Sydney news announcement



Our new strategy building resilience together

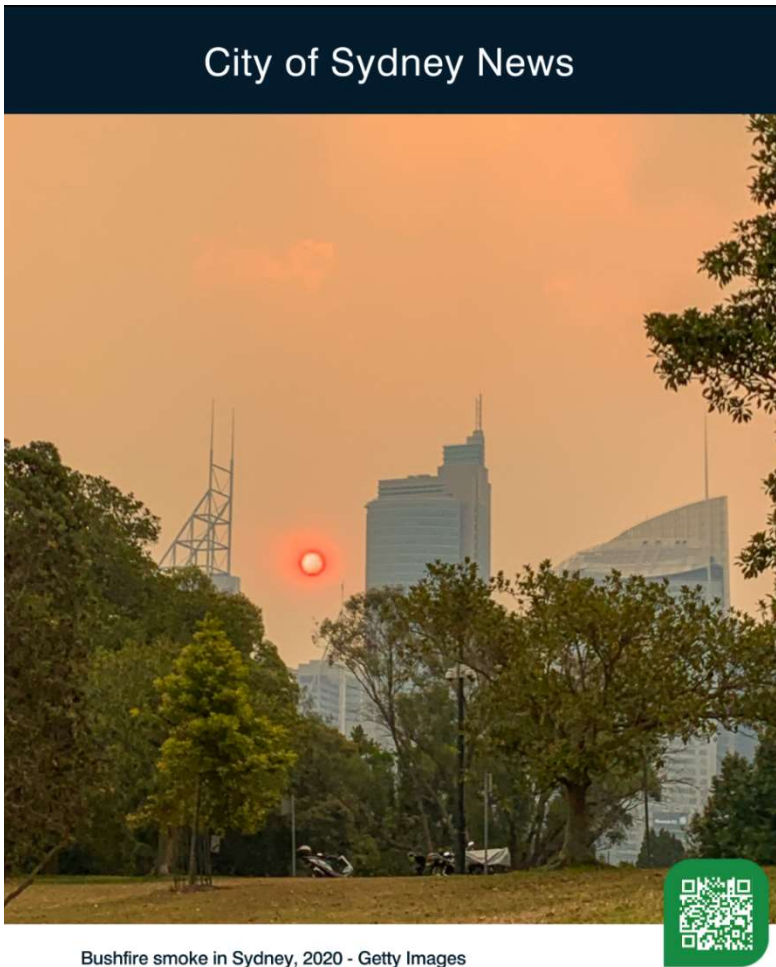
Wild storms, fires and heat waves: what do you think is important to make our communities resilient? Have your say by 8 September.



Our new strategy building resilience together

We're calling on residents and business to help make Sydney stronger. Have your say by 28 August.

Appendix D: Digital screen promotion



Bushfire smoke in Sydney, 2020 - Getty Images

**Let us know what
you think of our new
resilience strategy**

citynews.sydney/new-resilience-strategy

CITY OF SYDNEY 

Appendix F: Facebook and Instagram story ad (sample screenshots)

The image displays two side-by-side screenshots of social media sponsored advertisements. Both ads feature a background image of a city skyline at sunset, with a prominent red sun and a tall building. The left screenshot is from Instagram, showing the 'cityofsydney' profile and a 'Learn more' button. The right screenshot is from Facebook, showing the 'City of Sydney' profile, a 'Sponsored' label, and a 'Learn more' button. The text in both ads asks for input on community resilience by September 8th.

Instagram Ad:

Instagram
cityofsydney Sponsored
Wild storms, fires, and heat waves: what do you think is important to make our communities resilient? Have your say by 8 Sep.
Learn more >
cityofsydney Wild storms, fires, and heat waves: what do you think is important to make our communities ... more

Facebook Ad:

City of Sydney Sponsored
Wild storms, fires, and heat waves: what do you think is important to make our communities resilient? Have your say by 8 Sep.
SURVEY.CITYOFSYDNEY
City of Sydney draft resilience strategy
Learn more
Like Comment Share



Attachment C

**Draft Resilience Strategy 2023-2028
(changes marked-up)**



Draft Resilience Strategy 2023–2028

A strategy to address the resilience challenges in the City of Sydney area
June 2023

Contents

04	Message from the Chief Executive Officer
05	Aboriginal and Torres Strait Islander statement
07	Executive summary
09	Introduction
15	What our communities told us
18	Direction 1: An equitable, inclusive and connected community
27	Direction 2: A climate resilient city
32	Direction 3: Places, buildings and infrastructure for resilience
38	Direction 4: A robust local economy
43	Direction 5: A prepared community
49	Implementing the Strategy
50	Resources
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The City of Sydney acknowledges the Gadigal of the Eora Nation as the Traditional Custodians of our local area. We acknowledge Elders past and present and celebrate the resilience of Aboriginal and Torres Strait Islander peoples and their ongoing cultures and connections to Country.

Message from the Chief Executive Officer



I have seen firsthand the resilience of our local communities. We've faced many challenges in recent years, from drought and bushfire impacts and floods to the global pandemic and other extreme weather events, as well as cyber threats and changing economic conditions. But we've always come together and supported one another, especially those in need.

Given this, I'm pleased to announce our City of Sydney Resilience Strategy. This local strategy is a collaborative effort to strengthen our resilience and ensure we can continue to prepare for, respond, adapt, and recover from shocks and stresses now and into the future.

This strategy provides a greater understanding of our local area including our vulnerabilities, interconnectedness, and underlying pressures. Our local shocks and stresses provide the foundation to understand our resilience challenges and opportunities. It builds on the work of the metropolitan Resilient Sydney Strategy to inform and engage communities including government, business and residents to increase resilience and reduce risks for everyone.

At the heart of this strategy is a commitment to working together to understand our resilience challenges, what we're currently doing to respond to these challenges and actions to build our capacity and capability to strengthen community resilience. This includes investing in infrastructure, strengthening social networks and developing new partnerships.

Through this strategy we will work to ensure all members of our communities have the support they need to thrive and that we are able to bounce back more quickly from shocks and stresses when they occur.

I am proud to lead an organisation that is committed to building a more resilient community. Thank you for your support and commitment in making our city a more connected, prepared and resilient place to live, work and visit.

P. M. Barone

Chief Executive Officer
Monica Barone

Aboriginal and Torres Strait Islander statement



Victoria Park, Camperdown: Yabun Festival. Photo: Joseph Mayers.

The City of Sydney is on the lands of the Gadigal People of the Eora Nation. They are stewards of the land where the city is built and have cared for this Country for over 60,000 years. Aboriginal people have lived on this place through drought, fire, flood, war and social upheaval. Their knowledge of this land can teach us how we can be resilient and adaptive in the face of modern disruptions.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and that government policies still negatively impact Aboriginal and Torres Strait Islander peoples. This has led to intergenerational trauma including disadvantage in social inclusion, housing, education, health and wellbeing.



Redfern Community Centre: Reconciliation Week. Photo: Chris Southwood.

By addressing housing affordability, cost of living and gentrification, we will work together to prevent further displacement of Aboriginal and Torres Strait Islander peoples in the City of Sydney. The City of Sydney understands that these past human rights injustices impact us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples in order to reconcile for the past.

We recognise that the British occupation on the shores of Warrane (Circular Quay), Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Gadigal of the Eora nation. Longstanding harmonious ways of life were disrupted by this invasion as Country, lands and waterways of Aboriginal peoples were appropriated.

Today Sydney is central to Aboriginal and Torres Strait Islander peoples, cultures, traditions, histories, and activism.

Despite the destructive impact of this invasion, Aboriginal and Torres Strait Islander cultures have endured and are now globally recognised as the world's longest continuous living cultures.

The City strives to honour the voices, needs and aspirations of Aboriginal and Torres Strait Islander peoples by supporting and advocating their quest for self-determination and empowerment consistent with UN Declaration on the Rights of Indigenous Peoples. By actively listening and understanding the harsh truths of the past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land and environment.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

Noting the existence and use of Aboriginal language, spirituality and terminology to identify places and landmarks in the area, it's incumbent on all of us to engage and consult directly with the local Aboriginal community for better cultural, social, environmental and economic benefits.

The City of Sydney is committed to reconciliation. Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in economic, social, environmental and cultural change.

Executive summary

The City of Sydney local area is facing more challenges from the impacts of climate change and social and economic disruptions, which threaten the city's stability and prosperity. To address these challenges, we've developed this local resilience strategy that sets out a vision for a more adaptive and prosperous city.

The strategy's challenges and opportunities are described across 5 directions:

Direction 1: An equitable, inclusive and connected community – collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.

Direction 2: A climate resilient city – adapt to a changing climate by understanding risks and creating equitable solutions.






Direction 3: Places, buildings and infrastructure for resilience – strengthen infrastructure and assets to withstand shocks and stresses and build community resilience.

Direction 4: A robust local economy – improve community economic resilience through diversity, inclusivity and revitalising our city.

Direction 5: A prepared community – work with communities and government to prepare organisations, services and people to respond to and recover from shock events.

Our resilience strategy requires partnerships and collaboration between the City of Sydney and other levels of government, business and community organisations. We're prioritising action and investment in physical infrastructure, social systems, economic sustainability, and programs, people and existing initiatives.

By working together, we can create a more adaptive and thriving city for our communities to be better prepared for future challenges.

		We want to:	To address:	We will:	
 <p>Direction 1 An equitable, inclusive & connected community</p>		Collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.	Inequality, homelessness, safety, affordable housing, food insecurity, social cohesion, loneliness & isolation, digital inclusion.	<ol style="list-style-type: none"> 1. Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable and rental housing. 2. Monitor community wellbeing and equality to inform decision making about resilience initiatives. 3. Improve food security and equitable access to food. 4. Increase social connectedness within and between communities to strengthen their capacity to recover. 	
	 <p>Direction 2 A climate resilient city</p>		Adapt to a changing climate by understanding risks and creating equitable solutions.	Heat, drought, bushfires, storms & flooding, sea level rise, equity in our climate response.	<ol style="list-style-type: none"> 5. Support our community to cope with increased heat and drought. 6. Update flood and sea level rise planning to prepare the city for predicted climate impacts. 7. Improve the City of Sydney's ability to understand and manage climate risks and equity implications.
		 <p>Direction 3 Places, buildings, and infrastructure for resilience</p>		Strengthen infrastructure and assets to withstand shocks and stresses and build community resilience.	Asset management, role of community facilities, infrastructure failure, lack of redundancy in infrastructure systems.
	 <p>Direction 4 A robust local economy</p>			Improve community economic resilience through diversity, inclusivity and revitalising our city.	Economic recovery, diversification, skills & labour shortage, employment conditions, supply chain disruption, innovation.
	 <p>Direction 5 A prepared community</p>		Work with communities and government to prepare organisations, services and people to respond to and recover from shock events.	Community preparedness, cyber security, data & information sharing, emergency communications.	<ol style="list-style-type: none"> 12. Develop disaster preparedness and climate adaptation initiatives with priority communities who require additional support. 13. Enhance community facilities to assist priority communities who require additional support during shock events. 14. Support businesses to become more resilient and to contribute to community resilience. 15. Strengthen the City of Sydney's emergency communications channels, ensuring they are accessible to diverse communities.

Introduction

How this strategy was developed

This strategy for our local area was developed to localise the work commenced in 2015 by the Resilient Sydney program including the Resilient Sydney strategy. City of Sydney hosts the Resilient Sydney program and network on behalf of the 33 local governments in Greater Sydney. The City of Sydney Resilience Strategy supports several strategic directions from our community strategic plan:

1. Responsible governance and stewardship,
2. A leading environmental performer,
6. An equitable and inclusive city, and
7. Resilient and diverse communities.

It also aligns with and supports major strategies including our environmental strategy and social sustainability policy and action plan.

The City of Sydney Resilience Strategy is supported by research including a local area resilience risk assessment, which identifies current and emerging community shocks, stresses and future considerations for our local area.

Building on this evidence base, we undertook several activities to understand our resilience challenges, what we're currently doing in response and identify actions to strengthen community resilience.

~~This draft Strategy will be placed on public exhibition to enable all members of the community to provide feedback on what is proposed, before being adopted by Council.~~

Community consultation has informed the Strategy. We asked community members about their experiences with emergency situations, their ideas on how our communities can be more prepared for emergencies and their thoughts on what will help our communities cope with the impact of shocks and stresses. We then test the draft directions and actions to ensure what we were proposing resonated with the community.



What is resilience?

Resilience is 'the capacity of individuals, communities, institutions, business and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.'
Resilient Cities Network.

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

Acute shocks are sudden, sharp events that threaten a city, such as heatwaves, floods, disease outbreaks and cyberattacks.

Chronic stresses weaken the fabric of a city on a day-to-day or cyclical basis, such as rising inequity, lack of social cohesion and inadequate public transport.

Our city functions through a complex network of logistical, social, economic, governmental and technological systems. These systems impact our daily lives in many ways. Systems can support people in our community to thrive or they can exacerbate vulnerabilities.

Improving the systems and networks that make up a city will increase our resilience overall. Resilient systems withstand, respond, and adapt more readily to shocks and stresses.¹

The intersection between community, organisational and asset resilience shows the interdependence and interconnectedness between these 3 elements to promote overall resilience.



Shocks and stresses

In Sydney we're experiencing increasing shocks and stresses arising from climate change, geopolitical events and economic shifts. The impact that a shock has on a place depends upon the underlying stresses. For example, the shock of the Covid-19 pandemic exposed existing inequities and amplified chronic stresses affecting our communities such as housing affordability, social cohesion and food insecurity.

By 2060 the annual economic cost of natural disasters in Australia is expected to increase from an average \$38 billion per year to at least \$73 billion and as much as \$94 billion per year. In NSW the total economic costs of natural disasters over the next forty years will be at least \$360 billion.² More frequent and severe shocks and stresses – in part, due to climate change – will test our capacity to cope as increasing impacts become more likely to exceed our limits.

We've identified these acute shocks our area is vulnerable to:

-  critical infrastructure failure
-  epidemic/pandemic or mass medical emergency
-  extreme weather including heatwaves, severe storms and flooding
-  bushfire impacts
-  food, fuel or water crisis from drought or supply chain disruption
-  compromised buildings
-  cyberattack
-  civil unrest resulting in disorder, violence or riot
-  terrorist attack
-  landslip/subsidence

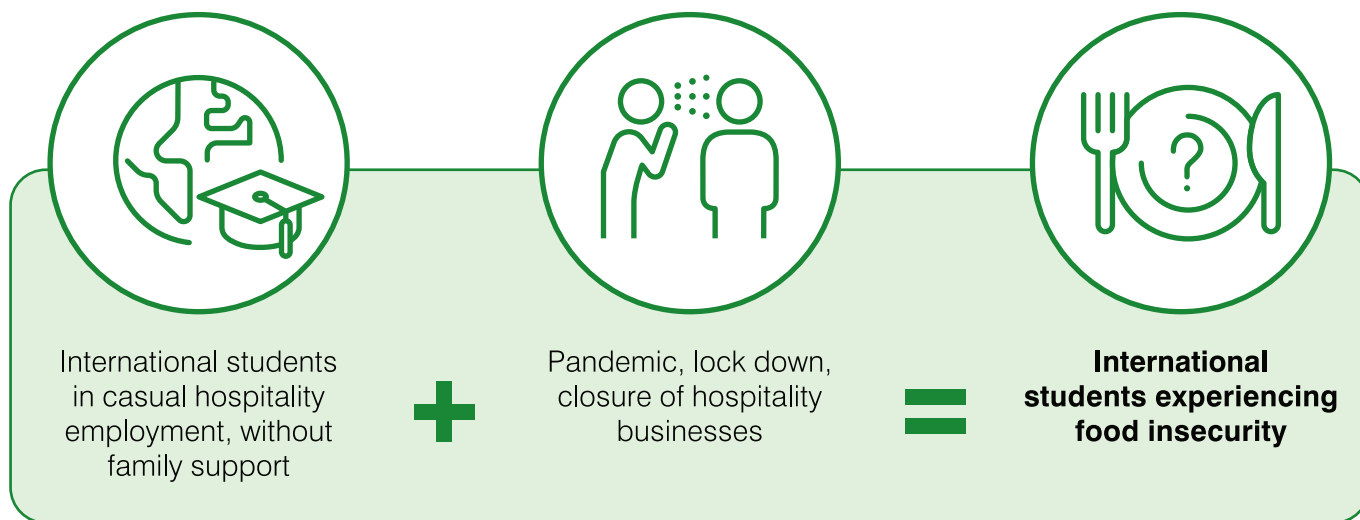
We've identified these chronic stresses the city is vulnerable to:

-  increasing inequity between advantaged and disadvantaged households
-  increasing domestic and family violence
-  cultural intolerance
-  food insecurity
-  economic stress from lack of economic diversity, and supply chain disruption
-  skills and labour shortage, employment conditions, demand on essential workers
-  health service demands/limited capacity
-  individual financial vulnerability from high levels of household debt, low wage growth, workforce casualisation, underemployment and unemployment
-  water insecurity
-  ageing population/increasing vulnerabilities within the community
-  increasing population, residential density and demand on infrastructure and services
-  lack of affordable housing
-  decreasing redundancy in communications networks

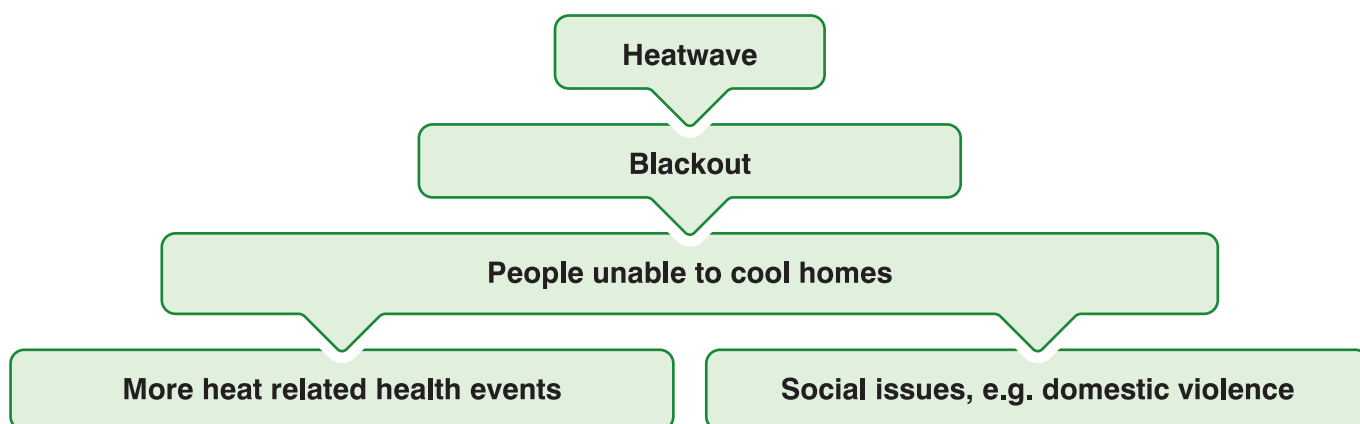
Interconnected systems and risks

Stresses can undermine the ability of communities, assets and organisations to recover from a shock. Understanding the role of these stresses helps identify and prepare for potential cascading or compounding risks.

As shock and stress events increase, the likelihood of these events occurring simultaneously or directly after one another also increases. The compounding impact of shocks and stresses often results in a much longer response and recovery phase.³ This example of compounding shocks and stresses shows how international students studying in Sydney were impacted by the Covid-19 pandemic.



Cascading risks increase the vulnerability of communities, organisations and assets. A cascade is a chain of causes that occurs when hazards, risks and increased vulnerabilities connect across multiple scales to produce a disaster⁴. Wider community resilience will be negatively impacted by increased compounding and cascading risks, highlighting the importance of a coordinated, system wide approach to resilience. This example shows how a weather event cascades into health and social impacts.



The Covid-19 pandemic caused significant health, economic and social impacts. This amplified existing chronic stresses, impacting the most vulnerable, and creating a new group of communities in need. Responding to compounding and cascading impacts of the pandemic required coordinated support from the City of Sydney. This included emergency food distribution, dedicated community hotlines, targeted communications, personal protective equipment and community quick response grants.



Northcott Community Centre, Surry Hills, Covid-19 vaccination hub specifically for Aboriginal and Torres Strait Islander People. Photo: Aby Felman.

Our role in strengthening resilience

The City of Sydney plays a major role in strengthening community resilience by providing projects, programs and services to support local communities. Other people and organisations have responsibilities for parts of the complex network of systems that keep our local area running. They are responsible for working together and individually to ensure the safety of our community and the functioning of our city in good times and bad. This strategy identifies actions we can take to:

- lead and advocate
- plan and regulate
- build partnerships and capacity
- provide infrastructure, assets, projects, programs and services
- communicate with stakeholders.

The scale of disasters and disruptions affecting cities often overwhelms their ability to respond locally. Extreme weather events, bushfires and the Covid-19 pandemic reminded us that we are a global, hyperconnected city. As a well-resourced council, leader and vocal advocate we made a clear decision to work with communities and organisations beyond our local area boundaries.



Redfern Community Centre Reconciliation Event kitchen. Photo: Chris Southwood.



George Street: Living Colour. Photo: Katherine Griffiths.

Priority communities

The term ‘priority community’ describes a group of people who are experiencing vulnerability due to the systems and circumstances in which they live. The City of Sydney has identified a number of priority communities in our local area who may require additional support during times of stress or emergency. We are aware that individuals may identify with more than one of these priority communities, and thus experience heightened vulnerability.

The City has identified the following priority communities under this strategy:

- Aboriginal and Torres Strait Islander people
- People on low incomes
- Renters including social housing residents
- People experiencing homelessness
- People with disability
- People with mental health or chronic health issues
- People over 65-years-old
- Babies and children under five years old
- New immigrants, non-citizens, and refugees
- People with English as a second language.

Governance

Good governance prioritises transparency, accountability and inclusivity in decision-making. It involves regular engagement with local communities to understand their needs and concerns, and to ensure policies and decisions reflect their priorities. It also involves building strong partnerships with other levels of government and business to achieve shared goals and maximise resources.

Disjointed governance and distrust is one of Sydney’s biggest challenges. Communities are concerned about disconnected decision-making determining housing, infrastructure and services, transport, education and employment. Responsibilities are distributed across numerous organisations and levels of government. Historically this has undermined our ability to make integrated, place-based decisions to meet the needs of our communities. This also undermines our ability to understand place-based risks and to take effective action.

These challenges are connected in people’s lives and aren’t constrained by boundaries or different levels of governance. Addressing them requires a comprehensive and collaborative approach to engage diverse stakeholders, promote transparency and accountability, and prioritise the public interest for good governance in our local area.

The City of Sydney has a responsibility to balance the needs and interests of current and future generations as it makes decisions. We need to ensure we provide effective governance and leadership and have the capacity and capability to serve our communities now and in the future. Trust between community, government, and institutions will be critical. We’ll achieve this through strong partnerships, inclusive decisions, collaboration, accountability and transparency, to strengthen governance across our local area and Greater Sydney.

Our organisational resilience

Organisational resilience is our ability to anticipate, respond and adapt to disruptive events, such as industrial action, natural disasters, cyberattacks or economic disruptions. It involves physical, technological and human factors that enable us to adapt to changing circumstances and maintain operations in the face of adversity.

The goal of organisational resilience is to ensure we can continue to provide essential services, meet our obligations and achieve our goals, even during significant challenges. This involves developing a culture of preparedness, investing in robust systems and processes, and fostering strong relationships with key stakeholders, such as employees, our communities and suppliers.

We’ll need to be flexible and agile to redeploy resources during future emergencies. For example, during our response to the global pandemic, library employees became delivery drivers for emergency food relief in the city.

Supporting our organisation is our people strategy, which is part of our [resourcing strategy](#) and guides our decision making, priorities and investment in a resilient workforce.

Ultimately organisational resilience helps us be more flexible, agile, adaptable and secure, in response to shocks and stresses.

What our communities told us

Consultation overview

During March and April 2023, we asked the community to share their experiences with emergency situations, their ideas on how our communities can be more prepared for emergencies and their thoughts on what will help our communities cope with the impact of shocks and stresses. The consultation focused on understanding the concerns, interests, and diverse perspectives of Aboriginal and Torres Strait Islander people, people with disability, social housing residents, and other priority groups.

Feedback was gathered through conversations with community members at pop-ups in Redfern, Glebe, Woolloomooloo and Green Square, as well as social housing forums. A hard copy survey was distributed at these events and through community centres, customer services centres and library branches. An online survey and social pinpoint tool to map places of safety were available on our website. We ran a workshop with international students to capture a youth voice.

We asked community members about four key topic areas: safe places in our community during an emergency, the impacts of climate change, access to fresh healthy food, and emergency communication.

We presented to several of the City of Sydney's specialist advisory panels to provide an update on the Draft Strategy and to listen to feedback from priority communities including:

- Aboriginal and Torres Strait Islander Advisory Panel
- Inclusion (Disability) Advisory Panel
- Multicultural Advisory Panel

Further community consultation will be undertaken on the draft strategy during the public exhibition period.

“Resilience – bouncing back after adversity. Ongoing reminders that there is help out there.”
- community member feedback



Waterloo Green, Waterloo: Redfern and Waterloo Pet Day.
Photo: Sarah Rhodes.

~~Key findings~~

- ~~People we spoke to said they feel safe in their own homes.~~
- ~~People who rent (including social housing residents) would like options to adapt their homes to deal with the impacts of climate change (e.g., air conditioning, blackout curtains, solar power with batteries, large freezer).~~
- ~~People do not feel prepared for an emergency caused by extreme weather.~~
- ~~They would like more information about emergency resources and places of refuge communicated in short, simple formats both online and face to face.~~
- ~~We can improve community resilience by supporting well connected communities.~~
- ~~More affordable options to buy or trade fresh healthy food close to home would help improve food security.~~
- ~~The safety of pets is important to people.~~
- ~~We can learn from the United Nations Sendai Framework for Disaster Risk Reduction 2015–2030 to enhance disaster preparedness and improve response and recovery.~~

Feedback on specific topics

Safe places in our community in an emergency

Extreme heat and sustained blackout were the most experienced emergency situations, followed by flooding, severe storms and bushfire smoke.

Most people who had experienced a weather driven emergency chose to stay home. Some people chose to seek shelter nearby, with friends, or at a local shopping centre.

People told us they feel safe at home during an emergency event like a heatwave or flash flooding. Some people told us they feel safe at local council facilities (including community centres, libraries and aquatic centres), indoor air conditioned spaces (including shopping centres and cinemas) and at local green spaces.

Despite being a safe city, access to safety is not equally available to all. Systems can reinforce inequality which impacts trust with law enforcement and services designed to protect community safety. This includes cultural safety for Aboriginal and Torres Strait Islander people.

Impacts of extreme weather

People do not feel prepared for an emergency caused by extreme weather. When asked how they would prepare, people told us they would organise household supplies, stockpile food and water and adapt their home to cope with the emergency. People who rent expressed strong concern that they are not able to make changes that would make their home more comfortable in an emergency.

People feel concerned about having enough essential items at home, having accurate information, and getting home when an emergency occurs. Many people are also concerned about accessing essential medical assistance, communicating with family and helping neighbours.

Food security

People told us we could improve access to fresh healthy food in our community by addressing affordability issues, encouraging 'grow your own' options, and improving physical access to fresh affordable food supplies, for example through local growers markets.

People who have experienced difficulty accessing fresh healthy food told us they coped by seeking low cost options, careful budgeting, with help from support services and from friends and family.

Communication

People told us they would like more information about emergency resources and places of refuge in their local area. They would like both online and face to face options to learn more about disaster preparedness. Comments suggested that short, simple formats would be most effective, such as checklists, maps or social media videos.

We heard that people find information online, through word of mouth and through social media. Many people also find information through news outlets, email and radio.

Information and communication should be accessible and provided in alternate formats for people with disability, with additional consideration of when there is no access to power or the internet.

Other feedback

People told us we can enhance (or improve) community resilience by supporting community connection and wellbeing. They value how people in a well-connected community can help look after each other.

Many people commented on the need to adapt rented homes and need to provide for the safety of pets in an emergency. These concerns were raised consistently across the topics of safe places, the impacts of climate change, communication and general feedback.

Emergencies can be especially challenging for people with disability, and it is important to pre-plan and prepare where possible. Disability inclusive disaster risk reduction was suggested as a means for the City of Sydney to collaborate with people with disability to increase disaster resilience.

What our communities told us – additional content

Consultation overview

During March and April 2023, we asked the community to share their experiences with emergency situations, their ideas on how our communities can be more prepared for emergencies and their thoughts on what will help our communities cope with the impact of shocks and stresses. The consultation focused on understanding the concerns, interests, and diverse perspectives of Aboriginal and Torres Strait Islander people, people with disability, social housing residents, and other priority groups.

Feedback was gathered through conversations with community members at pop-ups in Redfern, Glebe, Woolloomooloo and Green Square, as well as social housing forums. We presented to several of the City of Sydney's specialist advisory panels to listen to feedback from priority communities

During the public exhibition, from July to September 2023, we asked people to share their views on the directions and actions in the draft Strategy. Feedback was gathered through a survey that was available online and in hard copy. We spoke to people at a number of community meetings and ran a webinar for the business community.

People acknowledged climate change is the most pressing issue they face in terms of resilience and preparing for the future

Feedback on the draft Strategy

Strong support was received for the directions and actions in the draft Strategy. All the actions also received support from respondents. The five actions people saw as most important were:

- *Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable, and rental housing*
- *Support our community to cope with increased heat and drought*
- *Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity*
- *Improve the City of Sydney's ability to understand and manage climate risks and equity implications*
- *Improve food security and equitable access to food*

Feedback on specific topics

During both phases of engagement, people provided feedback on the following topics.

Climate change and extreme weather

Climate change was the strongest theme across all community feedback. People acknowledged climate change is the most pressing issue they face in terms of resilience and preparing for the future.

People are aware that those who are already experiencing disadvantage are more likely to feel the future impacts of climate change.

People do not feel prepared for an emergency caused by extreme weather. When asked how they would prepare, people told us they would organise household supplies, stockpile food and water and adapt their home to cope with the emergency. People who rent expressed strong concern that they are not able to make changes that would make their home more comfortable in an emergency.

People also expressed a desire for government to invest in infrastructure to help protect the community, such as stormwater management, greening and making homes more resilient.

Planning for an emergency

People told us they feel safe at home during an emergency event like a heatwave or flash flooding. Some people told us they feel safe at local council facilities (including community centres, libraries and aquatic centres), indoor air-conditioned spaces (including shopping centres and cinemas) and at local green spaces.

People are aware that disadvantaged groups can often be left behind and not have access to information and resources during emergencies and would like to see this addressed. We also heard that despite being a safe city, access to safety is not equally available to all. Systems can reinforce inequality which impacts trust with law enforcement and services designed to protect community safety. This includes cultural safety for Aboriginal and Torres Strait Islander people.

People suggested that the City ensures that emergency communications and consultations on plans and actions reach all members of society. Suggestions included providing educational material about what to do in an emergency (what to pack, where to go etc.) and having community assembly centres that people can access during emergencies.

Food security

People told us we could improve access to fresh healthy food in our community by addressing affordability issues, encouraging 'grow your own' options, and improving physical access to fresh affordable food supplies, for example through local growers markets.

People who have experienced difficulty accessing fresh healthy food told us they coped by seeking low-cost options, careful budgeting, with help from support services and from friends and family.

Communication

People told us they would like more information about emergency resources and places of refuge in their local area. They would like both online and face-to face options to learn more about

disaster preparedness. People suggested collaborating with government, councils, and communities to avoid duplication of efforts and ensure effective planning.

Information and communication should be accessible and provided in alternate formats for people with disability, with additional consideration of when there is no access to power or the internet.

Community cohesion

People told us we can enhance (or improve) community resilience by supporting community connection and wellbeing. They value how people in a well-connected community can help look after each other.

Emergencies can be especially challenging for people with disability, and it is important to pre-plan and prepare where possible. Disability inclusive disaster risk reduction was suggested as a means for the City of Sydney to collaborate with people with disability to increase disaster resilience.

Economic resilience

Feedback about economic resilience varied. Businesses expressed concern about stresses such as supply chain disruption and skills and labour shortages. Feedback from non-business respondents included a sentiment that people should be prioritised. Whilst there is some understanding that having a strong local economy is beneficial for the community, people do not want it to be the driving force.



Dyuralya Square, Waterloo: Green Square community information day.
Photo: Damian Shaw.

Direction 1

An equitable, inclusive and connected community

Collaborate with partners and community to increase equity and create connected communities that are more resilient to shocks and stresses.

Our resilience challenges

Our communities face increasing inequality, with a wider gap between rich and poor, a lack of social and affordable housing, and increasing homelessness. Food insecurity is becoming a major challenge for government and communities.

People need to be digitally connected with access to data and devices to go about their daily lives. Importantly we also need to ensure our community is socially cohesive, with strong social networks and interconnected communities, to help us respond and recover quickly from future shocks and stresses.



Wellington St, Waterloo: OzHarvest supermarket in the Waterloo Estate. Photo: Mark Metcalfe.

Inequality in Sydney

The cost of living crisis alongside housing stress continues to impact many people within our community, in particular low income earners and people living below the poverty line⁵. While wealth in Australia is growing, the gap between the richest and poorest within our society continues to grow, highlighting the inequalities faced by many.⁶

Inequality impacts all City of Sydney residents and workers directly or indirectly. It can undermine social cohesion, overall wellbeing and create barriers to full participation in the social, cultural, economic and political life of the city⁷.

In our local area, the Sydney Equality Indicators found serious inequalities across multiple domains including employment and income, housing, health, education, transport and participation in public life. These inequalities are experienced across multiple groups but are starkest for Aboriginal and Torres Strait Islander people, people on low incomes and people with disability⁸. Other dimensions of inequality were evident across gender, citizenship and sexuality. It is also clear that where inequalities are experienced within one domain, they are undoubtedly experienced across multiple domains, demonstrating the interconnections of these barriers and impacts.

The Covid-19 pandemic highlighted existing inequalities in our city. Many people already marginalised or experiencing disadvantage and inequity were more adversely affected by the pandemic than the general population. Research suggests women experienced more significant impacts on their employment, domestic labour and health and wellbeing⁹, and young people are also missing out on economic opportunities.

Addressing inequality in Sydney requires systemic change across many areas through a comprehensive and collaborative effort involving all levels of government, community organisations and the private sector.



Homelessness Action Plan. Photo: Katherine Griffiths.

Homelessness

Homelessness, including people sleeping rough, those in temporary accommodation and at risk of homelessness, is a key challenge for the City of Sydney. People sleeping rough are especially vulnerable to shocks, such as extreme weather events including heat stress, rain and flooding, and the Covid-19 pandemic. We're seeing more people sleeping rough, with 277 people in February 2023, an increase of 52 people from the previous year, due to a severe shortage of affordable and social housing in Sydney and across NSW. This includes people displaced due to extreme weather events, including floods in 2022.

We've met with a range of senior stakeholders across government and business, and the common theme is homelessness will continue to increase in coming years unless something is done to increase the amount of social and affordable housing available and to increase funding to support people to maintain tenancies. Contributing factors to the increase in homelessness may include critical statewide housing shortages, the cost-of-living crisis, increasing instances of family and domestic violence, financial impacts for older women and the impacts of environmental disasters on housing, food and household finances.

There has been a significant increase in numbers of people with severe mental and physical health issues which has put increased demand on the homelessness support sector. Due to the demands on the health system and lack of appropriate housing, there is inadequate supply of healthcare and longer-term accommodation and support options available for these people. The lack of resourcing and investment in high support housing models for people with complex needs means they spend longer sleeping rough.

Homelessness is a complex problem that cannot be tackled alone. The City of Sydney works with all levels of government, peak bodies, local organisations and the community to show leadership and commitment to end homelessness.

Given the ongoing, systemic challenges facing our city there will need to be significant ongoing funding and collaboration to end homelessness. This will require increased social and affordable housing, along with emergency preparedness and protocols, and ongoing support services.

Community safety

In 2021 Sydney was ranked the number one safest city in Australia and fourth in the world by the Economist Safe Cities Index.¹⁰ This index measures urban safety with indicators across 4 pillars: digital, infrastructure, health and personal security. Despite these rankings, access to safety is not equally available to all in Sydney. Many factors can increase the likelihood of being a victim or perpetrator of crime. Systems designed to respond to and prevent crime do not meet the needs of all community members. Systems can reinforce inequality which impacts trust with law enforcement and services designed to protect community safety.

Lack of safety has the potential to impact the city's reputation, deter tourism and hinder business growth. Perceptions of safety often come from how people feel about an area or place. Perceived fears can impact people's quality of life and the social and economic wellbeing of communities.

It is critical that the City of Sydney continues to address actual and perceived safety and ensures our residents and visitors feel safe in their communities. The challenge is to further develop and implement effective strategies that will continue to reduce crime and improve safety.

Housing

Sydney is widely recognised as one of the world's most liveable cities but in the past decade complex housing issues have challenged our liveability indicators¹¹. There is a severe housing shortage in Sydney, particularly affordable and social housing.

Access to safe and sustainable housing is fundamental to an inclusive and equitable society, and to increase safety and build community resilience. We're advocating and planning for more diverse, social and affordable housing through our [local housing strategy, housing for all](#). The strategy establishes an overarching vision, course, and shared responsibilities for housing delivery over the next 20 years. It identifies the housing challenges and community needs and establishes the land use planning priorities, objectives and actions to respond to key issues and manage growth and change in the city.

Design and construction quality of residential properties plays a significant part in community wellbeing, including the ability to adapt to climate change impacts. Housing needs to withstand the effects of increasing wet weather and provide passive cooling for more hotter days.

Access to good quality private and social housing is needed to reduce climate inequality experienced by priority groups, particularly those with low incomes, people renting and those living in apartments. People living in apartments, or renting in any type of dwelling, can have more difficulty adapting to climate impacts as they are unable to easily modify their home, for example, by installing insulation.

There are more than 9,700 state government owned social housing properties in our local area – one of the largest concentrations in Australia. Social housing is concentrated in a few high-density estates in Redfern, Waterloo, Surry Hills, Glebe and Woolloomooloo, with some smaller concentrations in other parts of the local area.

The extremely poor condition of some of the social housing stock is a challenge for our community's current health and well-being and ability to adapt to climate change.



Redfern: Social housing. Photo Katherine Griffiths.

Many residents are living in dwellings that need significant repairs and maintenance. In some properties conditions compromise health and safety. The Productivity Commission's report on government services for housing and homelessness in 2018 found that 24% of public housing tenants lived in dwellings not meeting minimum NSW standards¹².

More than 25% of houses are over 50 years old and stagnant rental income received by NSW Land and Housing Corporation cannot cover increasing costs of repairs and maintenance of the ageing portfolio.

With social housing precincts such as Waterloo estate being redeveloped into a mix of social, affordable and private housing, it will be critical to ensure future housing has the quality and capacity to adapt to our changing climate.

In many cases housing is not fit for tenants with accessibility requirements or complex needs. NSW Land and Housing Corporation has acknowledged several challenges in supporting tenants with disability including complex modification requests from NDIS participants and the mismatch of properties to meet tenant needs. This includes a lack of specialist disability accommodation. Most housing has not been constructed with accessibility features to support people with chronic medical conditions, age-related health issues and disability.¹³

Housing affordability and availability, the condition of social housing properties and private rental properties and the inability for renters to adapt their homes to climate change impacts represent key challenges for the liveability and equity of our city.



Waterloo Estate: OzHarvest supermarket. Photo: Mark Metcalfe.

Increasing food insecurity

Our food systems and supply chains are increasingly vulnerable to shocks such as extreme weather events or global pandemics, and stresses such as climate change that can impact food supply to our city. Food waste also contributes significantly to greenhouse gas emissions.

A growing number of people in our city are experiencing food insecurity, which includes disruptions to their physical and economic access to food. Many families are struggling with increased financial pressure from the cost of living.

The NSW Council of Social Service cost of living report found in 2022 that 16% of respondents in the city and inner south areas reported skipping meals in the past 12 months. Also, more than 60% of respondents cited food as an increased pressure on family budgets during the pandemic.¹⁴

The Foodbank hunger report in 2021 found 17% of Australian adults did not have enough to eat in the past year and could be categorised as severely food insecure. This means people are needing to reduce the quality and quantity of the food they eat by skipping meals or relying on food relief services, such as food banks and community pantries.

Aboriginal and Torres Strait Islander people, and people on low incomes are significantly more likely to be food insecure. During the pandemic many people relied on emergency food relief services due to lockdown restrictions and their financial circumstances.

Developing sustainable food systems is a priority for cities around the world, with many focusing on food policies, growing food, nutrition and reducing food waste, along with programs to address socio-economic equity.

In Australia there is a significant opportunity to learn from Aboriginal and Torres Strait Islander people's connection to Country and empower our First Nations communities as part of future solutions.

Due to the scale and complexity of our food systems addressing challenges to develop a sustainable food system also requires leadership, coordination and resourcing by the NSW Government.

The City of Sydney participated in the inquiry into food production and supply in NSW in 2022, which made recommendations to improve food security and develop more resilient and sustainable food systems across the state.



Waterloo Green: Pet Day. Photo: Sarah Rhodes.



St Helen's Community Centre. Photo: Chris Southwood.

Social cohesion

Social inclusion and justice – key components of social cohesion – has declined sharply in Australia since 2020.¹⁵

Data from the City of Sydney's community wellbeing indicators (2019) shows that only 50% of community members were confident they would get help from their neighbours, but almost all would help their neighbours. This suggests a lot of goodwill but lack of connection.

Evidence shows that communities with high social cohesion are generally more resilient – by working together when disaster strikes, communities, organisations, businesses, government and individuals recover faster.¹⁶ At the same time a lack of social cohesion, including social divides, marginalisation and inequality, can be a major stress itself and can lead to civil unrest and undermine community health and wellbeing.

Volunteering plays an important role in creating connections within community and can provide opportunities for people from diverse backgrounds to come together. Working with people from different backgrounds can also support empathy and understanding for each other. This can help to break down barriers and promote understanding and acceptance of different cultures, religions and lifestyles, which can contribute to social cohesion. A strong culture of volunteerism and willingness to help each other is important in a time of crisis.

Strengthening social cohesion is an ongoing challenge. We need to continue focusing on how we build trust and supportive networks within and across community groups, whilst addressing cultural intolerance and being vigilant about racism and discrimination.

Loneliness and isolation

Urban loneliness and social isolation have emerged as significant global issues that can impact wellbeing, physical and mental health, and the ability of communities to come together in times of need and for individuals to recover from emergencies.

There are multiple risk factors for loneliness and isolation in our area. We have people of diverse languages, ethnicity, religion, sexuality and gender. This diversity can be a catalyst for strength but also a challenge to forming strong bonds between people.

People move houses regularly and many live here briefly. Many residents speak limited English. A high proportion of people live alone. Students, including international students, and younger people are particularly at risk. Some groups have little or no face-to-face contact with others in their local area.

We need to continue to promote and provide opportunities for people to connect, reduce social isolation and enhance a sense of belonging within our communities.¹⁷

Digital literacy and inclusion

It is increasingly important for people to have online access and the skills to use technology confidently to improve their day-to-day lives and engage in civic life. By contrast digitally excluded people miss out on social and economic benefits that connectivity provides, with affordable access to the internet being a major barrier.

There are 3 elements to digital inclusion:

- Digital access – where people own appropriate devices to access reliable and sustainable high-quality internet at home.
- Digital ability – where people have adequate skills to enable them to do a variety of tasks online with confidence.
- Digital affordability – where people can afford to pay for good quality service.

Households that need to pay more than 5% of their household income to access the internet are considered to have low affordability. Households paying more than 10% are in stress.

In 2021 we looked at digital inclusion initiatives offered in the City of Sydney area by government, not-for-profit and corporate services. Although generally not secure for functions such as banking, we found plenty of organisations offering free wifi in certain locations and supporting people to develop their digital skills. But very few initiatives helped people on limited incomes afford the devices and data they need to get online at home.

During the Covid-19 pandemic some social housing residents reported they experienced insufficient digital connection, or none at all¹⁸.

In February 2023 15% of 774 respondents to a City of Sydney survey about use of our community facilities said they either do not have internet access at home (11%), or do not have home internet access that meets their needs (4%). Improving digital literacy and inclusion enables our community to not only be better prepared in an emergency, but also addresses inequalities around access to education, employment, services and income.



Darling Square: Darling Square Library. Photo: Adam Hollingworth.

What we're doing

We're working towards our vision for a just, inclusive and socially sustainable city through our [social sustainability policy and action plan, a city for all](#).

We're implementing 59 social sustainability actions over the period 2018 – 2028. We continue to provide social services and support through early education and care services, community centres, homelessness services, social and skills development programs for young and older people, community transport, food services, diversity programs, support for international students and education and training programs.

The City empowers volunteers through co-produced programs with community members, the provision of direct funding or promoting volunteering opportunities. As an example, the City provided funding to the Stay Kind Foundation and Stay Kind ambassador programs. Roving teams of trained volunteer 'ambassadors' provide on-the-spot assistance to people at risk of becoming offenders or victims of crime in the city at night. A dedicated safe space provides vulnerable young people a place to rest, rehydrate, charge their phones, get first aid, find transport home, or wait for friends or family.

We work closely with other metropolitan councils, state government agencies and with business, community and not-for-profit organisations to advocate and collaborate on these complex issues that impact inequality, with a strong focus on housing, community safety and homelessness.

Our [local housing strategy, housing for all](#) establishes an overarching housing vision and sets the course for housing provision for the next 20 years. It identifies the housing challenges and community needs and establishes our land use planning priorities, objectives and actions to respond to key issues and manage growth and change in the city.

Our [homelessness action plan](#) details our role in working with our partners to create a resilient city, hosting safe and sustainable housing for everyone. We're responding to homelessness by monitoring trends in inner-city homelessness, assisting people sleeping rough, managing our public spaces and working with our partners to support people to access safe and sustainable housing and support.

We're committed to building an inclusive and accessible city for everyone, now and in the future. Through our [inclusion \(disability\) action plan](#) we're ensuring our programs, services, events, community facilities, public spaces and infrastructure are inclusive for everyone, including people with less visible disabilities. We're working to create positive attitudes and behaviours, more liveable communities, achieve higher rates of meaningful employment and provide more equitable access to mainstream services for people with disability.

Sydney is recognised internationally as a safe city. Our [community safety action plan](#) sets out our contribution to making Sydney a safe and resilient place to live, visit, work and study. It describes our work to increase actual and perceived public safety through crime prevention and response, preparedness, response to emergencies and strengthening community resilience.

Our plan to build and strengthen meaningful relationships with Aboriginal and Torres Strait Islander communities is demonstrated through our stretch reconciliation action plan. This plan is a call to action for people in our organisation to make a stand for reconciliation. Through the Eora Journey we recognise Aboriginal and Torres Strait Islander histories, cultures and communities, ensuring this fundamental part of our global city is celebrated by everyone. Place-based acknowledgement of Country is vital for reconciliation, and we seek to draw on the sophisticated, resilient and continuous culture of this place. We've worked with and achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008.

Digital literacy and inclusion are a focus for programs delivered through our community centres and libraries. Over the past decade we've increased digital literacy programs and the provision of technology and free public wifi across our facilities. We will be increasing this, adding free wifi to another 21 facilities. In late 2019 our libraries and learning team joined Be Connected, an Australian government initiative committed to increasing the confidence, skills and online safety of older Australians. The program aims to empower everyone to use the internet and everyday technology to thrive in our digital world.

What we need to do next

Over the next 5 years we will take further action to address the challenges to becoming an inclusive and connected city. Actions have been designed to also address challenges captured under other Directions.

Action	Aligned Directions
<p>1. Advocate for safe, healthy, appropriate, climate-proofed crisis, social, affordable and rental housing</p> <p>We will respond to the shortage of good quality housing for priority communities including Aboriginal and Torres Strait Islander communities with advocacy, strategic and operational activities, supporting renters and collaborating closely with the organisations that provide housing.</p> <p>We will work with: NSW Department of Communities and Justice, Land and Housing Corporation, Planning and Environment, community housing providers, owners' corporations, tenant advocacy groups.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city ✓</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy ✓</p> <p>5: A prepared community</p>
<p>2. Monitor community wellbeing and equality to inform decision making about resilience initiatives</p> <p>We will undertake rigorous research into wellbeing and equality in our city, share the results with the community, and use this information to inform decision making in our city about resilience initiatives.</p> <p>We will work with: Local community services and service providers, other levels of government and academia.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city ✓</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy</p> <p>5: A prepared community ✓</p>
<p>3. Improve food security and equitable access to food</p> <p>We will develop a sustainable food systems policy and action plan and strengthen our approach to working with others to provide emergency food relief when required and look for ways to support our community to grow food locally.</p> <p>We will work with: Local community services and service providers, other levels of government, industry and academia, Sydney Farm Volunteers.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city ✓</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy</p> <p>5: A prepared community ✓</p>
<p>4. Increase social connectedness within and between communities to strengthen their capacity to recover</p> <p>We will continue to be a connector in bringing our diverse communities together, including Aboriginal and Torres Strait Islander communities, through provision of facilities, services, programs, grants, communication campaigns and volunteering.</p> <p>We will work with: Local community services and service providers, other levels of government and academia.</p>	<p>1: An inclusive and connected community ✓</p> <p>2: A climate resilient city</p> <p>3: Places, buildings, and infrastructure for resilience</p> <p>4: A robust local economy</p> <p>5: A prepared community ✓</p>



Town Hall: Climate Strike. Photo: Katherine Griffiths.

Direction 2

A climate resilient city

Adapt to a changing climate by understanding risks and creating equitable solutions.

Our resilience challenges

Our climate has already changed. Australia has warmed by an average 1.47°C since national records began in 1910. Each decade since 1950 has been warmer than the last with the 8 years from 2013 to 2020 all ranking among the 10 warmest years on record.¹⁹ Australia is experiencing more frequent and intense weather events such as extended droughts, flooding and damage from extreme storms and longer runs of days above 30 degrees. Our whole community is already feeling the effects of climate change particularly priority groups who are more adversely affected than the general population.

While we're not able to prevent these disasters from happening we need to plan and adapt to the changing nature of climate risk now and in the decades ahead. Protecting our communities will require greater investment in resilience, adaptation and mitigation planning – from government, business, community organisations and individuals. This will reduce the physical, economic and social recovery costs that follow a disaster and the impact on our communities.



Indigenous carbon offsets. Photo: ©Aboriginal Carbon Foundation.

Understanding climate risk

Climate risk is the assessment of the consequences and likelihood of climate change impacts and adaptation options. Physical risks relate to the physical impacts of climate change, whereas transition risks relate to the associated changes to things like the economy, policies, laws, technologies, business and investment models. The economic risks of climate impacts are staggering, with natural disasters predicted to cost the Australian economy at least \$73 billion per year by 2060.²⁰ In its 2021 intergenerational report, the NSW Government considered climate change risk as a key determinant of the state's long-term economic position for the first time.

An increasing number of organisations are conducting climate risk assessments to meet expectations of communities, investors and emerging regulations and guidelines. However, lack of consistent, up to date and accessible data is hampering the ability of organisations to work collaboratively and with the community, on a coordinated understanding of, and response to, these risks.

Adapting to heat

Sydney's hottest year on record was 2019 followed a 7-year run of hottest years ever from 2013. Climate scientists widely acknowledge the pattern of record warmer years will continue. Long runs of hotter days put pressure on our people and infrastructure, affecting public transport and roads, and open green spaces and biodiversity as trees and animals struggle to adapt to intense heat. When energy demand increases during heatwaves, electricity infrastructure is more likely to overload and fail putting pressure on building systems like air ventilation.

Increased heat also puts pressure on the health of residents and visitors, leading to negative consequences for quality of life and community wellbeing. It leads to more heat-related illnesses, adding pressure to our health systems, increased energy and water consumption and decreased air quality. It also exacerbates existing urban heat island effects.

People in the community already experiencing disadvantage have less ability to adapt. For example, people on low incomes may be unable to afford the cost of air conditioning, while people with pre-existing mental or physical health issues are more likely to suffer health impacts. Addressing the impacts of increased heat is critical to ensure the city's resilience and sustainability from a changing climate.

Drought

As global temperatures continue rising the frequency and intensity of drought events is increasing, leading to water shortages for domestic, agricultural and industrial use. This has a significant impact on the local economy and environment, and also affects the quality of life for residents.

More hotter days caused by climate change are a contributing factor to changing rainfall patterns and extended droughts. Climate change will cause increased variability – with more significant storms and increased drought risk. Drought conditions will impact water availability, the health of our green spaces and food production outside the city.

Our challenge is to adapt to the effects of drought in cities and ensure through effective water use and reducing unnecessary consumption that communities have access to sufficient water resources in the face of a changing climate.

Bushfires

The 2019/20 bushfires, exacerbated by the prior years of drought, demonstrated that shocks outside our local area can seriously impact local residents and visitors. During the bushfires we experienced significant air quality issues and many community members suffered health impacts. Our services were also affected as our employees who work outside were directly impacted by the fires.

Unlike other climate impacts the risk of bushfires can be substantially lessened^{21 22} by reinstating cultural fire land management practices used by Aboriginal and Torres Strait Islander peoples for millennia. Small, low intensity controlled burns conducted early in the fire season remove fuel load and reduce the risk of late dry season fires. These cultural fire practices produce far less carbon emissions than uncontrolled wildfires and strengthen biodiversity by supporting native vegetation that relies on fire to propagate. They also provide powerful social and economic benefits, as Aboriginal and Torres Strait Islander people are employed on Country to practice and pass on traditional knowledge.

Aboriginal and Torres Strait Islander peoples hold tenure over 54% of Australia's landmass and manage almost half of Commonwealth parks and reserves²³. There is a real opportunity for cities to work with regions, and for governments and organisations like the insurance industry to reduce bushfire risk by supporting Indigenous-led fire land management.

Storms and flooding

NSW is already starting to see the effects of changing rainfall patterns due to climate change with heavy rainfall expected to increase in intensity and changes to overall rainfall levels.

While the City of Sydney area rarely experiences catastrophic flooding it does experience flash flooding during rainfall from severe weather and storms. Storms also cause damage to property and infrastructure and in early 2020 parts of metropolitan Sydney suffered weeklong power outages.

Increased rainfall intensity will create increased frequency and severity of flash flooding throughout the city with low-lying areas and developments bearing the brunt of the damage and cost to both property and business income. Though short-term in terms of impact, long-term adaptation is needed to reduce the impacts of flooding on both residential communities and those who visit the city for work and entertainment.

Sea level rise

Sea level rise due to climate change is predicted to accelerate over the next 100 years. The direct impact of rising sea levels in the City of Sydney area is limited to harbour shorelines and adjacent low-lying areas. But sea level rise leads to indirect impacts including increased temporary and permanent flooding (inundation) of low-lying areas by higher-than-normal tides and storm surge.

Areas near water edges are expected to see open green spaces inundated by harbour waters, increases to storm surge levels and increased storm erosion. This will cause significant impacts on the community, environment and economy in these areas including damage to streets and property and flooding of critical infrastructure such as sewage systems and electrical substations.

Equity in our climate response

While climate change will affect all people in the City of Sydney area, many of the most vulnerable within our community will be disproportionately affected. Climate change compounds stress and disadvantage already experienced, where even a minor climate shock can put vulnerable people under long-term stress.

The 2021 census shows that 60% of residents in our local area rent, mostly living in medium or high density multi-story dwellings. There are more than 22,000 households living in social and community housing and/or on low incomes. These communities are particularly susceptible to climate change impacts due to other vulnerabilities such as chronic health conditions and are more likely to live in low quality housing that is not equipped to protect against the effects of climate change. They have fewer resources and less ability to adapt to these impacts.

People living in these circumstances have a greater risk of heat injury, exposure to mould and decreased wellbeing. Our programs, activities and actions to adapt to climate change need to prioritise people and communities most impacted.

What we're doing

We've reduced emissions by more than 77% across our operations since 2006 and became the first carbon neutral council in Australia in 2007. Our [environmental strategy](#) outlines our sustainability initiatives and current program of activities to take strong and effective action in response to climate change, and we report on progress in our [annual green report](#).

Our sustainable business partnership programs target key commercial sectors that contribute most to the city's environmental footprint. The [Better Buildings Partnership](#), [Sustainable Destination Partnership](#) and [CitySwitch](#) engage in sustainable action with 87 different organisations including building owners, hotel operators, entertainment venue managers and office tenants from legal firms to not-for-profit groups.

[Smart Green Apartments](#) works with owners, and strata and building managers to improve environmental performance in apartment buildings in our local area.

Despite our focus on mitigating causes of climate change the world is not on track to keep global heating below 1.5 degrees. While we will continue to focus on emissions reduction, we're increasing our efforts to prepare the city for long-term impacts of climate change and ensure our short-term risks and consequences of shocks are managed through cohesive disaster preparedness.

The [greening Sydney strategy](#), adopted in 2021 has 6 directions to make the city greener and more resilient. This follows decades of investment in biodiversity and urban forestry. Since 2009 we've created 27 hectares of new parkland and completed more than 124,000sqm of landscaping with 905,000 new plants, and since 2004 we have planted over 16,000 trees. Planting trees and plants is helping to reduce the heat island effect of dense building areas and create a more resilient city. We support 21 community gardens which are run by volunteers.

We partnered with Sydney Water to build a trunk drain from Green Square to Alexandra Canal. The drain has reduced the threat of high-level floods in the area. The inclusion of water treatment plants to treat stormwater creates 320 million litres of non-potable water every year that is sent to new buildings and open spaces, effectively recycling rainwater closer to where it falls.

In Sydney Park we're improving drainage in sports fields and in other open areas to ensure the park and sports fields can operate longer during periods of wet weather. We've installed water reuse systems in 20 parks connected to adaptive irrigation systems with real time monitoring. We've optimised our water recycling schemes, irrigation systems and water features to ensure water use is reducing over the long term.



Womerah Ave, Darlinghurst: Womerah Gardens. Photo: Renee Nowytarger.

What we need to do next

Over the next 5 years we will take further action to address the challenges to becoming a climate resilient city. Actions have been designed to also address challenges captured under other Directions.

Action	Aligned Directions
<p>5. Support our community to cope with increased heat and drought</p> <p>We will plan ahead to manage future drought conditions in our own operations, look at how new homes can be built to better cope with heat, advocate for improved thermal comfort in existing homes, and provide advice and education to residents, including priority communities in poor quality rental and social accommodation.</p> <p>We will work with: NSW Department of Communities and Justice, NSW Land and Housing Corporation, NSW Department of Planning and Environment, Australian Building Codes Board, universities, non-profit organisations in the homelessness sector.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>6. Update flood and sea level rise planning to prepare the city for predicted climate impacts</p> <p>We will advocate for state government guidance to be updated to reflect recent climate modelling, and then update our flood models and management plans. We will also look at how the longer-term issue of sea level rise can be addressed in collaboration with other councils and agencies.</p> <p>We will work with: NSW Department of Planning and Environment, other councils.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>7. Improve the City of Sydney’s ability to understand and manage climate risks and equity implications</p> <p>We will strengthen consideration of climate risk in organisational decision making processes and explore ways to deliver more equitable outcomes in our environmental actions.</p> <p>We will work with: Data providers, industry groups, national and international climate networks.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community ✓</p>



Redfern Community Centre: Reconciliation Event. Photo: Chris Southwood.

Direction 3

Places, buildings and infrastructure for resilience

Managing our infrastructure and assets to withstand shocks and stresses and build community resilience.

Our resilience challenges

Like many other cities we face challenges with asset management, vulnerability to primary infrastructure failure including electricity and transport, waste and resource recovery infrastructure, and stormwater and drainage infrastructure.

Addressing these resilience challenges requires a comprehensive and integrated approach that considers the interdependencies between different systems and infrastructure, alongside community needs.

Complex planning system

The NSW planning system is complex, with decisions about buildings, places and infrastructure made by multiple entities across local and state government. The Resilient Sydney Strategy identified disjointed governance as a key challenge for the metropolitan area. In our local area, the City of Sydney has the ability to use our planning controls to enhance the resilience qualities of developments for which we are the consent authority. As we learn more about how to design and build for resilience, we will need to update these controls, which in some instances may require the agreement of the NSW government. City of Sydney also needs to advocate for the NSW government’s planning agencies to consider interdependencies and risks when making decisions about planning including land use, infrastructure development and policy change, to ensure they are strengthening the city’s resilience.

Managing assets

We’re responsible for approximately \$13 billion in infrastructure and assets including roads and footpaths, stormwater and drainage, buildings and facilities, parks and open spaces, and information and technology assets. Our resident and visitor populations are growing while we face increasing budget constraints and there is a risk our assets will not meet future demand to support the services we provide to the community, especially under future climate conditions. Existing assets have commonly been designed to suit historic climates and may not withstand future climate conditions.

Building and upgrading assets to be more resilient is an ongoing challenge requiring investment and careful planning. Considering resilience outcomes at the design stage is the most efficient and cost-effective way to do this. We need to design assets that are flexible and fit for purpose. We need to consider how people will use and interact with our places, buildings and infrastructure and plan for ways to reduce shocks and stresses to the community. Buildings and infrastructure will need to be flexible to cater for future expansion without reconstruction and the ability to adapt to a changing city. This requires us to have a deep understanding of the interdependencies and vulnerabilities across the entire system, including the ways our assets interact with, and are dependent on, the functioning of those owned and managed by other organisations and levels of government.

Local governments have responsibility for very large numbers of critical assets, and historical funding mechanisms for asset maintenance and management will not be adequate to keep assets at a level that enables them to cope under future climate conditions. We need to work with other levels of government to identify sustainable funding sources.

The role of community facilities

The City of Sydney owns and operates a wide range of community facilities, including community centres and venues for hire, libraries, recreation centres, aquatic centres and childcare centres. We also provide access to our facilities to community groups and organisations to enable them to deliver services for the community. These assets play an essential role in supporting community resilience. A range of services are provided to the community through these facilities including recreation, education, health and wellbeing activities, social connection, events and council related administration.

As we improve our understanding of what our community needs to become more resilient, we may need to change how we use these facilities. In particular, we see a role for some community facilities to provide enhanced services to support community preparedness as trusted places to access resources, programs and training, develop relationships, and as places of refuge during shock events such as heatwaves and storms.



Green Square, Zetland: Library and Plaza launch.
Photo: Adam Hollingworth.



City infrastructure: rail lines, shade trees and tennis courts, Prince Alfred Park, Surry Hills. Photo: Joseph Nalevansky.

Vulnerability to critical infrastructure failure

Our lives are increasingly reliant on electronic devices from phones to cars. A lack of redundancy in communication networks will see energy network failures rapidly disrupt communications and access to information.

Sydney is highly vulnerable to shock events such as heatwaves and storms that can disrupt electricity infrastructure serving the local area.

When energy demand increases during a heatwave electrical infrastructure is more likely to overload and fail. This will cause mass public transport disruptions and failures, air conditioners to stop working and outages to communication networks, reducing the ability of people to seek help. This shows how easily extreme weather events can trigger other shocks, such as power and communication outages, and water network or infrastructure failures.²⁴

The transport system is used by large volumes of people with many commuting significant distances to reach the city daily. Transport failure can be caused by deliberate disruptions such as civil unrest, protest, and/or terrorist attack, or by extreme weather events, and can result in large volumes of people stranded in the local area.

Most of this infrastructure is owned and managed by other organisations or other levels of government, and collaborative resilience planning is essential to ensure everyone plays their part in keeping our community safe during disasters.

To reduce carbon emissions from the use of gas and petrol, many individuals and businesses in the city are taking steps to electrify buildings and transport.

Buildings that have passive design features, are efficient or run on renewable electricity have resilience benefits as they can maintain safe temperature levels and fresh air even during short energy supply interruptions due to suitable shading, window to wall ratios, insulation and materials.

Energy storage from in-building batteries or electric vehicles can also provide demand flexibility that optimises energy costs, grid services, and occupant needs, in a continuous and integrated way. But increased reliance on electricity for mobility, cooking and water heating means when electricity outages occur, impacts will be more extensive. Stand-alone systems can continue to function during grid outages and can be useful in disasters.

Waste and resource recovery infrastructure

Natural disasters and other disruptive events such as industrial action pose risks to waste and recycling collection and processing. Also, clean-up of materials such as toxic waste, fuel spills and asbestos materials are expensive and cause impacts for longer periods than the disruption that caused the damage.

There are numerous challenges for waste and recycling management in the local area. There are few local landfills or resource recovery facilities to manage waste and recycling. We rely on a small number of depots and commercially operated transfer stations to consolidate recyclables and waste before they are transferred by larger vehicles to facilities outside the local area for processing or disposal. To manage our waste efficiently and cost effectively relies on commercial operators continuing to manage waste transfer and resource recovery facilities reasonably close to the local area.

Systems for transporting and processing Sydney's household waste are fragile and vulnerable to disruption. Without coordinated action there is a significant risk that household waste and recycling will not be able to be collected or processed in the event of disasters such as storms, fires and floods. Waste left uncollected can present a public health risk.

This vulnerability was highlighted in 2022 when storms and landslip temporarily closed transport lines to the processing facility that accepts a significant proportion of the region's household waste. In that instance, affected councils undertook hurried calls to find alternative facilities, transporting waste as far away as Woy Woy in household refuse collection vehicles leading to delayed collections.

If one key location is inaccessible or closed due to a disaster there are few alternatives and a risk of waste accumulating on the kerb with collection trucks unable to deliver their loads to transfer stations that are full. During these events it is the responsibility of local government to ensure waste collections are maintained and have access to transfer and processing destinations.

Stormwater and drainage infrastructure

Our stormwater and drainage infrastructure includes gross pollutant traps, drainage pipes and culverts, drainage pits, open channels and raingardens.

Climate change impacts such as more frequent and intense rainfall events can lead to inundation and overland flooding resulting in the increased risk of accidents on roadways and property damage.

Increases in damage, along with impacts on the supply chain as a result of the pandemic, has increased the risk of delays to infrastructure renewal, disruption to operations and delays in sourcing materials. This has led to a backlog of construction and maintenance activities.

Increasing residential density is resulting in more infrastructure upgrades where the City of Sydney has less control. For example, state owned major road or utilities upgrades which might span multiple years, lead to longer term stresses and impacts to our upgrade or renewal plans.

Without adequate investment and upgrades there is a risk that existing stormwater and drainage infrastructure may not be able to cope with future population demands. Therefore, there is a need to assess and improve stormwater and drainage infrastructure to enhance its resilience and sustainability while ensuring the safety and wellbeing of our communities and the surrounding environment.



Sydney: Cleansing staff with truck. Photo: Katherine Griffiths.

What we're doing

We've started revising our detailed asset management plans to incorporate resilience assessments. This includes identifying which shocks and stresses affect each type of asset, and how mitigation actions can be implemented in asset management processes. We're also incorporating resilience principles into project management decision making in asset design and operations to provide community resilience outcomes and co-benefits.

Our community centres and libraries play an important role in social inclusion by providing access to a range of learning, creative, cultural, health and wellbeing activities and services. In 2023, we consulted our community about activities and services in our community centres and libraries. More than 70% of people told us our centres are important because they connect people.

We heard that our centres are valued because they provide equitable access to space, learning opportunities, activities and resources like books, computers and meeting rooms. People value that our centres provide community services and what they offer is affordable or free of charge.

Critical infrastructure failure including transport emergencies are managed and coordinated under NSW emergency management arrangements. These arrangements bring together emergency services, landowners and government agencies with specific responsibilities for emergency management to coordinate emergency responses. We're also able to effectively respond and recover through our crisis management, incident and emergency management, and business continuity arrangements to ensure essential services continue for our communities.

We're trialling new materials on our roads and footpaths that improve circular economy outcomes and are more resilient. If the trials are successful, we will aim to use similar materials across our roads and footpaths.

We're reviewing our flood modelling to ensure the effects of long-term climate change are understood and identifying infrastructure that is vulnerable to these impacts, in particular low-lying areas and drainage pinch points.

To achieve our zero waste target we're working with councils and advocating to the NSW Government to protect existing waste transfer stations and increase capacity of resource recovery facilities to support recycling continuity and the development of a circular economy. We're also advocating to continue protecting industrial land which allows for waste recycling and management opportunities for commercial operators.

We're participating in the development of a Sydney disaster waste management risk reduction and resilience plan. This is a regional project with regional organisations of councils, governments and industry working together to identify, analyse and develop contingency plans. This includes the range of risks and potential impacts on the collection, transport, processing and disposal of household residual, organic, bulky, and other streams of waste and recycling. This scale of collaboration between government and industry is necessary, unprecedented, and would not be possible without a coordinated approach.

We continue to advocate for improved building codes to ensure new homes are water and energy efficient, thermally comfortable and inexpensive to cool to ensure equitable access to safe housing as the climate warms.

What we need to do next

Over the next 5 years we will take further action to address the challenges to establishing places, buildings and infrastructure for resilience. Actions have been designed to also address challenges captured under other Directions.

Actions	Aligned Directions
<p>8. Embed resilience principles in asset management</p> <p>We will explore how our assets support community resilience, and what we need to do to make assets themselves more resilient to shocks and stresses.</p> <p>We will work with: City of Sydney suppliers, users of our facilities, industry groups.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community</p>
<p>9. Collaborate with government and councils for accessible waste and recycling facilities with reserve capacity</p> <p>We will explore how to reduce risks in the waste management system.</p> <p>We will work with: NSW Environmental Protection Authority, other councils, industry groups, City of Sydney suppliers.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>



Redfern Street: Summer Streets Event. Photo: Chris Southwood.

Direction 4

A robust local economy

Improve community economic resilience through diversity, inclusivity and revitalising our city.

Our resilience challenges

The Covid-19 pandemic had a major impact on the city's economy and triggered its first recession in almost 30 years. The economic loss was unprecedented as our economy was hit by a health crisis, lockdowns, loss of international visitors, students and migrants, disrupted supply chains, product and labour shortages, and rising inflation.

As Australia's major gateway to the world, the economy of central Sydney was particularly exposed, with border closures and working from home orders having significant impacts on the city centre, most acutely felt by the tourism, hospitality, retail and support services industries.

While these sectors are recovering, the scale of the impact and the cost to employees, businesses, communities and government brought into question the resilience of economic systems, both local and global.

A major learning from the pandemic was that without strong resilience a local economy can suffer severe loss from a major shock. It also showed that economic recovery can be prolonged if the economy lacks flexibility and diversity to adapt to new economic environments and the opportunities change brings.

Strengthening the city's economic resilience ensures it continues to operate effectively despite future disruptions. It gives confidence to businesses, workers, consumers and investors, and keeps our economy competitive and attractive to global talent and investment. To achieve this goal we must address many challenges the city faces that impair a robust economy.

Economic recovery

The pandemic impacted Sydney's economy significantly since March 2020. In 2020/21, the city's gross regional product was estimated to have shrunk by \$6.8 billion or 4.9% with 4.2% of jobs lost.²⁵ Although the city's economy has in many segments largely recovered, the substantial change initially brought about by the pandemic has left a lasting impression and forced a transition in the way certain aspects of the economy function.

For example, with office occupancy in the city centre below pre-pandemic levels due to increased working from home arrangements, the commuter population in the city is lower, particularly on Mondays and Fridays. This has an impact not only on the future makeup of the office market, but also on retail and hospitality businesses that relied on a Monday to Friday working week. Conversely, after the pandemic the city centre is receiving more visitors on weekends, with the night-time economy in particular well up, suggesting the city centre is transitioning towards a more experience-based economy less dependent on the worker population.

Lack of economic diversification

The city's economy is highly concentrated in a few key sectors in the city centre. The finance and insurance sector accounts for 33% of the city's economic output²⁶ and 45% of businesses operate in the visitor economy²⁷. Our city centre is only around 5 square kilometres, yet it generates more than \$100 billion annually.

The high concentration of economic sectors increases the city's vulnerability to major shocks. This was highlighted during the pandemic when our visitor economy, retail, hospitality, entertainment, and international education sectors were impacted.

Also, a lack of diversification in the scale of businesses can impact resilience with smaller businesses often better placed to act nimbly and respond to changes compared to larger organisations.

Skills and labour shortage

The pandemic led to a major shortage in both unskilled and skilled labour in specific areas of the economy, particularly as international students and overseas migration levels declined. As highlighted by the October 2022 release of the National Skills Commission's skills priority list, 336 occupations from 914 across all industries are in shortage in NSW.²⁸ The online job vacancies in the Greater Sydney region kept growing since June 2020 and reached more than 68,000 in September 2022, a 37% increase from the pre-pandemic level in September 2019.²⁹ While international student and overseas migration volumes are growing again some labour shortage challenges will ease, but a skills shortage is anticipated to remain for several years.

The skills and labour shortage weakens the economic resilience by curbing market supply, adding costs to businesses, making the economy less efficient and slowing down the city's transition to a future-ready economy. The pandemic has underscored the importance of training and upskilling our local workforce to ensure a reliable talent pipeline, including global talent that we relied on heavily in the past.

Supply chain disruption

Sydney's economy relies heavily on supplies from other parts of Australia and overseas. In 2020/21 the city imported more than \$37 billion in goods and services, with \$14.3 billion from overseas.³⁰ But our global supply chains are vulnerable due to lack of diversification and the shift towards 'just-in-time' inventory management, which relies on regular and predictable shipments.

The pandemic and the war in Ukraine highlighted this vulnerability with significant disruptions to global supply chains. The City of Sydney business needs survey found that 45% of participating businesses had difficulty sourcing stock or raw materials in May 2020, with 34% still facing challenges in June 2021.³¹

Strengthening local supply chains not only improves resilience but also presents opportunities for local jobs growth and lower carbon emissions due to reduced transportation distances, and partnerships between business, government and the community are critical to reducing the vulnerability of supply chains.



Darling Square Library. Photo: Abril Felman.

Innovation and creativity in the economy

Innovation is the process of trying new and different ways to solve problems, add value, and create opportunities for business, consumers and the broader community.

Building a strong innovation economy is crucial to strengthening the city's resilience as innovation both provides solutions to new challenges – from renewable energy technology to flood mitigation mechanisms – and has been proven to help businesses withstand, adapt and recover from major economic shocks.

Although Sydney is home to Australia's largest innovation economy, the city has fallen behind many international peers, with Sydney's ranking as a global tech startup ecosystem dropping from 16th in 2016 to 20th in 2022 (and 24th in 2021).³²

The creative economy is a key contributor to the innovation economy, with creativity and the wide diversity of skills in the creative sector central to cultural innovation and technological advances in the economy. However, too often creative spaces and communities that have been instrumental in driving the success of an area are subsequently pushed out by redevelopment and gentrification. This is particularly true in high-cost cities such as Sydney.

What we're doing

After a prolonged period of economic disruption, the City of Sydney is developing a new economic strategy to respond to the challenges and opportunities presented by the post-pandemic world. We released an [economic strategy discussion paper](#) in 2022 and the new strategy will be developed in 2023 with continued input from local business and communities.

The strategy will capture Sydney's competitive strengths and build from the social, environmental, and economic values of the city and its people to position Sydney for future success. Among other things it will explore a community wealth building model to keep locally generated wealth in the local economy, placing control and benefits in the hands of local people. In 2021 we explored how this could occur in a [community wealth building discussion paper](#).

Beyond developing a new economic strategy we're delivering a range of measures that support local economic development and overall economic resilience.

We're playing a key role in supporting our community groups and local businesses to recover from the impacts of Covid-19. At the onset of the pandemic we acted quickly and prepared a [community recovery plan](#). This 18-month plan was based on extensive feedback from the community, building on the \$72.5 million in support packages we released in March 2020. Highlights include waiving footway dining fees, rent relief for commercial properties, pedestrianising and activating George Street, and grant support for organisations and businesses. Support programs also include the Reboot series that provides free upskilling webinars for small local businesses in the retail, hospitality, arts and cultural sectors to cope with challenges following the pandemic.

Through our [tech startups action plan](#) we're supporting innovation and increasing small business diversity in Sydney. The plan focuses on fostering entrepreneurial culture, skills, and capacity building, increasing ecosystem density and improving access to funding and markets. It is supported by innovation grants and a newly opened hub for climate-tech startups and scaleups, Greenhouse. This hub aims to provide affordable space, access to business support programming and state of the art facilities, and directly support more than 100 high-performing startups and scaleups to create more than 1,500 new jobs over 10 years.

We fund the NSW Indigenous Chamber of Commerce and IndigiSpace to provide several business accelerator programs for Aboriginal and Torres Strait Islander businesses.

We promote and support developing a 24-hour economy through the implementation of and support the development of the creative industries through the [Creative City cultural policy and action plan](#).

What we need to do next

Over the next 5 years we will take further action to address the challenges to maintaining a robust local economy. Actions have been designed to also address challenges captured under other Directions.

Actions	Aligned Directions
<p>10. Analyse and communicate changes in the economy to help businesses and communities to adapt to changing conditions</p> <p>We will share economic data and insights with business and the community and convene forums to hear from business and collectively work on economic challenges and opportunities.</p> <p>We will work with: Local businesses, industry groups, Investment NSW.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community</p>
<p>11. Promote economic diversity and inclusion to strengthen the innovation economy and the skills needed for a resilient future</p> <p>We will look at opportunities for activating diverse sectors of the economy including adaptive reuse of underutilised properties and policy support for creative floorspace.</p> <p>We will work with: Local businesses, industry groups, Investment NSW.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community</p>



Sydney Town Hall: Covid-19 vaccination clinic. Photo: Chris Southwood.

Direction 5

A prepared community

Work with communities and government to prepare organisations, services and people to respond to and recover from shock events.

Our resilience challenges

Communities feel unprepared for emergencies

Many people in our communities felt they were not adequately prepared to respond to the Covid-19 pandemic or that organisations planned their emergency response in isolation of local services. In 2020 40% of respondents to our recovery planning survey felt Sydney was not adequately prepared for an emergency. The City seeks to address this perception through this strategy and actions.

We also know priority communities are particularly vulnerable during crises and emergencies and need more support in response and evacuation.

They have also told us that they want to be more involved in emergency planning to ensure their needs are identified. This particularly relates to people with a disability and Aboriginal and Torres Strait Islander people.

There is a need to develop the capacity of communities to effectively respond to emergencies and disasters. There is a role for the City of Sydney alongside other agencies to provide processes, training and information to build capacity and preparedness for emergencies when they occur.

Cyber security

Cyber security is a constantly evolving and complex issue that affects individuals, businesses and governments. While electronic systems and digital information provide enormous opportunity our communities including children, young and older people are vulnerable to more sophisticated scams and other cybercriminal activities.

We're increasingly dependent on digital technologies and may be a target for state-based, criminal and activist threat actors. A cyberattack or incident presents a risk of major disruption to services and operations with genuine risk to critical infrastructure and services.

Strong cyber security enables effective use of emerging technologies and ensures confidence in the services we provide. Therefore, there is a need to continually improve cyber security measures to protect our communities, safeguard sensitive information and maintain public confidence.

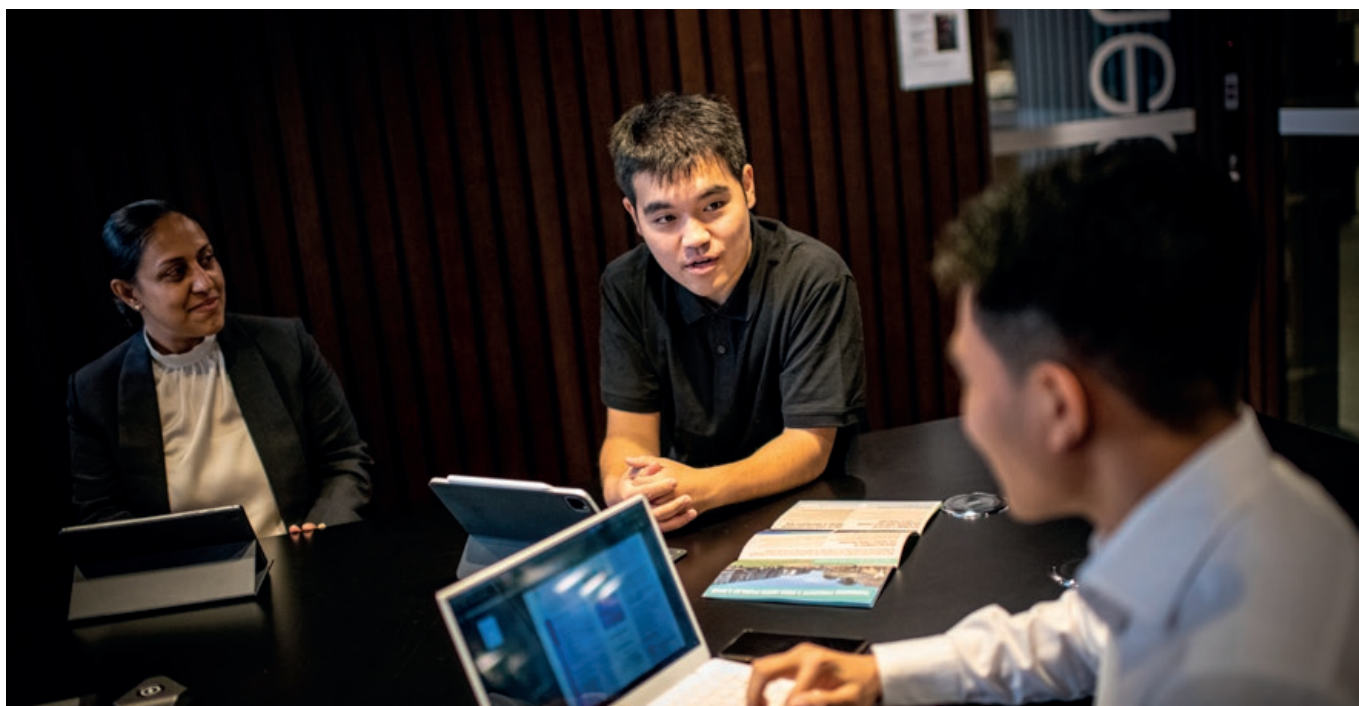
Data and information sharing

As data becomes increasingly valuable and essential for businesses and organisations to stay competitive there is a growing need for effective data and information sharing arrangements. This is particularly important for accurate, consistent and timely sharing of data and information between all levels of government and agencies in planning for, and in response to shock events.

The development of data marketplaces, application programming interfaces, and agreements to facilitate data exchange and collaboration are all critical to this. But the ability to trace the origin and history of data, and interoperability including common operating platforms are two key challenges that need to be addressed to ensure these arrangements are effective and sustainable.

Data and information sharing arrangements must also consider legal and security implications of sharing sensitive data. This includes the need for clear and enforceable agreements between data providers and users to ensure data is used appropriately and in line with relevant regulations and policies.

To address these challenges it is essential to develop effective governance frameworks, standards, and best practices for data and information sharing arrangements. This will require collaboration between industry, government and other stakeholders to ensure data and information sharing is done in a transparent, responsible and sustainable way.



Sydney Town Hall: International Student Leadership Ambassadors. Photo: Jessica Lindsay.

Communicating with our community is critical

Current practices for communicating with our communities before, during and after emergencies do not adequately cater for our culturally and linguistically diverse communities, people with disability and/or digitally excluded people.

Effective communication is essential during crises and natural disasters. Ensuring people have access to crisis-related information can mean the difference between life and death. Reaching all community members is essential, including those who aren't proficient in English, have cognitive or intellectual disabilities and/or low literacy.

Research has shown that trusted culturally and linguistically diverse community organisations and community leaders played a vital part in crisis communications during the Covid-19 pandemic³³. They ensured their communities received public health messages and arranged practical assistance such as grocery shopping and children's school kits. Community groups helped to keep their communities informed and maintained community connections during a difficult, isolating period.

We need to acknowledge the importance and value in maintaining existing networks and relationships. We value this work by continuing to invest and resource connections with community leaders including cultural and religious leaders, groups and services.

As a result, communicating emergency response messages and relevant community information will need to consider who needs information, where they are, appropriate interpretation for key languages spoken, and ensuring inclusive communication such as Auslan. Consideration needs to be made for people who aren't online and who are unable to receive communication through digital channels.



Prince Alfred Park: Inclusive Tennis Festival. Photo: Katherine Griffiths.

What we're doing

Effective emergency planning is key to minimising the impacts and cost of emergencies, after all reasonable risk reduction measures have been taken. The emergency planning process is designed to produce arrangements that manage emergency impacts.

The capacity of our communities to respond to shock events is intrinsically linked to our ability to respond, adapt and recover. The safety and wellbeing of our employees and communities, protection of our assets, operations and the city's reputation during times of crisis is our highest priority. We achieve this through a robust and regularly tested set of crisis management, incident and emergency management, and business continuity arrangements. We recognise these arrangements support effective response and recovery of essential services for our communities, in turn strengthening their resilience.

The Local Emergency Management Committee is responsible for preparing and reviewing plans to prevent, prepare, respond and recover from emergencies in our local area. The committee is made up of representatives from emergency services, landowners and government agencies with responsibilities for emergency management in the city. We've appointed a full time local emergency management officer to ensure we continue meeting our legislative responsibilities for emergency management but also to demonstrate best practice in local government.

These responsibilities include developing the City of Sydney local emergency management plan. The plan details the control, coordination and liaison arrangements including the activation and coordination of resources. Through this work the committee has identified 4 priority areas and developed an action plan addressing:

- Collaboration and communication – increasing the resilience of communication systems and improving information sharing practices.
- Capacity and training – improving planning for and capacity to respond to multi-hazard events.
- Community connections – supporting local connections and helping communities prepare for priority shocks.
- Critical infrastructure interdependencies – improving understanding of critical infrastructure interdependencies and adaptability.

The committee works in partnership with the regional local government led program Resilient Sydney to meet direction 4 in the Resilient Sydney Strategy: Get Ready, to better understand risks and interdependencies, and how to work together to respond to them.

The City of Sydney hosts the Resilient Sydney program and network on behalf of the 33 local governments in Greater Sydney.

We're also a member of the metropolitan Resilient Sydney resilience ambassadors network. Since 2016 the network has brought together around 50 resilience champions representing the governing bodies of metropolitan Sydney. The network has formed strong connections for greater preparedness for disruption across city systems, organisations and communities.

The network has supported a rise in people-centred decisions ensuring communities benefit from strategic thinking and action through resilience initiatives. Resilient Sydney and the network continue to share best practice templates and innovative tools to build the capacity of member organisations and their communities.

During the Covid-19 pandemic the network shared pragmatic tools and templates to prepare response and recovery plans including emergency pandemic sub-plans, business continuity plans and mental health support for employees and communities.

To serve the community, we need to collect and manage a variety of personal and confidential information. To safeguard this information, we've invested heavily in our cyber security management framework. We have robust policies and procedures, education and training programs, and a range of measures that align with the Australian Cyber Security Centre's essential eight mitigation strategies. We have proactively implemented industry best practice controls, including business continuity, IT disaster recovery testing, and 24/7 threat detection and response to cyber security threats. The City of Sydney is very proactive in its approach to cyber security, leading the way in local government.



Braille Circular Quay. Photo: Damian Shaw.

We communicate with a range of audiences across our communities, and we're committed to ensuring the way we communicate is accessible to all. We ensure information provided online and in print is accessible and alternative formats are available when required. This includes developing websites, apps, producing digital document formats and creating prints materials for accessibility.

We also ensure effective, appropriate and respectful communication with people with disability. We provide some of our communications in alternative formats such as Braille, Auslan video, captioned video, audio, accessible Word and PDF files and Easy English.

What we need to do next

Over the next 5 years we will take further action to address the challenges to becoming a prepared community. Actions have been designed to also address challenges captured under other Directions.

Actions	Aligned Directions
<p>12. Develop disaster preparedness and climate adaptation initiatives with priority communities who require additional support</p> <p>We will work with priority communities, including people with disability and Aboriginal and Torres Strait Islander people, to identify the support, training and education they need to be better prepared.</p> <p>We will work with: Local community organisations, residents, Local Emergency Management Committee, businesses, owners corporations, tenant advocacy organisations, other levels of government.</p>	<p>1: An inclusive and connected community</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>13. Enhance community facilities to assist priority communities who require additional support during shock events</p> <p>Work with government and businesses to ensure that our community is able to access shelter or respite during shock events, including in our own facilities during operational hours.</p> <p>We will work with: State and federal government, business (including local businesses), Local Emergency Management Committee, local community organisations.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>
<p>14. Support businesses to become more resilient and to contribute to community resilience</p> <p>We will explore how we can better support small business to prepare for emergencies, and how larger business can contribute to addressing shocks and stresses, including for priority communities.</p> <p>We will work with: Local businesses, industry groups, Local Emergency Management Committee.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience ✓</p> <hr/> <p>4: A robust local economy ✓</p> <hr/> <p>5: A prepared community ✓</p>
<p>15. Strengthen the City’s emergency communications channels, ensuring they are accessible to diverse communities</p> <p>We will develop an engaging and accessible online source of emergency preparedness information, including in key community languages. We will also establish what other forms of communication are needed by priority communities including people with a disability and Aboriginal and Torres Strait Islander communities to ensure that everyone can get the information they need in the format they need.</p> <p>We will work with: Community organisations and leaders, residents, Local Emergency Management Committee, inclusion advocacy groups.</p>	<p>1: An inclusive and connected community ✓</p> <hr/> <p>2: A climate resilient city ✓</p> <hr/> <p>3: Places, buildings, and infrastructure for resilience</p> <hr/> <p>4: A robust local economy</p> <hr/> <p>5: A prepared community ✓</p>

Implementing the Strategy

The City of Sydney Resilience Strategy was developed in collaboration with numerous internal and external stakeholders. Implementing the strategy will require coordination across multiple business areas at the City of Sydney to ensure accountability to actions. Resources will be allocated over the five years of the strategy in accordance with the City of Sydney's usual budget and project planning processes. We will also need to work extensively with other levels of government, the private sector and of course our community.

Community resilience is continually evolving. Developments in national, state and local policy allow us to take advantage of new initiatives or respond with further advocacy and collaboration when change is not fast enough. The City of Sydney will actively seek partner funding from other levels of government to support additional community resilience initiatives.

Undertaking action and investment to address the resilience challenges faced by our city requires collaboration from all parts of our communities. We look forward to implementing this strategy in partnership with our residents, government and the business community.



Darlinghurst: Launch of Frances Newton Reserve. Photo: Damian Shaw.

Resources



Redfern: 40,000 Years Mural. Photo: Katherine Griffiths.

This City of Sydney Resilience Strategy provides a greater understanding of our current context and current and emerging community shocks, stresses and resilience challenges faced by our local area.

It builds on the regional Resilient Sydney Strategy and helps incorporate these findings into planning and decision making at all levels. It will inform and engage government, residents and businesses in resilience planning.

Adopting the findings of the strategy will help organisations in our local area manage risks and potential impacts from shocks and stresses.

We invite all members of our communities to build their capacity and reduce their exposure to the risks arising from the shocks and stresses in the local area.

The City of Sydney publishes advice on topics including air quality, floods, heatwaves, pandemic, storms, pets in emergencies, personal emergency plans, emergency management plans for a business or building and disaster recovery. Information on preparing for emergencies is available for residents, workers and visitors, childcare workers, and business owners and managers at [cityofsydney.nsw.gov.au/guides](https://www.cityofsydney.nsw.gov.au/guides).

Below are several additional resources that can be used to support you or your organisation:

- [Resilient Cities Network](#)
- [National Emergency Management Agency](#)
- [Australian Institute for Disaster Resilience](#)
- [Infrastructure Australia](#)
- [Infrastructure for Resilient Places Framework: A Practical Guidance for Asset Managers](#)
- [Infrastructure NSW](#)
- [NSW Reconstruction Authority](#)
- [Resilient Sydney](#)
- [Resilient Sydney – Resilience assessment guide](#)
- [Emergency preparedness handbook for people living in social housing](#)

Appendix

Supporting strategies and plans

These strategies and plans and their subsequent updates support this strategy:

- [A City for All: Social sustainability policy & action plan 2018–2028 \(2018\)](#)
- [A City for All: Inclusion \(disability\) action plan 2021–2025 \(2021\)](#)
- [A City for All: community safety action plan 2019–2023 \(2019\)](#)
- [A City for All: homelessness action plan \(2020\)](#)
- [Stretch Reconciliation Action Plan \(2020-2030\)](#)
- [Resilient Sydney strategy \(2018\)](#)
- [Smart City Strategic Framework \(2020\)](#)
- [Housing for all: City of Sydney local housing strategy](#)
- [Mobile Voluntary Services Guidelines](#)
- [Emergency Protocol for Rough Sleeping \(Department of Communities and Justice and City of Sydney\)](#)
- [Boarding Housing Guidelines \(Draft\) – emergency response for boarding houses in case of catastrophic incident.](#)
- [Protocol for homeless people in public places](#)
- [Environmental strategy \(2021–2025\)](#)
- [Greening Sydney strategy \(2021\)](#)
- [City plan 2036: local strategic planning statement \(2020\)](#)
- [Residential apartments sustainability plan \(2015\)](#)
- [Sydney’s sustainable office buildings plan \(2018\)](#)
- [Adapting for climate change \(2015\)](#)
- [Making Sydney a sustainable destination \(2018\)](#)
- [Leave nothing to waste – waste strategy and action plan \(2017–2030\)](#)
- [Street tree masterplan \(2011\) \(update in development\)](#)
- [Urban forest strategy \(2013\) \(update in development\)](#)
- [Green environmental sustainability progress report \(annual\)](#)
- [An indicative assessment of four key areas of climate risk for the 2021 NSW Intergenerational report](#)
- [NSW Climate change adaptation strategy](#)
- [Strategic planning for natural hazards in NSW](#)
- [Floodplain Risk Management Plans](#)
- [Resilient Cities Network Infrastructure for resilient places framework](#)
- [Infrastructure Australia – A pathway to infrastructure resilience 2021](#)
- [Audit Office of NSW – Managing climate risks to assets and services 2021](#)
- [NSW Critical infrastructure resilience strategy 2018](#)
- [Resourcing strategy 2022 – asset management plan](#)
- [Economic strategy discussion paper \(draft\)](#)
- [Community wealth building discussion paper 2021](#)
- [Building a strong green and circular economy for Sydney 2019 \(AlphaBeta\)](#)
- [Open Sydney: Future directions for Sydney at night. strategy & action plan 2013–2030](#)
- [Community recovery plan \(2020\)](#)
- [Eora Journey economic development Plan 2016](#)
- [State emergency management plan \(EMPLAN\)](#)
- [Sydney metropolitan region emergency management plan](#)
- [Local emergency management plan 2021](#)
- [Crisis and emergency management plan, sub plans and supporting plans for emergency pandemic, engineering emergency, heatwave, homelessness, severe weather response, community recovery, emergency communications, emergency response, evacuation centres, volunteer management \(internal use only\)](#)
- [Business continuity plans \(internal use only\)](#)

Endnotes

- 1 <https://www.cityofsydney.nsw.gov.au/governance-decision-making/resilient-sydney>
- 2 <http://australianbusinessroundtable.com.au/our-research>
- 3 Collins et al, 2019: Extremes, Abrupt Changes and Managing Risk. In: IPCC Special Report on the Ocean and Cryosphere in a Changing Climate [H.-O. Pörtner, D.C. Roberts, V. Masson-Delmotte, P. Zhai, M. Tignor, E. Poloczanska, K. Mintenbeck, A. Alegría, M. Nicolai, A. Okem, J. Petzold, B. Rama, N.M. Weyer (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA, pp. 589–655. <https://doi.org/10.1017/9781009157964.008>.
- 4 Zehra Zaidi 2018, International Journal of Disaster Risk Reduction, available at <https://www.sciencedirect.com/science/article/pii/S2212420918303625#bib45>, accessed 29 August 2022
- 5 [NCOSS Cost of Living Report 2022](#)
- 6 [The wealth inequality pandemic: Covid and wealth inequality, UNSW and ACOSS 2022](#)
- 7 Sydney Equality Indicators Framework 2019
- 8 Sydney Equality Indicators Framework 2019
- 9 Experiences of Covid-19, The pandemic and work/life outcomes for Australian men and women, University of Queensland 2022
- 10 Safe Cities Index 2021 Economist Intelligence Unit <https://safecities.economist.com/>, TRIM Reference 2021/399610-01
- 11 <https://www.cityofsydney.nsw.gov.au/strategic-land-use-plans/local-housing-strategy>
- 12 New South Wales. Parliament. Legislative Assembly. Public Accounts Committee. Follow-up review of the management of NSW Public Housing maintenance contracts/Legislative Assembly, Public Accounts Committee. (Sydney, N.S.W.), November 2021. pp13-14, pp 63-67.
- 13 New South Wales. Parliament. Legislative Assembly. Public Accounts Committee. Follow-up review of the management of NSW Public Housing maintenance contracts/Legislative Assembly, Public Accounts Committee. (Sydney, N.S.W.), November 2021. pp 63-67
- 14 <https://www.ncoss.org.au/policy-advocacy/policy-research-publications/tough-times-hard-choices-struggling-households-and-the-rising-cost-of-living-in-nsw/>
- 15 Mapping Social Cohesion 2022 Scanlon Foundation <https://scanloninstitute.org.au/publications/mapping-social-cohesion-report/2022-mapping-social-cohesion-report>
- 16 The Importance of Social Capital in Building Community Resilience https://www.researchgate.net/publication/316117238_The_Importance_of_Social_Capital_in_Building_Community_Resilience
- 17 Community Strategic Plan – Delivering Sustainable Sydney 2030-50 <https://www.cityofsydney.nsw.gov.au/vision-setting/your-say-our-plan-sustainable-sydney-2030-2050>
- 18 Community Recovery Plan 2021
- 19 CSIRO and Bureau of Meteorology, 'State of The Climate 2022' <https://www.csiro.au/en/research/environmental-impacts/climate-change/State-of-the-Climates/Australias-Changing-Climates>
- 20 <http://australianbusinessroundtable.com.au/our-research>

- 21 <https://theconversation.com/indigenous-expertise-is-reducing-bushfires-in-northern-australia-its-time-to-consider-similar-approaches-for-other-disasters-155361>
- 22 <https://theconversation.com/the-worlds-best-fire-management-system-is-in-northern-australia-and-its-led-by-indigenous-land-managers-133071>
- 23 <https://www.agriculture.gov.au/abares/forestsaustralia/forest-data-maps-and-tools/spatial-data/indigenous-land-and-forest>
- 24 Resilient Sydney, A Strategy for City Resilience, 2018
- 25 Economy.id and the City of Sydney internal estimate
- 26 Economy.id
- 27 FES 2017
- 28 <https://www.nationalskillscommission.gov.au/topics/skills-priority-list>
- 29 <https://labourmarketinsights.gov.au/our-research/internet-vacancy-index>
- 30 Economy.id
- 31 City of Sydney, Business Needs Survey, 2019 and 2020
- 32 Startup Genome The Global Startup Ecosystem Report 2022
<https://startupgenome.com/report/gser2022>
- 33 <https://www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=2870>



Item 5.

Memorandum of Understanding - ANZAC Day 2024-2025

File No: X084995

Summary

The Returned and Services League of Australia (NSW Branch) (RSL NSW), with the support of NSW Government, has proposed that a new Memorandum of Understanding (MOU) be established to recognise RSL NSW as the ANZAC Day event owner and host of the Dawn Service as well as the ANZAC Day March. RSL NSW also delivers lunchtime and evening services in the City.

The current Memorandum of Understanding was signed in 2023 prior to the 2023 ANZAC Day March and Commemorative Services and covered a period of three years from 2023 through to 2025 inclusive.

The updates to the MOU reflect changes to the coordinating agencies involved but have no material effect on the roles and responsibilities of the City. Changes will affect ANZAC Day events in 2024 and 2025 only.

A Memorandum of Understanding (MOU) between the City of Sydney (City), The Returned and Services League of Australia (NSW Branch) (RSL NSW), and the State of New South Wales (the State) provides a commitment between the NSW Government, the City, and RSL NSW to cooperate in the organisation and staging of ANZAC Day services (ANZAC Day Dawn Service, the ANZAC Day March, the Commemoration Service and the Sunset Service).

These arrangements enable the City to work collaboratively with the State and RSL NSW to deliver the annual events, which are acknowledged by all parties as significant events as part of the veteran landscape and an appropriate way to commemorate and acknowledge ANZAC Day in Sydney.

The scope of the agreement includes the principles, roles and responsibilities that each of the three coordinating agencies (the City, NSW Premier's Department (PD), and RSL NSW) will cooperate regarding the organisation and facilitation of the annual ANZAC Day events.

The Memorandum of Understanding:

- clearly defines the responsibilities of the parties in regard to support, coordination and facilitation of ANZAC Day events, including associated costs;
- maintains the ongoing cooperative relationship with the relevant parties in regard to the organisation and facilitation of ANZAC Day events; and
- highlights the significance of, and demonstrates the City's commitment to, the ongoing facilitation of ANZAC Day events in Sydney now and into the future.

Recommendation

It is resolved that:

- (A) Council agrees to withdraw from the current Memorandum of Understanding between the City, the State of New South Wales, The Returned and Services League of Australia (NSW Branch) and the Dawn Services Trust Inc;
- (B) Council approve the changes to the Memorandum of Understanding at the request of RSL NSW with support of NSW Government, noting the following alterations:
 - (i) acknowledgement of RSL NSW as the event owner and host of the Dawn Service, and update to the roles and responsibilities of RSL NSW;
 - (ii) update the MOU to reflect Mr Giles Hurst as the new Chief Executive Officer of RSL NSW, and signatory;
 - (iii) update to the primary coordinating agencies and removal of the Dawn Services Trust Inc. (the Trust) as a signatory from the Memorandum of Understanding;
 - (iv) update references to the Department of Premier and Cabinet to NSW Premier's Department; and
 - (v) transfer of the annual funding of \$10,000 (excluding GST) to assist in the implementation and delivery of the event from the Trust to RSL NSW;
- (C) authority be delegated to the Chief Executive Officer to enter into and finalise an amended Memorandum of Understanding with The Returned and Services League of Australia (NSW Branch), and the Premier's Department on behalf of State of New South Wales as outlined in this report and Confidential Attachment B to the subject report;
- (D) Council approve for the 2024 and 2025 ANZAC Day events:
 - (i) annual funding of one third of actual costs up to a maximum of \$70,000 (excluding GST) to the State of New South Wales for Hostile Vehicle Mitigation measures;
 - (ii) annual funding of \$10,000 (excluding GST) to The Returned and Services League of Australia (NSW Branch) contributing to the event; and
 - (iii) annual value-in-kind support for 150 veteran's themed banners for up to two weeks per year (pending availability); and
- (E) Council note that the final Memorandum of Understanding will be provided to Council via the CEO Update.

Attachments

Attachment A. Letter from the Minister for Veterans

Attachment B. ANZAC Day 2024-2025 Memorandum of Understanding Key Terms
(Confidential)

Background

1. ANZAC Day Events and Ceremonies are managed and organised by RSL NSW and NSW Government. The City takes part in the coordination and facilitation.
2. The City has previously provided support towards the facilitation of ANZAC Day ceremonies and events in the form of pre and post-event cleaning, lighting coordination, removal of infrastructure and equipment, access to power, provision of banners, access to the venue sites, and other support towards event facilitation.
3. A Memorandum of Understanding (MOU) between all agencies clearly defines the roles and responsibilities of each party in relation to the coordination and facilitation of the event and financial commitments specifically in relation to Hostile Vehicle Mitigation (HVM).
4. The roles and responsibilities of key stakeholders have been defined and outline the support and coordination required from the City and other stakeholders.
5. The Memorandum of Understanding covers the official NSW ANZAC Day Dawn Service, Martin Place; ANZAC Day March, Sydney CBD; the Commemoration Service at the ANZAC Memorial, Hyde Park South and the Sunset Service, Martin Place Cenotaph.
6. The responsibilities of the City include:
 - (a) assisting with the coordination of the event, participation in relevant stakeholder meetings, and provision of event-related documentation;
 - (b) provision of representation in the event control centre to oversee the security and logistical aspects of the events on ANZAC Day;
 - (c) financial contribution towards the Hostile Vehicle Mitigation, event delivery, and the provision of value-in-kind for the creation of event-themed banners; and
 - (d) contribution to city coordination, preparation for and management of the clean-up following the event.
7. A new Memorandum of Understanding was drawn up in 2022 and signed in 2023 prior to the 2023 ANZAC Day March and Commemorative Services and covered a period of three years from 2023 through to 2025 inclusive.
8. RSL NSW with the support of NSW Government, has proposed that a new MOU be established to recognise RSL NSW as the event owner and host of the Dawn Service as well as the ANZAC Day March, who also deliver lunchtime and evening services in the City.
9. The City has also requested the insertion of an additional clause requiring RSL NSW to provide acquittal information as it relates to the City's contribution of funding towards event delivery.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

10. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This plan is aligned with the following strategic directions and objectives:
 - (a) Direction 8 - A thriving cultural and creative life - the Memorandum of Understanding demonstrates the City's recognition of the significance and ongoing commitment to the facilitation and support of ANZAC Day Events.

Organisational Impact

11. Given the City already participates in the coordination and facilitation of ANZAC Day activities, including providing financial contributions and value-in-kind support, there are no new organisational impacts.
12. The requested changes have no material effect on the agreed roles and responsibilities of the City, incur no additional cost or resources, and affect ANZAC Day events in 2024 and 2025 only.

Risks

13. RSL NSW have cited an inability to carry out the event without the City's support both in a practical sense and financially.
14. Failure to update the Memorandum of Understanding would result in ambiguity of each agencies roles and responsibilities, and not clearly reflect the current agencies involved.

Social / Cultural / Community

15. ANZAC Day is a socially significant day that commemorates those service men and women who served in conflict on behalf of Australia. There is a community expectation that ANZAC Day traditions in the form of the dawn service and ANZAC Day parade be held annually as part of this commemoration and day of reflection.

Economic

16. Whilst the significance of ANZAC Day is commemoration, the day and associated events do attract a high level of foot traffic into the City which has a natural flow on effect for local businesses.

Financial Implications

17. There are no changes to the financial commitments agreed to by the City under the terms of the previous Memorandum of Understanding, and which include:
 - (i) the City agrees to contribute one third of the actual cost, up to a maximum of \$70,000 (excluding GST), annually towards the Hostile Vehicle Mitigation of ANZAC Day for the 2024 and 2025 events;
 - (ii) providing \$10,000 (excluding GST) paid annually to RSL NSW to assist in the implementation and delivery of the 2024 and 2025 events;
 - (iii) support for the event through the provision of 150 veterans-themed banners, printed and installed for up to two weeks per year (pending availability) to the value of approximately \$30,000 value-in-kind.
18. Funding has been included in the 2023/24 operating budget and future year forward estimates.

Relevant Legislation

19. Local Government Act 1993.
20. Section 356 of the Local Government Act 1993 provides that a council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.
21. Local Government Act 1993 - Section 10A provides that a council may close to the public so much of its meeting as comprises the discussion of information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.
22. Attachment B contains confidential commercial information which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
23. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest because it would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers.
24. Anzac Memorial (Building) Act 1923.
25. RSL NSW Act 2018.

Critical Dates / Time Frames

26. The Memorandum of Understanding is required to be in place prior to 25 April 2024 to enable the coordination of 2024 ANZAC Day events.

Consultation

27. The State has confirmed that it has undertaken consultation with the external agencies involved in the delivery of ANZAC Day events in regards to the requested changes to the Memorandum of Understanding and the Roles and Responsibilities of Key Stakeholders and has provided a letter to that effect.

EMMA RIGNEY

Director City Life

Peter Rugg, Manager Venue Management

Attachment A

Letter from the Minister for Veterans

The Hon. David Harris MP

Minister for Aboriginal Affairs and Treaty
Minister for Gaming and Racing
Minister for Veterans
Minister for Medical Research
Minister for the Central Coast



Ref: D23/2810305

Ms Monica Barone
Chief Executive Officer
City of Sydney
GPO Box 1591
Sydney NSW 2001

Via email: mbarone@cityofsydney.nsw.gov.au

Dear Ms Barone, *Monica*

I am writing to you with regards to the delivery of the Anzac Day Dawn Service at the Cenotaph in Martin Place and proposed changes to the Memorandum of Understanding (MOU) currently in place until 2025. The MOU currently has four parties that are signatory, including NSW Government, RSL NSW, the City of Sydney and the Dawn Service Trust.

Due to the scale and complexity of managing the whole of Anzac Day, where RSL NSW is central in the delivery of the program of events across the day, the State President has determined, in their role as the Custodian of the Cenotaph in Martin Place, to take on the full responsibility for delivery of the Dawn Service. This will help streamline responsibilities across the day, ensuring future sustainability and governance. The State President has written to the Dawn Service Trust to advise their committee of this proposed change.

The NSW Government supports the actions of RSL NSW, as custodians of the Cenotaph and the largest Ex Service Organisation in NSW, to host the Dawn Service at the Cenotaph in Martin Place. The event requires a large level of government and stakeholder coordination to mitigate the risks associated with delivering such a large event on such a significant day, and to ensure the event is delivered respectfully and with its original intentions.

The Anzac Day Dawn Service is an event of state significance, which is reliant on the support of NSW Government and the City of Sydney, as well as multiple other government agencies, as outlined in the current MOU.

RSL NSW, with the support of NSW Government, has proposed that a new MOU be established to recognise RSL NSW as the event owner and host of the Dawn Service as well as the Anzac Day March, who also deliver lunchtime and evening services in the city. As signatory to the document, I am seeking the support of the City of Sydney to approve the new MOU which is enclosed for your review, and that of Council.

The changes to this new MOU are as follows:

- Acknowledgment of RSL NSW as the event owner and host of the Dawn Service
- Removal of the Dawn Service Trust as a signatory
- Name change from the Department of Premier & Cabinet to the Premier's Department
- Mr Giles Hurst as the new Chief Executive Officer of RSL NSW, and signatory

The Roles and Responsibilities document, an attachment to the MOU, is also included. This document references the above changes, as well as the change to RSL NSW as the new recipient of funding from the City, towards the Dawn Service.

There are no other changes to Council's obligations in either document.

The NSW Government seeks the support and approval of Council at your upcoming meeting to ensure planning can commence as soon as possible.

Please do not hesitate to contact me, or Caroline Mackaness, Director NSW Office for Veterans Affairs should you require any more information.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D Harris', followed by the date '21/10/2023' written in the same ink.

The Hon. David Harris MP
Minister for Aboriginal Affairs and Treaty
Minister for Gaming and Racing
Minister for Veterans
Minister for Medical Research
Minister for the Central Coast

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