

**Report to General Manager**

Attachments:

1. Resilient Sydney Strategy
2. Resilient Sydney Platform

**SUBJECT:** Resilient Sydney – Funding Request**AUTHOR:** Jon Paul Agnew, Risk Manager**ENDORSED BY:** Margaret Palmer, Director Corporate Services**EXECUTIVE SUMMARY:**

Resilient Sydney is an initiative hosted by the City of Sydney on behalf of all metropolitan councils, including North Sydney Council, with links to the NSW Government, business and the community. Resilient Sydney is part of a global network of major cities in 40 countries around the world, and promotes resilience based on a model of identifying, assessing and preparing for acute shocks and chronic stresses.

In recent times catastrophic bushfires, wild weather, epidemic, socioeconomic disruption and cyber threats have illustrated the importance and value of this initiative for Council. Council staff have been particularly active in the areas of risk management, integrated planning and reporting (IPR), and sustainability. The shocks-and-stresses model is integral to Council's enterprise risk assessment process, as described in the 2018/19 Annual Report (p.38-41). Council's staff also benefit from the resources and opportunities that Resilient Sydney offers for collaboration, networking, knowledge-sharing and benchmarking.

The Resilient Sydney Office has developed objectives to operationalise its strategy and seeks financial support from member councils to ensure its viability and effectiveness in the four years FY2021-2024. The individual contributions sought are proportionate to the size of each member council, which in North Sydney's case is \$10,000 per year (\$40,000 total). This report recommends that Council commit \$10,000 in FY2021 and, subject to being satisfied with the value obtained in that year, subsequently commit \$10,000 per year in FY2022-2024 (\$30,000). Financial Services will allocate funding from general revenue subject to Council's decision on these recommendations. The FY2021 return on investment will be measured qualitatively as it is not possible to reliably quantify it in monetary terms.

**FINANCIAL IMPLICATIONS:**

Up to \$40,000 in total over FY2021-FY2024 (\$10,000 per year), subject to Council determination and inclusion within future budgets, and consisting of:

- \$10,000 in FY2021.
- \$10,000 per year in FY2022-2024 (\$30,000), subject to being satisfied with the value obtained by Council in FY2021.

**RECOMMENDATION:**

- 1. THAT** Council contribute \$10,000 to the Resilient Sydney program in FY2021.
  - 2. THAT** subject to being satisfied with the value obtained by Council in FY2021, the General Manager be authorised to commit \$10,000 per year in FY2022-2024 (\$30,000).
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**LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

- Direction: 5. Our Civic Leadership
- Outcome: 5.2 Council is well governed and customer focused

**BACKGROUND**

Along with all other metropolitan councils, North Sydney Council participates in the Resilient Sydney initiative hosted by City of Sydney. To support the achievement of its strategic objectives, the Resilient Sydney Office seeks a funding contribution from North Sydney Council of \$10,000 per year over the four years FY2021-2024.

**CONSULTATION REQUIREMENTS**

Community engagement is not required.

**SUSTAINABILITY STATEMENT**

The following table provides a summary of the key sustainability implications:

<b>QBL Pillar</b>	<b>Implications</b>
Environment	Resilient Sydney promotes adaptation to climate change effects. Sea levels are rising, and heatwaves, droughts, bushfires and wild weather are becoming more frequent and intense. We must adapt to these environmental changes to protect our community and assets and ensure that North Sydney remains an attractive place to live and work.
Social	Resilient Sydney aims to connect government, business, academia, social services and communities to share and explore the range of social cohesion indicators currently used across our metropolitan area. These include measures of community connectedness, levels of trust and wellbeing. This will allow consistent monitoring and reporting of social cohesion and wellbeing across metropolitan Sydney.
Economic	Resilient Sydney engages with business and the community to better understand and address collective economic risks and opportunities. Its shocks-and-stresses model provides a holistic, standardised approach to analysing the factors that influence economic activity in the metropolitan area. By better managing systemic risk we can help the community to prepare for major disruptions and protect economic value.

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QBL Pillar	Implications
Governance	Through Resilient Sydney, councils are adopting a resilience approach in their community strategic planning processes and operational plans. Engaging communities across Sydney in these issues will support integrated planning for resilience in economic development, employment opportunities, education, integrated transport, infrastructure, services and technology.

**DETAIL**

The Rockefeller Foundation launched 100 Resilient Cities (100RC) to mark the centenary of the Red Cross in 2013. This six-year initiative promoted the resilience of major cities in 40 countries around the world based on a model of identifying, assessing and preparing for acute shocks and chronic stresses, which can be characterised as follows:

- **Acute shocks:** sudden, sharp events (eg, financial crisis, pandemic, cyber-attack, facility emergency).
- **Chronic stresses:** gradually emerging phenomena and trends (eg, scarce resources, ageing population, automation, crumbling infrastructure).

100RC concluded in Jul 2019 and has been succeeded by its network of members, the Global Resilient Cities Network (GRCN). The GRCN is based in Singapore and expects to launch its program in mid-2020, with renewed support from the Rockefeller Foundation.

Sydney joined 100RC in 2015, with activity coordinated by the Resilient Sydney Office hosted by the City of Sydney. The Resilient Sydney program is supported by all metropolitan councils, represented by Resilience Ambassadors. The steering committee also includes representatives of the NSW Government, business and the community. In recent times catastrophic bushfires, wild weather, epidemic, socioeconomic disruption and cyber threats have illustrated the importance and value of this initiative for Council.

North Sydney Council’s ambassadors have been particularly active in the areas of risk management, integrated planning and reporting (IPR), and sustainability. The shocks-and-stresses model is integral to Council’s enterprise risk assessment process, as described in the 2018/19 Annual Report (p.38-41). Council’s interpretation of the risk model has been presented to the Resilient Sydney forum and was well received by the audience of Resilience Ambassadors. Council’s staff likewise benefit from presentations by other Ambassadors and subject matter experts, and from opportunities to network and collaborate.

The Resilient Sydney Strategy was published in 2018, setting out 5 directions and 35 actions aimed at ensuring challenges are understood and managed (see Appendix A). The Resilient Sydney Office has developed objectives to operationalise the Strategy:

- Four Resilience Ambassadors meetings per year, each focussed on a direction or action.
  - An annual Mayoral lunch exploring the most pressing issues facing our communities to develop collaboration, action and advocacy.
  - Tools, training and capacity building to enable councils to take action to support their local communities. This includes access to the award-winning Resilient Sydney Platform, providing data and information to support planning in each local government area (see
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Appendix B for illustrations). The Platform will cost the Resilient Sydney Office approximately \$896,000 ex-GST over its current three-year lifecycle.

- Promote initiatives such as strategic planning for waste and resource recovery.

The City of Sydney has provided the Resilient Sydney Office with approximately \$600,000 per year since inception. The costs associated with fully achieving the above-mentioned Strategy will be substantial, and the Resilient Sydney Office seeks financial support from member councils to ensure its viability and effectiveness in the four years FY2021-2024. The individual contributions sought are proportionate to the size of each member council, based on the categorisation outlined in the 2019 *Local Government Remuneration Tribunal Annual Report and Determination*. In North Sydney's case, the Resilient Sydney Office seeks a contribution of \$10,000 per year (\$40,000 total). This report recommends that Council commit \$10,000 in FY2021 and, subject to being satisfied with the value obtained in that year, subsequently commit \$10,000 per year in FY2022-2024 (\$30,000). Financial Services will allocate funding from general revenue subject to Council's decision on these recommendations.

It is not possible to reliably quantify the FY2021 return on investment in monetary terms, and evaluation will therefore be based on qualitative indicators. A survey of subject matter experts and other staff will be conducted around the start and end of FY2021 to gauge the perceived change in value of Resilient Sydney. Staff will also be engaged across the organisation to raise awareness of Council's participation in Resilient Sydney and the resources and opportunities that it offers for collaboration, networking, knowledge-sharing and benchmarking.

## ATTACHMENT 1: RESILIENT SYDNEY STRATEGY

This appendix summarises the Resilient Sydney Strategy published in 2018.

- **Vision:** Metropolitan Sydney is connected, inclusive and resilient.
- **Mission:** Sydney will understand and be prepared to manage our resilience challenges.

Direction	Action
<p><b>1. People-centred city</b>            We include communities in decision making for growth and equity.</p>	<ol style="list-style-type: none"> <li>1. Shocks and stresses managed through planning for growth.</li> <li>2. Network metropolitan practitioners for community agency.</li> <li>3. Collaborate for cross-city transport.</li> <li>4. Support people to work closer to home.</li> <li>5. Improve access to health precincts.</li> <li>6. Build community capacity through co-design.</li> <li>7. Advocate for affordable housing for everyone.</li> <li>8. Develop skills for equity.</li> </ol>
<p><b>2. Live with our climate</b>            We adapt to sustain our quality of life and our environment.</p>	<ol style="list-style-type: none"> <li>9. Policy and action to cool homes and streets.</li> <li>10. Develop investment in resilient buildings, assets, precincts and cities.</li> <li>11. Enable affordable access to renewable and resilient energy.</li> <li>12. Adopt urban resilience in research and teaching curricula.</li> <li>13. Measure metropolitan carbon emissions and report on progress.</li> <li>14. Support a more flexible and resilient water cycle.</li> <li>15. Reduce reliance on liquid fuel.</li> </ol>
<p><b>3. Connect for strength</b>            Every Sydneysider will feel they belong in our community and city.</p>	<ol style="list-style-type: none"> <li>16. Monitor metropolitan social cohesion and wellbeing.</li> <li>17. Learning from First Nations Elders and community leaders.</li> <li>18. Support communities to know their neighbours.</li> <li>19. Encourage cross-city visitation and understanding.</li> <li>20. Promote safety and tolerance in everyday interactions.</li> <li>21. Promote broad adoption of Welcome to Country protocols.</li> <li>22. Support diversity in leadership.</li> </ol>
<p><b>4. Get ready</b>            We know how to prepare, respond and recover.</p>	<ol style="list-style-type: none"> <li>23. Get prepared – 100,000 ready Sydneysiders.</li> <li>24. Pilot disaster preparedness program for councils.</li> <li>25. Mapping vulnerabilities at a District planning level.</li> <li>26. Develop a Critical Infrastructure Resilience Strategy.</li> <li>27. Evaluate the community impacts of disasters.</li> <li>28. Support small businesses to manage cybersecurity.</li> <li>29. Help communities to train and volunteer to prepare for disasters.</li> <li>30. Inform risks and ratings with open source data.</li> </ol>
<p><b>5. One city</b>            We are one city.</p>	<ol style="list-style-type: none"> <li>31. Engage 100 organisations in the Sydney Resilience Commitment.</li> <li>32. Maintain in and support the Resilient Sydney Office.</li> <li>33. Measure resilience and wellbeing to monitor and evaluate our goals.</li> <li>34. Harness digital collaboration and networking tools.</li> <li>35. Learn and share with other cities through the 100 Resilient Cities network.</li> </ol>

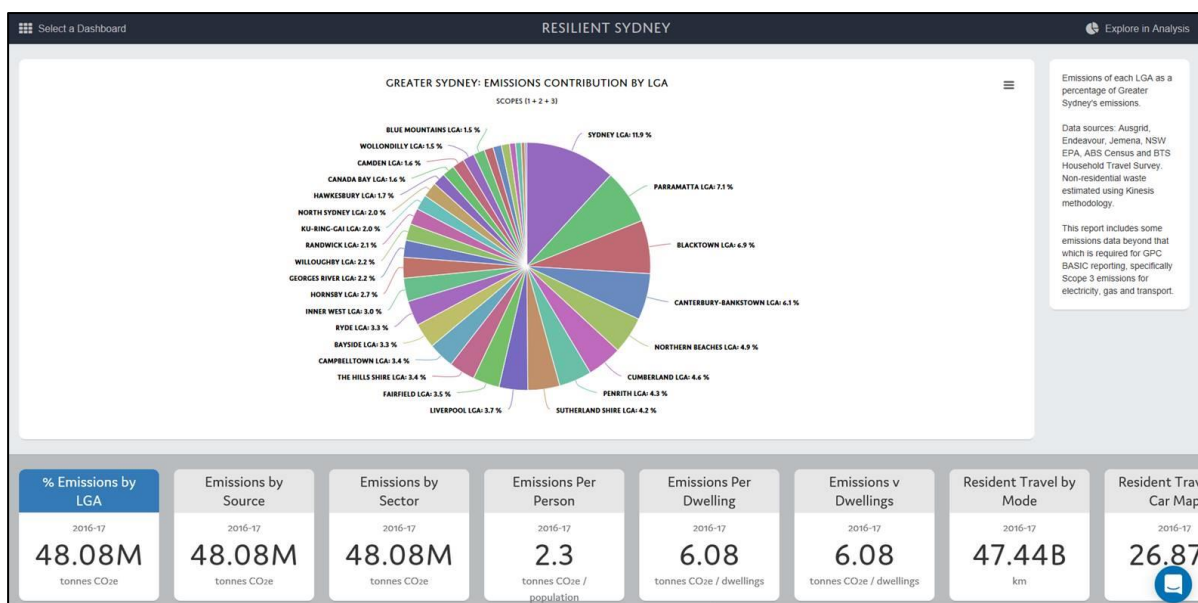
## ATTACHMENT 2: RESILIENT SYDNEY PLATFORM

The Resilient Sydney Platform and is a pioneering standardised metropolitan-wide process for measuring and reporting on carbon emissions, energy, water and waste in Sydney to enable benchmarking, place-based targets and action. The Platform won the following awards in 2019:

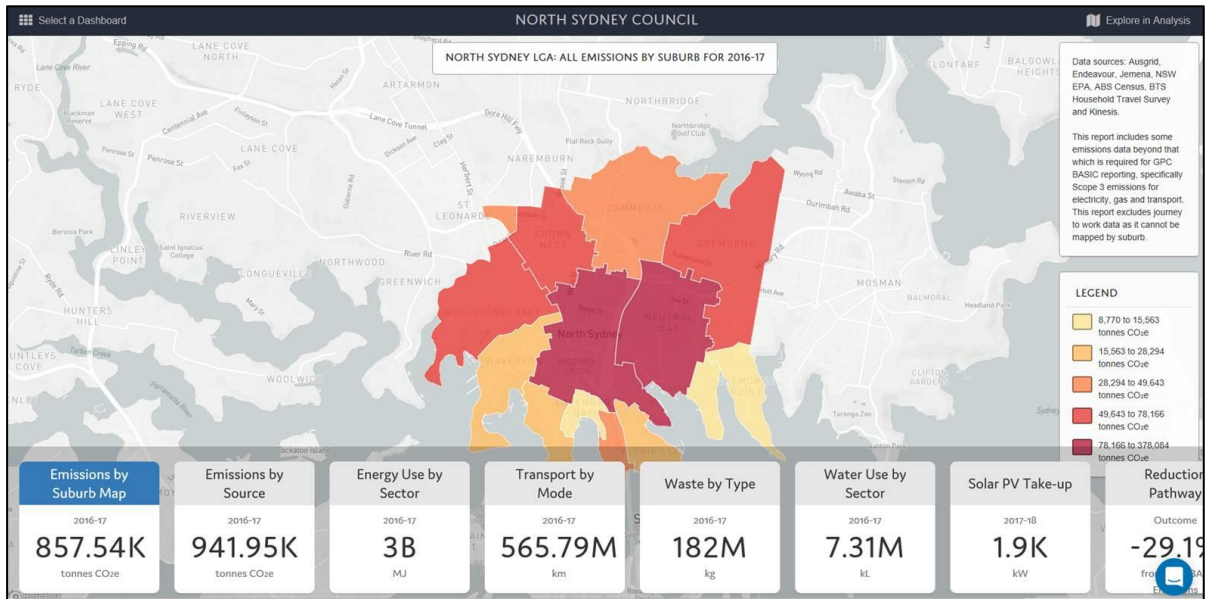
- Chief Commissioner’s Award at the Greater Sydney Planning Awards, commended as a “powerful example of innovation and collaboration” with “immense potential to create positive change in our metropolis.”
- Overall Best Smart City Project and Environmental Outcome Initiative at the Smart City Awards hosted by the Committee for Sydney.

Below are samples of dashboard information. North Sydney Council also maintains its own more locally specific dataset, using a methodology that has been applied consistently over time, allowing us to track and compare greenhouse gas emissions against our targets that were set in 1996. The Resilient Sydney data varies somewhat from this and relies on estimates and larger datasets (eg: for waste and transport), apportioned based on area and/or population.

### B.1: Resilient Sydney dashboard (all LGAs) – emissions by LGA.



B.2: North Sydney LGA dashboard – emissions by suburb.



B.3: North Sydney LGA dashboard - emissions by source.

