



# Resilient Willoughby Strategy and Action Plan

October 2021



*Local government is uniquely placed to help build community resilience to lessen the impact of shocks and stresses on people and the environment, minimise associated costs and maximise opportunities for the community.*

*The Resilient Willoughby Strategy and Action Plan represents an important step on the journey to a more resilient future for Willoughby.*

Mayor Giles-Gidney, October 2021

[www.willoughby.nsw.gov.au/Resilient-Willoughby](http://www.willoughby.nsw.gov.au/Resilient-Willoughby)

## The Plan

The *Resilient Willoughby Strategy and Action Plan* (the Plan) outlines how Willoughby City Council and its partners can support the community to overcome acute shocks and chronic stresses to thrive in the 21st century. It describes challenges facing our community and recommends ways to strengthen community resilience in the short and long term.

The Plan involved research, consultation and risk analysis and development of a strategic framework, desired outcomes and a prioritised Action Plan.

Twenty new Council actions have been identified to address resilience gaps and emerging challenges. These will compliment the suite of existing activities currently being implemented by Council to strengthen resilience in the community and environment.

The actions contribute to the Plan's **Value Proposition**

**"a thriving, vibrant city that is resilient, sustainable and connected"**

by delivering tangible outcomes in four resilience areas

**People** **Buildings** **Places** **Governance**

Some actions are achievable in the short term with minimal resourcing. More ambitious actions will require extensive planning, lead-in times, third-party collaboration and comprehensive resourcing.

Taking action now to manage the impact of shocks and stresses will help build a more resilient Willoughby community in the future.

### Short- and long-term benefits of resilience-building activities

	Benefits
<b>Short-term</b>	<ul style="list-style-type: none"> <li>• Reduce immediate damage to people, property and the environment</li> <li>• Support for the vulnerable</li> <li>• Maintain community well-being</li> </ul>
<b>Long-term</b>	<ul style="list-style-type: none"> <li>• Reduce social, economic and environmental impacts of shocks and stresses</li> <li>• Empower communities and governments</li> <li>• Maintain and improve ecological health</li> <li>• Sustain intergenerational equity</li> <li>• Grow a sense of connection, hope and self-reliance to enable our communities to survive and thrive</li> </ul>

## The Resilience Challenge

Challenges such as increasing climate change, urbanisation, and declining trust in governments and institutions, are taking their toll on people globally.

2019–2020 was a particularly disruptive year for Australians, who experienced several unprecedented shocks including record-breaking drought and exceptional heat culminating in the horrendous Black Summer bushfires. The impacts of the COVID-19 pandemic have dominated Australian life throughout 2020/21 and caused a global economic recession.

In November 2020 Council surveyed Willoughby residents about the resilience challenges of greatest concern to them.

### Resilience challenges of concern to Willoughby residents

	Shocks of greatest concern	Stresses of greatest concern
1	Black Summer bushfires	Climate change
2	COVID-19	Cost of housing
3	Current state of Australia's economy	Work/life balance
4	Last summer's storms and floods	Transport stresses in Willoughby
5	Excessively hot days and/or nights	Employment opportunities and job security

Source: Willoughby City Council Community Perception and Resilience Survey, Micromex Research, Willoughby City Council, December 2020

The impacts of shocks and stresses are not distributed equally across the community. People already affected by chronic stresses such as ill health, social isolation, housing stress or insecure employment have less capacity to overcome acute shocks such as COVID-19 or extreme heatwaves.

The Plan pays attention to the needs of vulnerable communities, whilst also outlining actions of benefit to the broader community.



# Resilient Willoughby Strategy and Action Plan

**Value Proposition:** A thriving, vibrant city that is resilient, sustainable and connected

## New Council Actions



### Resilient People

our diverse community is healthy, adaptable, connected, inclusive and self-reliant

#### Risk

Increasing social isolation and loneliness reduces capacity to withstand shocks and stresses

#### Action

1. Launch *Nextdoor* social media platform – [November 2021](#)
2. Initiate *Know Your Neighbours* program, including a series of events and community-based place-making projects – [ongoing](#)

#### Risk

Increased youth anxiety, resentment, disillusionment and loneliness

#### Action

3. Launch comprehensive *Resilient Youth Program* to provide targeted support for young people to develop their resilience – [annually](#)

#### Risk

Increased car dependency causes congestion, emissions and stress and reduces fitness, social connections and independence

#### Action

4. Establish *Schools Active Travel* pilot program in two schools to support more walking and riding to school – [December 2022](#)

#### Risk

Increased damage to people and property and associated trauma due to extreme weather

#### Action

5. Implement “*Connecting the Disaster Dots*” – emergency planning for culturally and linguistically diverse communities – [October 2021](#)
6. Run an awareness campaign to promote *Red Cross Get Ready* Campaign – [September 2021](#) – [ongoing](#)
7. Launch *Climate-Wise Communities* program to assist households and neighbourhoods prepare for emergencies e.g. bush fires, floods, extreme heat – [October 2022](#)



### Resilient buildings

our buildings are safe, well-designed, affordable and sustainable

#### Risk

Increasing proportion of income spent on housing with resulting increase in housing stress

#### Action

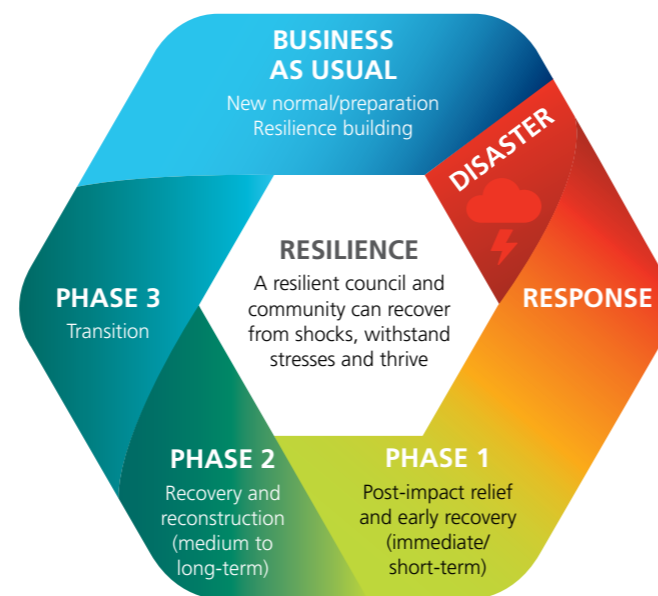
8. Enhance *affordable housing* opportunities and supply to improve access for vulnerable people and key workers – [ongoing](#)
9. Launch *Mind Your Budget* to better enable vulnerable residents to develop financial resilience and reduce housing stress – [ongoing](#)

#### Risk

Extreme heat impacts comfort, productivity and health

#### Action

10. Deliver *Beat the Heat* program, including *Cooler Homes*, *Cooler Streets* and *Cooler Schools* pilot programs and a *Cool Retreat* register – [July 2024](#)



### Resilient places

our places can withstand the challenge of climate change, sustain biodiversity and support vibrant, connected communities

#### Risk

Drought causes decline in biodiversity, water restrictions, bushfire smoke and dust

#### Action

11. Deliver *Don't Dry Out* awareness program to help people prepare for and overcome drought, poor air quality and other impacts – [December 2022](#)

#### Risk

Decline in urban biodiversity and tree canopy, reduced availability of green infrastructure

#### Action

12. Launch *Bushcare 2.0* to increase bushcare volunteer participation – [March 2022](#)
13. Launch *Gardening Willoughby* to encourage participation in community gardening – [August 2022](#)
14. Initiate two *Urban Greenways* to better connect our unique green open spaces and enhance opportunities for residents to enjoy nature and improve fitness by walking and cycling – [December 2024](#)
15. Implement *Urban Forest Program* to enhance community awareness, protect and extend the urban tree canopy – [ongoing](#)

#### Risk

Unsustainable waste practises generate social, economic and environmental costs and impacts

#### Action

16. Launch *Willoughby Waste* to encourage greater take up of more sustainable waste practices at the neighbourhood level – [June 2024](#)



### Resilient governance

our public agencies and institutions are trusted, efficient and responsive to community needs

#### Risk

Cyber-attack disruption of digital and on-line services causes social, economic and environmental impacts

#### Action

17. Initiate *Cyber Safe Willoughby* program to raise community awareness of scams and cyber-attack – [June 2022](#)

#### Risk

Pandemic disruption of everyday life causes major social and economic impacts

#### Action

18. Develop *Pandemic Awareness Program* for existing and new pandemic threats – [ongoing](#)

#### Risk

Resilience needs of community service customers are inadequately met due to miss-communication and/or poor coordination

#### Action

19. Deliver *Willoughby Collective Impact Model* to address gaps and facilitate a more coordinated approach to community services provision – [June 2023](#)

#### Risk

Disjointed and/or ineffective institutional responses to resilience shocks and stresses

#### Action

20. Actively partner with resilience organisations, local, state and federal agencies to evaluate progress and enhance resilience thinking and action – [ongoing](#)

## Existing Council Actions



### Resilient people

*Live Well in Willoughby* program; professional and volunteer-based services to support vulnerable people e.g. *At Home With Willoughby*; multi-cultural and arts events; fitness and well-being programs; citizen science and environmental awareness programs; surveys and social research to evaluate programs.



### Resilient buildings

Innovative planning controls to facilitate “smart”, sustainable buildings and infrastructure; support for sustainable businesses; mitigation of urban noise in built and natural environments; extension of DDA (*Disability Discrimination Act 1992*) requirements in buildings and places; affordable housing provisions in relevant strategies and plans.



### Resilient places

Conservation and re-vegetation programs; bushland management; protection of foreshores and creeks; water sensitive urban design; heritage conservation; extension of active transport; stimulate the night-time economy; implement ‘safer by design’ practices; facilitate place-based planning and resilience outcomes in new development; waste collection and recycling.



### Resilient governance

Facilitation of inter-agency collaboration in emergencies; resilience training and staff support; innovative risk assessment and valuation of green infrastructure; procurement of appropriate insurance and natural disaster funding to address growing climate change risks and impacts; maintain and enhance business continuity and risk management practices.

