

THE
BEHAVIOURAL
ARCHITECTS

SRG workshop: informing the resilience strategy for Northern Beaches Council

A workshop report prepared for Ben Fallowfield and Northern Beaches Council



northern
beaches
council

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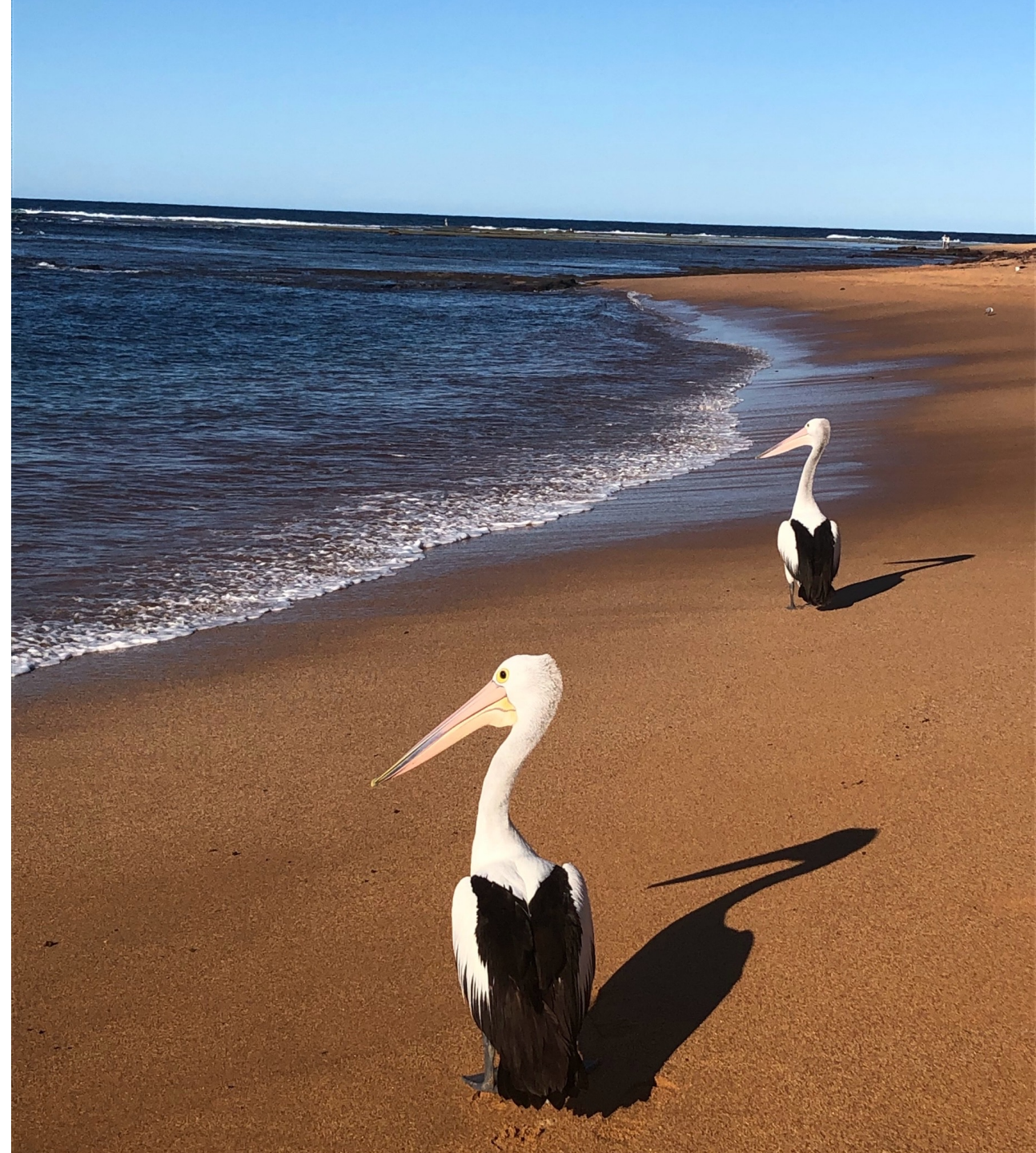
Workshop Background & Methodology

Workshop Background

The Behavioural Architects were contracted by Northern Beaches Council to prepare, moderate, and analyse the outputs of a workshop with representatives from all six of the Council's Strategic Reference Groups (SRGs)

The purpose of the workshop was for representatives from each of the SRGs to inform the development of the Council's Resilience Strategy.

The workshop was the final piece of community consultation that the council engaged in before developing the draft strategy, and they were eager to simultaneously canvas the opinions of representatives from all six SRGs; something for which there are few historical precedents.



All six Strategic Reference Groups were represented at the workshop

Economic & Smart Communities	Places for People	Partnership & Participation	Transport & Travel	Community & Belonging	Environment
2 members	2 members	2 members	2 members	2 members	2 members
1 female 1 male	1 female 1 male	1 female 1 male	2 male	1 female 1 male	1 female 1 male

SRG members were asked to provide feedback on six key areas of consideration for the resilience strategy



**Communities &
Services**



**The
Environment**



The Economy



**Infrastructure,
facilities &
Community
Spaces**



Housing



**Natural
Disasters**

And ideate according to the following Behavioural and Project objectives

The Behavioural Objective for the evening's session was

For SRG members to inform the development of a resilience strategy that will help build the collective resilience of the Northern Beaches and enable it to withstand, adapt and transform in the face of adversity.

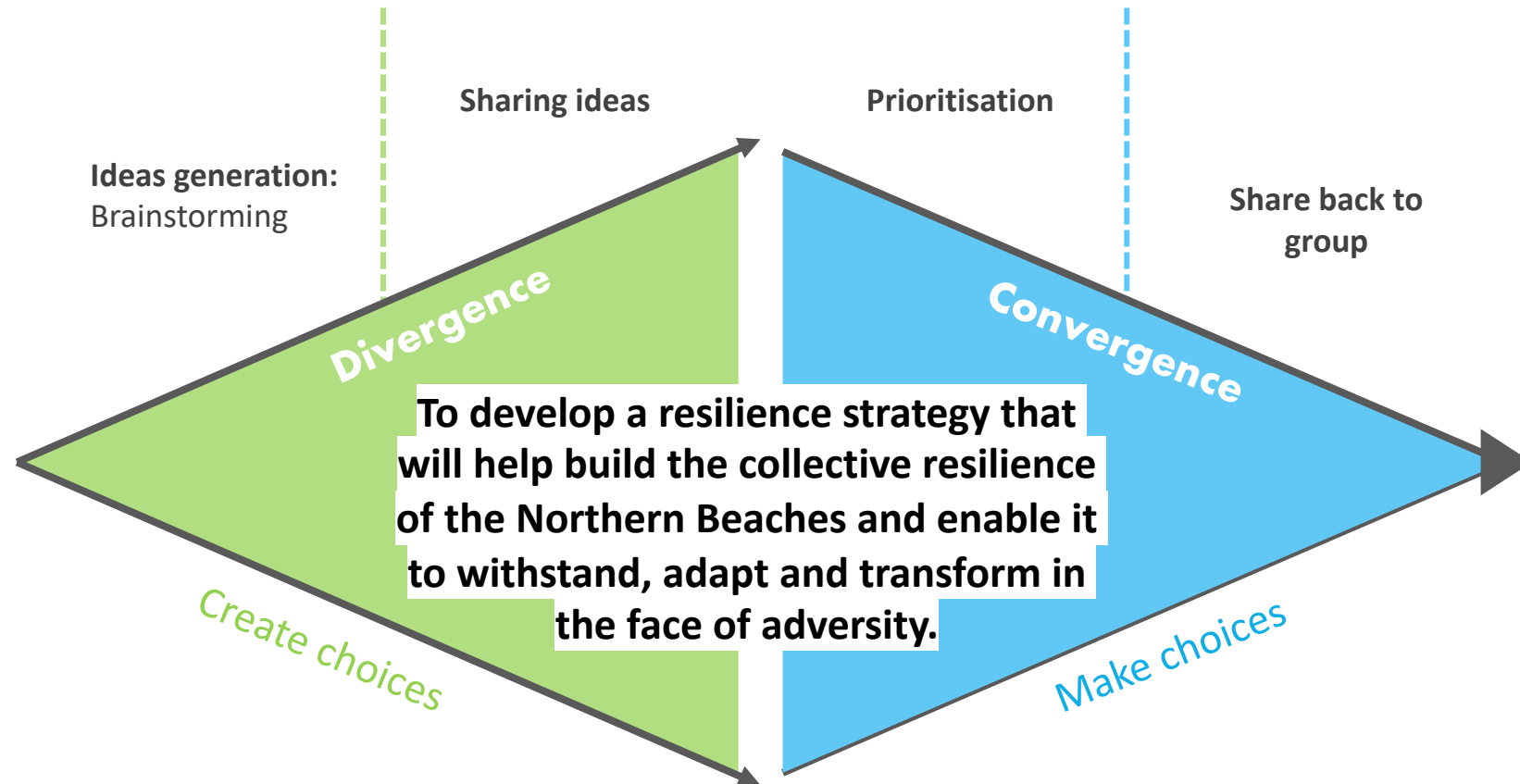
1. What would a **resilient Northern Beaches** look like to you with regard to its:

- Communities & Services
- Environment
- Economy
- Infrastructure, facilities & Community Spaces
- Housing
- Natural Disasters

2. How would you **summarise** your group's thoughts in 1-2 sentences?



For each key area, SRG members were asked to participate according to the following structure



Your group's thinking
1 or 2 sentences
only!

How to read this workshop report

For each of the broad strategic directions explored in the workshop, a **summary analysis** (a) is first included, followed by **supporting quotes** (b).

The final slide for each section contains a **‘blue sky idea’** for each strategic direction: a synthesis of SRG members’ perspective on what a resilient Northern Beaches would ideally look like in terms of that strategic direction (c).

COMMUNITIES & SERVICES

Connection is multi-layered

Across SRGs, **connection** is highlighted as the most crucial element of resilience in terms of communities and services.

The importance of remaining connected have been brought to the fore through the experience of COVID.

The **role of the council** in building the resilience of communities and services is threefold:

i.

As a trustworthy, transparent and accessible source of community information and support

ii.

As a facilitator of social cohesion and connection

iii.

As community leaders

Connection extends to services, where SRG members identify a resilient community as one in which services are **coordinated** and **access** to them is universal.

Connection is a layered concept that involves both connection between individuals, between groups, (e.g. neighbourhoods) and between locals and council.

COMMUNITIES & SERVICES

SRG member contributions

"ticket system to keep citizens in the loop on progress with questions they asked or requests all the way to resolution or rejection."

SRG Member, Transport & Travel (1)

"Building capacity in others and not living in silos...Having lots of interconnected community groups offering their ideas and solutions to other community groups"

SRG Member, Community & Belonging (4)

"Make me feel empowered to take action myself - I want to feel I can do something and am supported in taking that action"

SRG Member, Places for People (2)

"We need a conductor to lead the way and encourage people to interact and be constructive."

SRG Member, Partnership & Participation (3)

1

2

3

4

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Confidential 13

COMMUNITIES & SERVICES

A RESILIENT NORTHERN BEACHES IS DIVERSE, CONNECTED AND TOLERANT, LED BY A COUNCIL THAT IS RESPONSIBLE, TRUSTWORTHY AND ACCESSIBLE.

COMMUNITIES & SERVICES

14

b) Supporting quotes

c) Blue sky idea

THE BEHAVIOURAL ARCHITECTS

Confidential 9

2

Workshop Insights

Communities & Services

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- iii. As community leaders

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Connection is a layered concept that involves both connection between individuals, between groups, (e.g. neighbourhoods) and between locals and council.

SRG member contributions

- (1) Council as a trustworthy, transparent and accessible source of community information and support
- (2) Access to services
- (3) Council as community leaders
- (4) Community connection



"ticket system to keep citizens in the loop on progress with questions they asked or requests all the way to resolution or rejection."

SRG Member, Transport & Travel (1)

"Building capacity in others and not living in silos...Having lots of interconnected community groups offering their ideas and solutions to other community groups"

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A RESILIENT NORTHERN BEACHES IS DIVERSE,
CONNECTED AND TOLERANT, LED BY A COUNCIL THAT IS
RESPONSIBLE, TRUSTWORTHY AND ACCESSIBLE.

Environment

A desire to protect the environmental assets of the Northern Beaches

Continued growth was singled out as an area of concern for the Northern Beaches, both in terms of population and infrastructure / housing density, and their impacts on the environment.

Careful planning for this inevitability was identified as an intrinsic part of future resilience for the area.

With its ability to **invest in public projects** (e.g., greening public spaces, street trees, parks and town centres) the council should assume a **position of leadership** to contribute towards a more resilient environment.

This is necessary both in terms of the **built** (e.g. vertical gardens, bus shelters, residential planning) and **natural** (e.g., parks, nature trails, coastal areas and oceans) environments.

Greater **education around environmental issues** (incl. indigenous heritage, climate change effects, environmental history of the Northern Beaches) was also seen as a necessary component of building collective resilience.

Again, the council are seen as potential **leaders** in this space for their ability to provide **accurate and accessible information** to counter the growing trend towards misinformation.

Above all, SRG members recognise that the Northern Beaches environment is unique and needs to be preserved and protected; a task that will require the involvement of the whole community.

SRG member contributions

- (1) Northern Beaches is worth protecting
- (2) Mindful of future growth
- (3) Council leading through public investment in environmental projects
- (4) Environmental education



"Appreciating and Protecting what we have in terms of our natural environment"

SRG Member, Economic & Smart Communities (1)

"Learning from nature and respecting and learning from our indigenous heritage and ways of the land"

SRG Member, Community & Belonging (4)

"Be mindful of growth and our ability to cope with it (environment and lifestyle)"

SRG Member, Places for People (2)



"Ensure citizens travel through green whether they realise/choose it or not - to boost mental health."

SRG Member, Transport & Travel (3)

A RESILIENT NORTHERN BEACHES IS ONE THAT PROTECTS AND
VALUES ITS ENVIRONMENTAL ASSETS, IS
EDUCATED ABOUT CLIMATE CHANGE, AND
MAKES ENVIRONMENTAL DECISIONS BASED ON
TRUSTWORTHY AND SCIENTIFIC INFORMATION.

Economy

The ability to live and work on the Northern Beaches

Economic and employment diversity is seen as the most important driver of economic resilience for the Northern Beaches across all SRG groups.

Enabling residents to **work and live in close proximity** ensures the health and wellbeing of both residents and the economy that supports them is maintained.

To aid this, council should be a **champion of local businesses**, supporting them to work with agility and adapt to the fast-paced social and economic circumstances.

This means providing **opportunities** for nascent businesses, as well as providing leeway and **flexibility** to work in ways that are less restricted.

A resilient local economy is also one that **encourages innovative ways of working** and is integrated and **connected** to the broader local, national and global communities.

Connection encourages the **flow of ideas and support** to the Northern Beaches, further bolstering the local economy.

There is a desire to build a vibrant local economy and community that has the power to attract visitors and new residents to the area for more reasons than the local – and well-known – environmental attractions jewels.

SRG member contributions

- (1) The need for economic and employment diversity
- (2) Council as champion of local business
- (3) Businesses are supported to work innovatively
- (4) Building a vibrant Northern Beaches



"We need more jobs here that fit in with the population"

SRG Member, Partnership & Participation (1)

"Remove barriers for business to be flexible in their local area and be drivers for sense of community."

SRG Member, Places for People (4)

"An economic zone - identify industries of the future and propose a new technology incubator hub that utilises the advantages of the Northern Beaches - incredible natural environment and a self contained peninsula"

SRG Member, Transport & Travel (2)



"Encourage more innovation in business like the micro-breweries."

SRG Member, Community & Belonging (3)

A RESILIENT NORTHERN BEACHES IS ABLE TO ECONOMICALLY
SUPPORT ITS POPULATION WITH DIVERSE EMPLOYMENT AND
EDUCATION OPTIONS. LOCAL BUSINESS IS SUPPORTED TO
INNOVATE AND THRIVE AND REGULATION IS GEARED TOWARDS
INCREASING THE VITALITY OF THE AREA.

Infrastructure, Facilities & Community Spaces

Appropriate planning for future needs and likely challenges

The desire to plan and **build for the future needs** of the community is paramount to building resilience.

The perspective is largely optimistic; SRG members have a **bold vision** for the future of the Northern Beaches that includes the use of sustainable technologies, **innovative design of public spaces** and easy access to transport.

This includes **capitalizing on existing public buildings and spaces**. To build collective resilience, the use of these spaces needs to continually **evolve** to adapt to the needs of the community.

Adaptability should be incorporated into the guidelines around using public facilities and spaces so that interactions between council and the community are more streamlined.

Careful **planning for the inevitable challenges** the future will bring will enable the Northern Beaches community infrastructure to respond adequately to community and environmental changes.

Life cycle accounting and future population growth are seen as areas for significant consideration.

The community's assets will need to continually adapt in terms of their design, function and permissible use if they are to meet future challenges and support the community's evolving needs.

Facilities and community spaces have the power to enhance the beloved community feel of the Northern Beaches if intelligently designed and creatively used.

SRG member contributions

- (1) Bold vision for the future of the Northern Beaches
- (2) Maximising existing spaces
- (3) Careful planning for inevitable future challenges
- (4) Enabling community spaces to evolve alongside the community itself



"Designs should reflect and integrate the diversity of the community that they're serving & access to services."

SRG Member, Places for People (1)



"Existing community facilities -e.g Seaforth oval - encourage more groups to use with less stringent rules - many groups find it hard to meet the criteria - understand the utilization of existing facilities across the NBC LGA"

SRG Member, Transport & Travel (4)


"Avalon Bowlo has turned into a community event centre which is great"

SRG Member, Partnership & Participation (2)



"Planning needs to anticipate threats to the resilience of infrastructure."

SRG Member, Environment (3)



A RESILIENT NORTHERN BEACHES CAPITALISES ON AND
ENHANCES THE USE OF ITS EXISTING ASSETS WHILE PLANNING
FOR THE FUTURE NEEDS OF ITS LOCALS

Housing

A highly emotionally charged area for resilience planning

A **diversity of affordable housing** is seen as providing the foundation for a **thriving local economy** and stronger family ties.

There is also a need to provide housing for those who are more vulnerable in the community with the provision of short-term accommodation and refuges.

The council can provide leadership by **investing in the areas that surround private housing to make them more livable**

E.g., vertical gardens on public buildings, better pathways to improve neighbourhoods and encourage activity

Some see the more powerful lever council can pull involves **regulation** so that more people can live affordably on the Northern Beaches

This could take the form of imposing height limits on new builds, mandating that all gardens must contain trees, or **ensuring houses across the affordability spectrum are being built**.

No other topic of discussion attracted as **polarizing opinions** as housing. Whereas other topics were discussed by all SRGs across many themes, a discussion of housing prompted many to home in on one or two aspects only.

Resilience in terms of housing on the Northern Beaches, therefore, is **a subject that means something to everyone**; all residents have skin in the game.

SRG member contributions

- (1) The need for diverse and affordable housing
- (2) Council investment to improve livability
- (3) The need for regulation
- (4) Housing as a highly charged topic



"Frenchs Forest a perfect place for mixed housing but been a lot of confusion for current residents"

SRG Member, Partnership & Participation (1)

"Somewhere that people can afford to live by having the right wages so that businesses can survive"

SRG Member, Economic & Smart Communities (4)

"Create more public pathways to connect streets for active travellers and encourage walks around the block"

SRG Member, Transport & Travel (2)



"Government needs to mandate more than 3% suitable for affordable housing"

SRG Member, Community & Belonging (3)

A RESILIENT NORTHERN BEACHES ACCOMMODATES A
DIVERSE POPULATION WITH HOUSING OPTIONS IN EVERY
INCOME BRACKET

Natural Disasters

Community connection integral to disaster management and planning

The **perceived inevitability** of more frequent and severe natural disasters means planning needs to become increasingly **comprehensive**.

Building collective resilience to natural disasters requires a **coordinated and strategic approach** that responds to the threat of natural disasters **from the design stage** (e.g., buildings and structures) through to rebuilding and recovering

Part of planning includes **learning from past experiences** and integrating these learnings into an evolving approach to building resilience.

This includes learnings from the local traditions and indigenous owners, as well as events in recent memory.

Underpinning this should be a **web of community connections** that facilitate our preparations for, responses to, communication about and learning from, natural disasters.

Council's role is to provide both support and leadership in the community. To be resilient to natural disasters NBC must support the community to make their own plans for disaster preparedness (e.g., providing easy access to information / resources, and respond quickly during times of need.

SRG member contributions

- (1) Integrating learnings
- (2) The need for a comprehensive approach as severity and frequency of disasters increases
- (3) Community connections
- (4) Council's role



"Have a natural disasters plan that is rehearsed and upgraded regularly - like a build fire drill"

SRG Member, Partnership & Participation (1)

"Council to lead building infrastructure in a networked resilient way - commit to it and gain support of local community."

SRG Member, Places for People (4)

"Resilience to natural disasters is extremely important for community to be prepared for the inevitable increasing eg storm surges, flooding, bushfires, so preparation is necessary eg via education, training, developing skills"

SRG Member, Environment (2)



"If you work in an office building there's a role for everyone, if something happens everyone gets into action, NB would be similar."

SRG Member, Economic & Smart Communities (3)

A RESILIENT NORTHERN BEACHES HAS A FOCUS ON
PLANNING, RECOVERY AND LEARNING FROM NATURAL
DISASTERS THAT IS FACILITATED AND STRENGTHENED BY
STRONG COMMUNITY CONNECTIONS

Final thoughts and recommendations

The ultimate ambition for the council's resilience strategy is to **embed resilience** into the very fabric of the Northern Beaches community.

In so doing it must not lose sight of the overarching purpose of such an ambition:

To improve the health and wellbeing of the people who live here

Ensure the population of the Northern Beaches – the **Locals** – remain front and centre of the resilience strategy; they are the means for - and beneficiaries of - improved collective resilience of the area.



Thank you

For more information, please get in touch with

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Appendix. – Full SRG member contributions

Economic & Smart Communities

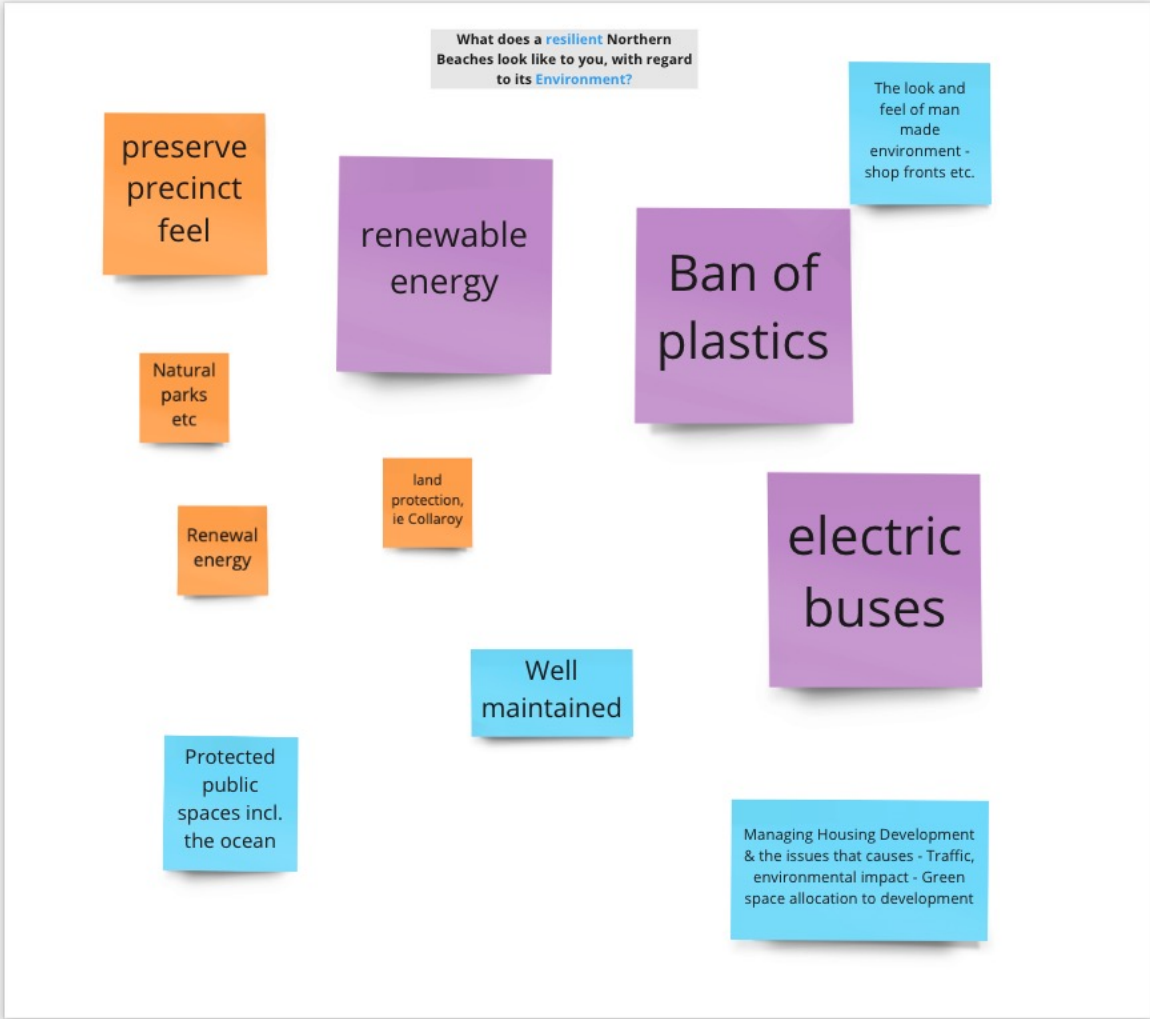
Communities & Services



Economic & Smart Communities

Environment

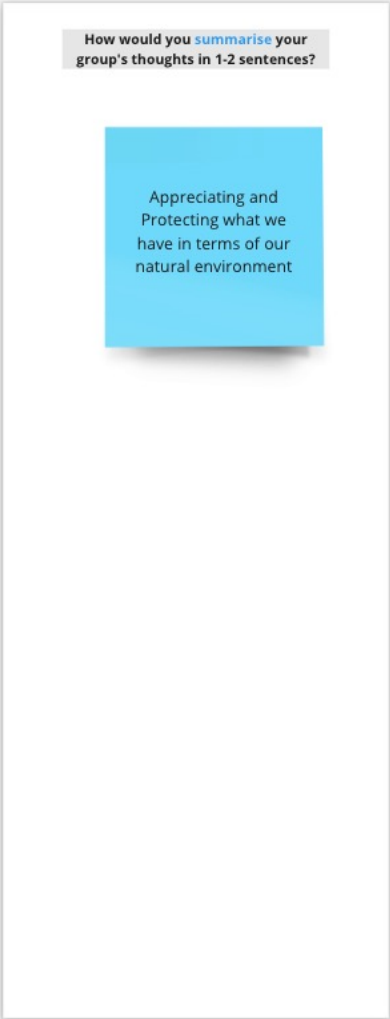
The Environment - DIVERGENCE



THE BEHAVIOURAL OBJECTIVE:

To develop a resilience strategy that will help build the collective resilience of the Northern Beaches and enable it to withstand, adapt and transform in the face of adversity.

The Environment - CONVERGENCE



Economic & Smart Communities

Economy

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The Economy - DIVERGENCE

The Economy - CONVERGENCE



Economic & Smart Communities

Infrastructure, Facilities & Community Spaces

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Infrastructure, Facilities and Community Spaces - DIVERGENCE

Infrastructure, Facilities and Community S...

Gordon

Ngaire

Drew

Maintained spaces

What does a resilient Northern Beaches look like to you, with regard to its Infrastructure, Facilities and Community Spaces?

diversity of options to maintain interest in spaces

Multi purpose spaces

Reflect community demographics and grow & change

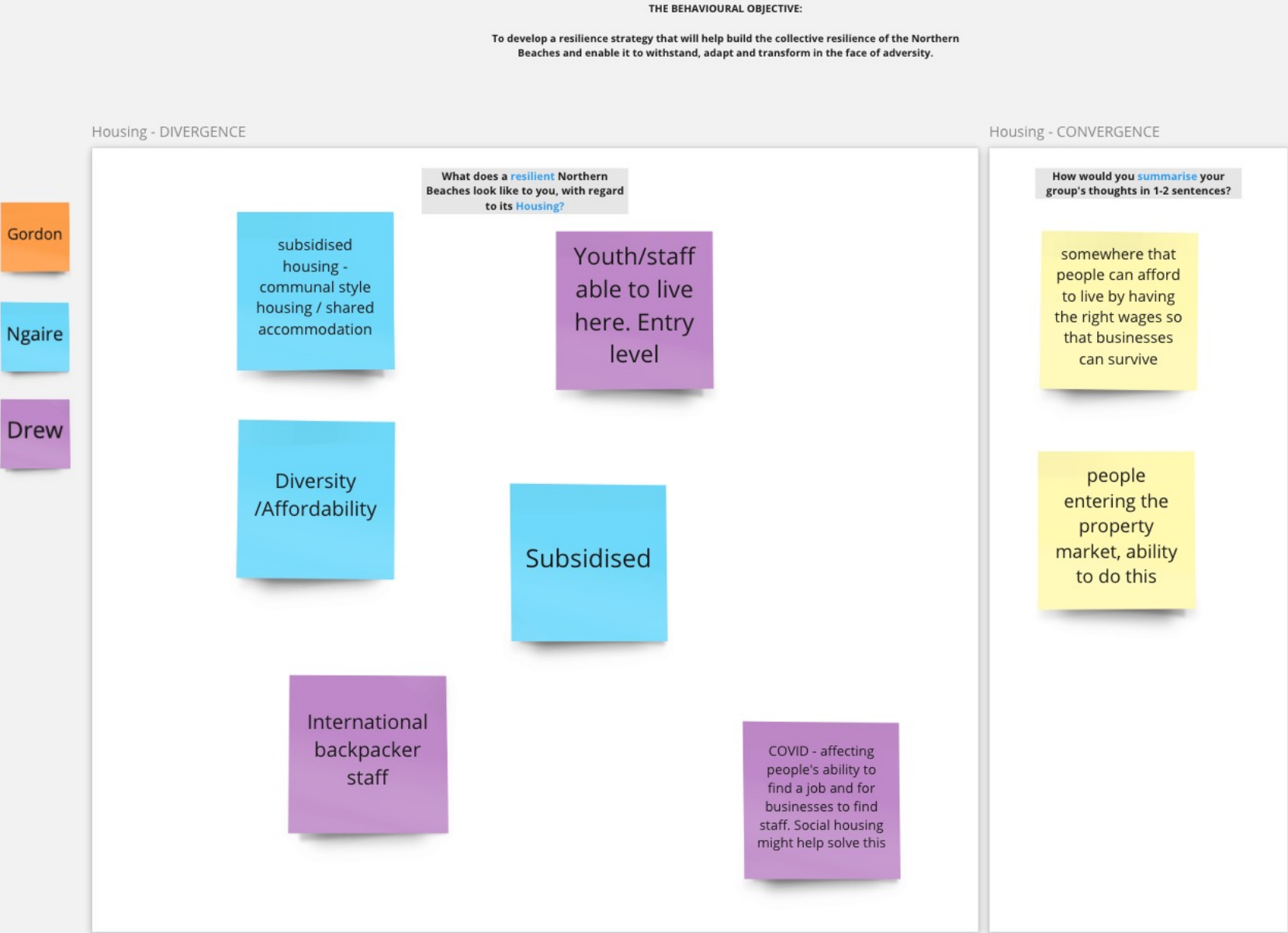
Appropriate to needs

How would you summarise your group's thoughts in 1-2 sentences?

make economically viable where possible

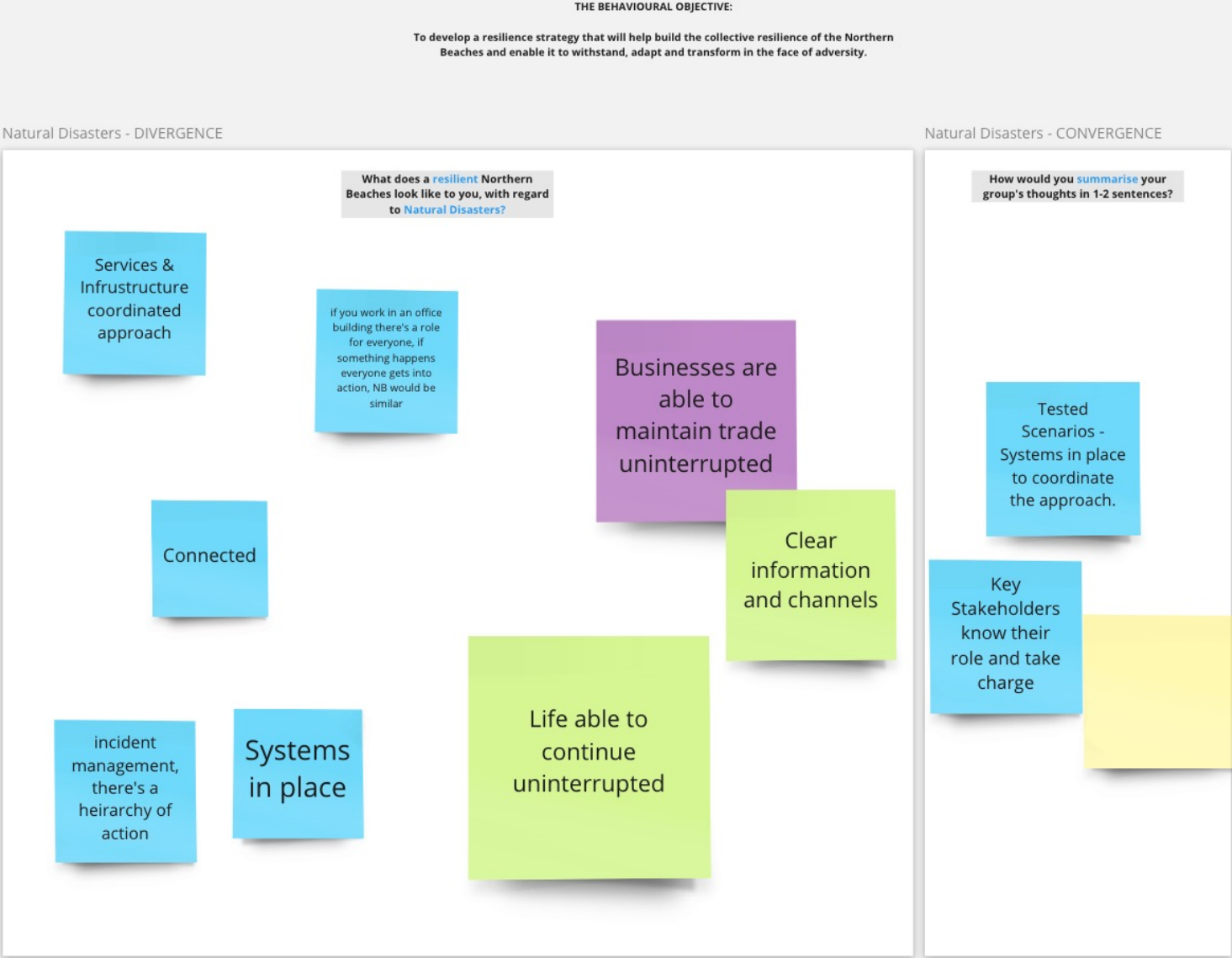
Economic & Smart Communities

Housing

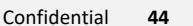


Economic & Smart Communities

Natural Disasters



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Places for People

Environment

THE BEHAVIOURAL OBJECTIVE:

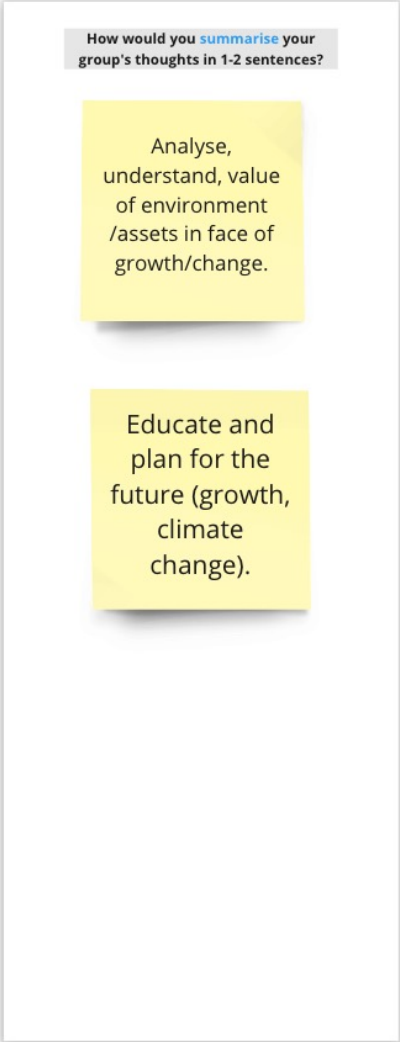
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The Environment - DIVERGENCE

The Environment - CONVERGENCE

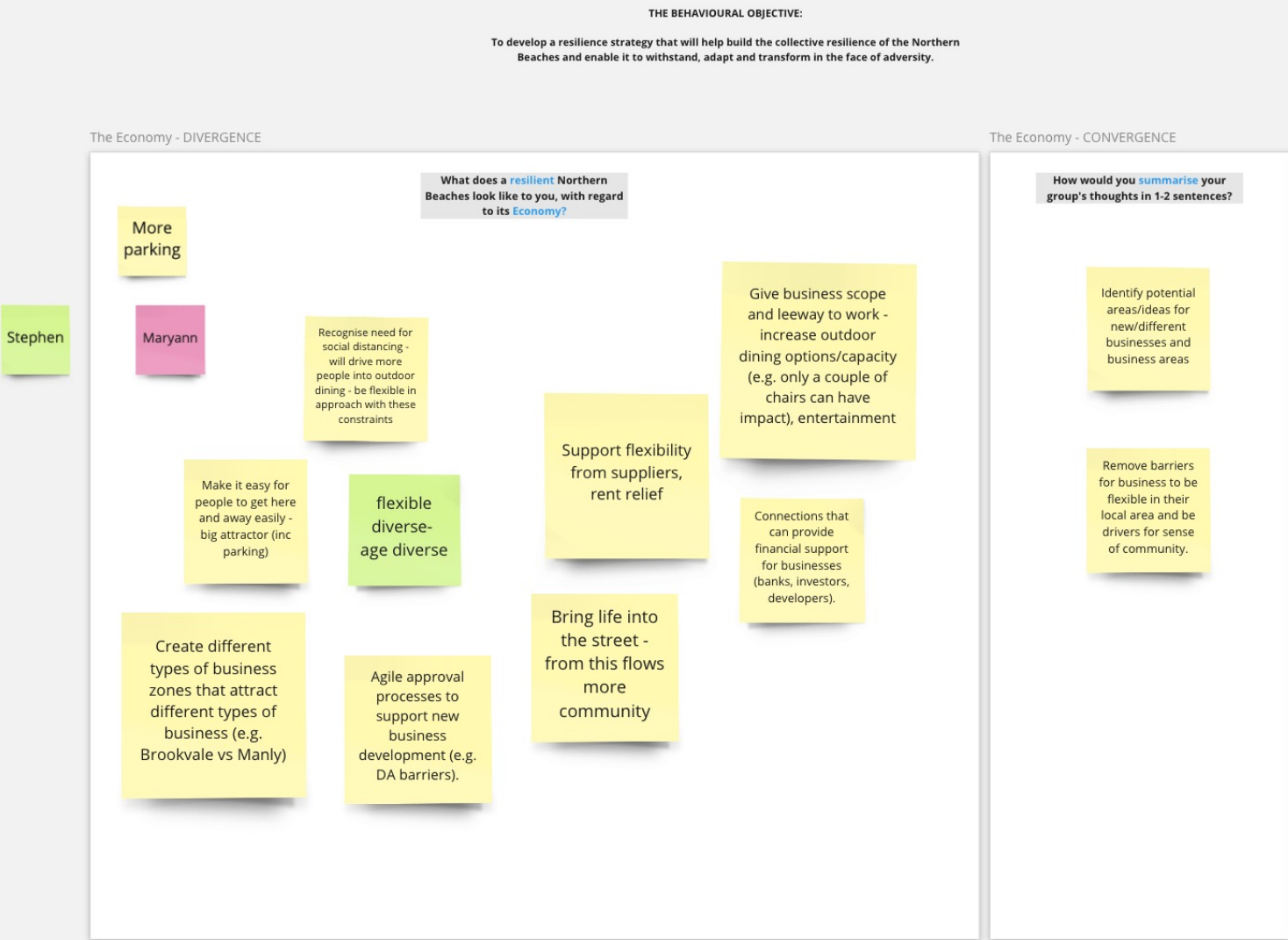
Maryann

Stephen



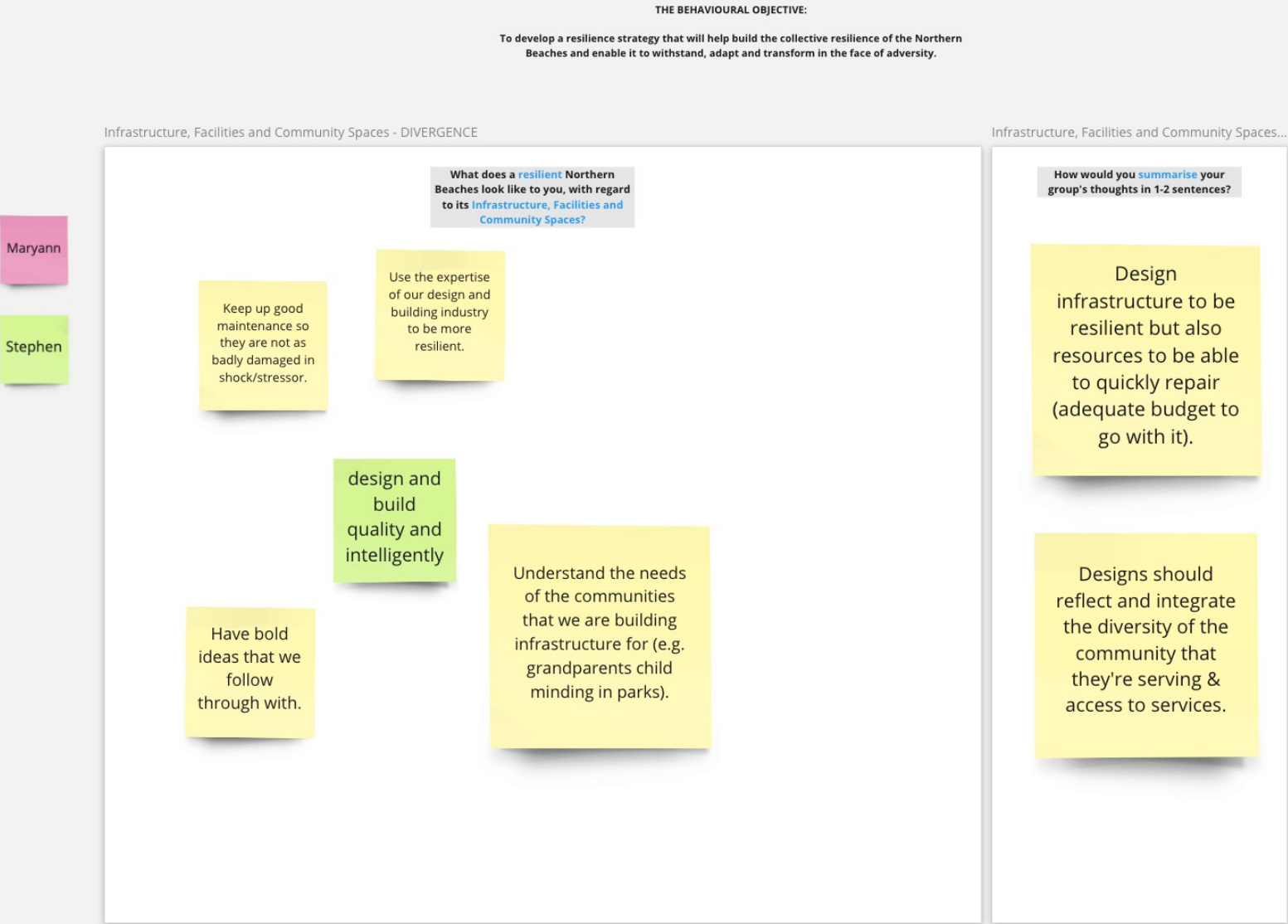
Places for People

Economy



Places for People

Infrastructure, Facilities & Community Spaces

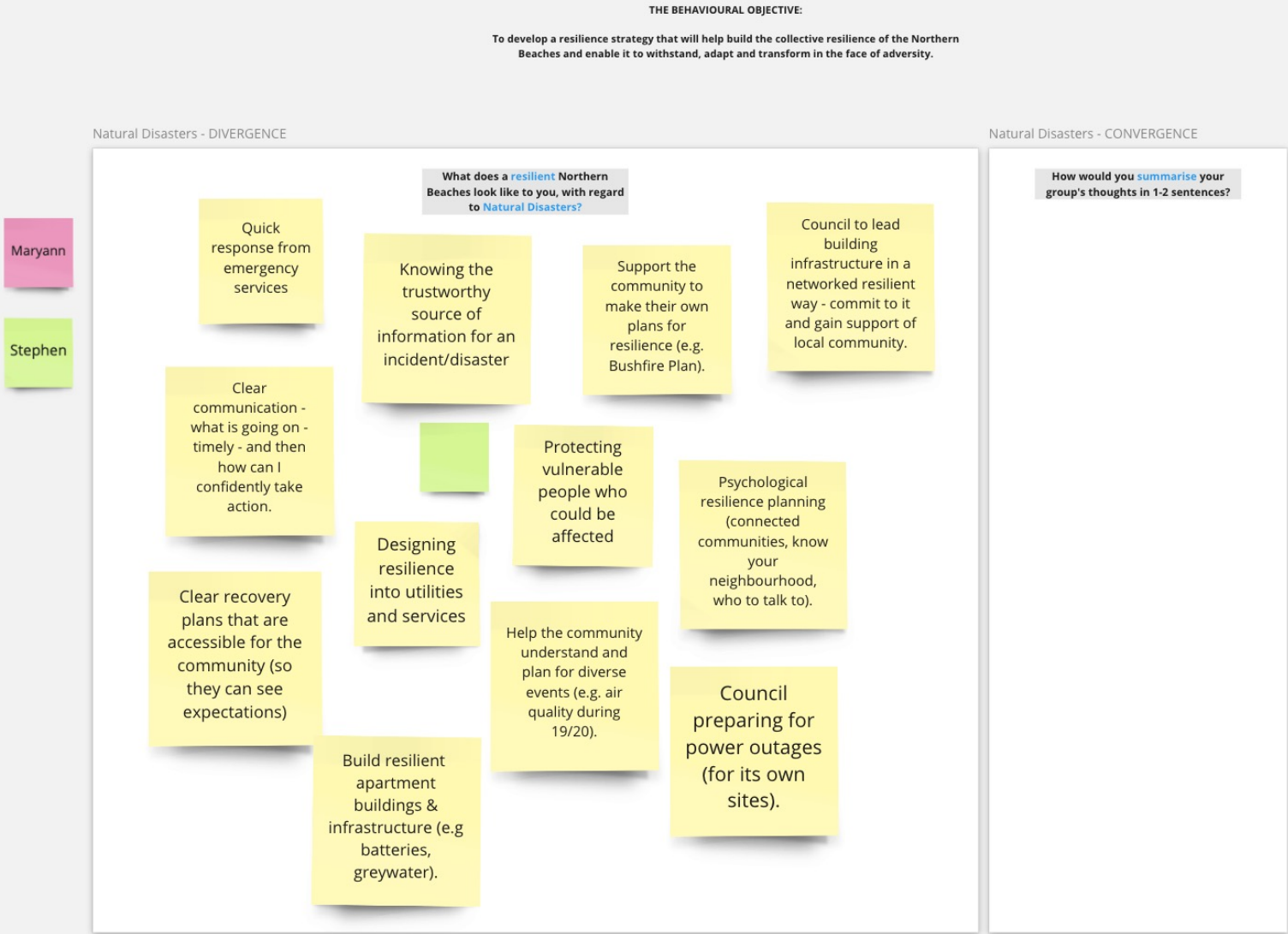


Housing



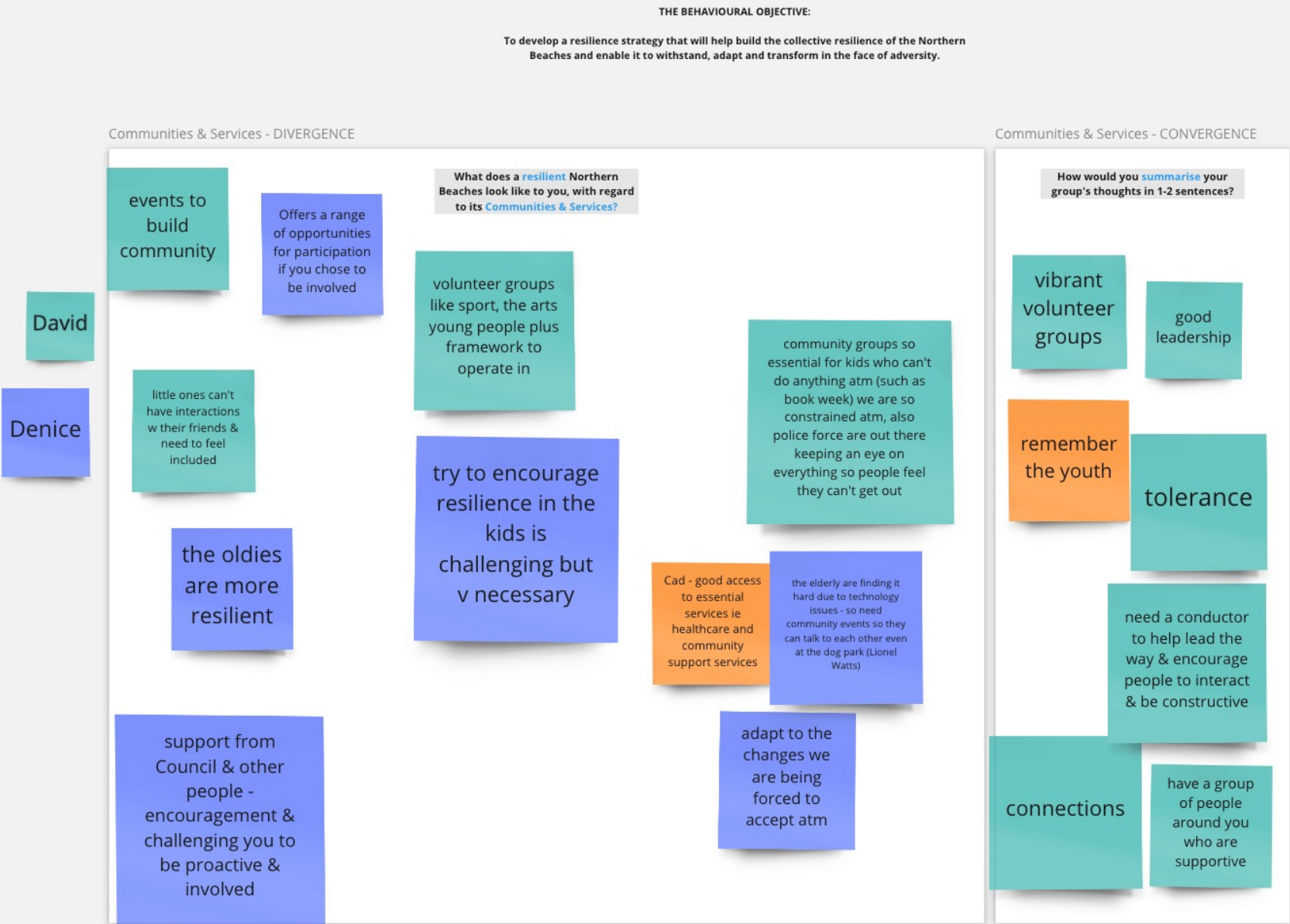
Places for People

Natural Disasters



Partnership & Participation

Communities & Services



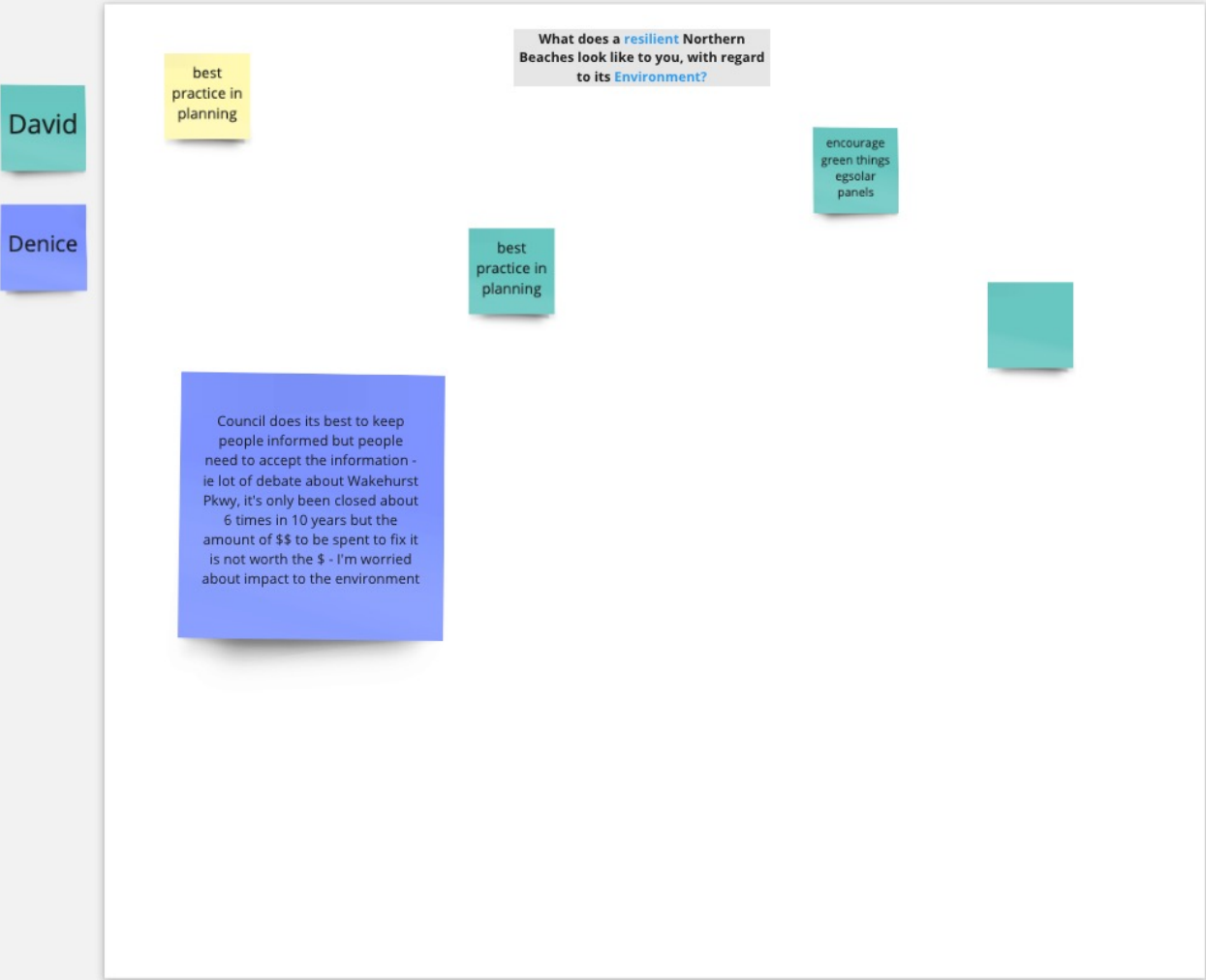
Partnership & Participation

Environment

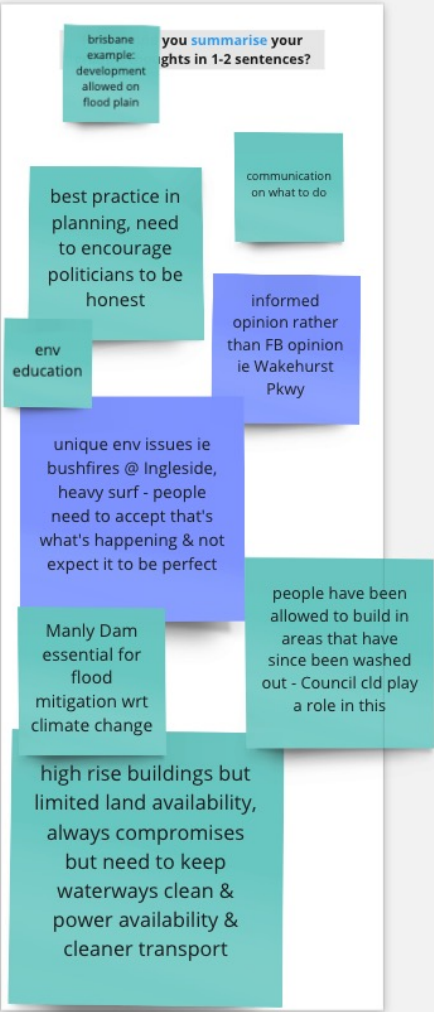
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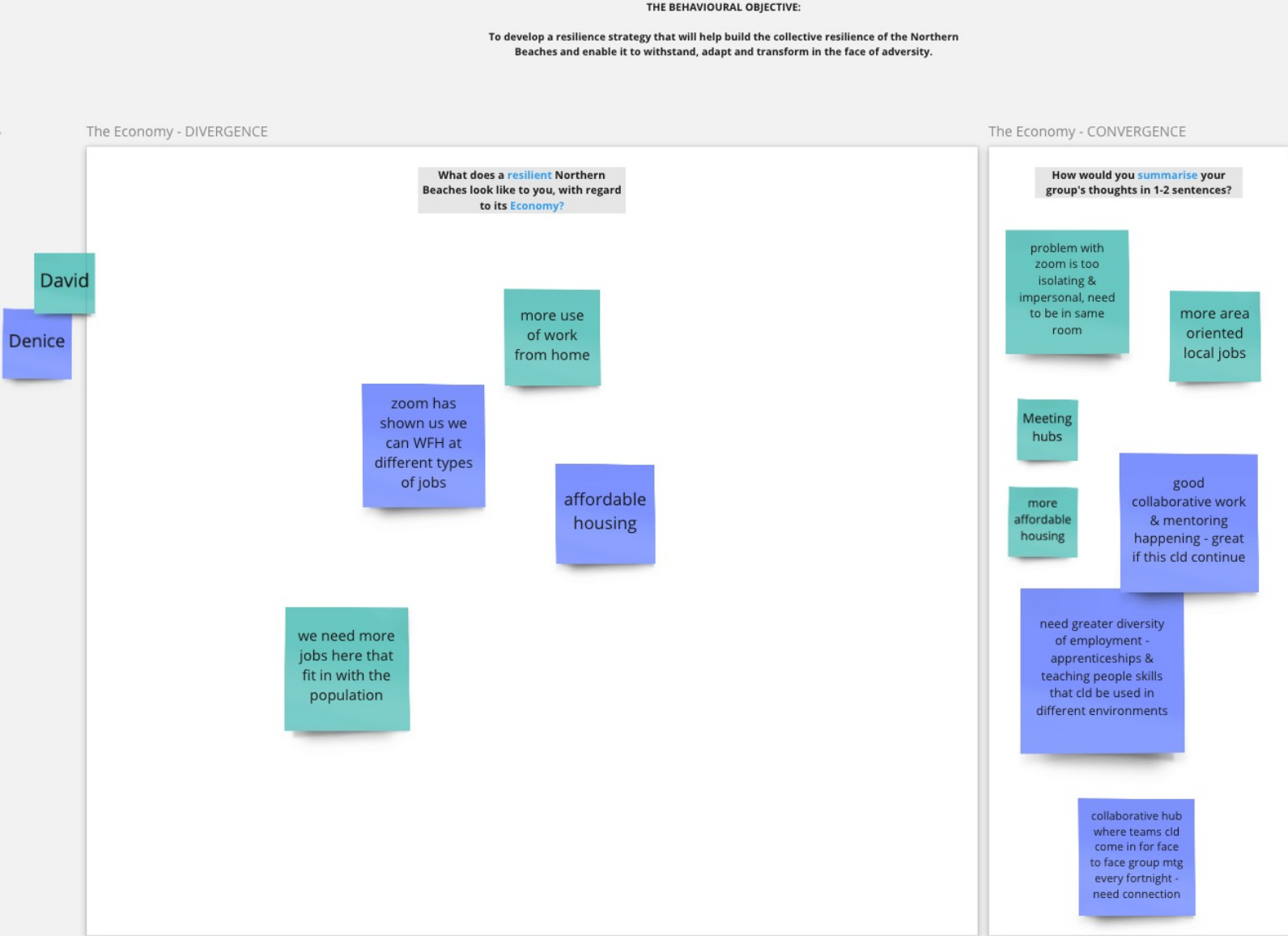


The Environment - CONVERGENCE



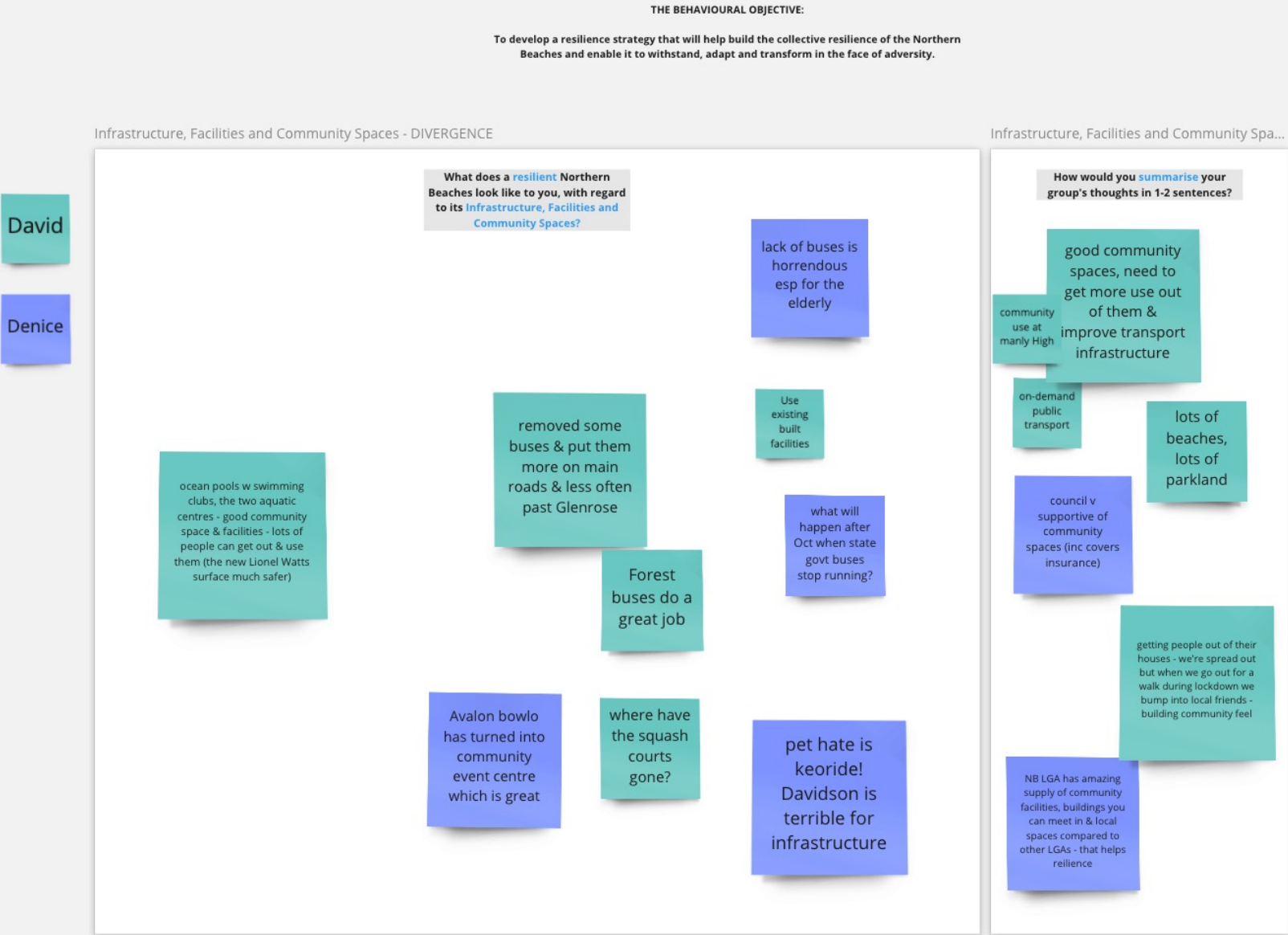
Partnership & Participation

Economy



Partnership & Participation

Infrastructure, Facilities & Community Spaces



Partnership & Participation

Housing

David

Denice

Housing - DIVERGENCE

What does a resilient Northern Beaches look like to you, with regard to its Housing?

More mixed housing, incl affordable

Manly too expensive & now Narrabeen ocean st; Dee Why units pretty old & not desirable design - do you pull them down or modernise them

our housing is counted on the no of water meters, shld do it on the rateable properties (ie the govt only counts a block of 24 dwellings as one dwelling as there is one water meter for the whole building)

Frenchs Forest a perfect place for mixed housing but been a lot of confusion for current residents

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Housing - CONVERGENCE

How would you summarise your group's thoughts in 1-2 sentences?

Totem development. Good mix shops and units, but does the developer have power over the units

affordable housing mixed in with 'better' housing, something that increases density while creating a more vibrant streetscape & adding all ethnic groups & age groups is a good thing - enriches the community

adapt old housing to low cost housing, or for seniors or essential workers

incentive for combining housing blocks

great design for housing esp high rise

Partnership & Participation

Natural Disasters

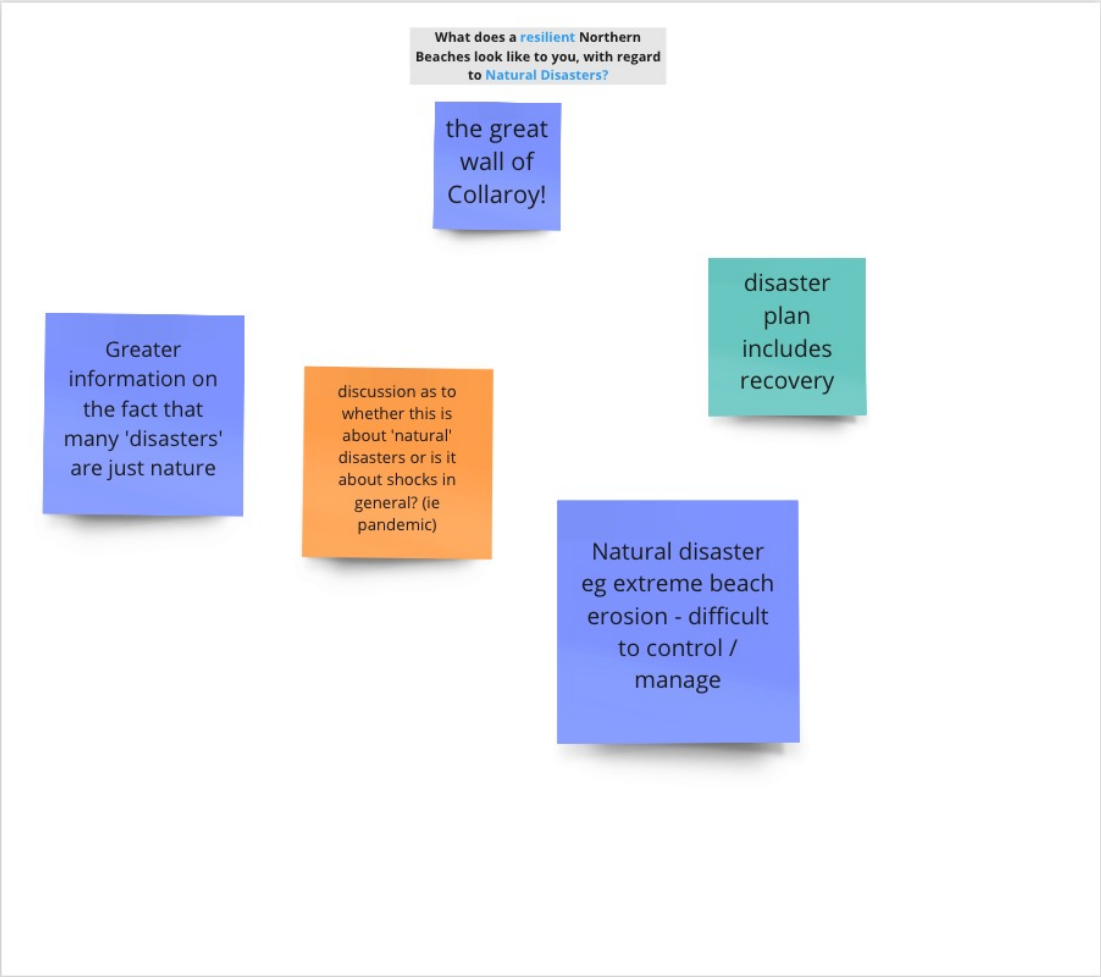
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Natural Disasters - DIVERGENCE

David

Denice



Natural Disasters - CONVERGENCE

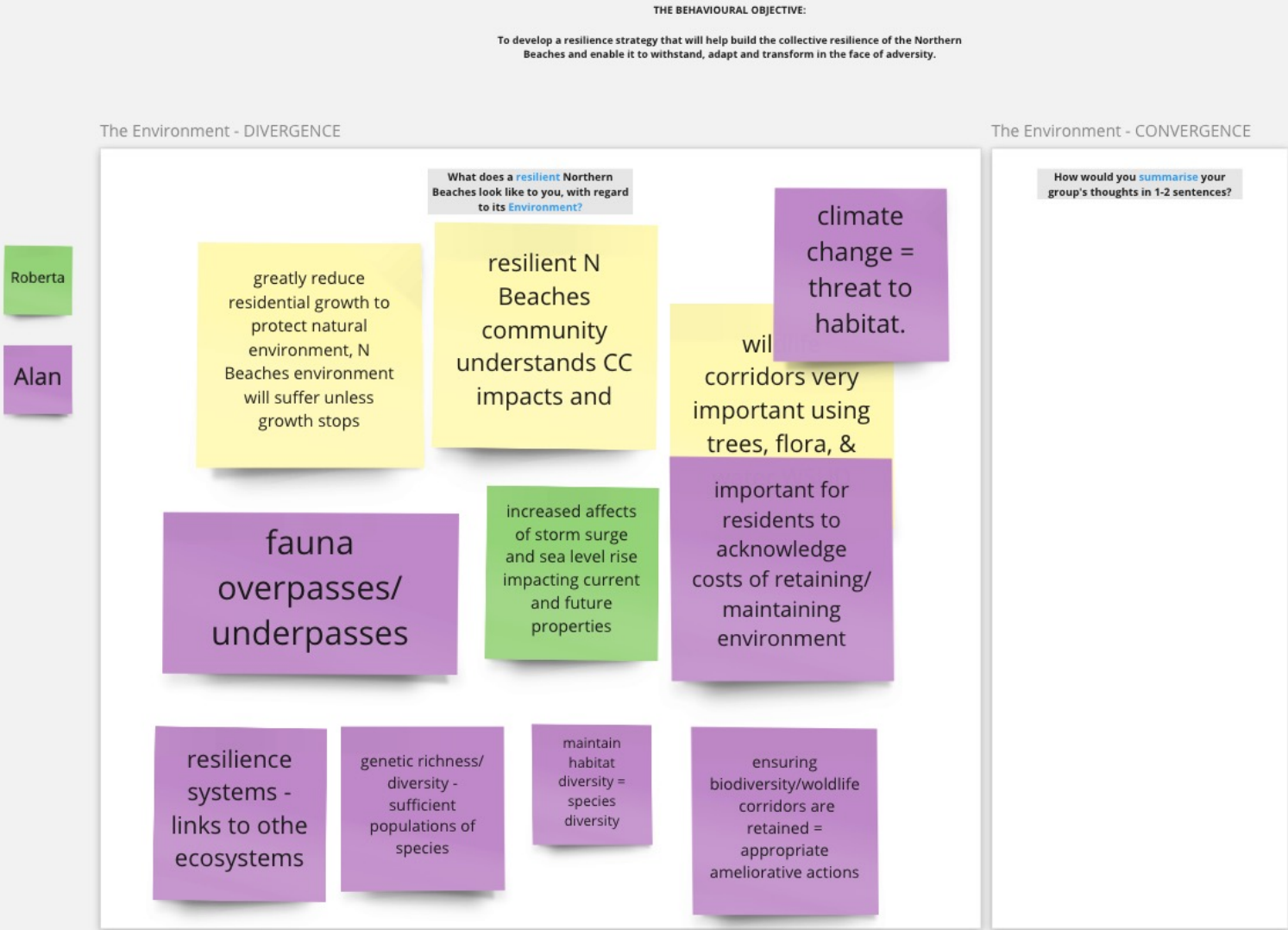


Environment

Communities & Services



Environment



Environment

Economy

THE BEHAVIOURAL OBJECTIVE:

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The Economy - DIVERGENCE

The Economy - CONVERGENCE

What does a **resilient** Northern Beaches look like to you, with regard to its **Economy**?

Roberta

Alan

Economic resilience Covid has shown working from home works, so business large and small can keep going, takes cars off roads so less air pollution & many more benefits, Value the environment instead of development - the natural world makes all of us much healthier.

RC

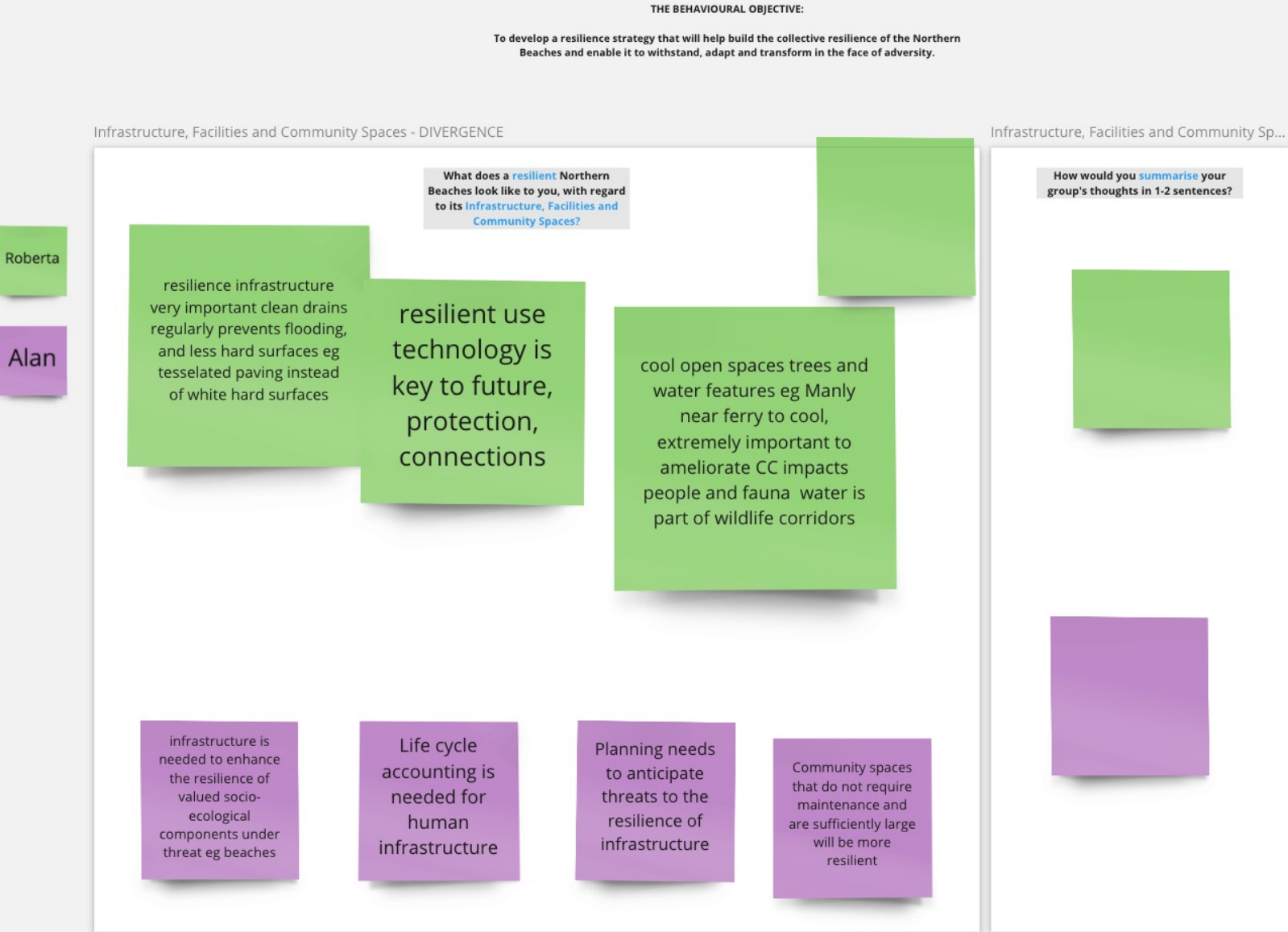
economic (and health) benefits of access to good quality environment

For a resilient economy we need a resilient environment which means accepting that life-support systems are most important. These ecosystems contribute to human wellbeing as shown by polling that places the environment on top. Excessive population growth will reduce the resilience of our valued ecosystems. Growth was once the solution. Now it is the problem. The tyranny of small decisions has huge economic costs in the longer term. We don't appreciate the large extent of these changes (like the boiling frog). We should maintain ecological capita

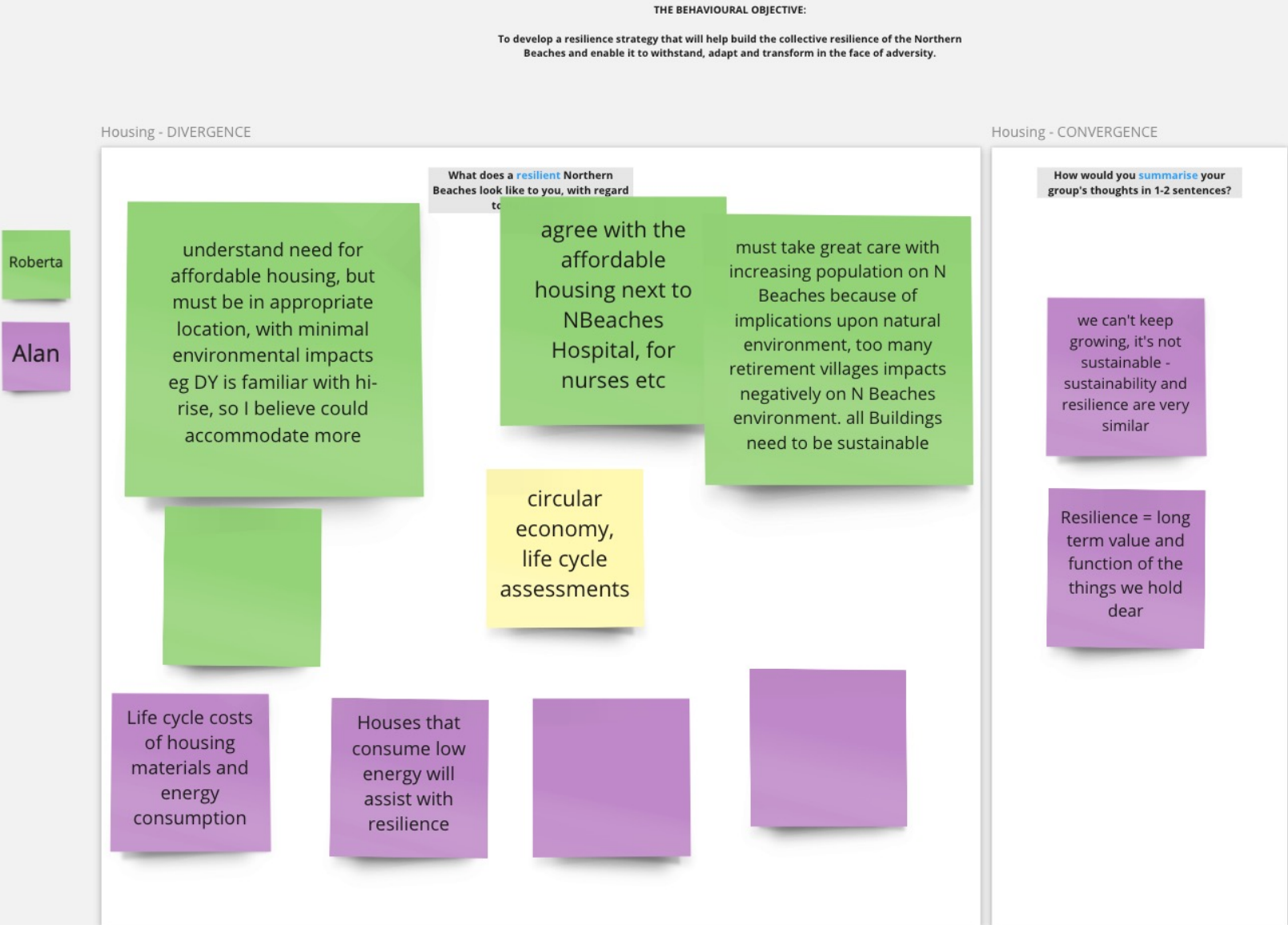
How would you **summarise** your group's thoughts in 1-2 sentences?

Environment

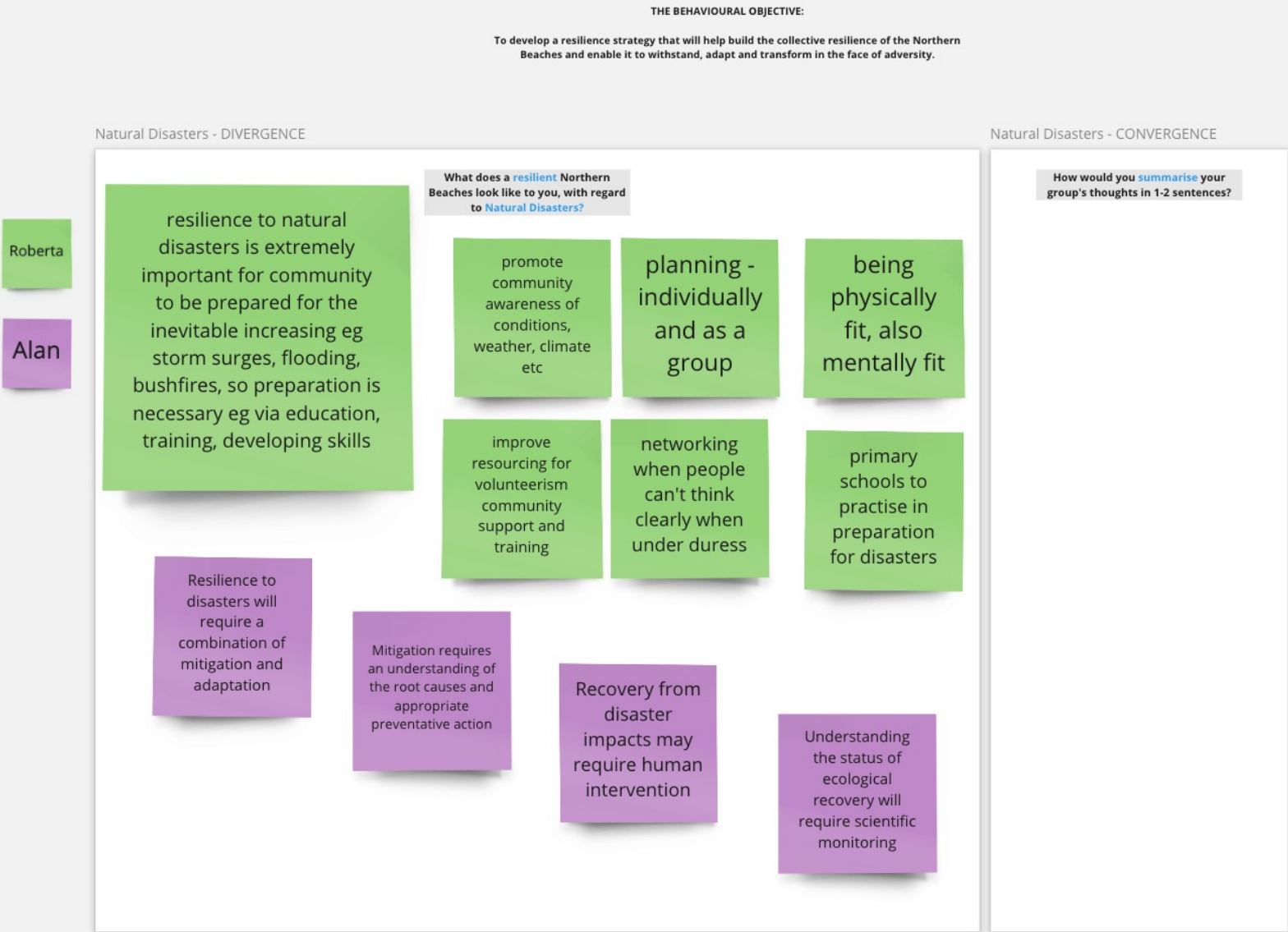
Infrastructure, Facilities & Community Spaces



Housing

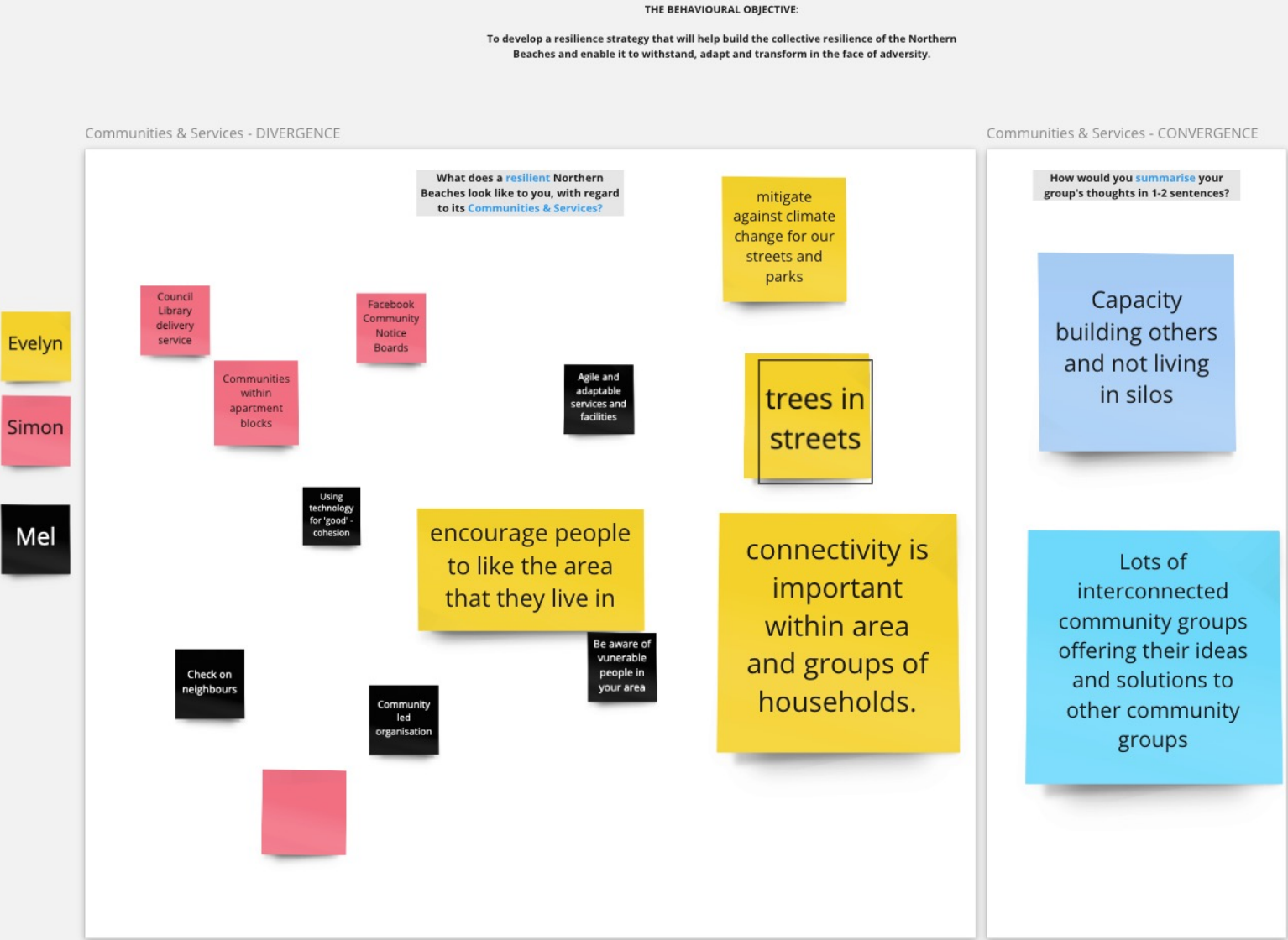


Natural Disasters



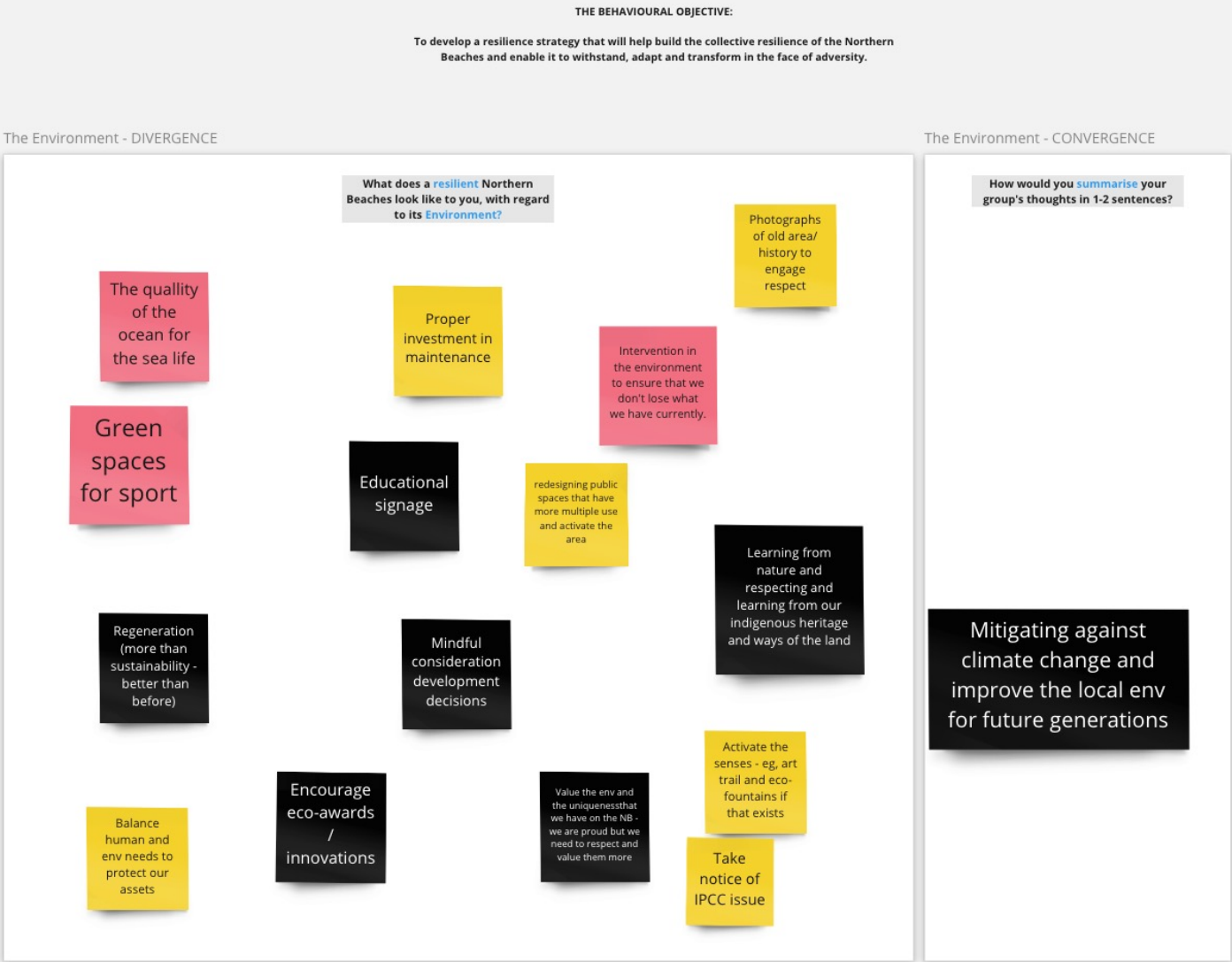
Community & Belonging

Communities & Services



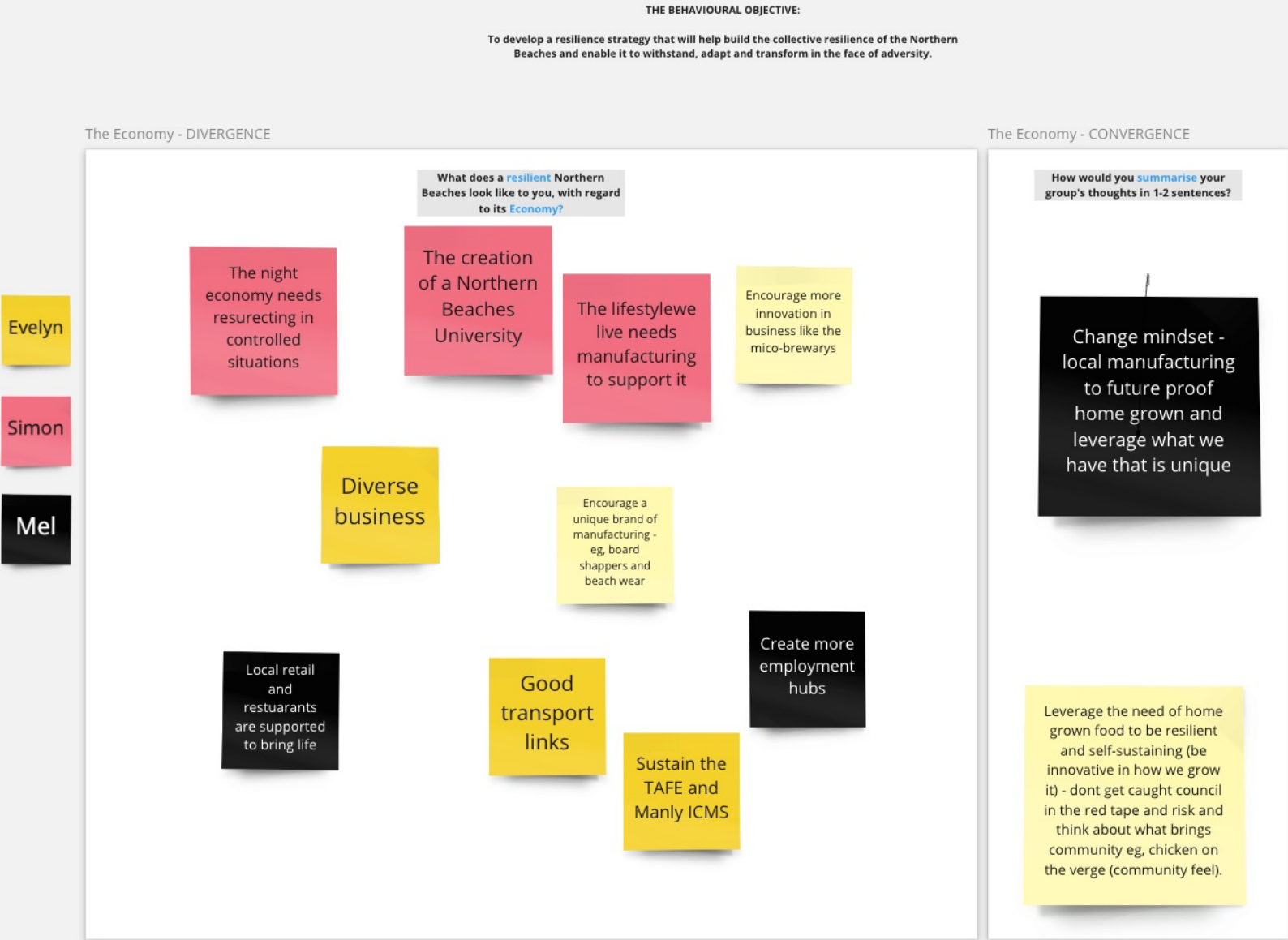
Community & Belonging

Environment



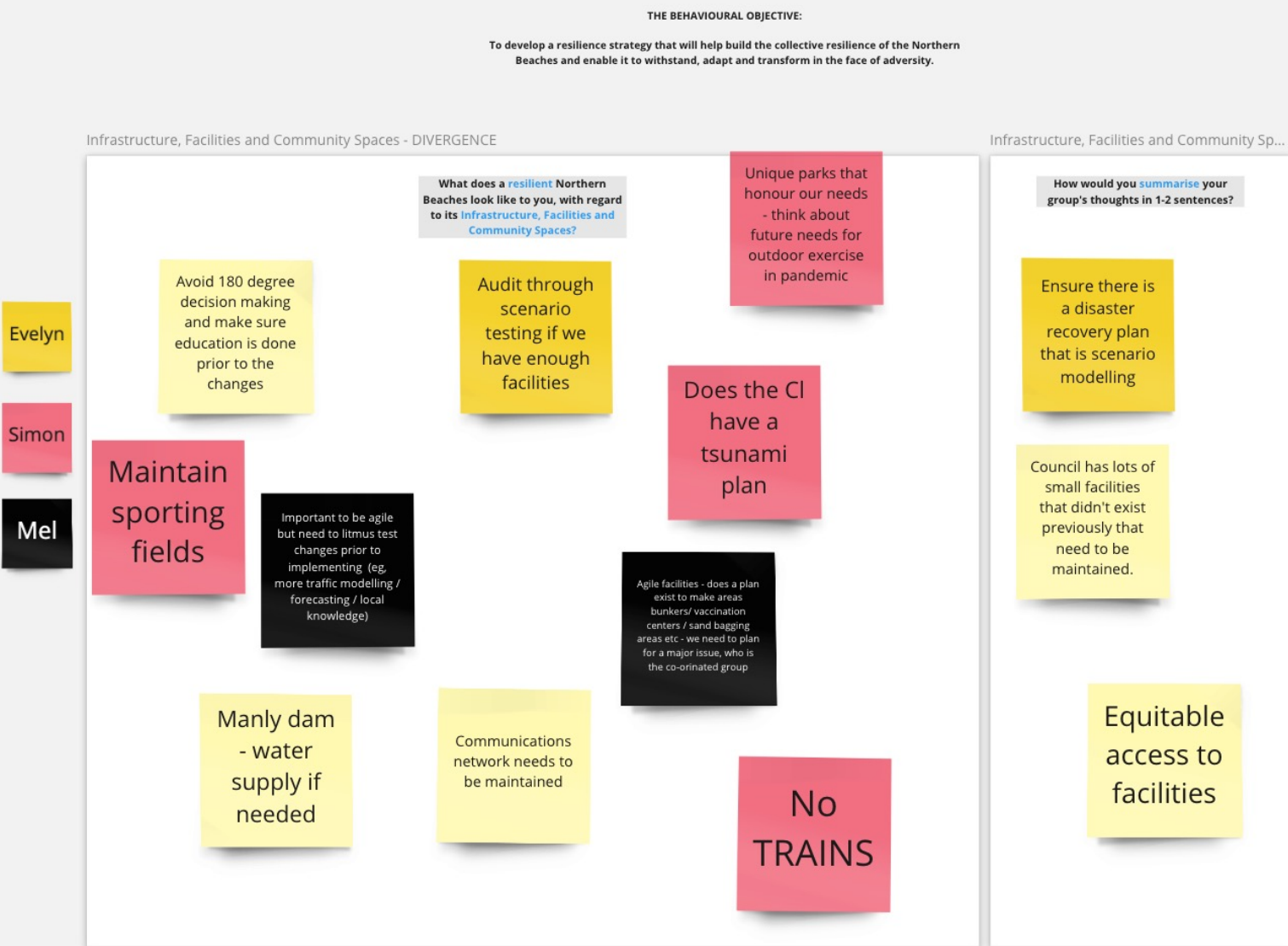
Community & Belonging

Economy



Community & Belonging

Infrastructure, Facilities & Community Spaces



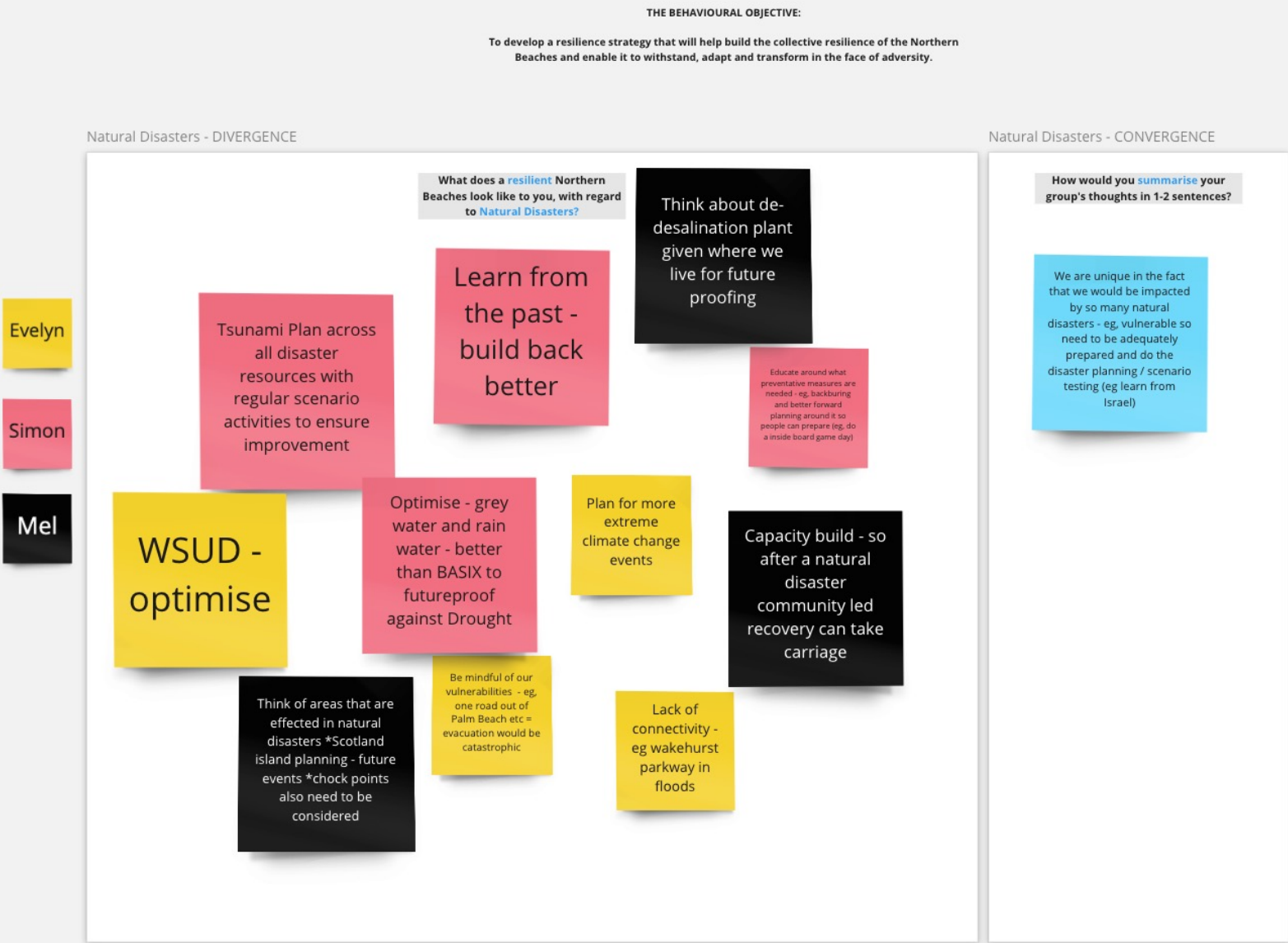
Community & Belonging

Housing



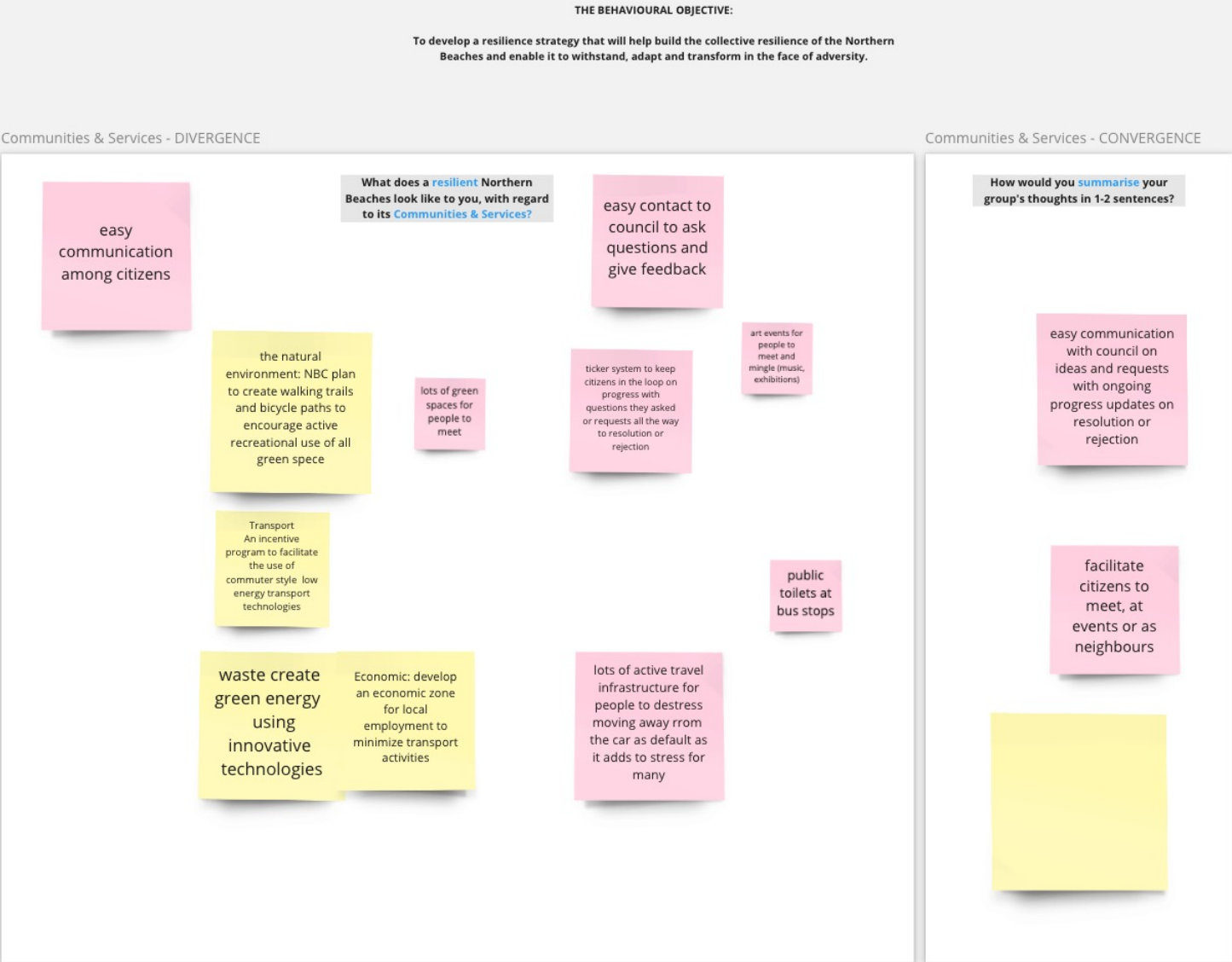
Community & Belonging

Natural Disasters



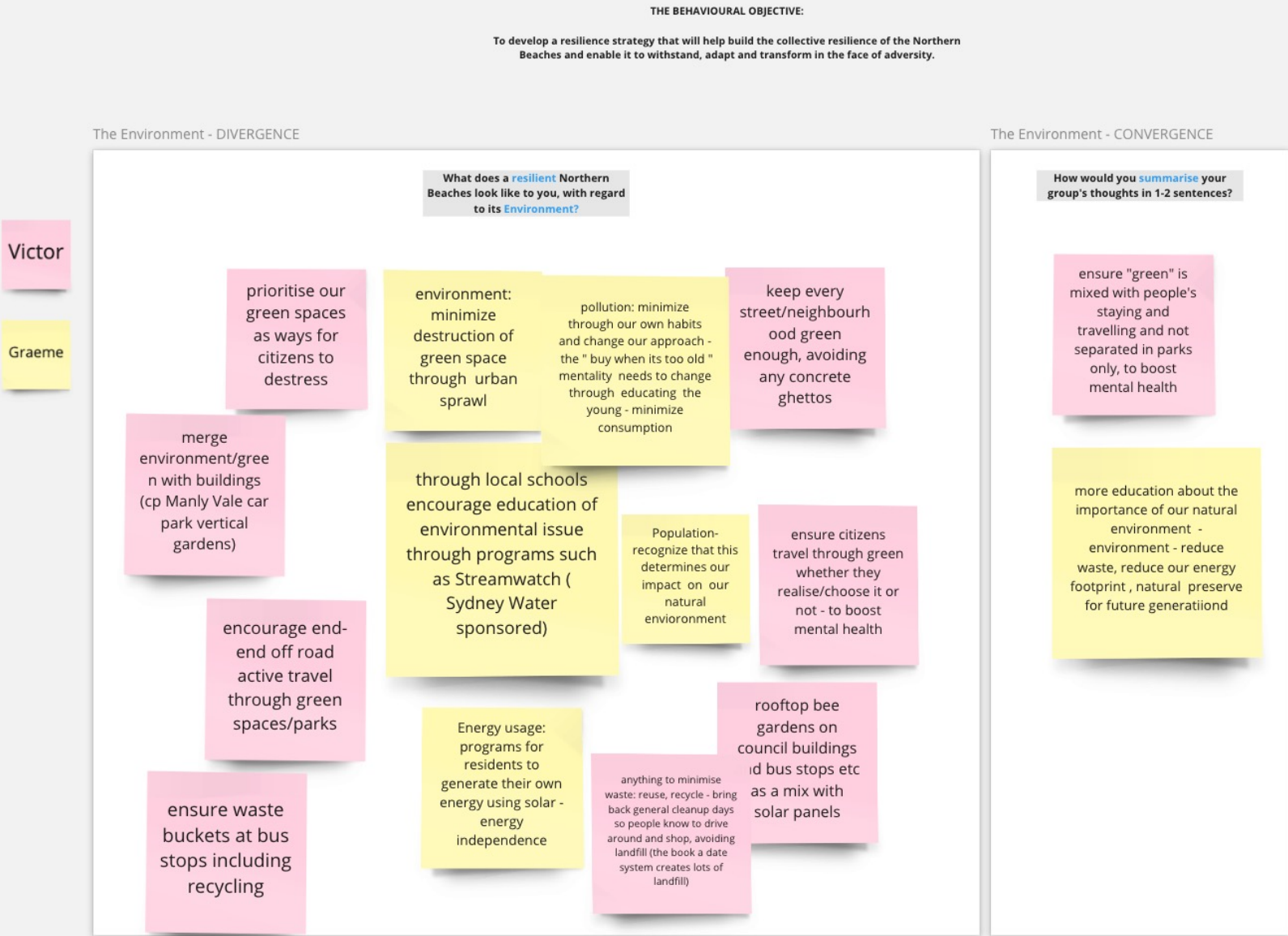
Transport & Travel

Communities & Services



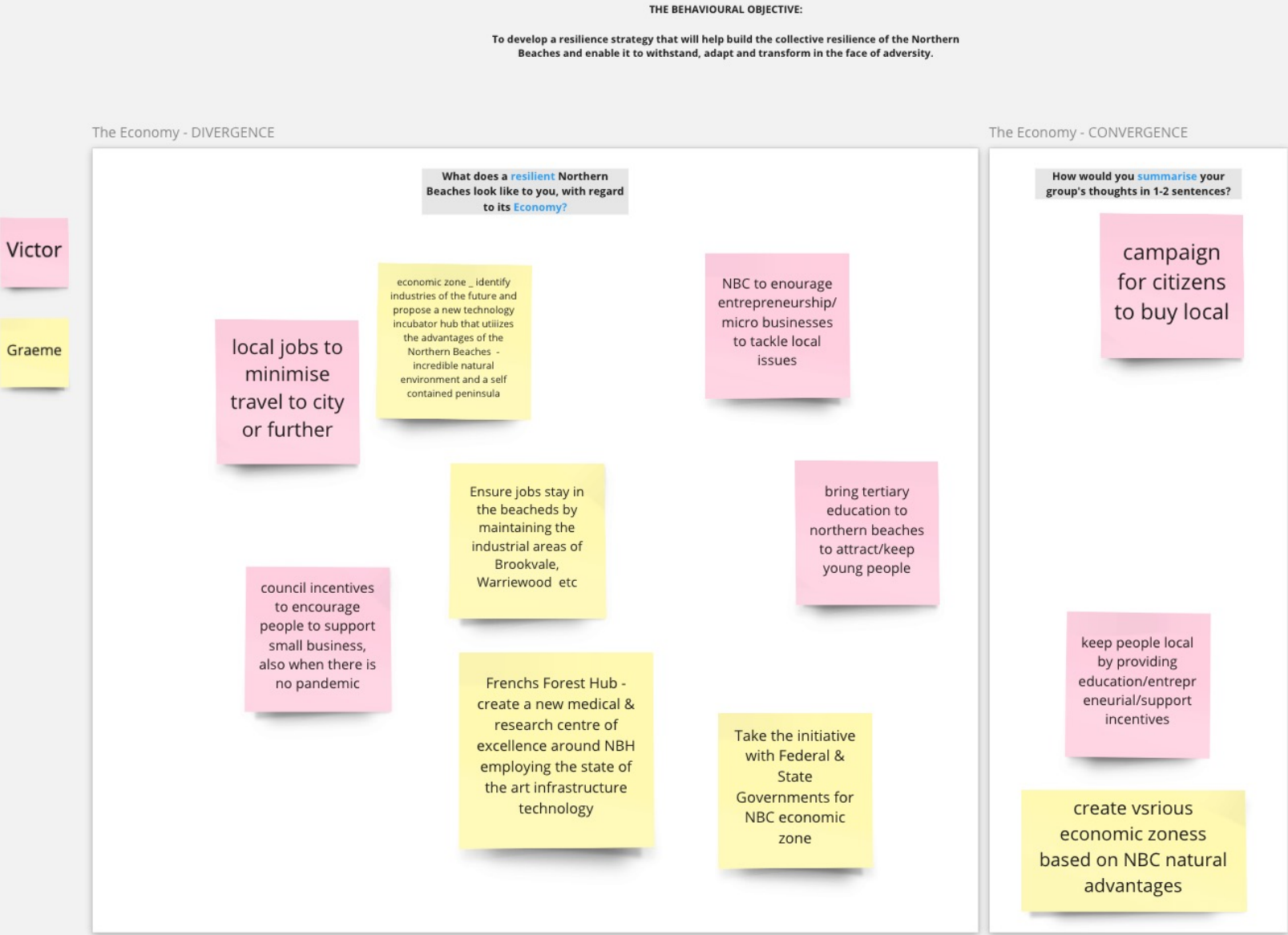
Transport & Travel

Environment



Transport & Travel

Economy



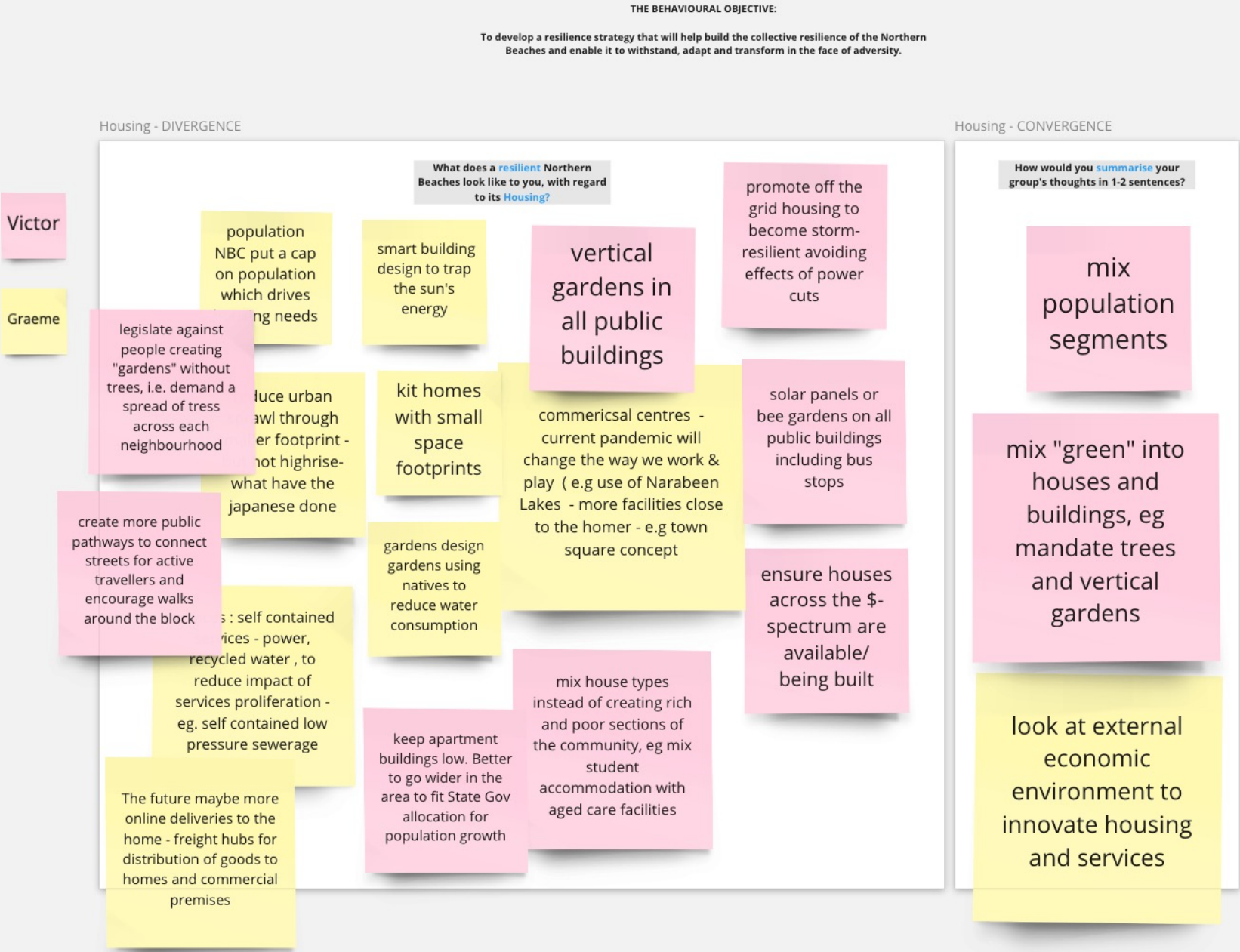
Transport & Travel

Infrastructure, Facilities & Community Spaces



Transport & Travel

Housing



Transport & Travel

Natural Disasters

Victor

Graeme

Natural Disasters - DIVERGENCE



Natural Disasters - CONVERGENCE

