northern
beaches
council

A Behavioural Science approach to Developing a behaviourally effective draft resilience strategy
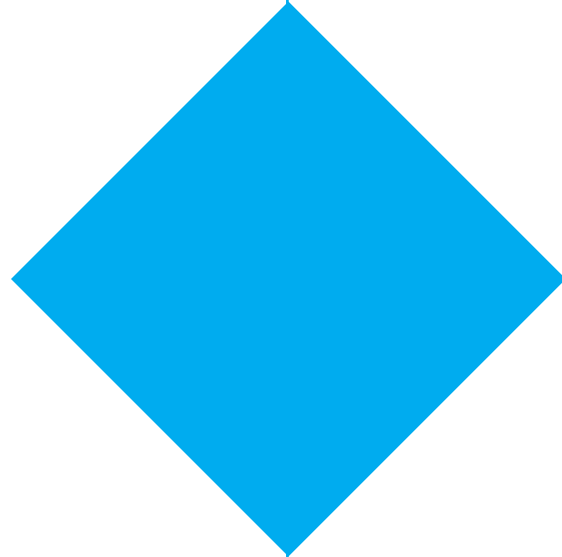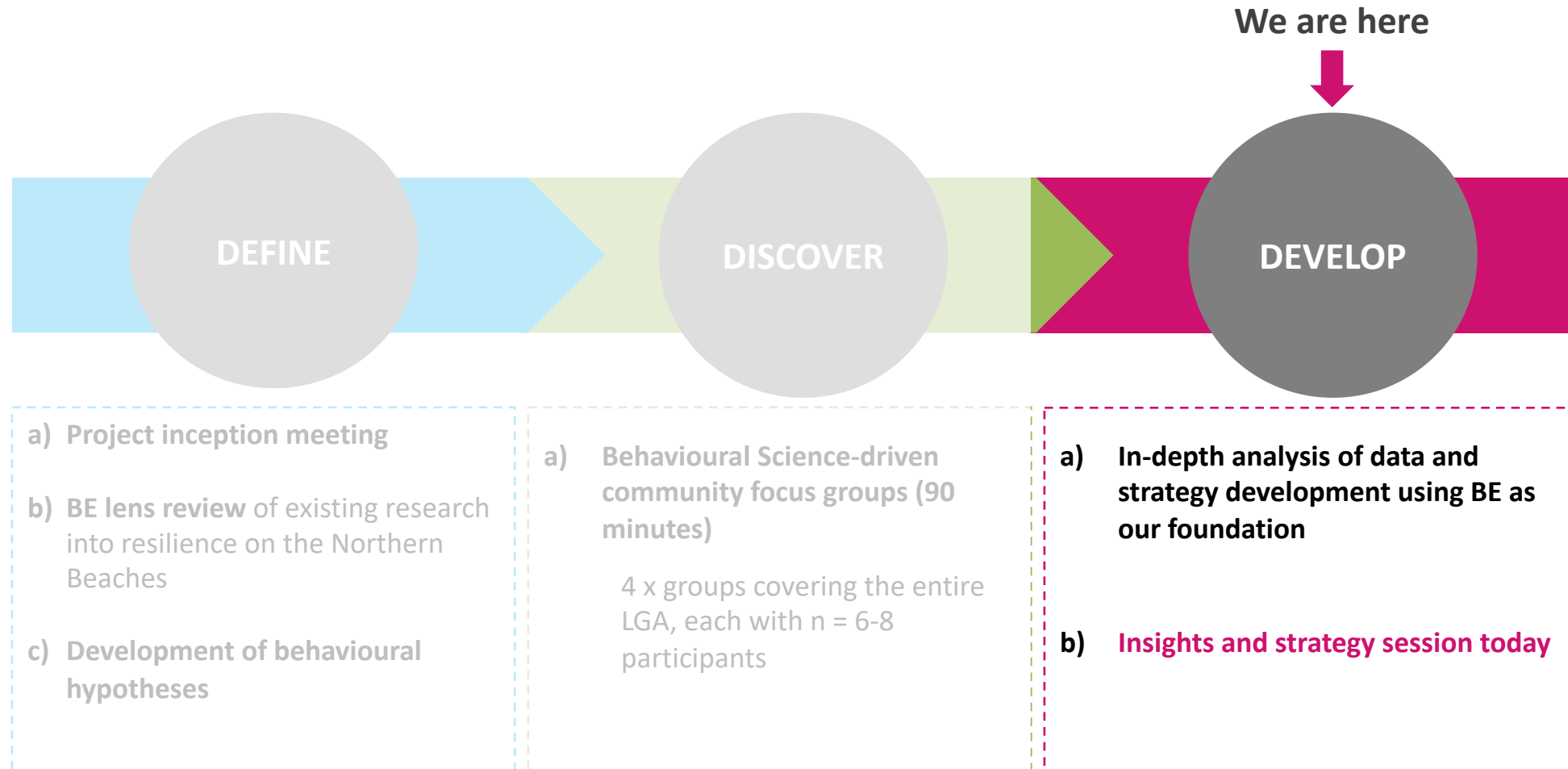
19th May 2021

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Contents of this report:

1. Introduction and background

2. The current state: the 4 key barriers to building collective resilience

3. Dialling down these barriers: a behavioural framework for strategy development

Introduction

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To close out the DEVELOP stage we will share insights and provide strategic recommendations to achieve the project objective

We are here

DEFINE

DISCOVER

DEVELOP

a) Project inception meeting

b) **BE lens review** of existing research into resilience on the Northern Beaches

c) Development of behavioural hypotheses

a) Behavioural Science-driven community focus groups (90 minutes)

   4 x groups covering the entire LGA, each with n = 6-8 participants

a) **In-depth analysis of data and strategy development using BE as our foundation**

b) **Insights and strategy session today**

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Project Background

The Northern Beaches Council Resilience Strategy is being prepared to assist in building the collective resilience of the Northern Beaches community from impacts of significant disruptions such as natural disasters, as well as ongoing stresses such as economic downturn, affordable housing, climate change and ageing infrastructure.

The strategy aims to prepare and strengthen the community by enabling people in the community to **withstand**, **adapt** and **transform** in the face of adversity.

This project aims to uncover the understanding and behaviours of two primary target audiences, namely:

Community members who live within Northern Beaches LGA

**Those who own businesses or work in the Northern Beaches LGA**

The challenge

There is an evident need for Northern Beaches Council to understand the thoughts and behaviours of community members, particularly with regard to their:

1. Comprehension of information, values and behaviours relating to preparing for, responding to and adapting to stresses and shocks
2. Willingness to make changes which transform, and subsequently build, collective resilience

It is crucial for us to understand community's comprehension and willingness for behaviour change in order to inform the development of a resilience strategy and future campaigns.
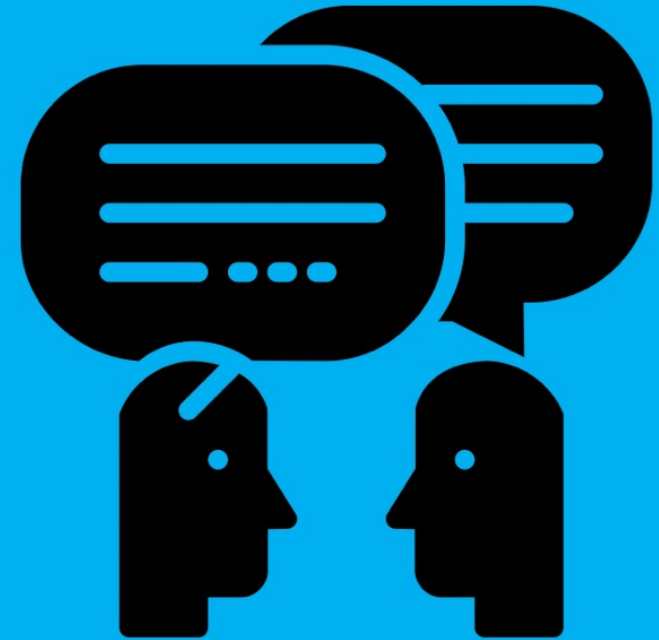
The Objective

To effectively understand community members' level of understanding, attitudes towards, and behaviours regarding preparation, response, and adaptation to stress and shock – and their willingness to make changes to support the development of collective resilience

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A recap on the Project Objective

The research was guided by our **project objective,** which helped us understand the existing context of residents and business owners when it comes to preparing for, responding to and adapting to shocks and stresses, and any behavioural steps already being carried out to achieve this.

Today's session will outline this contextual understanding, and the strategic jobs to be done in the draft strategy that will encourage residents and business owners to take steps to build collective resilience.

Northern Beaches Council objective

To develop a resilience strategy to assist in building the collective resilience of the Northern Beaches community from impacts of significant disruptions and ongoing stresses. To embed resilience in the council's operations.

Research objective

To identify and explore the community's comprehension of information, values and behaviours relating to preparing, responding and adapting to stresses and shocks, the impact of knowns and unknowns, gaps in knowledge and understanding of threats.

Project objective

To create a robust draft resilience strategy that increases residents' awareness of threats to collective resilience and encourages residents and business owners to take action to transform and build collective resilience.

We conducted primary research to unlock insights from Northern Beaches residents, business owners and full-time workers

BE Lens Review

We conducted a BE Lens review of recent quantitative research (Micromex, April 2021) to provide a behavioural science perspective to residents' attitudes towards current challenges to the LGA, and perceived preparedness to face them.

Residents

Business owners / Full-time workers

Northern Beaches residents community consultation groups

We held 4 community consultation groups with residents from each of the council wards, according to the following structure:
- Group 1: Narrabeen & Pittwater ward residents
- Group 2: Curl Curl & Frenchs Forest ward residents
  - Group 3: Manly ward residents

The genders were equally represented across all groups and respondents were aged from 18 to 78 years.

Northern Beaches business owners / full time workers consultation group

We conducted one consultation group with n = 5 business owners from across the LGA and 1 x full time worker from the LGA.

All respondents also live within the LGA and all NB council wards were represented.

Respondents were aged from 29 to 58 years.

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Our Behavioural Science Principles glossary

	AFFECT BIAS	The affect heuristic is people's tendency to **make decisions based on how they feel** rather than any rational or thought-out reasons.
	ANCHORING	When making a decision, people anchor or **rely on a specific piece of information** and then adjust from this point. Anchors may be based on price, past experience, occasions, or social norms, among other things.
	AVAILABILITY BIAS	People **predict the probability of an event** based on how easily an example can be brought to mind.
	CHUNKING	A large task or goal can be daunting and put people off. Breaking down a task into parts makes it seem much **more achievable and manageable.**
	FRAMING	The way information is **presented, ordered or framed** has a significant impact on decision making.
	HABITS	**Much of our behaviour is habitual and automatic**. Habits are routines and behaviours or learned sequences of acts that have become automatic, unconscious responses to specific cues or triggers.
	OPTIMISM BIAS	The tendency to be **over-optimistic about the outcome of planned actions**. Related to Planning Fallacy when we underestimate how long a task will really take.
	OVERCONFIDENCE BIAS	When **subjective confidence** is reliably greater than objective accuracy.

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Our Behavioural Science Principles glossary

	PRIMING	**Subconscious influences on our behaviour** caused by different cues and stimuli. These can be words, sounds, smells, images and even actions.
	RECIPROCITY BIAS	Responding to a positive action with **another positive action**, rewarding kind actions. 'One good turn, deserves another.'
	SALIENCE	Salience is **the state or condition of being prominent**. The salience of an item is what makes it stand out relative to its neighbours. Our System 1 automatically picks up salient stimuli.
	SELF HERDING	A desire to be **consistent** with your past behaviour.
	SOCIAL IDENTITY THEORY	**Social identity theory** recognises that people are **social beings**; we derive meaning and direction from groups and norms, and gain value from identity-affirming behaviour.
	DYNAMIC SOCIAL NORMS	We have a common tendency to **adopt the opinions and follow the behaviours of the majority**. Dynamic norms describe norms that are beginning to change around us.
	STATUS QUO BIAS	We suffer from inertia and prefer to avoid change. We tend to **stick with the current state of affairs**.
	SYSTEM 1 & 2	A theory of dual systems of the mind; a **fast, automatic and intuitive System 1** and a conscious, slower and more effortful System 2.

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The Current State

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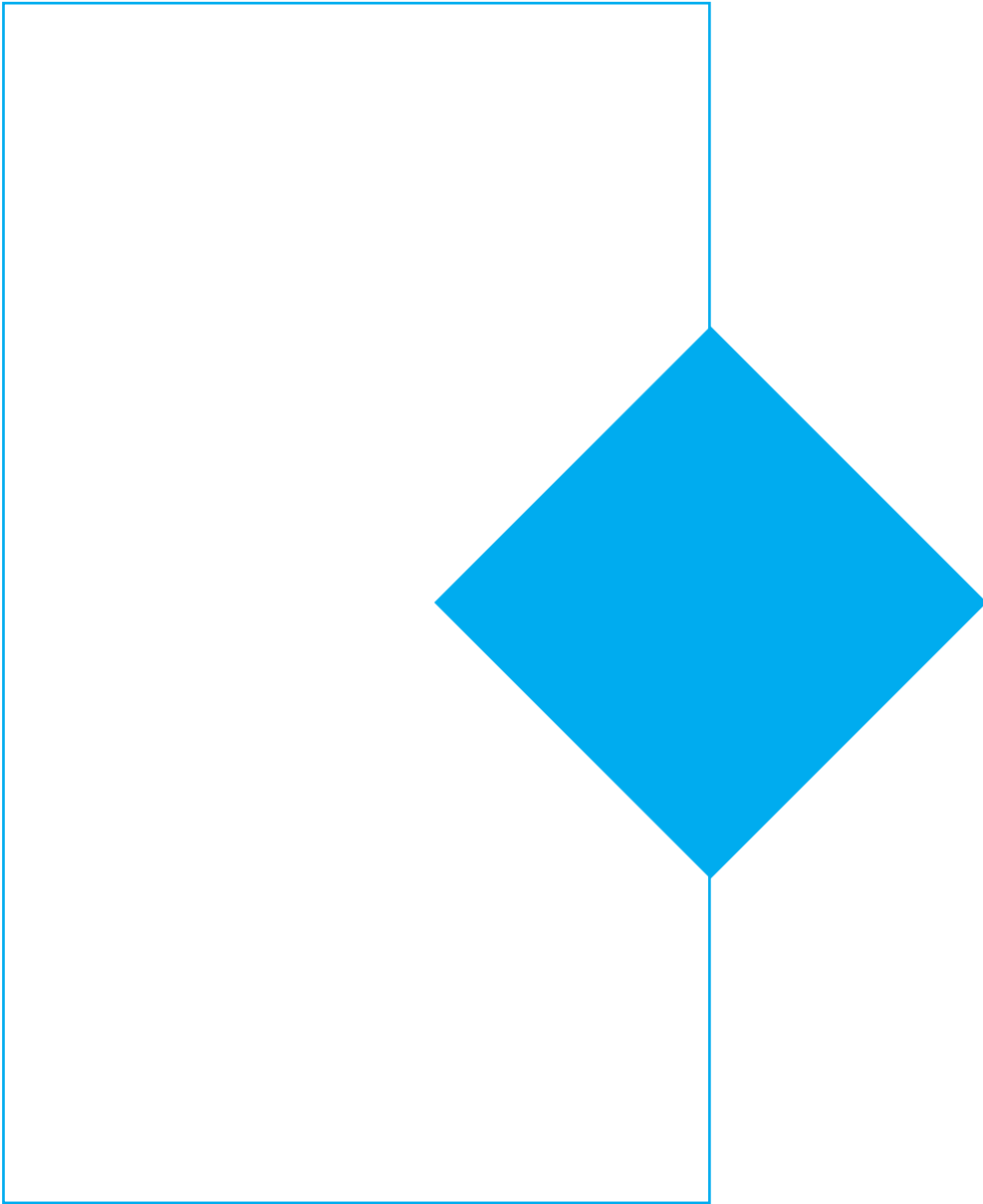
There are four key barriers to any effort to build collective resilience

The extent to which residents and business owners feel attached to the LGA and personally invested in ensuring it remains resilient.

1
Attachment and connection to the LGA

2
Salience of each type of challenge

The extent to which residents and business owners believe there is a risk of each type of challenge, both to them as individuals and the LGA.

BUILDING THE COLLECTIVE RESILIENCE OF THE NORTHERN BEACHES LGA

How residents and business owners currently frame 'resilience' and how it differs between the different types of challenges.

4
How resilience is framed

3
Acceptance for the existence of or inevitability of the challenge

The stance taken in relation to each type of challenge, including any steps currently taken in response to a perceived threat.

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Many Northern Beaches residents express a deep attachment to place and are emotionally invested in the area's future success

- The Northern Beaches is both a **geographical and cultural entity**

  - The LGA is an easily identifiable locale whose borders mirror residents' sense of place; when prompted by 'this part of the world' most residents **anchor** to the Northern Beaches

  - The 'insular Peninsular' is not received by locals as a term of derision, rather it is a badge of honour signifying self-sufficiency and isolation "in a good way"

- Many have lived in the area long-term and have long family histories in the LGA

We're talking insular Peninsular here, I don't know why people talk about that as a bad thing
(Male, resident, Manly ward)
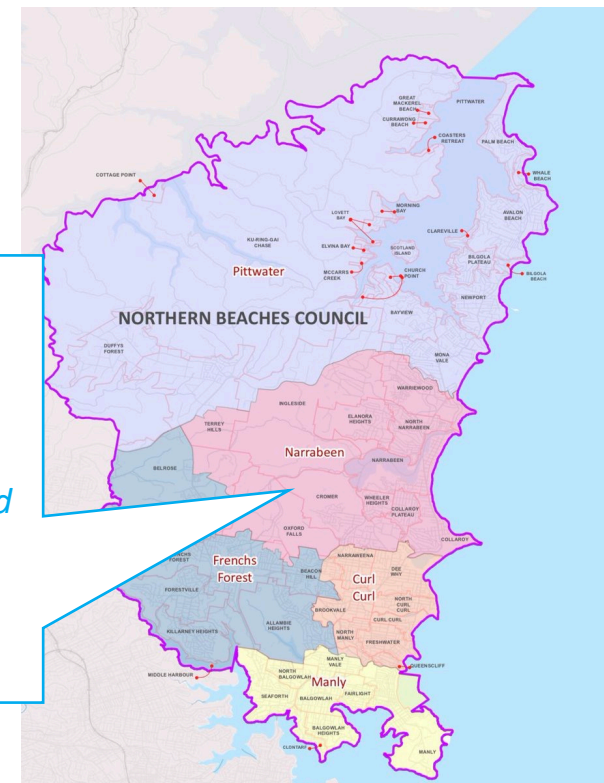
Implication: There is an opportunity to encourage **self-herding** that connects the past behaviours of residents with a sense of their identities in order to make future behaviour more likely.

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A 'Local' is defined by what they do in the interests of the Northern Beaches, irrespective of tenure or family history

*All areas are becoming for the super-rich, this **alienates the community** – your family is kind of split*
(Male, resident, Manly ward)

People go out of their way to support local businesses up here
(Female, resident, Narrabeen ward)

*There's a cultural element to the customers you have up here, it's all local people, they're resort-type customers, **laid back, beachy, surfy**, there's an alternative kind of vibe that I really enjoy* (Female, business owner, Pittwater ward)

When discussing challenges to the things that Northern Beaches residents value, an 'us vs them' mentality is often agitated in which the 'local' is pitted against the 'non-local'.

In this context, a **non-local** is someone who:

- Puts financial interests above the needs of the community

- Is unaware of what is of value in the area, therefore sees nothing to protect

- Doesn't appreciate the look and feel of the area and respect the existing cultural and aesthetic footprint

Implication: The very word 'local' is extremely powerful and there is an opportunity to use it to create an anchor point in the strategy; Council is speaking to *you* as a local – there is no need to explicitly define it.

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Many residents have acknowledged there is a sacrifice to living in the LGA but have decided the lifestyle is worth the difficulty

The **difficulties** in pursuing the Northern beaches lifestyle include:

- The high cost of living

- The difficulty in travelling outside the LGA

- Fewer job opportunities (compounded by inaccessibility of Sydney CBD)

*If you need to go to the city it's a pain...I have a couple of jobs, I work in the city a couple of days per week and have my own business a few days per week. I can't do both jobs on the one day. **The isolation is a benefit but it's also a hindrance***
(Male, business owner, Narrabeen ward)

For most, these are superseded by the **benefits** of living on the Northern Beaches; the provision of:

- An ideal balance between isolation and world class amenities

- Unfettered access to unspoiled and varied nature, the outdoors life, space

- Contact with Laid back, community-minded people in a child-friendly environment

Implication: The strategy must leverage residents' social identity as 'locals', which is based on their vested interest in good outcomes for the area

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This cost-benefit equation is amplified in the case of business owners

Business owners' investment in the LGA is both financial and emotional; their interests are deeply embedded in the LGA, making them uniquely **primed** for the behaviours NBC wishes to increase.

work   life
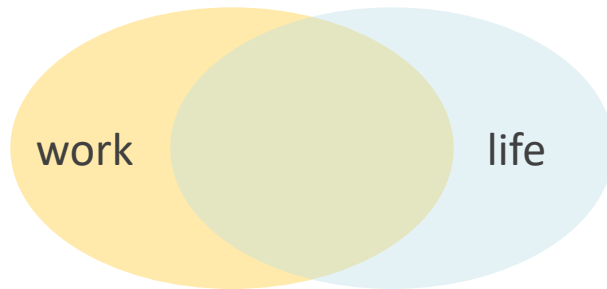
The pursuit of a Northern Beaches lifestyle is a key reason many base their businesses in the LGA.

Consequently, their **'work' and 'life' realms overlap significantly** – a disruption in one is felt keenly across the other – making it difficult to maintain work/life balance.

*Wouldn't it be nice not to have to work 7 days a week, not to have to ask people for reviews, not to have to hustle for customers, but **I don't want to give up going for a run whenever I fell like it***
(Female, business owner, Pittwater ward)

*it's not easy to live here, it's very expensive, obscenely expensive so **if you don't like the beach why would you live here,** it's here only for the people who love it*
(Female, business owner, Curl Curl ward)

Implication: Business owners are a key audience that deserve more targeted investigation and engagement, as they appear already primed for the desired behaviours.

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For individual residents, challenges that threaten their ability to live comfortably in the LGA are the most salient

Because of their impact on everyday life – and media coverage of some – mental availability for phenomena that fall under 'stresses' is high, including (and in descending order):

- **Housing affordability**
- Traffic
- Changing demographics
- Congestion
- Pollution (as a result of traffic and congestion)
- Environmental degradation

We went to see a property advertised for $1.5 million, it sold for $2.5 million…this is completely out of proportion
(Female, resident, Manly ward)

I suppose we're all reluctant participants in these problems
(Male, resident, Manly ward)

Respondents tend not to discuss 'shocks' as challenges, referring to them either as problems faced by others, or **anchoring** to a salient event in the distant past.

Unprompted mentions of the following were uncommon (except in the Northern wards)

- Pandemic
- Floods
- Bushfires
- Storms
- King tides

We've been pretty lucky around here, the fire back in 92, that was the big one
(Male, resident, Frenchs Forest ward)

Implication: Residents need to feel at risk in order to take preparatory action; when communicating about 'shocks' NBC must dial up the risks they pose to both individuals and the community
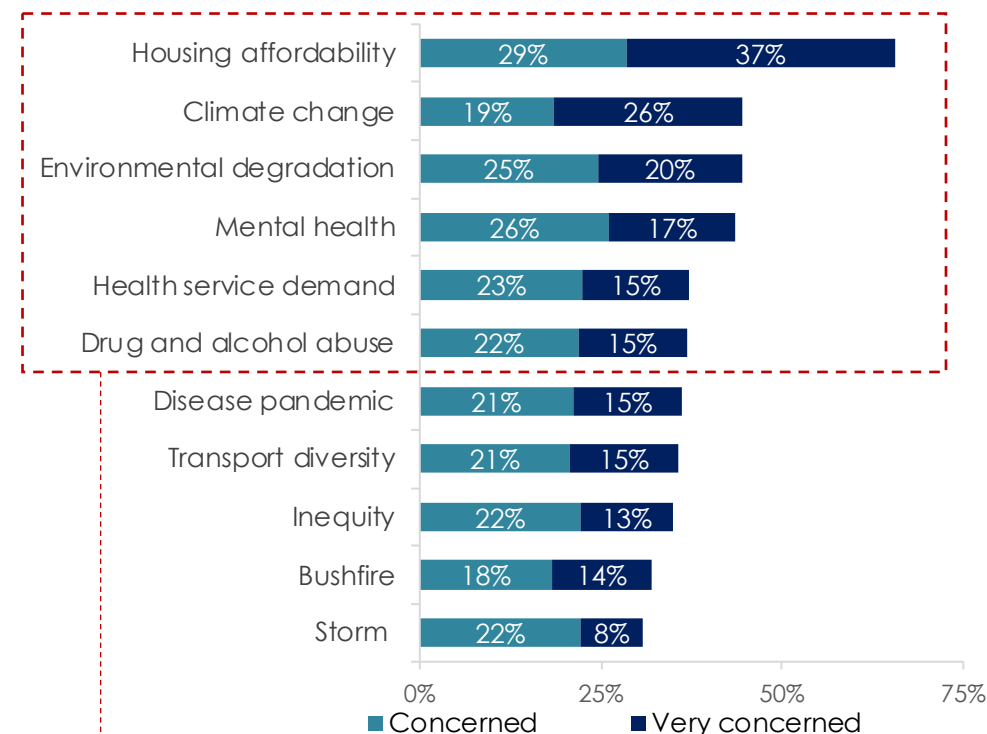
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And almost all residents believe the biggest challenges facing the Northern Beaches are 'stresses' rather than 'shocks'

- The challenges themselves, and responses to them, are more complex, more insidious and less tangible than 'shocks'

- 'Shocks' are framed as rare events for which the correct response is both immediate and obvious

- In addition, some might have a vested interest in maintaining the challenge (e.g. those who have money invested in property)

*A natural disaster is just something that people can understand, you can prepare, it's something about nature you accept it, but with social ones there's **something scary about that it creeps up on you and undermines your own individual power** or your own freedom*
(Female, resident, Manly ward)

Challenge	Concerned	Very concerned
Housing affordability	29%	37%
Climate change	19%	26%
Environmental degradation	25%	20%
Mental health	26%	17%
Health service demand	23%	15%
Drug and alcohol abuse	22%	15%
Disease pandemic	21%	15%
Transport diversity	21%	15%
Inequity	22%	13%
Bushfire	18%	14%
Storm	22%	8%

■ Concerned ■ Very concerned

These results mirrored those of the survey*, in which stresses attracted the highest degree of resident concern

Implication: Residents and business owners must feel both suitably concerned by 'stresses' and capable of responding with preparatory action to shocks; the resilience strategy must articulate both.

How concerned are you about the following events and their impact on our community? (Northern Beaches Council Resilience Research, Micromex, April 2021)

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Of these, housing affordability is the most pressing concern for Northern Beaches residents and business owners, irrespective of housing status

For home owners

Threat to proximity to family:
Residents' adult children can't buy into the area in which they grew up

Threat to work/life balance:
It will take two decent full-time salaries to service the mortgage

Housing affordability **also threatens the Beaches' community feel**, as the scales tip in favour of financial investment in the area, to the detriment of emotional investment

For non-home owners

Threat to family stability:
pressure to sacrifice the lifestyle they love and want for own children for the sake of financial security

For business owners

Threat to mental health:
additional pressure for the business to be profitable enough to sustain living on NB, creating additional stress

*In the long term if people can't afford housing the average age of residents will get higher and higher, **there will be no kids in the street*** (Female, resident, Frenchs Forest ward)

Implication: Housing affordability has deep implications for the LGA but it outside the council's ability to control. It is therefore essential to build the community's resilience to this challenge in particular

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'Stresses' are not easily defined, described or categorised

'Stresses'

Anchoring: We often look for a point of familiarity and rely on this point for decision-making.

There is a **poverty of language** available that adequately captures the nature and impact of 'stresses':

Residents and business owners commonly fall back on:

> social   political
>
> undermining
>
> chronic   insidious
>
> systemic   ongoing

In the absence of the correct language, residents commonly **anchor to the cause of stresses**, rather than focusing on a response to them.

Their responses indicate that these causes – and therefore solutions – are what is required politically and systemically, not what the individual can do.

> *A result of political decision-making*
>
> *A lack of regulation and oversight*
>
> *There could be some degree of prevention…In theory at least there is a solution*

Implication: There is a need to position 'stresses' as something that individuals – and not just government structures – can do something about; they are things to respond to rather than solve for

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'Shocks' and 'stresses' exist on a spectrum, with differing reasons for inaction on both

'Shocks'

Availability Bias: People base the probability of an event based on how easily an example can be brought to mind

'Stresses'

Rare, over quickly

Both background *and* foreground

These are **rare and short-lasting** events

People are **optimistic** that if they do happen, it will likely be to someone else

People are **overly confident** in their ability to deal with an adverse outcome if they are unfortunate enough to experience one

Optimism Bias: The tendency to be over-optimistic about the outcome of planned actions.

Overconfidence Bias: When subjective confidence is reliably greater than objective accuracy.

Habits: Much of our behaviour is habitual and automatic.

Status quo bias: We suffer from inertia and prefer to avoid change.

We all live in a bubble, as long as I'm alright, it's all ok (Male, resident, Frenchs Forest ward)

The challenge is **present every day** and people have largely **habituated** to it and are therefore maintaining their behavioural **status quo**

People are responding to these challenges in a **System 1** way and not considering how they might mitigate against their impact

Implication: The two types of challenges are a result of different barriers so the resilience strategy must address these with two different strategic responses

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Shocks are framed as 'inevitable' and people know – even if they don't carry out – the behaviours that will prepare them

Framing: How a little change in how something is presented can change the outcome.

*"With storms you can look the radar and Sydney gets smashed and **here's it's ok**...it's God's country"*
(Male, resident, Manly ward)

*"**People who buy properties know these risks** [of storms]. I wouldn't live any further north than Newport"*
(Female, resident, Narrabeen ward)

*"During COVID we all did what we were asked to do, unlike in America where there were protests; **Australians are very compliant**"*
(Male, residents, Frenchs Forest Ward)

Some residents reported taking the following actions in response to 'shocks':

Bushfires
- Cleaning out gutters
- Having fire safety plan

Pandemic
- Hand sanitisation
- Keeping socially distant
- Getting tested

Storms
- Trim trees and branches that could potentially fall on your home or property

Implication: Even though residents rationally know what to do about certain shocks, there is an opportunity for NBC to use behavioural science tools in the resilience strategy to encourage these behaviours to be realised

In contrast, people feel powerless in the face of stresses

The most common behavioural response to 'stresses' is to protest their existence

Residents do not currently feel empowered to execute behaviours that would build individual or collective resilience to 'stresses'. The incremental nature of the stress itself does not engender a coordinated response, even though many reminisce about a time when the 'stress' did not exist.

This nostalgic perspective leads many into a **loss-framing**, in which the LGA finds itself worse than before.

Residents are therefore adverse to 'stresses' and would rather they did not exist; this only amplifies the tendency of residents to slip into a solutions-based framing when discussing 'stresses'.

*We can only plan better for certain things like changing demographics **if we accept** that these things are going to happen*
(Female, resident, Frenchs Forest ward)

*The **shocks are easier to accept** because they don't directly threaten the society you live in...there's a sense that social challenges **don't have to be the case***
(Female, resident, Manly ward)

Implication: Acceptance is a necessary precondition for preparation; the strategy must frame stresses as things that can be prepared for rather than problems to be solved.

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'Resilience' is an ill-defined concept and often seen as a reactive ability rather than a responsive set of behaviours

Priming: Subconscious influences on our behaviour caused by different cues and stimuli. These can be words, sounds, smells, images and even actions

'Resilience' is an abstract concept that primes for a state of 'being' rather than a state of 'doing', none of which incorporate the preparatory element of resilience-building

"

Bearing up	Bouncing back	Ability to keep going
Being tough	Stepping up	Withstanding change	persistence

Furthermore, there is a tendency to believe that any small past steps taken to respond to a challenge were entirely **attitudinal rather than behavioural**, especially in response to 'stresses'. It is only upon probing that the behavioural steps are uncovered.

*With the traffic, I've just had to accept it, **it's all about changing your mindset*** (Male, resident, Pittwater ward)

Implication: In communicating about resilience focus on the active behaviours that can be taken (prepare, respond, recover) and refrain wherever possible from referring to 'resilience'

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Business owners' professional lives involve a constant process of planning, responding, adapting, but these actions are not framed as resilience-building

- **Business owners' livelihoods depend on being flexible** and responding to challenges – being resilient to the fluctuations inherent to the business cycle to manage cash flow

- **'Planning', 'responding' and 'adapting' are the stages inherent in owning a business; 'Transformation' occurs as a result –** Transformation is not a discrete goal in itself, rather, it is the outcome of maintaining a business in a fluctuating market

*It's about how well can I keep doing business through a disruption, it's **being able to keep going** normally, whatever is normal*
(Male, Business owner, Frenchs Forest ward)

I'm always planning the day and the week out – figuring out what's manageable, constantly in search of that balance
(Male, Business owner, Curl Curl ward)

Implication: the experience of busines owners shows that people do build resilience to challenges that are present and real; the strategy must communicate the threat of 'shocks' and 'stresses' *and* provide the tools to respond.

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The ideal future state?

*"Becoming resilient is kind of like exercising; you need to **build up strength gradually** by conditioning your muscles"*

(Male, resident, Pittwater ward)

To be a community that has the ability to flex, adapt and maintain its identity in the face of adversity...

To have a decreasing need to refer to 'resilience' as an explicit goal because being so will be embedded in the fabric of the area...

A community that prepares, responds and adapts will *be* resilient through its actions.

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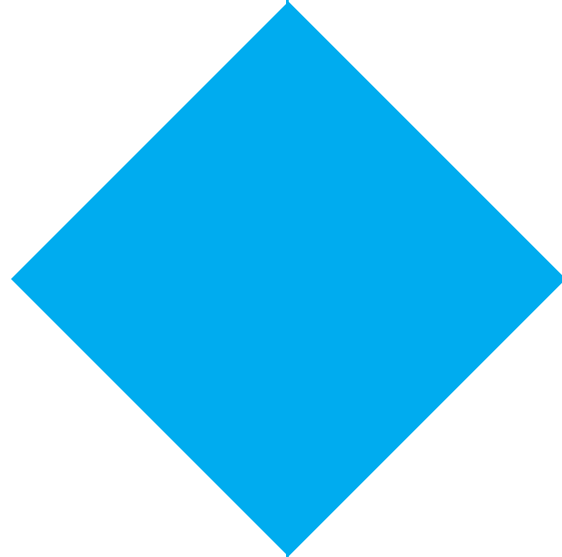
A behavioural framework
for strategy development

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The current state

Currently, 'stresses' are more salient than 'shocks' to Northern Beaches residents and business owners, but they feel powerless to do anything other than protest their existence. 'Shocks' are better prepared for; however, they are considered rare and likely more of a threat to others than oneself.

The opportunity

The resilience strategy has an opportunity to leverage residents' and business owners' real connection to the Northern Beaches and identity as 'locals', to build salience for the threat of 'stresses' and 'shocks', and provide the tools required to build collective resilience, thereby framing resilience as a shared responsibility.

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In creating the resilience strategy there are 5 strategic jobs to be achieved

1.
Reinforce and improve connection with the LGA

2.
Empower residents to build resilience around 'stresses'

3.
Maintain mental availability for shocks and use behavioural science to ensure people are consistently taking action in response to them
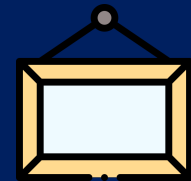
4.
Always refer to 'resilience' in concrete, behavioural terms (prepare etc)

Use everyday language

5.
Frame resilience as a shared responsibility of council, residents and business owners

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Use 'Local' as a key priming word throughout the strategy document

1.

Reinforce and improve connection with the LGA

The definition of a 'Local' is a person who is concerned with the future of the Northern Beaches and acts out of a vested interest in what is best for the area. A 'Local' is therefore defined by his or her actions towards the LGA rather than their address.

Leverage the social identity of being a 'Local' by using it as a key priming word throughout the resilience strategy.

Refrain from using impersonal or clinical language (e.g. business owner / resident) and opt for 'Local' instead, e.g:

'What we're trying to do is xxx…so that locals can keep enjoying the things they love on the Northern Beaches "

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Use priming imagery of things of value to locals throughout the document

1.

Reinforce and improve connection with the LGA

Leverage **affect bias** by populating the resilience strategy with images that reflect residents' key things of value about their lives in the LGA, ensure all images **include people**:

1. *The isolation with world class facilities*
2. *The varied and unspoiled environment*
3. *The sense of community and relaxed people*

Include images of other public spaces or activities for which **locals can take ownership** or feel included in:

E.g: community gardens, meals on wheels

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Disrupt habitual attitudes to 'stresses' by creating and publicising benchmarks for improvement

2.

Empower residents to build resilience around 'stresses'

Locals are habituated to the existence of 'stresses' and their impacts in their lives (e.g. traffic / congestion), so any improvements are incremental and not dramatic enough to register.

Council should benchmark and communicate improvements that have been made due to council action.

"In 2020 Northern Beaches Council ran xx more free shuttle buses between Manly and Dee Why than in 2019…"

"Average wait times for xx service dropped from 17 to 12 minutes in 2021…"

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Build mental availability for the threat of 'shocks' and make the behaviours necessary for resilience both seem easy *and* be easy

3.

Maintain mental availability for shocks and use behavioural science to ensure people are consistently taking action in response to them
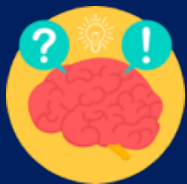
Some locals report taking action to prepare for 'shocks' but behavioural science tells us that there is likely a gap between their intentions and actions due to a range of cognitive biases:

1. Build mental availability for 'shocks' by using **salient** imagery
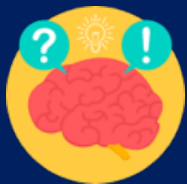

Flooding in Newport

Fires at North Head

Build mental availability for the threat of 'shocks' and make the behaviours necessary for resilience both seem easy *and* be easy

3.

Maintain mental availability for shocks and use behavioural science to ensure people are consistently taking action in response to them

Some locals report taking action to prepare for 'shocks' but behavioural science tells us that there is likely a gap between their intentions and actions due to a range of cognitive biases:

2. Overcome **optimism bias** by including first person case studies of locals:

"We didn't think our house was at risk of flooding so we had no idea how to respond…"

Build mental availability for the threat of 'shocks' and make the behaviours necessary for resilience both seem easy *and* be easy

3.

Maintain mental availability for shocks and use behavioural science to ensure people are consistently taking action in response to them
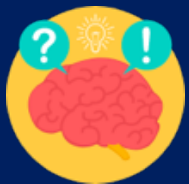
Some locals report taking action to prepare for 'shocks' but behavioural science tells us that there is likely a gap between their intentions and actions due to a range of cognitive biases:

3. Dial down **overconfidence bias** by encouraging locals to do some scenario planning by asking specific, behavioural questions:

"How will you know when it's time to leave in the event of a fire?"

"Specifically what belongings will you take with you?"

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Build mental availability for the threat of 'shocks' and make the behaviours necessary for resilience both seem easy *and* be easy

3.

Maintain mental availability for shocks and use behavioural science to ensure people are consistently taking action in response to them
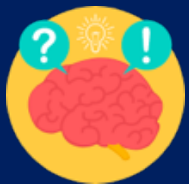
Some locals report taking action to prepare for 'shocks' but behavioural science tells us that there is likely a gap between their intentions and actions due to a range of cognitive biases:

4. **Chunk** down resilient behaviours to adopt that both seem easy *and* are easy to carry out:

"4 simple steps to prepare yourself for severe weather…"

"A simple three-step plan to respond to a power-outage…"

Use simple, everyday language throughout the strategy and always refer to resilience in terms of the behavioural steps necessary to build it

4.

Always refer to 'resilience' in concrete, behavioural terms (prepare etc)

Use everyday language

'Resilience' is an abstract term that primes for a reactive ability rather than a behavioural response that can be learned and improved.

The words 'prepare', 'respond', and 'adapt' are active and therefore prime for the desired behaviours.

'Transform' is similarly abstract and is superfluous as an instruction, as a community that is prepared, responsive, and adaptive will be in a process of constant transformation by default.

Instead of referring to "building the collective resilience of the Northern Beaches":

*"**Preparing** the community for the inevitability of severe weather…"*

*"Helping locals **respond** to changing labour market demands by offering free CV workshops at your local library…"*

*"Keeping locals updated on peak traffic times so you can plan and **adapt** your commute times…"*

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Pursue shared responsibility as a product of clearly allocating roles to residents, business owners and council

5.

Frame resilience as a shared responsibility of council, residents and business owners
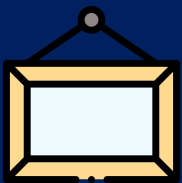
Shared responsibility operates under the premise that all actors within a society have an obligation to manage risk (either their own or someone else's)

Pursuing shared responsibility only requires that everybody takes their own appropriate action; it doesn't require Council to explicitly communicate that there is a need – or goal – to build shared responsibility.

What is important is that when Council is allocating a role to an audience (e.g. local business owners) they first pre-empt a refusal to participate from that audience in the form of **excuse removal by leveraging reciprocity bias:**

"At Northern Beaches Council, we've [insert measurable, tangible effort to build resilience], the little that we require of you is that you take 5 minutes in your day and respond to our fire safety questionnaire"

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Pursue shared responsibility as a product of clearly allocating roles to residents, business owners and council

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Frame resilience as a shared responsibility of council, residents and business owners
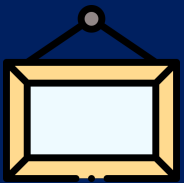
Shared responsibility operates under the premise that all actors within a society have an obligation to manage risk (either their own or someone else's)

Support excuse removal by leveraging **dynamic social norms:**

"More and more Avalon locals are completing our simple storm preparation checklist – have you made sure your home is prepared yet?"

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Questions?

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Thank You!

Mike Daniels | mike@thebearchitects.com

Sonja Ryals| sonja.ryals@thebearchitects.com

Dr. Iseult Cremen | iseult@thebearchitects.com

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