

# TOWARD A THRIVING CITY

## OUR RESILIENCE HAZARD ASSESSMENT



CAMPBELLTOWN

AECOM

*"I can move forward, I can heal" - Uncle Ivan Wellington.*

Artist - Emmanuel Asante.



# Acknowledgement of Country

The Dharawal people walked in harmony with this land, treading lightly and paying respect to the Elders who went before them. They welcomed people from many nations to gather and enjoy the land between 2 rivers.

We acknowledge the Dharawal people, the traditional custodians of this land. Campbelltown has always been a gathering place, with its fertile land, abundant food sources, bushland and wildlife. This, along with the welcoming nature of the Dharawal people, made the area a perfect meeting place for all mobs to unite, to yarn, trade, discuss lore and resolve any grievances that may have occurred between them.

Today, Campbelltown's Aboriginal community continues to embody this welcoming nature. Made up of mobs from far and wide, they're one of the largest Aboriginal and Torres Strait Islander populations.

Despite having different stories, they have joined together as one community and made Dharawal land their home.

We acknowledge the strength and welcoming spirit of Campbelltown's Aboriginal community, who are creating a shared community on their land in contemporary Campbelltown - one that honours the past and its people while looking towards the future. They create strength through their connections to each other and embody resilience.

We acknowledge the future Aboriginal community of Campbelltown, and look to them for guidance, as together, we create a resilient future for all.

“Resilience is about being positive about the future and for that you need to be strong and believe and never give up” - Ahana Shinoj (Minnu).

Artist - Emmanuel Asante



# Message from the General Manager

During the writing of this document the world plunged into the COVID-19 pandemic. It may be tempting to view this event as 'unprecedented' or 'unparalleled', but a resilience view sees this one pandemic as a series of interrelated, cascading and compounding stresses and shocks - a health challenge which exacerbates unemployment issues, sends airlines bankrupt, tips economies into recessions etc.

The next shock may be financial, or environmental like the bushfires in 2019, or possibly institutional, like a cyber attack or bank collapse.

Whatever the next shock is, resilience, in all of its systems-thinking, shows us that we need to pay attention to the fabric of our systems so that they're as strong as possible. Stresses need to be watched and managed - we need our systems to be functioning and dependable when the inevitable shocks come, as shocks expose and prey on existing vulnerabilities.

It's important to recognise that 'systems' don't just refer to hard infrastructure like roads - they also encompass more intangible systems like networks and resource flows - things like trust and sharing between neighbours and organisations. Our systems need to ensure that our community has the everyday resources to not just survive, but thrive.

Our call to action is to gather the insights that we need and to weave a strong fabric which makes us resilient to whatever may come.

The portraits that are featured throughout this document are from a project undertaken during lock down in 2021 called "Resilient Faces of Campbelltown". The portraits capture the stories of resilience from 10 local hero's whose hearts beat for Campbelltown.

Each sitter joined an online meeting with our facilitator, Julie Finch, and artist, Emmanuel Asante. During this time, they shared their stories and experiences, their thoughts on resilience and how we can move forward together as a resilient city.

Campbelltown has a rich diversity of people, which is just one of our many strengths. Despite the variety of experiences, we come together and we support each other. **We are Campbelltown.**

The AECOM logo is displayed in white, bold, uppercase letters against a solid purple background.

This document was produced in partnership with AECOM, and released in February, 2022.

We are extremely grateful for AECOM's commitment to our city and increasing its resilience.

# Why is resilience so important?

The world's cities are more densely populated and interconnected than ever before. The key support systems on which they and their people rely such as health, transport, utilities, telecommunications and social services are becoming increasingly interdependent.

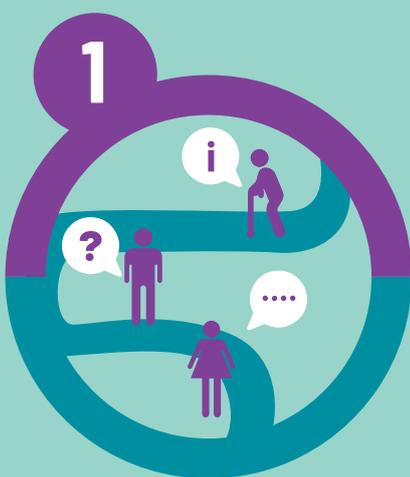
Unfortunately, this interdependence means that shocks and stresses are often compounding and cascading – spilling quickly from one system into another.

Resilience acknowledges that things will, at times, go profoundly wrong. Cities need to have the capacity to bend, not break, by preparing for and responding to, their community's needs.

## The rules of resilience

Resilience puts people at the centre.

A city is a collection of suburbs, a suburb is a collection of neighbourhoods, a neighbourhood is a collection of households and a household is a collection of people. A city and its economy, in all its forms, are there to serve its people, not the other way round.



Include those affected by your decisions, in your decisions



Understand city scale vulnerabilities and community risks



Collaborate and manage risk together

# Defining resilience

“The capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience”

- Acute shocks are sudden, short-term events that disrupt individuals, communities, institutions, business and systems.
- Chronic stresses weaken systems and communities on a day-to-day or cyclical basis.

Resilience seeks to ensure that a city thrives in both good times and bad, for the benefit of all of its residents.

This definition of resilience has been developed and adopted globally by the 100 Resilient Cities Program, pioneered by the Rockefeller Foundation and supported by the Global Resilient Cities Network.

# Our Resilience Hazard Assessment

In 2018 our Council resolved to adopt the Resilient Sydney Strategy, paving the path for Campbelltown’s own resilience approach.

In January 2021 we engaged AECOM to undertake a Resilience Hazard Assessment using best practice methodology that had been applied to other cities in Australia and overseas.

## **This methodology involved 4 keys inputs including:**

- 1** A review of key policies and strategies - both ours and external
- 2** Stakeholder interviews and workshops
- 3** A risk assessment of our assets and services
- 4** An evidence-based assessment to identify our community’s challenges

## **As a result, the following outputs were identified:**

- 1** The top shocks that could disrupt/stop our city
- 2** the top stresses that impact our everyday life
- 3** the resulting resilience hazards our city will face if we don’t embed resilience into our decision
- 4** a list of actions to accompany each resilience hazard, describing the things we need to do to place us in a better position to plan for and manage these disruptions.



# Our strategic enablers

Resilience takes a systems-thinking approach. Both the strength and the challenge of this approach is its broad scope - it cuts horizontally across silos and 'vertical' systems in order to identify systemic challenges, connections and interdependencies. For example, a seemingly specific enquiry like water availability for a suburb can quickly expand into a large, complex list of stakeholders, including state and other local governments, public and private entities, residents, lobby groups and others. Each of these stakeholders will have their own systems, priorities, plans and limiting factors.

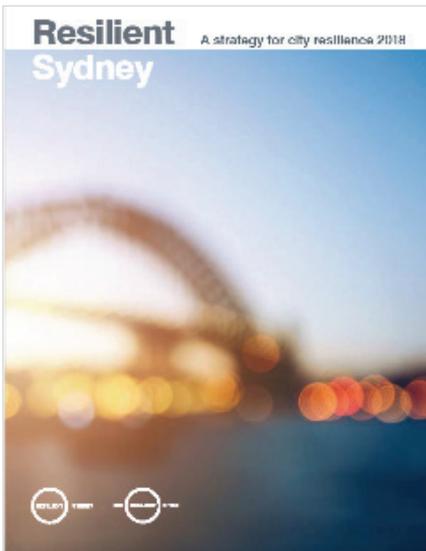
As such, over 20 plans, policies, strategies, frameworks and technical studies were reviewed.

Of note are the following:

- Resilient Sydney Strategy 2018
- Campbelltown Local Emergency Management Plan 2020
- Community Strategic Plan 2027
- Campbelltown City Council Delivery Program 2017-2022
- Campbelltown City Council Economic Development Strategy
- Building and Facilities Asset Management Plan 2027
- Reimagining Campbelltown City Centre Masterplan 2020
- Local Strategic Planning Statement 2040
- NSW Critical Infrastructure Resilience Strategy
- State Emergency Management Plan

*“Campbelltown is a top, tight-knit community... that loves each other. They're strong, they're tough, and they just keep finding new ways to get through their problems” - Ricardo Lonza*

Emmanuel Asante - Artist



## Resilient Sydney – a strategy for city resilience (City of Sydney, 2018)

Resilient Sydney is a five-year plan that seeks to create a metropolis that is connected, inclusive and resilient.

It identifies 35 actions which are aligned to 5 directions. These actions and directions, described below, have been considered in the development of this plan.

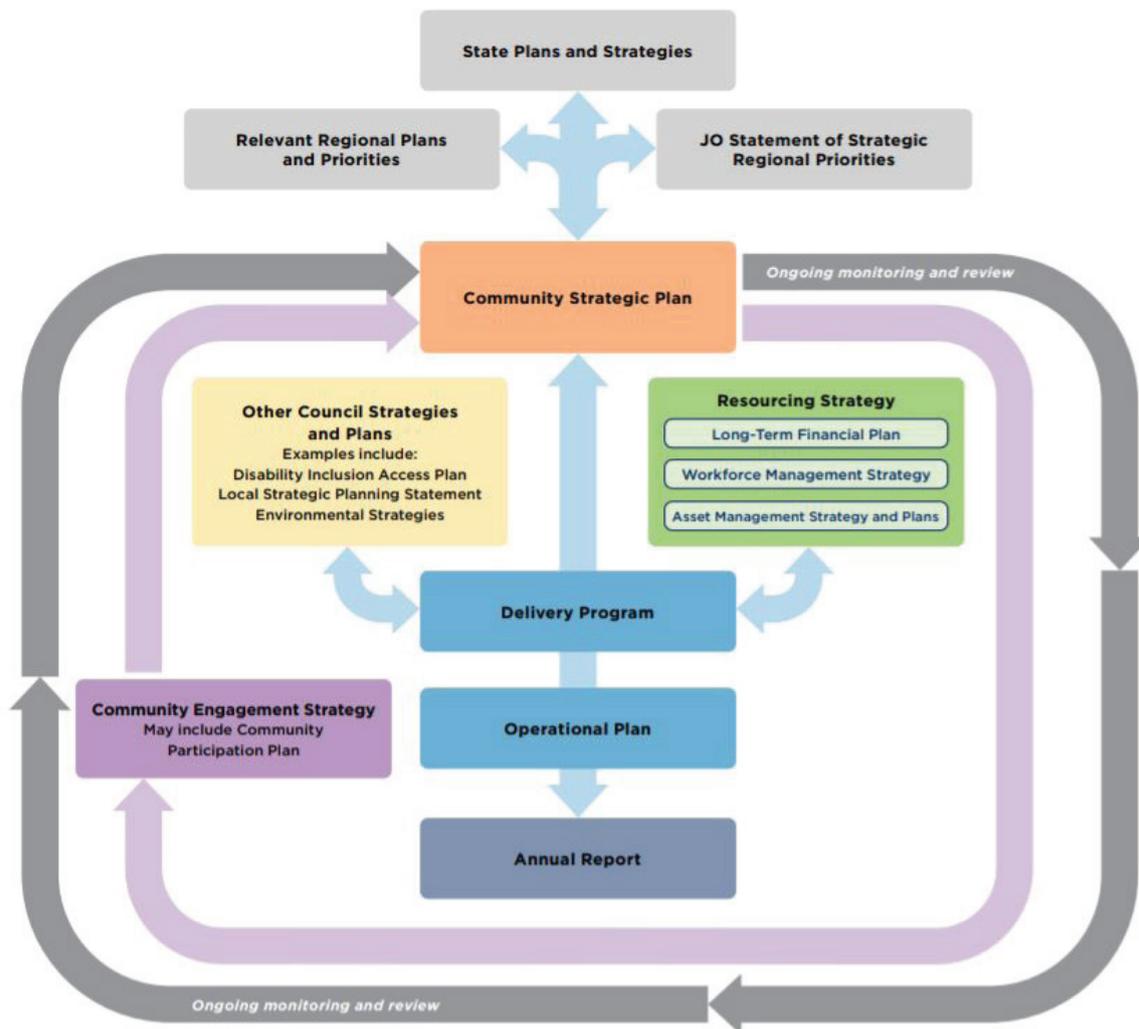
1. **People-centred:** to address rising inequity
2. **Live with our climate:** to adapt to a changing climate
3. **Connect for strength:** to foster a sense of belonging and equality
4. **Get ready:** to prepare infrastructure, essential services and people for shock events
5. **One city:** to build the capacity of governance organisations to understand and manage vulnerabilities, interdependencies and risks



## Campbelltown City Council Delivery Program

The Delivery Program is our four-year plan that outlines the programs, projects and services that will be delivered, along with key performance measures.

City resilience is a foundational priority of the Plan and will ensure that resilience actions are embedded within our strategic planning framework.



## Integrated Planning and Reporting Framework (IP&R)

The IP&R framework consists of a number of plans, programs and strategies that provide direction on how councils will support the future needs and aspirations of their communities. Of note, the framework establishes:

- A 10 year Community Strategic Plan (CSP) that outlines the community's vision and aspirations for the future of our city
- A 4 year Delivery Program that translates the community's vision into actions that our Councillors will deliver over their elected term.

In 2021, the IP&R framework was updated to drive further improvements in how NSW councils adapt to, and prepare for, new challenges such as extreme events, growing demographics, evolving community expectations and policy frameworks.

As a result, all of our plans (including this Resilience Hazard Assessment), resourcing and actions must be identified, monitored and reported.

Additionally, an independent Audit, Risk and Improvement Committee (ARIC) is responsible for overseeing, reviewing and providing advice on how we're meeting our community's goals.

"Resilience is to be patient and strong. It is the ability to continue to live a good life no matter what" - *Zahra Al-Mudhfar.*

Artist - Emmanuel Asante



# Our resilience challenges

In fostering a resilient community, we're committed to leaving no one behind.

The following resilience challenges are derived from consultation and data, and all point to some kind of systemic vulnerability.

Our ongoing work will be to understand the complex dynamics which are shaping these challenges and respond in ways which strengthen them.

## - Domestic and Family Violence is increasing

Any form of behaviour that is violent, threatening, harassing or controlling by an intimate partner or family member. It can include emotional, psychological, financial and sexual abuse.



Number of incidents of DFV reported per day to Campbelltown police.



Increase between 2015 and 2020 in the number of incidents involving children in Campbelltown.



Increase between 2018 and 2020, in the severity of threat experienced by DFV victims in Campbelltown.

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DFV rarely occurs in isolation and is often associated with other stresses including unemployment and gender inequity.

- Women are 3 times more likely than men to experience DFV and of these women, more than half have children in their care
- Intimate partner violence is a higher health risk factor for women aged between 18 and 44 years (greater than smoking, alcohol and obesity)
- Aboriginal and Torres Strait Islander women are over 3 times more likely to be victims of DFV than non-Indigenous women
- DFV is significantly under-reported to police with current estimates only accounting for 40% of actual crime levels.

## - Food insecurity is increasing

Being unable to access food in the quantity and of the quality needed to live an active and healthy life.



**3,000+**

Number of Campbelltown families receiving weekly food support from 23 organisations.



**6,909**

Number of food hampers delivered across the city during 2021.



**support**

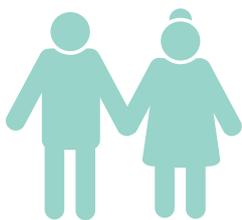
Our most vulnerable suburbs are Campbelltown, Claymore, Airds, Ambarvale and Macquarie Fields

Some people are more vulnerable to food insecurity. These groups include low-income earners, people who are socially or geographically isolated, Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse groups, single-parent households, older people and people experiencing homelessness.

Food insecurity rarely occurs in isolation and is often associated with a number of other stresses including: material hardship and inadequate financial resources difficulty accessing affordable healthy food (e.g. financially or geographically) limited food and nutrition literacy (e.g. knowing how to purchase and prepare ingredients to make a healthy meal).

## - An aging community and increasing rates of dementia

Dementia describes a collection of symptoms that are caused by disorders affecting the brain. It is not one specific disease. Dementia can happen to anybody, but it is more common after the age of 65 years.



**27,243+**

Number of people over the age of 60 in 2016. Of this 11,000 are over the age of 70 years.



**7,953+**

Estimated number of people in 2050 that will be diagnosed with dementia. This is an increase of 490% from 2016.

An aging population presents both strengths and challenges for a growing city. Older residents have often contributed to the fabric and success of the city for many decades, and have witnessed changes beyond what many younger residents can comprehend. They also meaningfully contribute to the city through the informal economy, through activities such as volunteering and caring for grandchildren.

As our city moves on, we risk leaving this increasingly large and vulnerable group behind - either technologically (in areas like digital literacy or access to technology), economically (with issues like financial stress and food insecurity) or socially.



“Resilience for me is about being able to constantly overcome... I have had a little spark in me that I would call resilience. And that spark is a little bit of hope, a little bit of determination, a little bit of stubbornness. It just depends on what’s there” - *Lauren Rowe.*

Artist - Emmanuel Asante

## - Many residents are digitally excluded

Being unable to enjoy the benefits of being online and use technology confidently to improve day-to-day lives due to limitations with access, affordability and digital literacy.



**14.8%**

In the 2016 census, 7,383 households across Campbelltown didn't have access to the internet at home.



**61.5%** local students

**50%** Seniors

Local research has shown the difficulty accessing technology and devices, including mobile phones and internet.

Access to the internet is now a requirement for many basic and quality of life needs such as access to Government services (like Centrelink and Medicare), banking, the ability to work from home, entertainment, education and social networks. We know that digital disadvantage coincides with other forms of social and economic disadvantage, so those that can potentially benefit most from being connected are at greater risk of being left behind. Some of the causes of digital disadvantage/exclusion include:

- Access – the availability of the internet and connected devices.
- Affordability – the financial means to get online.
- Digital Ability – confidence to use the internet safely.

## - The city is under strain from unprecedented growth

Our city is expected to grow (via sprawl and density) by 82,000 people, or 47% by 2036.

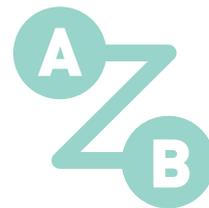
**72%**

Increase in new dwellings expected by 2036 (compared to 2016).



**3%**

Registered vehicle dependence growth. Between 2014 and 2019 the annual population growth rate was 1.8% per annum, a total of 113,825 vehicles



**61.8%**

Number of employed residents travel outside the LGA for work. Which places pressure on our transport and road systems.

Growth presents significant challenges in providing a high quality of life and amenity for our expanded population.

Not only do "hard" infrastructure like roads, electricity and water need to be installed, but existing facilities, amenities and services are subject to greater demand and pressure.

## - Extreme weather events are increasing

A weather event that is unusually intense or long and is beyond what has been experienced before.



# 2 years

If the drought from 2017 to 2020 had persisted for another 2 years, our city may have run out of water.



# 19,000+

Number of Campbelltown residents that live adjacent to bushland, placing them at unique risk of a major bushfire event.

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Our city is most susceptible to:

- Heat wave: A period of 3 or more consecutive days where maximum and minimum temperatures are higher than average
- Bush fire: An unplanned vegetation (grass, forest, scrub) fire
- Drought: Acute water shortage typically associated with rainfall deficiency

As a result of a warmer and wetter atmosphere, extreme weather events are increasing in frequency and intensity and reaching tipping points. In recent years, our city has experienced unprecedented and record breaking extreme weather events. These events have had a significant impact on our environment, the economy and our lives. During the decade 2010 to 2019 extreme weather events cost Australia \$35 billion.

## - Households are under financial stress

Financial stress is a spectrum of issues ranging from worrying about money to struggling to pay bills and insolvency (unable to meet mortgage repayments or bankrupt).



Number of households in mortgage stress. A study conducted in May 2021 found that Campbelltown had the highest rate of mortgage stress in the country.



Our unemployment rate is significantly higher than the NSW unemployment rate of 6.4%

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We know that many of our residents experience continuous or intermittent financial stress, and that financial stress is increasing across Australia.

Financial stress is often the product of many complex, intersecting macro and micro-economic systems, ranging from interest rates, banking, house and rental prices, labour markets and local economic conditions. Alongside this, inequality is also growing, with greater divides between rich and poor, employed and unemployed etc.

Both financial stress and inequality have been found to have significant impacts on individuals and families, ranging from acute mental stress and poor mental health to negative impacts on child development and educational attainment.

## - Affordable housing and homelessness

Housing is considered affordable if it costs less than 30% of a household's gross income. Lack of affordable housing can increase the risk of homelessness leading to a person not having a stable and safe place to call home.



Between 2016 and 2020, household income increased by 2.3%. However, cost of living and house prices increased by 4.9% and 13.6%, respectively.



Prior to the COVID-19 pandemic, an average 30 street sleepers a week were reported. During COVID-19 the number of street sleepers spiked towards 100 per week, with resulting extra accommodation needs.

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We all need a home. None of us can go about our lives, raise a family, go to work or stay healthy, without a stable and safe place to call home. Our housing system should make sure everyone has a secure, safe roof over their head.

Australians face a less secure housing landscape than ever before. Many Australians are struggling with the high costs of housing and rent, and the majority of those in housing stress are private renters. Rising rent levels have also increased the pressure on public housing and crisis accommodation services and contributed to the current high rate of homelessness.

In NSW almost 50,000 people are currently waiting for social housing, with wait times of up to ten years. Homelessness is also rising quickly, increasing 37% between the 2011 and 2016 censuses.

## - Youth mental health

Mental illness is a general term that refers to a group of conditions, such as anxiety, depression or psychological distress.



Number of local young people (zero to 24 years) during 2019-20, who were hospitalised for intentional self-harm. This was 35% of total mental health admissions.



Number of people in 2019-20, who presented to Campbelltown Hospital emergency department with mental health concerns.



In Australia, suicide is the leading cause of death for people aged 5-17 years.

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The development of common mental health conditions occurs predominantly across adolescence and into the mid-20s, with about three-quarters of disorders emerging before 25 years old.

Furthermore, young people experience a significant mental health burden:

- Almost one-fifth of all young people aged 11 to 17 years experience high or very high levels of psychological distress
- One in ten young people will self-harm
- One in thirteen will seriously consider suicide
- One in fourteen will attempt suicide.

This makes adolescence critical for identification and early intervention, as it will greatly assist our young people in the short term, and assist with reducing a lifetime burden of poor mental health.

## - We're at risk from shocks and stresses

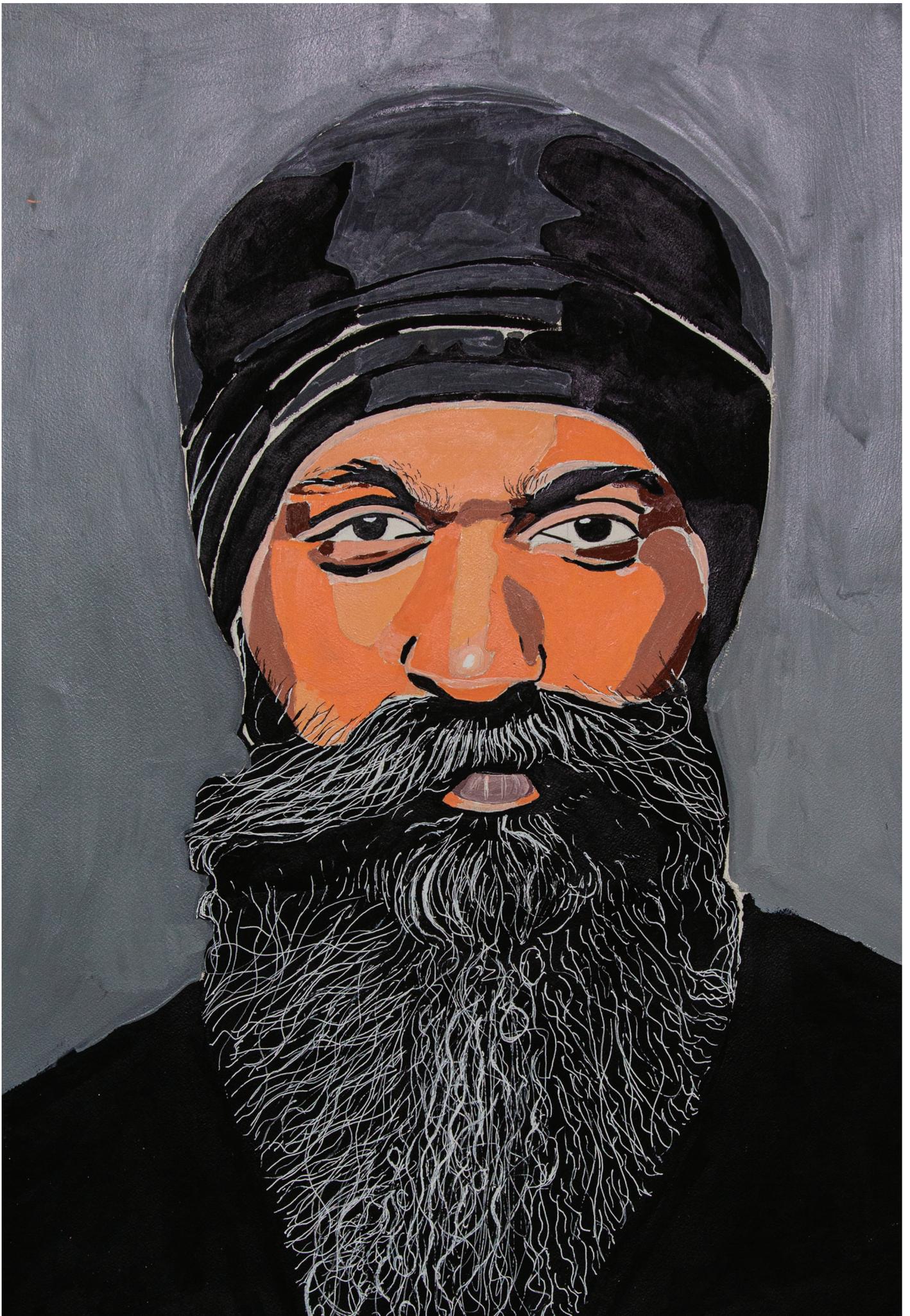
Like our community, local government have a range of resilience shocks and stresses which constantly put us under pressure.

As the level of government closest to the community, we play an important role in the stewardship of our area and our community. In some ways our health and the health of our community are entwined – the more effective we are, the better the outcomes for everyone.

As such, we have dual responsibilities of ensuring continuity of services through risk management, while also accepting the resilience challenge of becoming a thriving organisation that is capable of increasingly enhancing our city's capacity and potential.

*"By strength we survive and by courage we're respected"-  
Sukhdeep Singh Bhogal, L-FRESH The LION.*

Artist - Emmanuel Asante



"Music led me to speaking out and it made me resilient, it completely changed my world. If I didn't have music I don't know where I would be" - *Hamani Tanginoa.*

Artist - Emmanuel Asante



# Our shocks and stresses

Our systems are in constant movement, change and adaptation. Resilience views these changing systems through the lens of shocks and stresses.

Shocks are sudden, short-term events that disrupt individuals, communities, institutions, business and systems, while stresses weaken systems and communities on a day-to-day or cyclical basis. Shocks and stresses are not independent of one another - in fact, they demonstrate the connections and relationships between systems in our lives.

## The shocks our city is most vulnerable to:

- Bushfires
- Infrastructure failure (transport, digital, electrical)
- Extreme temperatures and heatwaves
- Financial crisis and high structural unemployment
- Disease pandemic
- Flooding (flash, riverine)
- Drought and water shortages
- Severe storms (East Coast Lows)
- Cyber attack
- Civil disobedience/terrorism

## The highest priority stresses for our city are:

- Increasing vulnerable populations
- Homelessness
- Domestic and Family Violence
- Food insecurity
- Aging community infrastructure and facilities
- Housing affordability
- Increasing congestion for commuter travel
- Increasing digital divide
- Increasing average temperatures
- Chronic illnesses (including mental illness)

"I might not know who you are, but there is one thing I know  
- you have greatness in you"

Emmanuel Asante - Artist



# Our resilience hazards

Our city's specific resilience hazards arise from a combination of social, economic or environmental shocks and stresses. They're the outcomes of synthesising community data and consultation with the shocks and stresses above.



## Resilience hazard 1

Severe disruption to the services, infrastructure and assets that support our city and its people.

## Description

The primary infrastructure that serves our city provides reliable essential services, such as energy, water, transport, telecommunications and health care. These systems and services are becoming increasingly vulnerable to a range of shocks, which all have the potential to disrupt services and harm our community.

For example, hotter and more frequent days of extreme temperatures combined with a growing population will place greater pressure on existing infrastructure resulting in power disruptions and increased heat related mortality.

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## Actions

### Enhance:

- Develop a standard operating procedure that details our response requirements to each shock event (lead, support, collaborate).
- Formalise an internal working group to coordinate our response to shock events.

### Collaborate:

- Provide a location to store, support and coordinate food security services.
- Develop an online platform to facilitate the sharing of information and the promotion of services and agencies that provide support for each shock and stress.

### Initiate:

- Develop a register of critical services, infrastructure and assets and ensure that resilience measures are embedded as part of their upkeep.
- Facilitate the creation of neighbourhood-based resilience champions/groups to lead and embed resilience programs and actions. These champions/groups will provide a point of contact to share information and resources.



## Resilience hazard 2

Health and community services are overwhelmed.

### Description

Our health systems and community service providers range from general practices and hospitals, to homelessness services and domestic and family violence responders. These services are vulnerable to both acute shock events that can rapidly overwhelm following a major event and by stresses that increase underlying pressures and strain existing resources.

More intense and more frequent climate events, increasing chronic illnesses, and regular social disruption is likely to result in significant spikes in demand for health care and community services.

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### Actions

#### Enhance:

- Review and identify how our community grants can build resilience in networks and community organisations.
- Capture and use community data and insights (quantitative and qualitative) to map shocks and stresses to place.

#### Collaborate:

- Create a network map of the services that support our community to better understand roles, connection points and leverage synergies.
- Support existing networks, including the Local Emergency Management Committee, to incorporate our resilience approach including the shocks, stresses and resilience hazards.

#### Initiate:

- Identify the resources and support required by our community for each shock event.
- Establish a partnership to collaborate and partner with community stakeholders on homelessness, Domestic and Family Violence and food insecurity.
- Initiative genuine connections and commitment to the Macarthur Disability Network, LGBTIQ networks, senior's groups and vulnerable CALD (Cultural and Linguistically Diverse) communities to enable engagement and potential partnerships in our resilience responses.



## Resilience hazard 3

Critical infrastructure doesn't meet or keep up with our changing community needs.

### Description

Campbelltown's population is projected to increase from 162,000 to 249,000 between 2016 and 2041 (54%). Projections show that the proportion of the population over 65 years old will increase the most (133% growth) compared to those of working age (46% growth) which will require careful consideration of how our needs will change.

This rapid growth will place pressure on our existing services and infrastructure – including cultural, education, health, community and water infrastructure – that are often already at, or nearing capacity. Targeted investment in services and infrastructure can support growth and take account of existing utilisation, while also responding to changing demands over time and in different places.

We need the right mix of services, programs and infrastructure to meet our needs and ensure that we bounce back faster following shock events.

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### Actions

#### Enhance:

- Embrace smart city data-driven approaches to understand community mobility and the utilisation of facilities and open spaces.
- Embrace emerging and innovative technologies to ensure that our city grows with tomorrow's solutions.

#### Collaborate:

- Ensure that all planning proposals define the physical, social and environmental infrastructure required to create and support an emerging resilient community.
- Explore partnerships with private industry to deliver resilient infrastructure initiatives.

#### Initiate:

- Embed resilience planning into our developments and refurbishments.
- Support a diverse industry base which enhances economic resilience and creates further opportunities through cross-business collaboration, networking and synergies.



## Resilience hazard 4

Extreme heat days threaten our lives and the things we do.

### Description

Our city experiences a higher number of extreme heat days when compared to the eastern suburbs. In addition, the projected trend is for an increase in the intensity and frequency of these hot days and heatwaves over the coming decades due to climate change.

Heatwaves have the greatest impact in terms of mortality and the number of people hospitalised of all climate-related shocks. They also severely contribute to social isolation and reduced connectivity, particularly for vulnerable community members.

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### Actions

#### Enhance:

- Ensure that all new developments and our capital projects embed urban heat mitigation initiatives through the inclusion of greenery, water and light reflective surfaces.
- Reduce our reliance on the grid by installing battery-ready solar on key community serviced facilities.

#### Collaborate:

- Establish and promote a Cool Refuge Network of private and public facilities that can be accessed during extreme heat/heatwaves.
- Partner with community organisations to develop processes and procedures for contacting vulnerable residents during heat events.

#### Initiate:

- Develop a community emergency dashboard that includes the heatwave early warning system.
- Undertake an annual survey/audit with our vulnerable community members to identify service and infrastructure needs during extreme heat events.



"I draw from those that I've had the blessing to journey with to find that strength" - Malaemie Fruean.

Artist - Emmanuel Asante



## Resilience hazard 5

Our agility and resources are tested as we work to deliver and meet our commitments.

### Description

When shock events occur we act rapidly to respond in the best way we can. In many cases, however, there are barriers that mean our flexibility and ability to respond are hampered. For example, when shock events compound (i.e. multiple shocks occur within short timeframes) or when shocks bring stresses to the verge of crisis, our resources can become stretched. Regulatory barriers also exist that mean that we have limited flexibility in our ability to repurpose assets for critical response, as seen in the COVID-19 response.

Resilience shows us that we can't possibly plan for and control everything, so it's about being adaptable and nimble. It also reminds us that resilience is a team effort. We need to build relationships, as well as support and facilitate strong, adaptable networks between community members, service providers and institutions. It is this 'soft' infrastructure that is most important in a shock event.

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### Actions

#### Enhance:

- Review workforce planning to enable resources to be more agile and less silo-oriented to respond to our community's evolving needs.
- Capture and report climate risk in enterprise risk management.
- Incorporate resilience into our Asset Management Plan.

#### Collaborate:

- As an extension of our city, support and work with our volunteer-led community groups (sporting clubs, churches) to understand shocks and stresses and implement required actions.

#### Initiate:

- Explore a potential resource through the Western Parklands City to build digital literacy and increase access to digital services.
- Investigate jointly funded positions to provide specialist community support/liaisons.



## Resilience hazard 6

Our First Nations knowledge and wisdom are not respected and embraced.

### Description

As our community rapidly grows we must recognise, in all our actions, that Aboriginal and Torres Strait Islander peoples are First Nations of the lands in which we live. Our city is home to many sacred sites and we must respect and embrace our First Nations communities' deep unbreakable bond with Country and the knowledge that goes with that.

The major shock event of colonisation impacted these communities and has created ongoing experiences of stresses around racism, child removal, inequity and displacement. Shock and stresses continue to disproportionately affect our First Nations communities who already face access and equity issues and as such experience poorer health and wellbeing outcomes and social disadvantage.

Shock events such as floods and fires also have the potential to damage or destroy sacred sites. As the climate continues to change (increasing frequency and intensity of extreme climate events) and as development continues to expand, these sites become increasingly vulnerable.

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### Actions

#### Enhance:

- Ensure that our First Nations people, practices and wisdom is embedded in all capital projects through the Our Voice Our Place - Aboriginal Interpretation Plan.
- Celebrate and share our First Nations people, practices and wisdom and seek their guidance on ways we can protect/ recreate our environment and mitigate the effects of our changing climate.

#### Collaborate:

- Ensure that all planning proposals aim to protect sacred sites or significant sites to enable the continuation of practice and identity and the ability to impart culture onto the next generation.
- Explore partnerships to increase job opportunities for First Nations People.

#### Initiate:

- Acknowledge and embrace wisdom: Develop a community resilience approach with our First Nations People which is based on Indigenous sustainability and learning.



## Resilience hazard 7

Our city grows without an identity or spirit to support community cohesion and strength.

### Description

Our city's population is incredibly diverse with almost 40% of our residents born outside of Australia, bringing and fostering rich culture within our city. We're also welcoming a large number of new residents to the region with a growing population and rapid development occurring. The challenges we face are transitioning towards those experienced by larger metropolitan cities.

With continued growth comes a greater need to understand our communities and work with them to deliver the services they need. Developing communities – those who are still growing their local networks and understanding regional contexts – are at greater risk of social isolation and have lower resilience to recover when things like shock events cause things to go wrong.

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### Actions

#### Enhance:

- Actively promote our city's strengths and the people/groups/features that make Campbelltown special.
- Promote Neighbour day and host events to connect community members.

#### Collaborate:

- Collaborate with DPIE and NSW Health to better understand predicted demographic trends and their respective community needs.
- Improve the membership of the Domestic and Family Violence Committee by involving various groups to join including, LGBTQIA, CALD, Aboriginal, government agencies, disability and mental health services and other community groups.

#### Initiate:

- Develop a communication strategy that targets new community members on what to do during shock events.
- Seek out partnerships with new community leaders to gain cultural awareness.

“I think it's an ability to persevere and endure life with great fortitude, you know: strength of spirit. Life is tough and demanding. I don't know happiness, but I know peace” - *Xeni Kusumitra*.

Artist - Emmanuel Asante



**Resilience** is our ability to  
survive, adapt and thrive no  
matter what



CAMPBELLTOWN