About this Guide

This Guide was commissioned by the NSW Premier's Council for Active Living (PCAL), now Active Living NSW, to provide guidance to councils (and other interested parties) on how they can promote community health and well-being by addressing active living and healthy eating principles and practices as they implement, monitor and review their Integrated Planning and Reporting (IP&R) frameworks. This Guide is an updated version of Addressing Active Living through Councils' Integrated Planning and Reporting framework (2010), revised and extended to cover healthy eating.

Background

It is anticipated that the Guide will have the following benefits for councils:

- Promotion of community health and well-being;
- Advice on how active living and healthy eating can be addressed in relation to each element in the IP&R framework;
- Clear links to a range of good practice case studies; and
- Save time and resources by providing advice on coordinating current practices and 'model' provisions for incorporation into their planning and management processes

The Guide is based on legislative requirements, the NSW OLG IP&R Manual (2013), analysis of documents from council case studies, and interviews and follow-up correspondence with key staff members. In relation to healthy eating, there are a number of key companion documents including:

- Healthy Built Environments: a review of the literature, HBE Program
- Securing Our Food Future, Food Futures Resources Kit, Regional Development Australia, Northern Rivers
- Illawarra Regional Food Strategy, Illawarra Councils
- Food Sensitive Planning and Urban Design, Heart Foundation

- [NSW Healthy Urban Development Checklist](), NSW Department of Health
- [NSW Healthy Eating and Active Living Strategy](), NSW Ministry of Health

Many of the case study links within this resource are drawn from these sources.

The specific target audience for this resource is council staff and stakeholders responsible for active living and healthy eating activities, who may not have a working knowledge of the IP&R framework. As a result, this Guide contains brief summaries of the framework's key elements and links to the IP&R Manual.

In 2015, Part 3B was added to the Environment Planning and Assessment Act, formalising a new Regional Planning System in NSW. This accompanied the establishment of the Greater Sydney Commission, responsible for implementing the Metro Strategy - *A Plan for Growing Sydney* - Sydney's regional plan. The current and proposed Regional Plans (and District Plans) are a significant consideration in the preparation and review of local council Community Strategic Plans (CSPs).

Across regional New South Wales, the importance of productive land is being identified in the Government's Regional Plans. In Sydney, a strategic framework is to be developed for the metropolitan rural area which will balance the conservation, economic and social values. This framework will assist decision making by establishing criteria to, amongst other things, minimise adverse economic impacts on existing primary industry and productive agriculture. The Sydney Green Grid Project is also being developed to create a network of interlinked, multi-purpose open and green spaces across Sydney that includes parks, bushland, natural areas, waterway corridors and tree-lined streetscapes. This network is to connect our homes to centres, public transport, jobs and recreation.

How to use this guide

This guide has been translated from a report document into a web resource to assist navigation and interactivity. It has been put together to support local councils to include active living and healthy eating objectives, activities and actions within their IP&R framework by providing the following information:

Why plan for active living and healthy eating

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans should not exist in isolation and that they are connected.

This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

The IP&R framework is local councils' principal planning and reporting tool. Utilising its logic to plan and program initiatives promises action in health planning and promotion. A healthy community is the main benefit. With 'higher order' coverage of active living and healthy eating (as elements of councils' vision, goals or specific objectives), strategies and actions can cascade down through the IP&R framework, prompting councils to co-ordinate activities across traditional functional areas.

Active living and healthy eating should be addressed at all levels of the framework: from raising the issues during community/stakeholder engagement through the goals, objectives and strategies in the Community Strategic Plan, to specific actions targeted and budgeted for in the Delivery Program and Operational Plans. They are good examples of the need for coordination, as they must cross over traditional council activity/ functional boundaries in order to achieve their potential impact. The IP&R framework promises to improve communications with end-users and co-ordinate what may be disparate current activities.

In addition, the framework provides the potential to align local action with broader district plans, regional growth plans and State level plans eg. addressing the priorities in the State Plan and regional/district plans.

Local Council's role in supporting active living and healthy eating

This Guide has been prepared to provide guidance to local councils (and other interested parties) on how they can promote community health and well-being by addressing active living and healthy eating priniciples and practices, as they implement, monitor and review their Integrated Planning and Reporting (IP&R) frameworks.

Being active and healthy is good for our health and our economy. It also has real benefits for communities and individuals. Healthy communities are more connected, participate more in community activities, are more productive and reduce the environmental impacts of car dependence. Active living and healthy eating also reduce the risks of cardiovascular disease, type II diabetes, some cancers, depression and falls.

At the Local Government level, encouragement of physical activity and some food-related activities are long-standing activities of councils, and are promoted by the Office of Local Government and Local Government NSW. For instance, the Office of Local Government publication 'Creating Active Communities' (2006) contains a wealth of information on councils' roles and responsibilities, including extensive local case studies, and Local Government NSW policy recognises that 'Local Government shares the vision where all Australians are actively involved in social activities, sport, community recreation, fitness, outdoor recreation and other physical activities'.

Councils have traditionally been responsible for local transport infrastructure (roads, footpaths, cycleways), recreation and community facilities, land-use planning and regulation of private development. The options for action extend beyond direct provision (and management) and regulation to partnerships and an advocacy role (for matters of State and Federal responsibility).

The options for local government action can be summarised as follows:

- Direct action, including the provision of infrastructure and services (perhaps in partnership), eg. road construction, operation of recreation facilities, waste collection services, water supply (in some cases).
- Regulation of private activities eg. land-use planning, community land activities, food inspections, enforcement powers.
- Persuasion (including incentives), education and advocacy.

Such actions occur within the broader principles set by the Local Government Act, including Councils' Charter.

The scope for action is broad, but is subject to major financial constraints which result in competition for priority activities and projects. See:

The Scope for Action in Active LivingOne of PCAL's goals is to facilitate and encourage active living through promoting supportive physical and social environments. Environments supportive of active living include features such as:

- clean air
- density and mixed uses (convenience shopping) in centres (aligned with corridors)
- attractive and safe centres (with end-of-trip facilities such as secure bicycle racks and change rooms)
- good connections between centres and neighbourhoods
- a network of readily accessible, safe and attractive open spaces (for all ages, ethnicities, ability-levels and socio-economic groups), including "natural areas"
- efficient, attractive and safe pedestrian and cycleway system connections (to centres and key destinations) including pedestrian crossings
- efficient and accessible public transport
- managed parking supply (appropriate to the nature of centres and public transport links)
- micro-design factors including streetscape and pathway design, lighting, layout and landscape

Control and management of physical environments is a long-standing activity of councils who have responsibilities in relation to the following:

- Land-use planning, including location, siting and design of private development (housing, commercial and industrial and special uses), parks, reserves and other recreation/ sporting/ community facilities
- Management of the public domain (streets, tree planting)
- Urban design (including streetscape enhancement and maintenance)
- Infrastructure provision and maintenance (also including open space)
- Transport and traffic, including pedestrian and bicycle plans
- Natural resource management
- Development assessment – site specific accessibility, amenity, safety and other issues
- Development contributions (as a funding source)
- Directional and explanatory signage
- Waste management (safety and amenity)
- Air quality

As can be seen from the above lists, active living initiatives are a good example of the potential for cutting across traditional functional areas – one of the purposes of the IP&R framework - as a way to improve coordinated outcomes.

Not all environmental and social actions are a local responsibility. Another PCAL goal is to 'build sustainable partnerships across the public, private and non-government sectors' (PCAL 2010). This is also an aim of the IP&R framework and is emphasised in the OLG's 'Creating Active Communities' Guidelines (DLG 2006). As a result, the scope extends to local (and regional) needs which are beyond council responsibilities, but can be addressed in an advocacy role. For example:

- Public transport provision and improvement
- Regional / district sporting and recreation facilities: provision and grant funding
- Funding for community development / preventative health programs

There is considerable common ground between active living and healthy eating actions. For example:

- Active transport access to food outlets (walking, cycling, community transport)
- Outdoor activities focussed on community gardens and on-site planting / composting opportunities (including roof gardens) promoting community connectedness
- Fruit trees in streets (and in reserves) also offer sun protection / shade and attractive streetscapes
- Healthy eating events as local / regional activities
- Water supply on pedestrian routes linked to garden maintenance
- Home food production as outdoor activity

- The Scope for Action in Healthy Eating

Healthy eating refers to the types and amounts of foods that promote health and wellbeing. Healthy eating is based on eating a variety of foods from the five food groups every day and limiting the 'sometimes' foods you eat for fun and pleasure to once or twice a week. For more tips and advice on healthy eating take a look at NSW Health's Make Healthy Normal campaign.

Food Security

Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and health life (FAO Food Security Policy Brief, 2006). Food security can be understood at both an individual and a community-wide level and can be as much about poor quality diet as it is about having sufficient food to eat.

Environments Supportive of Healthy Eating

Environments supportive of healthy eating include features such as:

- Equitable access to and availability of healthy food options
- Preserved and productive agricultural lands
- Promotion of local products and regional producers
- A range of food retail outlets (grocery stores, greengrocers, supermarkets, farmers' markets) where healthy options are readily available and well promoted.
- Geographical availability of healthy food outlets (density, proximity or outlets, active transport)

Local government in NSW has played a role in food production, distribution and safety through its planning and regulatory activities, with considerable variety depending upon location – from rural areas where production and distribution are basic to the local economy, through to distribution, retail and food waste management in metropolitan Sydney.

The scope of healthy eating action at the local government level is presented below under the key elements or stages in the "food chain":

1. Production (and processing)
2. Distribution (transport, marketing and consumer access/utilisation)
3. Recycling and disposal (food waste, re-use and post-use management)

1. Production and processing

Councils outside of Sydney and the Hunter are Water Supply Authorities. Water supply can have major implications for agricultural production and for food processing facilities.

Councils' regulatory powers can affect large and small scale production (and processing) of food. On a large scale, in collaboration with the State government, they can:

- protect prime agricultural land/ reduce fragmentation - ensure [rural residential development](#) does not adversely affect production;
- designate appropriate locations for food processing industries, considering equality of access and locational criteria, and maximising resource exchange; and
- produce guidelines on location and development standards for food and related industries

Decisions for food producers/ processors to locate in a council area can have dramatic implications for the local economy (and perhaps local tourism), including home employment/ local exchange. In this regard, at the district and regional level, councils can participate in the preparation of State/ Regional level Strategic Plans, make representations on State/Regional Development Proposals and participate in regional/ district [food initiatives](#).

On a smaller, domestic scale councils can require/promote:

- Water sensitive urban design (generally);
- Community gardens (including as elements in subdivision design);
- Productive street trees (also providing shade, amenity, and character) and verge planting – open-pollinating, naturally irrigated;
- Use of community land, such as parks, reserves and verges for production / community gardens, and/or common orchards (through the Plans of Management regime);
- Community use of school grounds (including community gardens); and
- Gardening/ composting elements in medium/ higher density developments - roof top gardens, school gardens, home food gardens.

2. Distribution

This stage has a number of key elements:

(a) Transport

(b) Marketing

(c) Consumer access and utilisation

(a) Transport

The relationship between transport and land-use is fundamental to planning practice. Local government, in partnership with the State government, has responsibility for overall transport planning and management. Consideration of appropriate locations for distribution centres / nodes, ease of access for the community and reduced transport costs can improve access to local food outlets. Ease of access includes active transport options (such as 'shopping shuttles', walking and cycleways).

In a broader sense, reducing transport distances positively affects our ecological footprint (in accordance with the Ecologically Sustainable Development (ESD) principle in the Local Government Act).

(b) Marketing

As well as promoting healthy eating through education and information availability, councils can liaise with the food industry to ensure there is not inappropriate outdoor advertising in child sensitive locations (such as near schools, childcare centres, parks and children's cycleways).

In some council areas where there is potential for economic development and tourism to focus on local/ regional food-related initiatives, councils can assist in promotion.

(c) Consumer access and utilisation

Councils can consider actions that enhance the ability of people to easily purchase healthy food and consume a healthy diet. Central to this is the nature of the food retail environment and the influence this may have on people's food choices. When starting to think about the nature of the food retail environment a key question to ask is "what is the availability of healthy and unhealthy food and drinks in the community and within retail outlets such as supermarkets, convenience stores and take-away outlets?"

Councils can embrace a range of actions to ensure that people have access to health food options, including:

- Ensuring that food outlets are easily accessible by active travel (walking, cycling, community and public transport);
- Promoting geographic availability of different types of healthy food outlets;
- Modelling healthy food for the community by implementing a healthy food policy for all council events (in-house and external catering) (see the National Heart Foundation's "The Right Ingredient" and NSW Health "Get Healthy at Work" healthy eating resources);
- Continuing to play a key role in inspections of food outlets to ensure food safety and expanding the role of food safety inspectors to include education and promotion of healthy eating;
- Promoting healthy food options in council-operated or leased premises eg. recreational facilities. A healthy food policy can be included in the request for tender for retail food services for these premises (eg "Finish with the Right Stuff");
- Make healthy choices easier for the community to make by adopting the Healthier Oils Initiative where independent food outlets are encouraged and supported to switch to healthier frying oils) (eg Cessnock City Council); and
- In collaboration with the State government, produce guidelines on location and development standards for food outlets.

3. Recycling and disposal: waste, re-use and post-use management

Through their waste services facilities, policies and contracts, councils can promote sustainable food production through the utilisation of food and organic waste (with stringent quality control) - energy and compost, new fertilizer sources. Healthy eating actions such as eating more fresh produce and home preparation of meals in preference to eating commercial meals can have co-benefits for both health and the environment.

 In addition, council policies can:

- promote/ require storm water capture and use and, particularly in non-metropolitan areas, sewerage treatment and re-use.
- support the re-distribution of under utilised food resources.

Also, through "Waste Not" Development Control Plans, council can require/ promote on-site composting, gardening and the provision of on-site facilities for waste sorting (eg. green waste) and collection.

Additional healthy eating actions

Education and information

Local councils can educate their communities to assist them to make healthy, informed choices. Education is most effective when combined with policy and environmental changes that make healthy choices easy choices eg. having healthy food choices available at council managed or leased premises. Some educational actions councils could take include:

- Healthy gardening education (including composting/worm farming/community gardens). Include content and links in local council media e.g. www.makehealthynormal.nsw.gov.au and www.healthykids.nsw.gov.au
- Information about the location of healthy food outlets eg. farmers' markets, fruit and vegetable suppliers
- Organise and promote events on healthy foods and local food culture such as public lectures, community garden food events, and demonstrations at food fairs
- Establishment of city farms as an educational experience
- Highlight healthier choices on the menus / menu boards at Council owned/operated facilities at Council owned/ operated facilities

In combination

There is also considerable common ground between active living and healthy eating actions. For example:

- Active transport access to food outlets (walking, cycling, community transport)
- Outdoor activities focussed on community gardens and on-site planting/ composting opportunities (including roof gardens) promoting community connectedness
- Fruit trees in streets (and in reserves) also offer sun protection/ shade and attractive streetscapes
- Healthy eating events as local/ regional activities
- Water fountains on pedestrian and cycling routes
- Co-location of open space, parks and community recreation facilities with cafes or kiosks providing healthy food options

The Integrated Planning and Reporting (IPR) Framework

The Integrated Planning and Reporting (IP&R) framework was introduced by amendments to the Local Government Act (with accompanying Regulation and Guidelines) in 2009. It requires local councils to undertake 'whole-of-council' long, medium and short term planning and comprises the following key elements:

- Community Engagement Strategy

Where to start: raising active living and healthy eating

The Local Government Act requires councils to prepare and implement a Community Engagement Strategy, based on social justice principles, for engagement with the community in developing and reviewing their Community Strategic Plans. The IP&R Manual (2013) requires that councils identify relevant stakeholder groups (and appropriate engagement methods), and give due consideration to expected service levels.

Local councils will also need to consider the type of background information that should be provided to promote discussion.

Background material for community engagement

While the Engagement Strategy should be broad and open-ended so as not to limit community input, there are a number of matters relating to active living and healthy eating that could be provided in the background information/ issues papers:

- Benefits of active living and healthy eating (see NSW Health's Healthy Eating and Active Living (HEAL) Strategy and Make Healthy Normal campaign).
- Basic data on the health of the local community. Ideally, a benchmarking tool could provide a snapshot of the existing situation, like a mini health report. This would uncover gaps and feed opinions and also help in performance monitoring. There is a range of sources for such health data. For instance, via the Australian Bureau of Statistics, Department of Health website or the Social

and Health Profiles for LGAs compiled by some Local Health Districts (see section 9).
- Basic data on food production and distribution eg. fresh water infrastructure and 'urban food mapping' (maps where edible produce grows on public land).
- Active living and healthy eating priorities in the [NSW State Plan](#), [State Health Plan](#) and other regional plans/strategies including the [NSW Healthy Eating and Active Living Strategy](#) and [A Plan for Growing Sydney](#).
- Councils' legal obligations - [Councils' Charter](#) and social justice principles
- Existing council service and regulatory activities that directly relate to active living and healthy eating eg. open space and recreation; roads, cycleways and footpaths; and promotion and regulation of healthy food .

The IP&R Manual (2013) also requires consideration of acceptable service levels as an essential element of the Engagement Strategy. This is a role for a preliminary Resourcing Strategy – a 'reality check' that can prompt views on expected levels of service.

Raising resourcing at the engagement stage

In the context of active living and healthy eating and, given the direct implications for asset provision and management, it is suggested that a 'preliminary' overview of resourcing issues be prepared to coincide with community engagement, preceding the Community Strategic Plan (and included in the background/briefing material). This would assist the community to nominate priorities, acceptable service levels and the strategic use and condition of assets.

Consideration could also be given to utilising recent, relevant consultation and survey work undertaken by the council (and other agencies).

The choice of participation/ consultation mechanisms depends on the location and size of the council and the nature of the local community. A sequenced program of general information sessions followed by specific, targeted workshops/ focus groups (reflecting community interests/ concerns) is a simple model. Elected Councillors should be briefed/ workshopped at key points in the engagement process.

In relation to active living and healthy eating, most councils surveyed had sessions on health (and specifically on active living and/ or 'Getting Around'). Local councils consulted to inform this resource utilised a broad range of other engagement methods including:

- Random telephone/ online surveys
- [Citizen Panels](#)
- Community summit
- A web-forum (and other social media)
- Newspaper advertisements and articles
- Photographic competitions (eg. for young people). Children's visioning.
- Letterbox drops (eg. "postcards" about the consultation)
- Study groups and workshops, reflecting demography and spread of interests
- 'Have a say days' or open days
- Ongoing customer satisfaction surveys

- Staff surveys / workshops
- Councillor workshop(s)

One small rural council emphasised the importance of using established connections and informal engagement, in addition to a formal structured program. Use can be made of existing Section 355 Committees (established under the LG Act) and other local user groups, such as sporting, food-related and progress associations.

Providing a spatial component to engagement

Given the significance of connectivity and access for active living and access to healthy food, it is suggested that there be a spatial component to engagement – map-based discussions of local areas, highlighting location of various food outlets, open space (and recreational facilities), transport connections, access and mobility. Discussing localities in this familiar fashion can help to highlight issues and problems.

State agencies are key players and can provide invaluable input at this stage.

From discussions with the local councils consulted the following suggestions were noted:

- The main agencies with a stake in active living are the Office of Communities, Sport and Recreation, the Department of Planning and Environment, [NSW Ministry of Health](), Local Health Districts, Police Force NSW, Office of Local Government, Roads and Maritime Services, Transport for NSW, Infrastructure NSW, Urban Growth NSW and Ageing Disability and Home Care.
- In relation to healthy eating the key agencies are NSW Health, Local Health Districts, Office of Communities, Environment Protection Authority, NSW Food Authority, Health Education and Training Institute, Community Services, Aboriginal Affairs and the Commission for Children and Young People
- Consideration of timing – a [forum for all relevant agencies after a draft CSP has been prepared](): 'something for them to consider'; also early notice/ informal negotiation of dates
- Targeting particular senior staff with previous interest and expertise in such matters
- Utilising the Department of Premier and Cabinet's Regional Manager's Network as a mechanism to encourage participation.
- Regional Organisations of Councils (ROCs) and County Council meetings as a way to minimise the load on State agencies (and to raise and coordinate cross-boundary matters)
- Negotiating protocol or Memoranda of Understanding as mechanisms for promoting involvement. Such agreements do not need to set specific commitments and timeframes and could be based on agreed principles of engagement.

Non-Government organisations are also a useful source of information (and possible consultation). For active living this includes: the [NSW Premier's Council for Active Living](), [Heart Foundation](), [Planning Institute of Australia](), [Australian Sports Foundation](), [Kidsafe NSW](). Additional contacts can be found in the OLG's [Creating]()

[Active Communities](#) Guidelines (2006). Similarly, for healthy eating, there are a range of community and volunteer organisations in the field. For example, the [Heart Foundation](#), the [Cancer Council](#) and [Diabetes NSW](#).

- Community Strategic Plan

Goals, objectives and strategies for active living and healthy eating

The Community Strategic Plan is the lead document in the IP&R framework and process. It contains the community's broad vision and goals for at least the next 10 years. In a logical sequence, it expands on the goals with specific objectives, followed by strategies to achieve them (and measures for monitoring success).

Raising active living and healthy eating at the Community Strategic Plan stage

Ideally, active living and healthy eating can be promoted in a council's Community Strategic Plan by:

- raising them as issues, as part of the Community Engagement Strategy to develop the Community Strategic Plan (CSP)
- coverage as a goal in the CSP
- specifying objectives and strategies related to active living and healthy eating
- coordinating existing policies and related documents
- coordinating existing related strategies, programs, projects and responsibilities
- including active living and healthy eating performance indicators
- extending attention to other broad determinants of health

a) Active living and healthy eating as goals: vision and guiding principles

The promotion of active living and healthy eating may be considered significant enough by the community to be included in the local council's vision statement. Supplementing the vision, many councils have, on the advice of the IP&R Manual (2013), listed guiding principles to shape the IP&R system. [Council's Charter](#) and social justice principles are included as LG Act requirements. Some Community Strategic Plans refer to 'sustainability' principles, while others respond more specifically to community views.

Guiding principles

Local councils are encouraged to include the promotion of community health and well-being (including active living and healthy eating) on their list of guiding principles in their Community Strategic Plans.

Elaborating on the vision and principles, it is the goals of the Community Strategic Plan that begin to refine the higher order vision. Many local councils have goals that relate to health. Nomination of a simple goal can provide the basis for the more detailed provisions of the framework.

A simple CSP goal

It is suggested that a broad overarching goal, such as 'community health and well-being' or 'a healthy community' be included. Active living and healthy eating are subsets of such a goal. It also acknowledges that other relevant 'domains', such as 'community connectedness' could be [covered in the objectives and strategies](#) under this goal.

b) Meaningful objectives

Most local councils surveyed for this Guide have included a range of objectives relating to active living in their Community Strategic Plan. One inner Sydney council identifies 'active transport' objectives as:

- encouraging walking and cycling
- sustainable transport choices and accessibility
- public transport and infrastructure improvement
- traffic management
- management of car parking

A middle ring Sydney council proposes a future where:

- streets are visually appealing, hosting a variety of native trees, flowers and sustainable gardens;
- residents can get to where they need to go in a way that is accessible, safe, environmentally friendly and efficient; and
- residents are able to walk and cycle safely and conveniently throughout the City.

Another middle ring Sydney council has the following strategies relating to open space:

- Ensure there is equity of access to our open space and recreational facilities;
- Support and facilitate community networks and programs which promote health and wellbeing and encourage a healthy lifestyle; and
- Ensure all public parks and open spaces are accessible, maintained and managed to meet the needs of current and future residents.

There is less detail in relation to healthy eating. One coastal city has a specific objective to support local food production and community food initiatives, with a strategy to "work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food". Healthy eating is implied in a number of health-related objectives and strategies. Others mention food policy as part of sustainability actions or nominate specific actions such as protection of agricultural land, providing community gardens and access to food outlets.

Councils vary in what they regard as objectives and strategies. While the IP&R manual is not prescriptive about the number and mix of objectives or strategies, it is recommended that two simple objectives, with a range of broad strategies is the preferred model.

An active living objective

It is suggested that 'A physically active community' could be a simple objective

A healthy eating objective

It is suggested that 'Implement measures that support and promote healthy eating' could be a simple objective

c) From objectives to broad strategies

The Community Strategic Plan also has to provide broad strategies, as a means of implementing the desired outcomes. The following are some suggestions for broad strategies to accompany specific objectives:

Objective

A physically active community

- Provide quality open space, sporting and recreation facilities accessible for all ages, ethnicities, ability-levels and socio-economic groups.
- Ensure a range of physical activities are available for all ages, ethnicities, ability-levels and socio-economic groups
- Ensure active travel options (such as walking, cycling and public transport) are readily available between home, centres and attractions.
- Ensure that localities are walkable.
- Provide streets that are attractive and safe.
- Provide town centres and other key destinations that are safe, vibrant and attractive, day and night.
- Require private developments to address the street and be well connected to movement systems.
- Undertake education activities to promote active living.

Objective

Implement measures that support and promote healthy eating

- Undertake education activities and provide information to promote healthy eating.
- Promote sustainable food practices in the local council region.
- Increase community access to healthy food options.
- Establish a council procurement policy that supports and promotes healthy food choices.
- Maintain and extend participation in local and regional food production and exchange.
- Protect and utilise land appropriate for local and regional food production.
- Liaise with the food industry to endure there is not inappropriate outdoor advertising in child-sensitive locations (such as near schools, childcare centres, parks and children's cycleways).
- Provide local technical input into the preparation and implementation of District Plans and Regional Growth Plans on the location and nature of food related land-uses.
- Promote private investment and innovation in healthy food.
- Ensure food preparation and handling is clean and safe.

- Minimise food waste to landfill.
- Promote the availability of healthy food outlets and community markets with a variety of healthy, accessible and culturally appropriate foods.
- Provide physical infrastructure, including public transport, safe walkable routes and footpaths to facilitate access to shops and other healthy food outlets.
- Support the protection of productive agricultural land to keep fresh food available locally.
- Create space for farmers' markets in land-use planning processes.

d) Referencing State and regional plans and policies

As shown in Figure 1, it is a legal requirement for councils to have due regard to NSW State Priorities in *NSW Making it Happen* and other State/ Regional plans and policies, in the preparation of their Community Strategic Plans. Of particular relevance for active living are the Department of Planning and Environments's Regional Growth Plans and District Plans.

Relevant NSW State priorities

- Keep people healthy and out of hospital
- Build liveable centres
- Make it easier for people to be involved in their communities
- Enhance cultural, creative, sporting and recreation opportunities
- Invest in critical infrastructure
- Grow patronage on public transport by making it a more attractive choice
- Improve customer experience with transport services
- Improve road safety
- Reduce travel times
- Prevent and reduce the level of crime
- Secure potable water supplies
- Protect our natural environment
- Increase opportunities for people to look after their own neighbourhoods and environments
- Drive economic growth in regional NSW
- Increase the competitiveness of doing business in NSW
- Restore trust in State and Local Government as a service provider

Regional Growth Plans focus on immediate actions the NSW Government will take to improve outcomes in each region. Government Ministers and local Members of Parliament consulted with local government and communities to develop the Regional Growth Plans aligned to *NSW Making it Happen*. Overwhelmingly, the key

themes raised across the State were transport, economic growth and local jobs, and land-use planning to protect both the local environment and prime agricultural land.

Regional growth plans and district plans (under *A Plan for Growing Sydney*) contain a range of relevant elements:

- Housing (density) targets
- Employment targets
- Major transport routes
- Regional open space location

The Future Needs of Sport Study

This project will provide the framework for future NSW Government investment and policy decisions relating to community sport infrastructure in NSW.

To achieve this objective, the project aims to:

- Establish a database of sporting infrastructure in NSW by sport;

- identify gaps in the provision of sporting infrastructure across the state;

- develop an assessment framework that will allow new projects to be priorities;

- recommend a strategy that will increase participation in organised sport; and

- inform well-structured programs and policies that will grow and sustain sport participation.

e) Partnering: roles and responsibilities outside Council

One outcome of the Community Strategic Plan process, reinforced by the IP&R Manual (2013), is the identification of actions outside local councils' direct responsibility. As a result, the Community Strategic Plan, in listing strategies for achieving the objectives/ desired outcomes, can nominate responsible agencies and suggest an advocacy role for the council (and other innovative actions). For example, if improving public transport or a new hospital are objectives, the Community Strategic Plan can note that they are State Government responsibilites and nominate an advocacy/ partnership role for the council. Similarly, if ongoing care and management of reserves is an objective, the establishment, funding and supervision of a Bushcare Volunteer Group could be the strategy. Public and private sector organisations can also partner healthy eating initiatives (eg. NSW Ministry of Health, The Heart Foundation).

- Long term Resourcing Strategy

All councils must develop and implement a Resourcing Strategy for the provision of appropriate and realistic resources (ie. the means) to achieve the objectives and broad strategies identified in its Community Strategic Plan (CSP).

The Resourcing Strategy includes the following mandatory requirements:

- Long Term Financial Plan (LTFP): 10 year minimum
- Workforce Plan (WP): 4 year minimum
- Asset Management Plan(s) (AMPs): 10 year minimum

The IP&R Manual (2013) describes the Resourcing Strategy as a decision making and problem solving tool - a critical link in translating strategic objectives and broad strategies into actions, with the required Long Term Financial Plan, Asset Management Plans and Workforce Plan acting as a reality check for discussing, detailing and prioritising actions in the Delivery Program and Operational Plan.

In addition, preliminary consideration of future resourcing and basic information on assets, staffing and finances should be raised up-front in the community engagement process underpinning the Community Strategic Plan. Acknowledging limitations and financial realities can assist in prompting the community to nominate priority actions, realistic service levels and alternative funding/ delivery actions (eg. volunteering).

As indicated above, the Resourcing Strategy has three essential elements:

[a) Long Term Financial Planning](#)

[b) Workforce Planning](#)

[c) Asset Management Planning](#)

a) Long Term Financial Planning

Many local councils have limited finances to fund existing programs and projects, let alone new ones. Active living and healthy eating may not be seen as priorities. In some areas council action to improve the financial situation could run counter to such ambitions (eg. reclassifying and selling "community land'').

In preparing Long Term Financial Plans, local councils need to identify the pressures to be addressed over the longer term and to find sufficient council resources to realistically address community aspirations. Another challenge is to identify how ongoing management will generate incomes or offset costs, and therefore justify the allocation of limited resources.

Active Living, Healthy Eating and Long Term Financial Plans

In relation to active living and healthy eating, Long Term Financial Plans should consider the following matters:

- Programs and projects that are not local councils' funding/provision responsibility (eg. regional open space, public transport provision, water supply). As a result, initiatives may not fall off the list and the research may prompt consideration of alternative council modes of operation (ie. advocacy) and staff responsibilities (eg. a lobbying role).
- Availability of alternative funding (eg. Regional Development Australia - RDA) and grants programs (eg. DP&E Open Space Funds).
- Federal Assistance Grants for active living and healthy eating actions. Similarly, at a State level considerable funding from The Environment Trust has underpinned the Northern Rivers and Illawarra healthy eating initiatives featured in this Guide.
- Engaging in regional and subregional initiatives will assist in spreading the financial load eg. Northern Rivers and Illawarra Food Strategy.
- Seeking agreement from locality-based community groups for the imposition of Special Rates for local improvements.
- Volunteer and community-based programs: Parkcare and Bushcare groups; main street improvement (in collaboration with Chambers of Commerce and other representative bodies); street planting and maintenance (by locals with Council support); and community garden volunteers.
- Maximising use of development contributions, including Voluntary Planning Agreements, in accordance with legislation.
- Innovative service models.
- Maximising use of conditions of development consent requiring provision of public domain improvements, again within legal limits.

b) Workforce Planning

A local council's workforce is its most valuable asset. Workforce Plans must address the human resource requirements of the Delivery Program – hence the four-year time frame. They can do a number of things - ensure staff levels and skills match the programs and actions proposed in the one and four-year plans, introduce training programs and allocate clear responsibility for program/ service delivery.

Over time, Community Strategic Plan objectives and workforce planning may influence council organisational structures. In relation to both active living and healthy eating, this could be significant for place-making, where a coordinated approach can deliver attractive and safe neighbourhoods and activity centres and incorporate gardens and planting. At present, in a number of councils, 'place managers' fulfil this role.

Workforce Plan: coordination across departments and key appointments

A large metropolitan council views the Workforce Plan as the mechanism for coordination across functional areas, through which 'multiple divisions act in partnership to support 22 major service areas'. In other words, the sharing of responsibility for specific services. This council also has 'place management' as a service for major centres and recreational areas.

A rural council noted the impetus provided in coordinating active travel options by the appointment of a Road Safety Officer (with State Government funding). At another

council consulted, the appointment of a Youth Officer promoted action on youth matters.

Similarly, 'Healthy Communities' and NSW Environmental Trust funding from the State Government has enabled the employment of additional staff to develop strategies for promoting community health.

Penrith's Education Working Group

Education services is an example of an activity that crosses divisional boundaries. Consideration is also being given to a Diversity Working Group and a Health Working Group.

Responsibility sits within a Division, with membership across relevant divisions.

Traditional organisational structures do not prioritise community health and well-being, with the various activities listed above spread across the organisation. As a result, such issue-based initiatives require the establishment of formal and/ or informal working groups.

Active living and healthy eating considerations should also be taken into account when preparing a longer-term training plan. Specific training needs might include:

1. Councillors
   - Benefits of active living and healthy eating in improving the health of residents and reducing environmental impacts, congestion and social isolation.
   - National and State level health data and the role of physical activity and healthy eating in promoting health.
   - Local demographic break-downs and projections, and existing/anticipated health needs and costs.
   - The role of the built environment in supporting human health.
   - How council actions contribute to the provision of supportive physical and social environments and availability of and access to healthy food.
   - The integral role active travel plays in creating more sustainable local travel options.
2. Staff
   - Benefits of active living and healthy eating in improving the health of residents and reducing environmental impacts, congestion and social isolation.
   - The potential of the IP&R framework as a coordinating service delivery mechanism.
   - The significance of local structure planning as a mechanism, at the Community Strategic Plan level, for promoting easy and safe access to key destinations.
   - The role of coordinated place-making in promoting safe and attractive activity centres and connections.
   - Active travel options (reducing car dependence) and the legal/ administrative actions for their introduction, funding etc.
   - [Health benefits of active living and healthy eating](#).

- The role of the built environment in influencing active living and healthy eating.

Staff training could be extended to cover those involved in relevant local committees and community groups (eg. Local Traffic Committees and volunteer groups).

c) Asset Management Planning (Strategy and Plans)

Most local council 'assets' have something to contribute to active living and healthy eating. For instance:

- Parks, reserves, playgrounds and aquatic facilities, as places for community gardens and activities.
- Streets, footpaths, cycleways and walking tracks, for moving around (and for green cover).
- Traffic management facilities for safety and separation.
- Streetscape items such as directional signage, furniture, decoration and public art, which enhance the experience of walking.
- Public buildings, such as cultural/community centres and halls, as venues for health and wellbeing activities.

These are traditional council activities and most of them have always been big budget items. Problems with financing over the years have prompted sophisticated 'acceptable level of maintenance' levels as a way to prioritise new works and the maintenance of existing assets. Some local councils have put such questions to their communities as part of their community engagement process.

For example, a large metropolitan council, as part of their engagement strategy, asked residents to nominate the minimum preferred condition level that they did not want to see particular assets drop below. Display posters presented a brief description and an example photo of the asset in each condition level (1 to 4). A similar approach was undertaken by a rural case study council.

The options for asset management are 'do nothing', maintenance, improvement and provision (of new assets). The mix of new and existing assets will vary by council area. The obvious split is between 'growth centres' and established urban areas. With an eye to the future, redevelopment/retrofitting of suburbs also complicate the mix.

The redevelopment of Bonnyrigg

While the focus of most councils is on managing established areas or planning for growth, the potential for retrofitting existing, poorly planned suburbs should not be forgotten.

Whilst an exceptional circumstance, given the extent of public land ownership, the redevelopment of Bonnyrigg in Sydney's south is an excellent example of the implementation of active living principles. A Social Impact Assessment was prepared, and public and private domain studies and initiatives focussed on

connectivity, local access, active travel, open space/ recreation, and the financing of works. A [case study of Bonnyrigg is available](#) on the PCAL website.

Active transport options (pedestrian/ cycle networks and public transport) should be a key consideration in asset management. As well as promoting active living, such facilities can improve access to food outlets providing healthy food.

Particular attention should be paid to local councils' Plans of Management (PoM) for community land – a compulsory requirement under the [Local Government Act](#). Ideally, these place-specific plans should also respond to higher order active living and healthy eating objectives and broad strategies outlined in the Community Strategic Plan. For example, council-managed 'community land' may have potential for the provision of community gardens. In addition, Plans of Management and their subsequent Action Plans call upon the energy and resources of volunteers (such as Bushcare and Parkcare groups). This can help to overcome financial and workforce constraints.

Disposal of operational land

At one large metropolitan council proposals for the re-classification of "community land" are referred internally for comment on possible strategic significance eg. for access or community uses such as urban food production. A desk-top matrix could address site suitability matters such as aspect and access to water supply.

Prioritising active living and healthy food related assets

Key considerations for active living related assets (especially active travel infrastructure) of of particular importance are:

- Identifying and prioritising key infrastructure (not necessarily major cost items) that would facilitate pedestrian/ cycling connections
- Considering the need for procuring new assets - community facilities and movement systems (needs surveys). Preparation of a broad-brush structure plan as a part of the Community Strategic Plan would feed such longer-term considerations
- For proposed assets, ensuring that Council's Local Environmental Plans and Development Control Plans embody urban design principles (and work together with Public Domain Plans and appropriate Section 94 Development Contributions Plans)
- Emphasising key physical connections in renewal programs.
- Establishing criteria for consideration in decisions on the disposal of assets (especially land), covering its potential as local open space, or necessary connections to the movement system or community-focussed food production. In considering reclassification and disposal of community land, consider its potential for enhancing connectivity and access and enabling food-related uses. In relation to healthy eating, giving careful consideration to the disposal of council land that has potential for food production (such as community gardens) and to inclusion of food-related uses on community land.

- Four Year Delivery Program and Annual Operational Plan

The required four year Delivery Program lists specific programs and projects, or principal activities, that are local council's responsibility, and financial estimates over a four year horizon (corresponding with local council electoral cycles). The Delivery Program is to be prepared in response to the aspirations and priorities established by the Community Strategic Plan and is the key accountability mechanism for local councils - a 'central reference point for decision making and performance monitoring' (IP&R Manual, 2013).

The annual Operational Plan is a detailed sub-set of the Delivery Program, adopted before the beginning of each financial year, and listing the individual actions (projects and activities) that will be undertaken (plus Council's Revenue Policy).

a) Generating specific four and one year actions from broad Community Strategic Plan strategies

In accordance with the logic of the IP&R framework, the broad strategies in the Community Strategic Plan can be used to generate a list of key activities and actions for possible inclusion in their Delivery Program and Operational Plan (as shown in the tables below) and through the reality check of the Resourcing Strategy.

Active living objective: A physically active community

Broad strategies	Possible activities/ actions
Provide quality open space, sporting and recreation facilities accessible for all ages, ethnicities, ability-levels and socio-economic groups	• Provide an appropriate range of high quality passive and active open spaces • Manage and maintain sporting and recreation facilities for maximum community use and value • Create new open spaces as opportunities arise
Ensure a range of physical activities is available for all ages, ethnicities, ability-levels and socio-economic groups	• Provide and promote physical activity-based community development programs and activities
Ensure active travel options (such as walking, cycling and public transport) are readily available, between home, centres and attractions.	• Encourage walking and cycling: a network of safe and convenient walking paths and cycleways linking major land uses and recreation opportunities • Provide sustainable and accessible transport choices and improved interaction between modes • Promote public transport and infrastructure improvements • Implement appropriate traffic management methods • Plan and develop higher density land uses in and around town centres • Manage car parking, to balance convenience with reduced car reliance • Inform, educate and encourage the community to use sustainable transport • Demonstrate leadership in active travel implementation
Ensure that localities are walkable	• Require subdivisions to embody strong physical connections and walkability • Prepare and implement Pedestrian Access and Mobility Plans (PAMPs) • Implement ongoing works and maintenance programs
Provide streets are attractive and safe	• Prepare and implement public domain plans/ street planting master plans • Develop Asset Management Plans for streetscape assets

	• Adopt CPTED principles and practices as Council policy
Provide town centres and other key destinations that are safe, vibrant and attractive, day and night	• Encourag appropriate land uses in Town Centres • Prepare and implementing public domain plans • Provide and promote activities within Centres (day and night)
Require private developments to address the street and be well connected to movement systems	• Ensure that local environments are permeable, encouraging walking to key destinations • Require active street frontages in Town Centres • Require private developments to contribute to the street • Require signposting to movement networks for major developments
Undertake education activities to promote active living	• Provide and promoting community education programs on the virtues of active living • Provide ongoing opportunities for dialogue • Provide information about active living related events

Healthy eating objective: Implement measures that support and promote healthy eating

Broad strategies	Possible activities/ actions
Undertake education activities and provide information to promote healthy food options	• Provide education and information to raise awareness • Media coverage and links to State campaigns and initiatives (eg Make Healthy Normal campaign and Health Star Rating)
Promote sustainable food practices	• Support training and mentoring of local producers • Provide coverage in State of the Environment Report • Implement Council procurement policy on sustainable food practices
Increase community access to healthy food options	• Ensure that healthy food outlets are easily accessible by active travel • Promote the availability of healthy food outlets and community markets with a variety of healthy, accessible and culturally appropriate foods. • Support and promote healthier choices in food outlets eg. community supermarkets • Consider adopting the Healthier Oils Initiative to reduce saturated and trans fat intake in the community (eg Cessnock City Council) • Provide fresh drinking water in public places • Promote regional cooperation and outlets • Implement a Council procurement policy on healthy food options • Promote healthy food options in Council-operated and leased premises
Maintain and extend participation in local and regional food production and exchange	• Provide a directory of local/ regional producers • Develop Council policies on local food production • Enable planting on community land (open space, schools and verges) • Require communal gardens to be options in within private development

	proposals
Protect and utilise land appropriate for local and regional food production; a robust approach, promoting future innovation.	- Protecting prime agricultural land and increasing its take-up for food production. - Increasing the percentage of locally grown food that is sold locally. - Promoting urban agriculture. - Supporting and resourcing for school and community gardens. - Participating in regional food security networks and encouraging regional food-based events. - Exercising care with reclassification of community land.
Provide local technical input into the preparation and implementation of District Plans and Regional Growth Plans on the location and nature of food related land uses.	- In collaboration with the State Government, facilitating the masterplanning of Centres and Redevelopment Areas, including preferred location and siting of food-related production/processing industries and retail outlets (such as supermarkets, shops and food and drink premises). - Promoting revitalisation of existing Main Streets (where applicable) - Developing local policy and procedures for non-traditional food-related uses such as community gardens, farmer's markets, roadside stalls, verge planting and vertical planting.
Promote private investment and innovation in healthy food	- Grow reputation as a regional food destination - Support production and sale of local/ regional produce
Ensure food preparation and handling are clean and safe	- Carry out ngoing monitoring of food shops - Provide training to support local producers/ suppliers
Minimise food waste to landfill and link initiatives with healthy eating practices	"Waste Not" guidelines - Promote food redistribution services - Promote healthy fresh food options and home preparation of healthy food (eg Love Food Hate Waste) - Install drinking fountains to reduce waste from beverage containers

b) The role of existing and future strategy documents

The IP&R Manual (2013) acknowledges the possible role of free-standing 'other strategic plans' in elaborating on the broad strategies listed in the Community Strategic Plan – a way to break down broad matters covered in the vision and assist in prioritising matters for coverage at the implementation stage (via the specific Delivery Program and Operational Plan). In many circumstances these strategies/plans already exist, and in some case study councils they are being reviewed, refined and consolidated.

Some of the plans and policies cited in the case study councils are directly relevant to active living and healthy eating. These include:

- Health Plan
- Food Plan
- Structure Plans
- Pedestrian Access and Mobility Plan (PAMP)
- Bike Plan
- Disability action plans and access policy
- Social Plan
- CBD Strategy/ Masterplan
- Environmental Management Strategy
- Plans of Management for Community Land
- Section 94 contribution plan(s)
- Multicultural/ diversity plan

The role of Structure Plans

Of particular relevance would be any Structure Plan. Whilst not mandatory, Structure Plans may be prepared to inform the content of a Standard Local Environmental Plan (LEP). Such structure plans, while not having the legal status of the subsequent LEP, would be well placed within the Community Strategic Plan as a guide to longer-term spatial connections. For instance, they can identify structural connections (perhaps as future land reservations) beyond the time-frame of the statutory LEP. Including such initiatives in plan-form can prompt action when the time is right (eg. as a result of movement in the property market or where significant applications fit, or will disrupt, such future intentions).

If community health and well-being is seen to be a community priority, then Council could prepare a "Community Health and Well-being Strategy", and include coverage of active living and healthy eating.

Penrith Council's consolidated Strategies

Penrith City Council has identified and reviewed all of their substantive ''strategy'' documents. The "City Strategy'' is a consolidated listing and overview. As an ongoing endeavour, this provides a ready means of monitoring and updating existing and future strategies. Council is working on common terminology and format.

This document represents the "non-corporate" strategies, as distinct from "corporate" strategies" such as the Resourcing Strategy. In combination with the required Resourcing Strategy it feeds the Delivery Program and Operational Plan.

In principle, such strategy documents would align with the council's various service activities, in circumstances where elaboration and a program are required. Some councils list their various services in their Community Strategic Plan.

c) Options for moving from the Community Strategic Plan to the Delivery Program and Operational Plan

Four options are available to local councils to elaborate on the Community Strategic Plan provisions:

1. As activities detailed in a broad Community Health and Wellbeing Strategy, the progress of which would be listed in the Delivery Program, with specific priority actions in the Operational Plan. Such a strategy could address other matters such as social connectivity.
2. As free-standing Active Living and Healthy Food Strategies, the progress of which would be listed in the Delivery Program with specific actions in the Operational Plan.
3. As specific activities and actions in the Delivery Program and Operational Plan.
4. A combination of the above options eg. progress of the Strategy (broad or free-standing) as a Delivery Program "activity" plus specific Delivery Program and Operational Plan actions.

Kiama Council's Health Plan and The Penrith Food Project

Kiama Council have had a Health Plan for long over a decade. It covers active living and healthy eating and feeds the Council's Delivery Program and Operational Plan. Kiama Council staff also emphasised the significance of leadership and staffing. An active Mayor promoted the Plan and a dedicated staff member has ongoing responsibility. In Victoria, councils are required to have a Municipal Health Plan. In NSW, the approach is more flexible.

Penrith Council has a food specific strategy (The Penrith Food Project) with detailed goals and objectives.

Some suggest that having a generalised, non-specific Delivery Program (reliant on detailed strategies) provides flexibility, enabling reaction to windfalls (such as grant funding success) and shifts in priority (from Councillors or staff).

In the absence of a Strategy document, local councils could pursue specific "activities" and "actions" in their Delivery Program and Operational Plan. Sample "action tables" for active living and healthy eating that suggest how specific activities and actions could be pursued are provided. In the tables links are

provided to case studies. For example, the [Foodlinks "Toolkit"](#) provides model policies, application forms, guidelines and case studies.

d) Allocation of responsibilities and priorities

It is at the Delivery Program/Operational Plan stage that specific responsibilities are allocated for activities, and for monitoring their success. Some local councils include such matters in their Delivery Program in matrix form.

Strategies	Delivery Program	Operational plan	Responsible Manager	Performance indicators

It should also be reiterated that it is not local councils' responsibility to deliver every aspect of their Community Strategic Plan. Some community ambitions are State (or Federal) government responsibilities eg. a new hospital. In such cases local councils could adopt an advocacy and/or a partnership role. Other external partners within the broad community (including volunteer groups) could also be included. The matrix format could be used to identify such actions.

Some larger local councils with extensive Works Programs and Project Schedules hive off the specific detailed listings into separate working documents or "business plans" operating at the ground level. In such cases the Operational Plan (and the Delivery Program) could be summary versions (eg. '…as per the Strategic Planner's Works program').

The procedures for generating priorities will depend upon individual local councils' corporate structures and management regimes. Ideally, community-based priorities will result from the community engagement process underpinning the Community Strategic Plan. Final lists of four and one year actions will be the subject of 'normal' budgetary negotiations and political priorities.

e) Incorporating current activities and services: flowing up the framework and meeting at the Delivery Program

Local councils consulted during the development of this Guide indicated that specific actions listed in the Delivery Program and prioritised in the Operational Plan often reflect existing (and perhaps long standing) principal activities/services. Initiatives introduced in previous Management Plans, based on previous community engagement processes and consistent with current community views, would continue through into new Delivery Programs.

In other words, as well as cascading down the hierarchy, details also flow up from existing actions and services to meet at the Delivery Program (see Figure 2). In some local councils, the balance may be in favour of existing services and activities (with responsibility to single functional areas/ departments) but, over time, the balance should shift. Case study councils with the benefit of previous strategic planning processes were adamant that the higher order objectives and strategies in the Community Strategic Plan (generated by community engagement) predominate, and that allocation of tasks and coordination across functional areas is achieved (through the Workforce Plan).
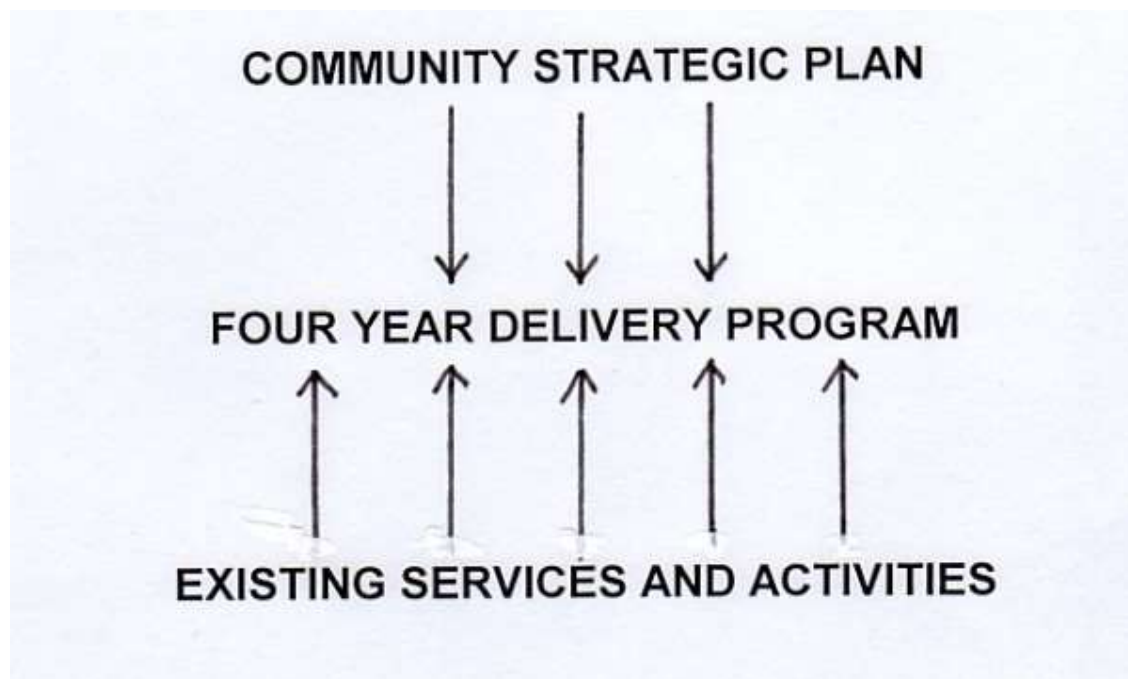

Figure 2: Up and down the IPR hierarchy

One large rural council purposely specifies 'new initiatives' in their Delivery Program, distinguishing such proposed actions from current or ongoing activities. While such initiatives should be part of the overall Delivery Program, specifically highlighting them is a positive action.

Active living and healthy eating at the operational level: Four-year Delivery Program and One-Year Operational Plan: top down and bottom up

In summary, the following key actions are suggested:

- Elaborate on objectives and broad strategies relating to active living and healthy eating identified in council's Community Strategic Plan

- Consider whether it is appropriate to have a "Community Health and Wellbeing Strategy", free-standing active living and/ or healthy eating Strategies or to rely on specific activities/ actions in the Delivery Program/Operational Plan
- Acknowledge that, at least in the short term, Delivery Program actions and Operational Plan priorities will reflect some current practices
- Identify obvious existing programs and service areas that cover active living and health eating, eg. recreation/open spaces, community development, farmers' markets
- Identify existing actions in other program service areas that cover active living and healthy eating eg. streets, cycleway and pathway construction and maintenance, food inspection services
- Incrementally realign programs and actions with the Community Strategic Plan's active living objectives

(f) Key players and drivers

The significance of "drivers"/ champions to work within the local council hierarchy (and externally) is one way to promote objectives and strategies and act as principal contacts. For instance, when local councils' organisational structure requires action across divisions and in circumstances where council does not favour a freestanding Community Health and Wellbeing Strategy. This could be a dedicated staff person or a Councillor. For example, Kiama's groundbreaking Health Plan was championed by their previous, long-standing Mayor (and a dedicated staff member).

Key staff players are found in the following functional areas (departmental names will vary between local councils):

- Community Services on active living and healthy eating promotion and programs and connections to relevant community based organisations.
- Parks and Reserves (usually within Engineering/ Technical Services) on open space management (via Plans of Management). Also, volunteers under Bushcare/ Parkcare policies.
- Council Transport Planners/ Engineers, Road Safety Officers and Local Traffic Committees on Integrated Transport Planning and traffic management plans and actions.
- State Agencies on agricultural land and food production/ distribution.
- State Agencies on legal requirements and grant funding.
- Strategic Land-use Planners for managing growth (eg. new release areas) and urban renewal programs.
- Development Assessment Planners for implementing Development Control Plan provisions and development contributions.

As most physical activity (and some food events/ planting) takes place in the public domain, local councils' Works Division (Engineers) should be targeted for support. In another two roles they are also responsible for traffic planning/ management and local council reserves.

Coordination of staff, ideally through Workforce Plans, would be a Corporate Services responsibility. Specific examples would be:

- Multi-disciplinary teams to deal with particular key issues (or places)
- Regular coordination meetings
- Place Managers, in some local councils, for coordinating day-to-day activities in Centres – educating, briefing, negotiation with key stakeholders (eg. food outlets); arranging public domain events

Last, and certainly not least, are the elected Councillors who ratify the budget and set priority actions. Local elected representatives can introduce actions to works programs and set priorities. Organising briefing sessions for Councillors (and involvement in committees) can also be useful. If these matters are a significant goal, a formal Council Committee could be formed.

In the negotiation of annual priorities, identification and ongoing representations/ contact with relevant key players would assist in promoting discussion and, hopefully, inclusion on one year Operational Plan and four year Delivery Program lists.

(g) Reviewing Delivery Program and Operational Plan priorities: flexibility in the system

The list of priorities in the local council's Operational Plan (as a sub-set of the four year Delivery Program) should be adjusted in response to changing local and broader circumstances. As a result, promotion of active living and healthy eating initiatives should be ongoing in the negotiation process.

As indicated above, such flexibility takes into account major developments such as changes in the economic climate but, in a positive sense, also enables local councils to respond to opportunities that arise. In relation to active living, this could be the opportunity to purchase strategically located lands (eg. to enhance local pedestrian connections or embellish open space) or to utilise bequests and other financial windfalls.

- Monitoring and Evaluation

Perpetual Monitoring

Perpetual monitoring and review of performance is fundamental to the operation of the IP&R framework, with local councils required to report on success in achieving the Community Strategic Plan objectives every four years, coinciding with the local government electoral cycle. For Delivery Program / Operational Plan (and strategies) six-monthly reporting is required (feeding the Annual Report).

As a result, meaningful and measurable performance indicators need to be developed for the Community Strategic Plan objectives and for the activities in the Delivery Program and Operational Plan. The following table, drawn in part from the PCAL indicators in the IP&R Manual (2013), lists a range of performance measures relating to the ''model'' strategies suggested in this Guide.

For the purposes of the Community Strategic Plan four yearly "Report Card" two or so broad indicators (on overall community health and well-eing) are appropriate, fed by the more specific measures relevant at the regular Delivery Program and Operational Plan level (see below for possible sources).

At the Delivery Program stage, local council staff can provide reports on the progress of "Strategy Documents" and/ or on specific activities and actions. The Performance Measures at the Operational Plan level would draw upon such measures, but would be quantified/ qualified to reflect the specific actions listed. For example, whether works or projects have been completed in the allocated timeframe and within budget. The table is also useful at this stage.

While the table lists a range of relevant measures, councils should be selective and choose those that suit their situation, priorities and resources. Information availability is a key criterion. Two or three clear and manageable indicators is better than a long list.

Available sources for such information include:

- Reviews of Council activities
- Progress of the Works Program
- Community surveys and consultations (including post-occupancy surveys)
- ABS Census
- Australian Institute for Health and Welfare
- Health Statistics NSW
- NSW Health Survey and Local Health District statistics
- Primary Health Networks: Population health profiles, by region
- Food sales data (by type and location)
- Geographic Information systems for built environment features
- Sampling of Development Consent Register (eg. for post-occupancy surveys)

In some local council circumstances it will be necessary to establish base-line data and mapping in relation to active living and healthy eating:

- Land-use surveys (public and private lands; agricultural lands monitor).
- Retail land use monitor, highlighting food premises. Sales data.
- Infrastructure audits (as an element of the asset management strategy), including existing pedestrian/ cycling networks and public transport data (including usage levels).
- State of the Environment reporting.
- Food waste data

Many of the indicators could be incorporated into regular community satisfaction surveys, a feature of most local councils' Engagement Strategies.

Active Living Broad Strategies	Possible Performance Measures
Provide quality open space, sporting and recreational facilities accessible for all ages, ethnicities, ability-levels and socio-economic groups	- Number and location of facilities that promote active living - Total amount of open space per head of population - Percentage of residents within 400m of a neighbourhood park and 800m of a district park - Provision of street and park services/ furniture (including benches, resting places, lighting and awnings for shade) on significant pedestrian routes/ cycleways - Maintenance schedule on target for local parks - Funding received for open space provision/ embellishment
Ensure a range of physical activities is available for all ages, ethnicities, ability-levels and socio-economic groups	- Number of active living programs by local population, catering for particular sub-groups and income levels - Attendance rates at physical activity sessions - Number and frequency of community events such as walks or runs - Number of hits on council website
Ensure active travel options (such as walking, cycling and public transport) are readily available between home, centres and attractions	- Increase in residential densities in centres - Take-up rate of mixed use developments in centres - Cycling infrastructure: kilometres of continuous cycleway, total length of cycleways, bicycle parking facilities at major destinations and end-of-trip facilities at major destinations - Development and implementation of local Integrated Transport Plans - Percentage of the local population within walking distance of public transport stops - Frequency of public transport to major destinations
Ensure that localities are walkable	- Footpath infrastructure: kilometres of footpaths per kilometre squared, total length of footpaths, footpath connections between residential areas and shopping. - Footpath maintenance schedules on target - Number and length of 40 km/h and 50 km/h speed limit zones (to reduce accidents and improve local amenity) - Street connectivity measures including ratio of intersections to land area (eg number of intersections per km squared), and similar ratios

	relating to number of blocks, culs de sac and/or access points
Provide streets that are attractive and safe	- Resident satisfaction surveys on amenity of local public domain - Progress of strategic community safety plans, including appropriate social solutions on crime prevention strategies - Crime Prevention Through Environmental Design (CPTED) Guidelines incorporated within local council Development Control Plans (DCPs) - Public domain plans in place for significant pedestrian routes/ cycleways - Number of people visibly active within a neighbourhood
Provide town centres and other key destinations that are safe, vibrant and attractive, day and night	- Visitor satisfaction with amenity of Town Centre - Increase in residential densities in Centres - Take-up of mixed use developments in Centres - Implementation rate of Public Domain Plan measures: landscaping, presence of grass, trees and shade - Surveys indicate that Town Centres and other key destinations are 'areas of interest' - Amount of garbage or litter within Town Centres and key destinations - Total graffiti and its rate of removal
Require private developments to address the street and be well connected to movement systems	- Streetscape and interface guidelines incorporated within local council Development Control Plans (DCPs) - Post occupancy audit indicates street activity levels - Compliance of approved developments with Crime Prevention Through Environmental Design (CPTED) principles - Percentage of pedestrian trips to local destinations
Undertake education activities to promote active living	- Number of/attendance at education, promotion and driver awareness campaigns - Distribution of brochures and signage to promote active living - Local directories are established and updated, and include local transport information, location of recreation facilities and walking/cycling networks and trails

Healthy Eating Broad Strategies	Possible Performance Measures
Undertake education activities and provide information to promote healthy eating	• Number of courses run per annum (attendance). • Resources disseminated • Type and number of initiatives supported • Media coverage of healthy eating • Hits on council website
Promote sustainable food practices	• Reduction of impacts on the local/ regional ecosystem (through SOE Reporting) • Number of local/ regional food events (including those organised by the Council) • Number of courses run per annum • Resources disseminated • Percentage of council events with healthy food catering • Hits on council website
Increase community access to healthy food options	• Number, location (density) and type of healthy food outlets • The distance between residential areas, places of work and healthy food outlets (proximity) • Increased number of small to medium sized independent food outlets using healthier frying oils • Number and type of collaborative actions with food outlets eg community supermarkets to promote healthy options • Reduced travel distance to shops (survey) • Increased use of active transport (mode monitoring)
Maintain and extend participation in local and regional food production and exchange	• Increased sales of local/ regional food production, as a percentage of consumption (retail survey) • Increase in number of community gardens • Increase in farmers' markets/ roadside stalls • Hits on Healthy Local Eating Directory
Protect and utilise land appropriate for local and regional food production; a robust approach, promoting future innovation.	• Quantum reduction in prime agricultural land. • Quantum of prime agricultural land used for food production. • Increase in prime agricultural land used for food production. • Percentage of locally grown food sold locally.
Provide local technical input into the preparation and implementation of District Plans and Regional	• Work program milestones in policy adoption and implementation of masterplans for Centres and Redevelopment Areas. • Work program milestones for Main Street

Growth Plans on the location and nature of food related land uses.	Revitalisation (where applicable).
	• Work program milestones in policy development
	   o Community gardens
	   o Farmer's markets
	   o Roadside stalls
	   o Verge planting
	   o Vertical planting

Promote private investment and innovation in healthy food	• Increase in start-up of healthy food related developments by location • Increase in council time spent on promoting local healthy food businesses • Increase in new food business start-ups by location
Ensure food preparation and handling are clean and safe	• All premises inspected annually • Less compliance notices issued
Minimise food waste to landfill	• Reduction in food waste to landfill (monitor annually) • Number of residents involved in initiatives such as Love Food Hate Waste

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The long-term Community Strategic Plan (CSP), based on the outcomes of engagement with the community, establishes a vision and goals which flow through consideration of the Resourcing Strategy to the specific activities and actions in the four year Delivery Program and yearly Operational Plan; all subject to ongoing monitoring and evaluation. Other strategic plans may elaborate on the CSP. Overall review of the framework coincides with the council four year election cycle and other review requirements (such as local land-use plans).

The framework promotes vertical integration - with community-based objectives informed by state-level plans and cascading down through to implementation - and horizontal integration, across Council traditional functional areas, attempting to break down existing 'silos'.

More detail on these elements is provided on the OLG website.

Example activities/actions for local councils - Active Living

The following tables provide examples of specific activities/actions for Delivery Programs (4 years) and Operational Plans (1 year) and also include accompanying performance measures.

Activities, Actions and Performance Measures

Strategic Objective: A physically active community

Community Strategic Plan	Delivery Program (4 years)	Operational Plan (1 year)	Performance Measures
Broad Strategies	**Activities**	**Actions**	
Provide quality open space, sporting and recreational facilities; accessible for all ages, ethnicities, ability-levels and socio-economic groups	• Program open space design/ re-design/ embellishment • Undertake strategic planning for new community and recreation facilities • Ensure Plans of Management (PoM) for Community land are updated periodically and reflect active living objectives • Program, manage and maintain facilities, as per works schedule • Undertake ongoing monitoring of strategic	• Undertake a needs analysis • Survey shortfall in open space provision by walking catchment • Ensure development contributions are levied on Development Applications in accordance with Contribution Plans • Review priority PoMs (generic and site specific), to ensure that they address active living objectives • Undertake specific, high priority works, as per	• Number and location of facilities that promote active living • Total amount of open space per head of population • Percentage of residents within 400m of a neighbourhood park and 800m of a district park • Provision of street and park services/ furniture (including benches, resting places,lighting and awnings for shade) on significant pedestrian routes/ cycleways • Maintenance schedule on

	planning exercises and significant Development Applications	works schedule	• target for local parks • Funding received for open space provision/ embellishment
Ensure a range of physical activities is available for all ages, ethnicities, ability-levels and socio-economic groups	• Introduce a program of active living activities • Apply for active living related funding • Introduce in-house physical activities for Council staff	• Survey of active living program needs (and current provision) by community group/ location • Survey funding options • Pilot a Health and Wellbeing program for staff	• Number of active living programs by local population, catering for particular sub-groups and income levels • Attendance rates at physical activity sessions • Number and frequency of community events such as walks or runs • Number of hits on council website
Ensure active travel options (such as walking, cycling and public transport) are readily available between home, centres and attractions	• Incorporate walking and cycling paths in local structure planning • Prepare and update a Council-wide Bicycle Plan • Prepare a Pedestrian Access and Mobility Plan (PAMP) • Review Development Control Plan provisions on end-of-trip facilities • Prepare an Integrated Transport Plan • Make application for grant	• Review State Government Guidelines on Bicycle Planning • Consult with local bicycle groups and users • Survey existing Pedestrian Access and Mobility Plans in other Council areas • Investigate other councils' Development Control Plan (DCP) provisions • Survey literature and other councils' actions on	• Increase in residential densities in centres • Take-up rate of mixed use developments in centres • Cycling infrastructure: kilometres of continuous cycleway, total length of cycleways, bicycle parking facilities at major destinations and end-of-trip facilities at major destinations • Development and

	• Lobby State Government for public transport improvements • Undertake an ongoing program of traffic management • Amend Council's Local Environment Plan (LEP) to introduce higher density around centres and attractions (and mixed uses around centres) • Revise car parking requirements in Development Control Plan, by location and circumstance • Introduce an education program on travel options • Establish a Workplace Travel Plan	[integrated transport planning](#) • Survey and model public transport needs • Prioritise traffic management actions, as per works schedule • Investigate other councils' reviews of car parking requirements • Review current information on travel options • Undertake a staff travel survey	implementation of local Integrated Transport Plans • Percentage of the local population within walking distance of public transport stops • Frequency of public transport to major destinations
Ensure that localities are walkable	• Review Council's subdivision controls in accordance with best practice • Introducing a Pedestrian Access and Mobility Plan for the local Council area	• [Review best practice subdivision controls](#) • Undertake an accessibility audit • Review State Government advice and other councils' Pedestrian	• Footpath infrastructure: kilometres of footpaths per kilometre squared, total length of footpaths, footpath connections between residential areas and shopping.

(Note: "funding for eligible infrastructure projects" appears at the top of the second column continuing from the previous page.)

	• Implement an ongoing program of footpath/ cycleway construction and maintenance	Access and Mobility Plans • Undertake priority works on footpaths/cycleways, as per works schedule	• Footpath maintenance schedules on target • Number and length of 40 km/h and 50 km/h speed limit zones (to reduce accidents and improve local amenity) • Street connectivity measures including ratio of intersections to land area (eg number of intersections per km squared), and similar ratios relating to number of blocks, culs de sac and/or access points
Provide streets that are attractive and safe	• Introduce Public Domain Plans for key centres • Draft an Asset Management Plan for streetscape assets	• Research form and content of other councils' public domain plans • Research on other councils' Asset Management Plans for streetscape assets • Incorporate Crime Prevention Through Environmental Design (CPTED) provisions in Council's Development Control Plans	• Resident satisfaction surveys on amenity of local public domain • Progress of strategic community safety plans, including appropriate social solutions on crime prevention strategies • Crime Prevention Through Environmental Design (CPTED) Guidelines incorporated within local council Development Control Plans (DCPs)

			• Public Domain Plans in place for significant pedestrian routes/cycleways • Number of people visibly active within a neighbourhood
Provide town centres and other key destinations that are safe, vibrant and attractive, day and night.	• Amend Council's Local Environment Plan to introduce higher density around centres and attractions (and mixed uses in Centres) • Introduce Public Domain Plans for key centres • Introduce a program of activities • Appoint a Place Manager for major centres	• Prioritise and trial programs in Centres • Research roles of Place Managers in other councils (eg Parramatta City Council)	• Visitor satisfaction with amenity of Town Centre • Increase in residential densities in Centres • Take-up of mixed use developments in Centres • Implementation rate of Public Domain Plan measures: landscaping, presence of grass, trees and shade • Surveys indicate that Town Centres and other key destinations are 'areas of interest' • Amount of garbage or litter within Town Centres and key destinations • Total graffiti and its rate of removal
Require private developments to address the street and be well connected to movement	• Introduce a Pedestrian Access and Mobility Plan for Council area	• Review other councils' Development Control	• Streetscape and interface guidelines incorporated within local council

systems	• Introduce Development Control Plan provisions requiring active street frontages • Introduce Development Control Plan provisions on treatment of frontages • Amend Development Control Plan / conditions of consent to require signposting in new developments	Plan provisions	Development Control Plans (DCPs) • Post occupancy audit indicates street activity levels • Compliance of approved developments with Crime Prevention Through Environmental Design (CPTED) principles • Percentage of pedestrian trips to local destinations
Undertake education activities to promote active living	• Develop effective public health awareness programs, in partnership with Government Agencies and the community • Prepare and provide brochures on the benefits of active living • Establish (and update) local directories on transport provision, location of recreation facilities and walking/ cycling networks and trails • Establish a contact at Council for information about active	• Establish links with the Local Health Districts • Provide driver awareness campaigns	• Number of/attendance at education, promotion and driver awareness campaigns • Distribution of brochures and signage to promote active living • Local directories are established and updated, and include local transport information, location of recreation facilities and walking/cycling networks and trails

	living		
	• Regular spot on Council Information sources		

Example activities/actions for local councils - Healthy Eating

Activities, Actions and Performance Measures

Strategic Objective: Implement measures that support and promote healthy eating

Community Strategic Plan	Delivery Program (4 years)	Operational Plan (1 year)	Performance Measures
Broad Strategies	**Activities**	**Actions**	
Undertake education activities and provide information to promote healthy eating	• Utilise available communication materials to promote healthy eating, in partnership with Government Agencies and the community sector (eg Make Healthy normal campaign) • Establish regular coverage of healthy eating in Council based communication channels	• Establish a contact at Council for information about healthy eating • Establish links with the Local Health District health promotion teams and food-based community groups • Research current State campaigns and initiatives • Consider appropriate media for inclusion of healthy eating topics	• Number of courses run per annum (attendance). • Resources disseminated • Type and number of initiatives supported • Media coverage of healthy eating • Hits on council website
Promote sustainable food practices	• Develop seminars for producers • Cover sustainable food	• Research sustainable food practices	• Reduction of impacts on the local/ regional ecosystem (through SOE

	practices in SOE Reporting • Introduce a Council procurement policy on [sustainable catering](#)		Reporting) • Number of local/ regional food events (including those organised by the Council) • Number of courses run per annum • Resources disseminated • Percentage of council events with healthy food catering • Hits on council website
Increase community access to healthy food options	• Map existing outlets in relation to population distribution: baseline data • Develop a plan to support and promote healthy options at food outlets • Create and implement a joint implementation plan for Healthier Oils. Track outlets over time. • Incorporate healthy food into Council's Procurement Policy • Develop or adapt guidelines on healthy food provision at council owned or leased recreational centres • Consider active transport	• Research other councils' food source mapping actions • [Research other councils' initiatives](#) • Research other councils' and health promotion officers' work with community supermarkets to promote healthy food options • Research other councils' actions on drinking water fountains (eg [Manly Council](#)) • Establish links with Local Health District health promotion teams to support the food retail	• Number, location (density) and type of healthy food outlets • The distance between residential areas, places of work and healthy food outlets (proximity) • Increased number of small to medium sized independent food outlets using healthier frying oils • Number and type of collaborative actions with food outlets eg community supermarkets to promote healthy options • Reduced travel distance to shops (survey)

	options to promote easy access to healthy food outlets/ events	environment actions • Establish a Healthier Oils Working Party to do a baseline survey of food outlets to assess the type of oils in use • Research healthy food procurement policies • Research opportunities to promote healthy food at council owned or leased recreational centres	• Increased use of active transport (mode monitoring)
Protect and utilise land appropriate for local and regional food production; a robust approach promoting future innovation.	• Map existing food related land-uses. • Establish a database on local food production and distribution. • Review AMPs to identify community land appropriate for community gardens and strategic connections. • Introduce an internal referral system for any proposed reclassification of community land (to check on strategic significance). • Provide support and resources for school-based and community	• Research other councils' methodology for mapping and data collection. • Draft referral policy for proposed reclassification of community land for discussion. • Pilot program for school-based/community gardens.	

	gardens.		

Provide local technical input into the preparation and implementation of District Plans and Regional Growth Plans on the location and nature of food related land uses	• Participate in regional and/or district plan preparation.
	 • Prepare a priority list of actions to revitalise traditional Main Streets.
	 • Prepare a draft policy and processes for non-traditional food related land-uses.
		• Liaise with DP&E on progress of the Regional Growth Plans and/or District Plans.
		 • Investigate and evaluate existing Main Street function and operations.
		 • Investigate other councils' actions/case studies in revitalising Main Streets.
		 • Investigate other councils' actions and policy on non-traditional food-related uses such as community gardens, farmer's markets, roadside stalls, verge planting and vertical planting.
			• Work program milestones in policy adoption and implementation of masterplans for Centres and Redevelopment Areas.
			 • Work program milestones for Main Street Revitalisation (where applicable).
			 • Work program milestones in policy development
			   o Community gardens
			   o Farmer's markets
			   o Roadside stalls
			   o Verge planting
			   o Vertical planting

Maintain and extend participation in local and regional food production and exchange	• Establish (and update) directories on local and regional food producers. • Prepare and adopt Council policies on community gardens, farmers markets,roadside stalls and verge planting	• Participate in regional food networks • Research other councils' policies (eg Food Futures)	• Increased sales of local/ regional food production, as a percentage of consumption (retail survey) • Increase in number of community gardens • Increase in farmers' markets/ roadside stalls • Hits on Healthy Local

			Eating Directory
Promote private investment and innovation in healthy food	• Establish a program to showcase/ promote local healthy food outlets; grow the reputation • Facilitate access to land for emerging producers • Promote regional food outlets to hospital sector and institutions	• Establish in-house working group on economic development and food production/ distribution (or on Agenda of existing Economic Development Committee) • Participate in regional food networks	• Increase in start-up of healthy food related developments by location • Increase in council time spent on promoting local healthy food businesses • Increase in new food business start-ups by location
Ensure food preparation and handling are clean and safe	• Monitor and review inspection regime	• Annual health inspection of all food outlets	• All premises inspected annually • Less compliance notices issued
Minimise food waste to landfill	• Consider a green/ food waste collection service • Develop "Waste Not' Development Guideline provisions for food waste • Undertake waste minimisation programs that incorporate healthy eating such as food rescue programs	• Review "Waste Not" DA Guidelines at other councils • Research existing arrangements at other councils • MOU with community-based redistribution groups (food rescue)	• Reduction in food waste to landfill (monitor annually) • Number of residents involved in initiatives such as Love Food Hate Waste

Acknowledgements

PCAL acknowledges the contribution of staff from the following organisations in the development of the PCAL IP&R active living and healthy eating resource:

Councils

- Clarence Valley Council
- Penrith City Council
- Wollongong City Council

Steering Group

- Faculty of the Built Environment, UNSW
- National Heart Foundation
- NSW Ministry of Health
- NSW Office of Local Government
- South Western Sydney Local Health District

NSW State Agency and NSW local council staff who provided valuable feedback on draft versions.

Resources

The following information and resources have been provided to assist you to integrate active living and healthy eating actions and activities into your IP&R framework

Further information and useful resources

"The Health and Well-being Plan 2017-2021 (the Plan) provides Cessnock City Council (Council) with strategic direction for how it can play its part in improving the health status of residents living within the local government area. The aim of the Plan is to provide Council with localised actions that encourage healthy environments, liveable communities and well-being."

The Kiama Health Plan

This Plan is principally designed to influence how sections of Council can work together to develop a healthier community within the Municipality.

Penrith Health Action Plan

"In a landmark initiative, Nepean Blue Mountains Primary Health Network, Nepean Blue Mountains Local Health District and Penrith City Council have joined forces to develop a Health Action Plan for the Penrith community. The Health Action Plan focuses on health promotion and the prevention and early intervention of health issues.

The collaboration - one involving all three levels of government - marks a significant step in establishing greater community awareness about the importance of health and taking action early when health issues arise."

The Cooling the City Strategy is designed to make Penrith a better place to live, by addressing the Urban Heat Island (UHI) effect.

The purpose of this brief guide is to provide a reference for the range of health issues that should be routinely considered in relation to developments in SLHD. Building Better Health is intended for both SLHD staff and other stakeholders (including planners, councils, and developers) in the planning and development process. For more comprehensive information about healthy urban developments, and when undertaking or reviewing significant development proposals, we recommend that the should also be consulted.

CSP Healthy Eating and Active Living Baseline Report

Community Strategic Plans: Healthy Eating and Active Living Baseline Report

A baseline of healthy eating and active living within NSW local government Community Strategic Plans and selected Delivery Programs

in 2016, the NSW Premier's Council for Active Living (PCAL) commissioned the first comprehensive benchmark of Healthy Eating and Active Living (HEAL) within all local government Community Strategic Plans (CSPs) and a select group of Delivery Programs.

The report provides a comprehensive assessment of the presence of HEAL within CSPs, comments on the structure of the documents and offers recommendations for policy makers and those responsible for the compilation of these documents.

[Project Summary](#) (2 pages)

[Extended Summary](#) (10 pages)

[Full Report -](#) A Baseline of Healthy Eating and Active Living Within NSW Local Government Community Strategic Plans and Selected Delivery Programs

Further resources can also be found on the Active Living NSW website: https://www.healthyactivebydesign.com.au/resources/active-living-nsw

2010 version

Why Integrated Planning and Reporting?

The Integrated Planning and Reporting framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation and that they in fact are connected.

Why active living and healthy eating?

This Guide has been prepared by the NSW Premier's Council for Active Living (PCAL) to provide guidance to councils (and other interested parties) on how they can promote community health and well-being by addressing active living and healthy eating principles and practices, as they implement, monitor and review their Integrated Planning and Reporting (IP&R) frameworks. Being active and eating healthy is good for our health and our economy.

What we're doing

The Integrated Planning and Reporting (IPR) Framework
The Integrated Planning and Reporting (IP&R) framework was introduced by amendments to the Local Government Act (with accompanying Regulation and Guidelines) in 2009. It requires local councils to undertake 'whole-of-council' long, medium and short term planning and comprises the following key elements:

Local Council's role in supporting active living and healthy eating
This Guide has been prepared to provide guidance to local councils (and other interested parties) on how they can promote community health and well-being by addressing active living and healthy eating priniciples and practices, as they implement, monitor and review...

Why plan for active living and healthy eating
The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure.

This Guide has been prepared by the NSW Premier's Council for Active Living (PCAL) to provide guidance to councils (and other interested parties) on how they can promote community health and well-being by addressing active living and healthy eating principles and practices as they implement, monitor and review their Integrated Planning and Reporting (IP&R) frameworks. This Guide is an updated version of Addressing Active Living through Councils' Integrated Planning and Reporting framework (2010), revised and extended to cover healthy eating.

It is anticipated that the Guide will have the following benefits for councils:

- Promotion of community health and well-being;
- Advice on how active living and healthy eating can be addressed in relation to each element in the IP&R framework;
- Clear links to a range of good practice case studies; and
- Save time and resources by providing advice on coordinating current practices and 'model' provisions for incorporation into their planning and management processes

The Guide is based on legislative requirements, the NSW OLG IP&R Manual (2013), analysis of documents from council case studies, and interviews and follow-up correspondence with key staff members. In relation to healthy eating, there are a number of key companion documents including:

- Healthy Built Environments: a review of the literature, HBE Program
- Securing Our Food Future, Food Futures Resources Kit, Regional Development Australia, Northern Rivers
- Illawarra Regional Food Strategy, Illawarra Councils
- Food Sensitive Planning and Urban Design, Heart Foundation

- [NSW Healthy Urban Development Checklist](), NSW Department of Health
- [NSW Healthy Eating and Active Living Strategy](), NSW Ministry of Health

 Many of the case study links within this resource are drawn from these sources.

The specific target audience for this resource is council staff and stakeholders responsible for active living and healthy eating activities, who may not have a working knowledge of the IP&R framework. As a result, this Guide contains brief summaries of the framework's key elements and links to the IP&R Manual.

In 2015, Part 3B was added to the Environment Planning and Assessment Act, formalising a new Regional Planning System in NSW. This accompanied the establishment of the Greater Sydney Commission, responsible for implementing the Metro Strategy - *A Plan for Growing Sydney* - Sydney's regional plan. The current and proposed Regional Plans (and District Plans) are a significant consideration in the preparation and review of local council Community Strategic Plans (CSPs).

Across regional New South Wales, the importance of productive land is being identified in the Government's Regional Plans. In Sydney, a strategic framework is to be developed for the metropolitan rural area which will balance the conservation, economic and social values. This framework will assist decision making by establishing criteria to, amongst other things, minimise adverse economic impacts on existing primary industry and productive agriculture. The Sydney Green Grid Project is also being developed to create a network of interlinked, multi-purpose open and green spaces across Sydney that includes parks, bushland, natural areas, waterway corridors and tree-lined streetscapes. This network is to connect our homes to centres, public transport, jobs and recreation.

Acknowledgements

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- [NSW Ministry of Health]()
- [NSW Office of Local Government]()
- [South Western Sydney Local Health District]()

NSW State Agency and NSW local council staff who provided valuable feedback on draft versions.

Why plan for active living and healthy eating

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans should not exist in isolation and that they are connected.

This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

The IP&R framework is local councils' principal planning and reporting tool. Utilising its logic to plan and program initiatives promises action in health planning and promotion. A healthy community is the main benefit. With 'higher order' coverage of active living and healthy eating (as elements of councils' vision, goals or specific objectives), strategies and actions can cascade down through the IP&R framework, prompting councils to co-ordinate activities across traditional functional areas.

Active living and healthy eating should be addressed at all levels of the framework: from raising the issues during community/stakeholder engagement through the goals, objectives and strategies in the Community Strategic Plan, to specific actions targeted and budgeted for in the Delivery Program and Operational Plans. They are good examples of the need for coordination, as they must cross over traditional council activity/ functional boundaries in order to achieve their potential impact. The IP&R framework promises to improve communications with end-users and co-ordinate what may be disparate current activities.

In addition, the framework provides the potential to align local action with broader district plans, regional growth plans and State level plans eg. addressing the priorities in the State Plan and regional/district plans.

Local Council's role in supporting active living and healthy eating

The Integrated Planning and Reporting (IPR) Framework

The Integrated Planning and Reporting (IP&R) framework was introduced by amendments to the Local Government Act (with accompanying Regulation and Guidelines) in 2009. It requires local councils to undertake 'whole-of-council' long, medium and short term planning and comprises the following key elements:

- Community Engagement Strategy
- Community Strategic Plan
- Long term Resourcing Strategy
- Four Year Delivery Program
- Annual Operational Plan
- Monitoring and Evaluation

The long-term Community Strategic Plan (CSP), based on the outcomes of engagement with the community, establishes a vision and goals which flow through consideration of the Resourcing Strategy to the specific activities and actions in the four year Delivery Program and yearly Operational Plan; all subject to ongoing monitoring and evaluation. Other strategic plans may elaborate on the CSP. Overall review of the framework coincides with the council four year election cycle and other review requirements (such as local land-use plans).

The framework promotes vertical integration - with community-based objectives informed by state-level plans and cascading down through to implementation - and horizontal integration, across Council traditional functional areas, attempting to break down existing 'silos'.

More detail on these elements is provided on the OLG website.

Examples

Example activities/actions for local councils:

- **Active Living**

- **Healthy Eating**

Case Studies:

- **Active Living (coming soon)**

- **[Healthy Eating](#)**

CSP Healthy Eating and Active Living Baseline Report:

- **[Project Summary and Full Report](#)**

Glossary of terms

Access to food*

"Access to food" is about the ability of people to find, get to and use the food available nearby. This includes the availability of food that is fresh, culturally appropriate, safe, affordable, nutritious and sustainable. It is linked to walkability to local outlets and reliable public transport

Active Living

Active Living refers to opportunities for incorporating physical activity into the routines of daily life as well as for sport and recreation. Examples of active living include; walking or cycling with children to school; walking, cycling or catching public transport to work or replacing short car trips to corner shops and parks by walking and cycling. ([PCAL Why, Active Living Statement](#), 2010)

Active travel

Walking, cycling and/ or public transport

Activity centre

A place, such as a Town Centre, a beach or a local attraction, characterised by active land-uses and people traffic

Addressing the Street

Where, in the design and siting of specific developments, attention is paid to the impact on the street: a positive visual contribution (perhaps with street trees), clear entranceways, easy access and passive surveillance; sometimes referred to as 'interface' or 'edge treatment'

CPTED

Crime Prevention Through Environmental Design. Guidelines for the design and siting of development to improve safety

Community land

The classification in the LG Act for non-operational land (eg. parks reserves, community centres). Cannot be sold unless re-classified

Development contributions

Monies (or land) paid by developers, in accordance with a Development Contributions Plan, as a share of costs required for infrastructure and services related to the development

Ecological footprint*

An "ecological footprint" is an holistic measure of the total impact of a lifestyle, expressed in land area. It includes energy consumption, water use, greenhouse gas emissions and biodiversity

Food fairness*

The principle of ensuring that the food system delivers good working conditions, is ethical (eg. in the treatment of animals) and is fairly priced for both producers and consumers

Food Policy*

"Food policy" is the area of public policy concerning how food is produced, processed, distributed, consumed and disposed of. Local food policy contributes to ensuring safer and healthier goods and services and cleaner, more sustainable, resilient environments. It goes beyond farming and puts food on the agenda of policy makers in all sectors and at all levels, ensuring they are aware of the environmental, health and economic implications of food systems

Food Safety*

"Food safety" includes the regulation and practice of handling, storage, preparation, processing and selling food. It is a broad area covering everything from allergens to microbes; water quality to additives

Food Security*

Food security "exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life". Food security can be understood both at an individual and community-wide level. It can be as much about poor quality diet as it is about having sufficient food to eat. It is essential for a healthy and active life

Food System*

The "food system" describes the relationship between a range of elements including: consumers, producers, distributors, processors, retailers, corporations, freight companies, warehouses, restaurants and regulators

Healthy eating

Healthy eating refers to the types and amounts of food, food groups and dietary patterns that promote health and wellbeing and reduce the risk of diet-related conditions and diseases, including obesity, high blood pressure, high cholesterol, heart diseases, diabetes, osteoporosis and certain types of cancer. Healthy eating according to the Australian Dietary Guidelines is characterised by the consumption of plenty of vegetables, fruit, wholegrains, lean meats and mostly reduced fat dairy foods, and limiting the intake of foods high in saturated fat, salt and added sugars. http://www.eatforhealth.gov.au/guidelines/australian-guide-healthy-eating).

Healthy local food supply

Promotes access to fresh, nutritious and affordable food, preserves agricultural lands and provides support for local food production (and culture). The definition also covers the health advantages of a local food culture – the social side of food, acknowledging cultural difference and the link to social connectedness and active living.

Horizontal integration

In management terms, the integration of activities across functional boundaries (sometimes called 'silos'). This relates to coordination of documents and staff activities

Masterplan

Comprehensive, concept level plan for activity centres, land release or renewal areas, outlining future land-uses and connections

PAMP

Pedestrian Access and Mobility Plan. A comprehensive strategic and action plan to develop policies and build pedestrian facilities

Place making

The urban design motto referring to a coordinated approach to the planning and management of places; especially relevant in Town Centres, new suburbs and major redevelopment proposals

Place Managers

Local government employees with responsibility for coordinating activities within specified places (especially Town Centres) on a day-to-day basis.

Plans of Management

All land categorised under the LG Act as 'community land' must be subject to a Plan of Management (POM) detailing use and management controls. This can be a 'generic' plan (eg. covering all mlnor reserves) and/or a site specific POM.

Post occupancy survey

A survey of occupants/ residents once a development is occupied and operational

Public Domain Plan

Detailed construction-level plans, usually applying to town centres, land release and redevelopment areas, identifying and programming elements of the public domain (such as facilities, accessways, services and materials). Linked to (or included in) councils' Development Control Plan(s), and development contribution plans.

Regional Action Plans

State level plans that focus on immediate actions the NSW Government will take to improve outcomes in each region

Regional Growth Plans

Proposed regional guidance, coordinated with infrastructure planning

Streetscape

The view from the footpath/ street/ public domain of built form

Structure Plan

A map-based plan of a Council area (or a locality) showing existing and potential future infrastructure such as streets, cycleways and pedestrian routes, and significant public land-uses (such as open space)

Sustainable Food*

"Sustainable Food" is an umbrella term describing an improved food system that is ecologically, socially and economically just. Characteristics include: fair incomes for producers; close links between producers and consumers; access for all people to good food; and practices which protect and regenerate our ecosystems and our communities. A sustainable food system recognises that the wellbeing of our ecosystems and communities is paramount and must be prioritised over corporate interests

Vertical integration

In management terms, the integration of activities up and down the hierarchy (of documents and personnel)

Voluntary Planning Agreement

A voluntary agreement between a developer and Council/ the Minister (and possibly State Agencies), in relation to a development proposal, addressing matters such as infrastructure provision and development rights

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* Denotes sourced from [Foodlinks project](#)

Funding Opportunities

Current Funding Opportunities

Government Funding

Metropolitan Greenspace Program - 2017/18 grants open in August 2017

The Metropolitan Greenspace Program (MGP) supports local councils in Greater Sydney and the Central Coast to improve regional open space by co-funding projects that enhance open spaces, parks, bushland, natural areas, waterway corridors and tree-lined streetscapes.

The Metropolitan Greenspace Program is one of the longest running grants program in Sydney and since 1990 has awarded over $45 million to more than 620 projects. Funds are awarded to councils on a matching dollar-for-dollar basis.

Councils throughout the six Greater Sydney Districts and the Central Coast are eligible to apply.

The Greater Sydney Commission manages the Metropolitan Greenspace Program and provides the Minister with recommendations for the funding of individual grants.

Timetable

August 2017 - Opening of grants round for 2017-18
October-November 2017 - Applications Close
November 2017- January 2018 - Eligibility, assessment and approval
February 2018 - Announcement of successful grants for 2017-18

For more details visit: https://www.greater.sydney/metropolitan-greenspace-program

The Stronger Communities Fund

The Stronger Country Communities Fund is investing in infrastructure projects in **regional NSW communities** to improve the lives of residents and enhance the attractiveness of these areas as vibrant places to live and work.

The NSW Government has committed $200 million over the next two years to support local infrastructure projects that will improve amenity and help sustain the social bonds at the heart of strong regional communities.

Funding is available for projects that support:

- building new community facilities (such as parks, playgrounds, walking and cycle pathways)
- refurbishing existing local facilities (such as community centres and libraries)
- enhancing local parks and the supporting facilities (such as kitchens and toilet blocks).

The Stronger Country Communities Fund is available to all 92 NSW regional local government areas (outside Sydney, Newcastle and Wollongong), Lord Howe Island and the Unincorporated Far West. State government agencies and non-government organisations can submit eligible community infrastructure projects, in partnership with local councils. However, the LGA must be the applicant and is responsible for submitting the application. Local councils must consult with their communities to identify project proposals that meet community needs and aspirations. We will give priority to projects that provide local jobs and support local businesses.

Key Dates

There are three application tranches scheduled for 2017 in round one. Councils will be informed which tranche they have been allocated. Councils must apply in the tranche which they have been assigned. Download the SCCF tranches list to check which tranche a council has been assigned to.

The schedule is:

- Tranche A applications open 7 July, close 9 August 2017
- Tranche B applications open 16 August, close 13 September 2017
- Tranche C applications open 20 September, close 18 October 2017

For more information, and to apply, go to the Stronger Communities Fund webpage: http://www.industry.nsw.gov.au/invest-in-nsw/regional-opportunities/stronger-country-communities-fund

Let us know if your organisation or one you know of offers relevant funding opportunities, contact us.

Non-government Funding

Let us know if your organisation or one you know of offers relevant funding opportunities, contact us.

Previous Funding Opportunities

Government Funding

Department of Infrastructure and Regional Development - Building Better Regions Fund (BBRF)

On 23 November 2016 the Australian Government announced the release of the program guidelines for the new Building Better Regions Fund (BBRF). The BBRF will invest $297.7 million over four years in infrastructure projects and community

investments to create jobs, drive economic growth and build stronger regional communities into the future.

Grants are available through two funding streams; Infrastructure Projects and Community Investments.

- Infrastructure Projects Stream will support projects which involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure that provide economic and social benefits to regional and remote areas.
- The Community Investments Stream will fund community building activities including, but not limited to, new or expanded local events, strategic regional plans, and leadership and capability building activities. These projects will deliver economic and social benefits to regional and remote communities.

Information sessions are due to be held across Australia, including several NSW location listed below:

30 January 2017 10:30am Newcastle, NSW
31 January 2017 10:00am North Wollongong, NSW
31 January 2017 10:30am Dubbo, NSW
1 February 2017 10:30am Coffs Harbour, NSW
2 February 2017 10:00am Wagga Wagga, NSW
3 February 2017 10:30am Tamworth, NSW
7 February 2017 10:00am Queanbeyan, NSW

For further information on who is eligible to apply, what projects may be funded and information sessions see https://www.business.gov.au/assistance/building-better-regions-fund

Applications for the Infrastructure Projects Stream closed on 28 February 2017.

Applications for the Community Investments Stream closed on 31 March 2017.

NSW Office of Sport - 2016/17 Local Sport Grant Program

The Local Sport Grant Program aims to increase regular and on-going participation opportunities in sport and active recreation.

There are four (4) project types within the Program, these being:
1. Sport Development
2. Community Sport Events
3. Sport Access
4. Facility Development.

Further information on the who is eligible to apply and what projects may be funded can be found
at https://sportandrecreation.nsw.gov.au/sites/default/files/Guidelines%20-%20LSGP%2016-17.pdf

Applications for the 2016/17 closed Friday 11 November 2016.

Roads and Maritime Services - 2017/18 Walking and Cycling Program

Roads and Maritime Services provide funds annually for the Walking and Cycling Program, this program has a focus on improving access and amenity within the 2km walking and 5km cycling catchments of major metropolitan and regional centres. Metropolitan centres are the Strategic Centres defined by the NSW Department of Planning and Environment in the metropolitan strategy 'A Plan for Growing Sydney'. Regional Centres are outlined in the relevant Regional Transport Plan.

Projects selected for RMS walking and cycling funding are identified through a nomination process open to Councils and the NSW Government. More information on applying for project funding including guidelines to assist with walking and cycling applications can be found at http://www.rms.nsw.gov.au/business-industry/partners-suppliers/lgr/active-transport/index.html.

Applications for the 2017/18 program closed Friday 9 September 2016.

Office of Sport – 2016 Community Building Partnership Program

The Community Building Partnerships Program for 2016 offers grants to incorporated not-for-profit community organisations and local councils that can demonstrate how their project will benefit their local community through the building or improvement of facilities to deliver positive social, recreational or environmental outcomes.

Applications from local councils require a commitment of matching cash funding by the council.

For more information and to lodge you application online visit http://www.communitybuildingpartnership.nsw.gov.au/.

Applications for the 2016 program closed on 22 July 2016.

Roads and Maritime Services - 2016/17 Walking and Cycling Program

Roads and Maritime Services provide funds annually for the Walking and Cycling Program, this program has a focus on improving access and amenity within the 2km walking and 5km cycling catchments of major metropolitan and regional centres. Metropolitan centres are the Strategic Centres defined by the NSW Department of Planning and Environment in the metropolitan strategy 'A Plan for Growing Sydney'. Regional Centres are outlined in the relevant Regional Transport Plan.

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The list of approved walking and cycling projects to be delivered during the 2016-17 financial year have been announced. See details below.

- Sydney region projects

- [Northern region projects](#)
- [Hunter region projects](#)
- [Southern region projects](#)
- [South West region projects](#)
- [Western region projects](#)

Love Food Hate Waste Grants Program

The [NSW Environment Protection Authority](#) (EPA) in partnership with [NSW Environmental Trust](#) offered grants of between $5,000 and $70,000. This funding was designed to support eligible [Love Food Hate Waste](#) partners to deliver food waste avoidance education and behaviour change projects in their communities. The funding was been made available under the [Waste Less, Recycle More initiative](#).

Applications for funding closed 30 September, 2015.

2015/2016 ClubGRANTS Category 3 Fund - Sport and Recreation funding

Expressions of interest for the [ClubGRANTS](#) Category 3 Fund - Sport and Recreation funding round closed in October 2015. The NSW Government committed to provide $50 million in ClubGRANTS Category 3 project funding - including $8 million a year for sport and recreation infrastructure. The ClubGRANTS Category 3 Fund is managed by the Office of Liquor, Gaming and Racing and supports the Government's NSW 2021 commitment to increasing participation in sport, recreation, arts and cultural activities and supporting healthy lifestyles.

More information is available at: http://www.clubsnsw.com.au/community/clubgrants/about-clubgrants

Expressions of interest closed 8 October, 2015.

Liveable Communities Grants program

The Liveable Communities Grant program offered grants of up to $100,000 for creative initiatives to make it easier for older people to live active, independent, healthy lives and access their community freely and safely. The grants program provided opportunities for individuals and organisations to explore new possibilities and improve outcomes for older people. The program supported a range of ideas for new and improved programs, platforms and ventures that will help older people to live, learn, care, share, contribute and connect.

For more information about this program visit: http://www.ageing.nsw.gov.au/about_us/news/liveable-communities-grants-program

 Applications for funding closed 12 November, 2015.

Non-government Funding

IRT Foundation grants were open to local community groups and not-for-profit organisations for initiatives that make the Illawarra community more age-friendly and help people to age positively.

For more information and to apply, go to: www.irtfoundation.org.au/community-grants

Applications for funding closed 20 April, 2016.