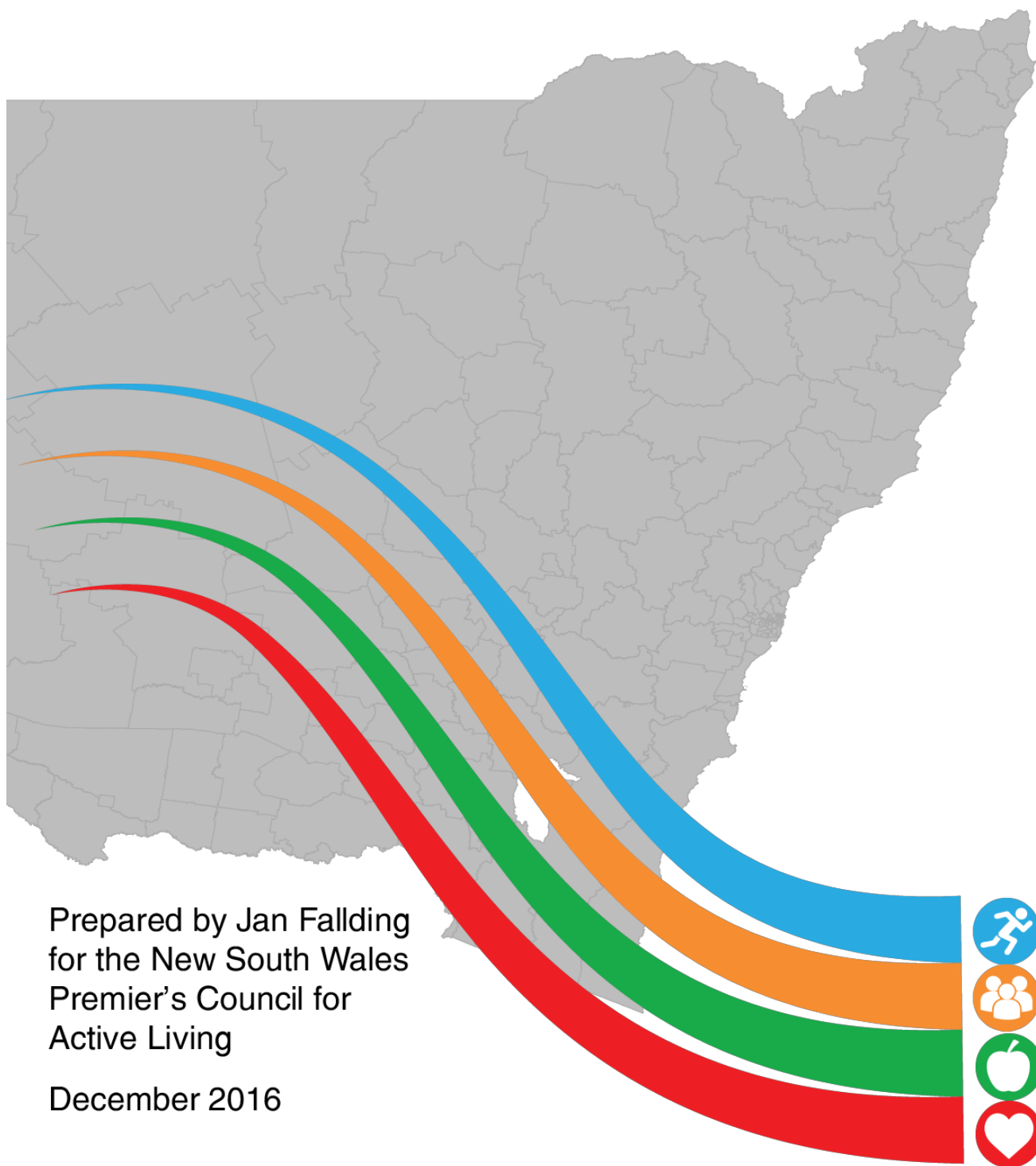# A baseline of healthy eating and active living within NSW local government Community Strategic Plans and selected Delivery Programs

Prepared by Jan Fallding
for the New South Wales
Premier's Council for
Active Living

December 2016

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

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# Acknowledgements

This report contains significant detail on the presence and nature of Healthy Eating and Active Living (HEAL) principles within 152 NSW local government Community Strategic Plans and 15 selected Delivery Programs published in 2013.

This page gives a guide to key sections of this report, to enable easier navigation of its detail.

# Abbreviations and Key Terms

Key terms and abbreviations used in this project are listed below, with a brief explanation of each. Further detail of each is found in this report.

| | |
|---|---|
| PCAL | New South Wales Premier's Council for Active Living |
| LGA | (NSW) Local Government Area |
| HEAL and HEAL Principles | Healthy Eating and Active Living (HEAL) is defined at section 1.3.1 and HEAL principles are defined at 1.4.2. The framework by which HEAL principles have been categorised into HEAL Domains and Subdomains is explained at section 1.5.4. |
| IP&R | Integrated Planning & Reporting [Manual or Framework] <br><br> The IP&R *Manual* was published by the NSW Office of Local Government in 2013 to accompany the requirements of the Local Government Act 1993 relating to IP&R. More details are at section 1.5.1. <br><br> The IP&R *Framework* refers to the suite of IP&R documents as described in the figure on page 24. |
| CSP | Community Strategic Plan, as published by each council in NSW in approximately 2013, after the introduction of the IP&R Legislation. The CSP is the primary IP&R document produced by each council, with a minimum 10-year planning horizon. |
| Objective or Strategic Objective | Objectives are items within a CSP that directly address issues Identified by the community during community engagement. They are further defined by the *Integrated Planning & Reporting Manual.* <br><br> Termed 'Layer 2' by the project. |
| Strategy | Strategies are items within a CSP that outline how an Objective will be achieved and are further defined in the *Integrated Planning & Reporting Manual.* <br><br> Termed 'Layer 3' by the project. |
| DP | Delivery Program, as published by each council in NSW in approximately 2013, after the introduction of the IP&R Legislation. The DP accompanies the CSP and covers a 4-year period commencing on 1 July following each ordinary election. |
| Activity or Principal Activity | Item within a DP as defined by the *Integrated Planning & Reporting Manual.* <br><br> Termed 'Layer 4' by the project |
| Item | Either an Activity or Principal Activity, Strategic Objective or Strategy in a CSP or DP, as defined by the *Integrated Planning & Reporting Manual.* |
| Layers 1, 2, 3 and 4 | Levels of information (or 'items') within Community Strategic Plans (CSPs) and Delivery Program (DPs), as defined by the project at section 2.1.3 being: <br><br> Layer 1 – 'Vision' or equivalent of a CSP <br> Layer 2 – 'Strategic Objective' or 'Objective' or equivalent of a CSP <br> Layer 3 – 'Strategy' or equivalent of a CSP (sometimes also in a DP) <br> Layer 4 – 'Principal Activity' of a DP <br><br>  |

# Summary of the Project

## Project Overview and Framework

This project was commissioned by the New South Wales (NSW) Premier's Council for Active Living (PCAL) to identify the presence of healthy eating and active living (HEAL) within Integrated Planning and Report Framework (IP&R) documents published by NSW councils in 2013. The project establishes the first baseline measurement of HEAL across all 152 NSW local government Community Strategic Plans (CSPs) and examines 15 selected Delivery Programs (DPs) for further evidence of the translation of CSP Objectives into Principal Activities within DPs.

The project found that the majority of NSW councils and their communities have addressed HEAL via the Objectives contained in their CSPs, however many appear to have had difficulty in translating these broad Objectives into detailed Strategies and Activities within the subsequent IP&R framework documentation.

> **By establishing who, how, where and why local government in NSW are addressing HEAL, this report will serve as a valuable resource…**

CSPs and DPs are required to be prepared by all NSW councils, as part of the requirements set in 2013 by the *NSW Local Government Act* and supported by the accompanying *Integrated Planning and Reporting Manual* (IP&R Manual), prepared by the NSW Office of Local Government. The Manual outlines an IP&R 'Framework', including requirements and suggestions to be followed by NSW councils in preparing their CSPs and DPs. In particular, the Manual dictates a logical sequence of plans, with the CSP "sitting above all other plans and policies in the planning hierarchy" with its intent 'cascading' down to the Plans below it (the DP being the next plan in the sequence).

This report and its accompanying databases (available on request, details on page 2) aims to provide a baseline measurement of HEAL, but does not aim to benchmark the HEAL principles identified in these documents.

'HEAL principles' were categorised into one or more of the following domains and subdomains, as shown below:

| DOMAIN | SUB-DOMAIN |
|---|---|
| **Getting People Active** | Facilitating utilitarian physical activity |
| | Facilitating recreational physical activity |
| | Facilitating both utilitarian and recreational physical activity |
| **Connecting & Strengthening Communities** | Facilitating incidental neighbourhood interaction |
| | Making community spaces |
| | Building for crime prevention |
| **Healthy Eating** | Providing healthy food options |
| | Promoting responsible food advertising |
| **Supporting Healthy Lifestyles Generally** | *(no subdomain)* |

(Based on domains by Kent, Thompson & Jalaludin, 2011 and reiterated by Paine & Thompson, 2016 and as modified for the project)

The continuing cost to individuals and the NSW community of unhealthy eating and sedentary lifestyles places this project in sharp focus. By establishing who, how, where and why local governments around NSW are addressing HEAL, this report will serve as a valuable resource for local government practitioners seeking to improve policy outcomes, state government policy

makers seeking to support HEAL activities and non-government organisations seeking to assist in improving the health of local communities.

## Project context with other documents

This project, its framework and methodology is based on the frameworks within key NSW legislation, NSW health policy and significant previous research in the area of HEAL, being primarily:

- NSW Local Government Act 1993

- NSW Office of Local Government's *IP&R Manual* (IP&R Manual) which outlines an *IP&R Framework* to be followed by NSW councils

- Work previously published by PCAL in the area of 'healthy eating and active living', particularly that aimed at NSW local government

- The extensive HEAL research and frameworks established by Healthy Built Environments Program at the UNSW

- NSW Government Health and Transport policies

## Project Components

The project consisted of the following key components. Detailed information about the method of each of these components is given in section 1.4 (Framework) and section 2 (Method).

### A. Community Strategic Plan HEAL Database

A database was prepared to identify the Objectives and Strategies from all 152 CSPs that directly related to HEAL. These items were also categorised into their relevant HEAL domains and subdomains. Each NSW council was also placed into one of 14 'classifications' based on each local government area's (LGAs) population and geographical characteristics. The themes of each CSP were also identified (based on the IP&R Manual's categorisation of Social, Environmental, Economic and Governance, and with the additional project categories of 'Infrastructure' and 'Mixed') and Objectives and Strategies categorised into these themes.

### B. Delivery Program HEAL Database

A second database was prepared to identify all Principal Activities from 15 selected DPs that directly related to HEAL. These items were categorised into their relevant HEAL subdomains. Additional information was also identified about the 'method by which council will deliver each Activity' and 'whether or not each Activity provided further detail of how its relevant CSP Objective or Strategy would be implemented'.

*The two project databases are available on request from PCAL, see page 2 for details.*

To provide context around components A and B, the project also observed other general information (non-HEAL related) relating to the structure and other characteristics of each CSP and DP.

### C. Analysis and report

The two databases were analysed in numerous ways by the various characteristics described above, aiming to present meaning from the large amount of data gathered by the project, and to give specific understanding as to how councils incorporated HEAL principles in their CSPs and DPs. The results are presented in this report, from sections 4 to 7, along with selected excerpts of text from CSPs and DPs that illustrate aspects as discussed.

## Limitations

The analysis and report has its limitations, as given in section 2.3.

The wide variation in the way that CSPs and DPs are structured and written meant that there were various difficulties encountered in setting the project methodology and in categorising some of the CSP and DP text.

## Community Strategic Plans analysis

There are an unlimited number of ways of analysing the information in the CSP database, and it is recognised that only a limited number of aspects could be covered in this report. Likewise, there are approximately 3,000 examples that could be quoted from the database, and this report therefore only lists a small proportion of the total observed.

> **General observations of CSPs are firstly discussed below, to give context to the reporting of HEAL principles that follows.**

### General observations about CSPs

A summary of general observations of the 152 CSPs follows. Details are at section 3.1.

1. There was a wide variation in the way that CSPs were structured, written and the complexity and detail of their content.

2. The level of detail in each CSP was usually a function of how the CSP was structured.

3. There was a wide variation in the length of the documents (2 to 124 pages) and the time frames that they applied to (4 to 27 years).

4. CSPs varied widely in the terminology, complexity and grammar of their Visions, Objectives and Strategies, for example there were 36 different names used for the equivalent IP&R term of 'Strategy'.

5. From the 4 CSP themes suggested by the IP&R Manual (Social, Economic, Environment and Governance), there were almost 600 different theme names used in the 152 CSPs, and many of these spanned more than one of the four given by the IP&R Manual.

6. The IP&R Manual requires that CSPs "must identify assessment methods for determining whether the objectives are being achieved". This requirement was interpreted widely in the CSPs, with 124 CSPs providing some type of 'assessment method' (e.g. a set of indicators). The level of detail and complexity of these stated methods varied widely.

7. The content, grammar and length of each CSP's Vision varied considerably, from snappy five-word 'slogans' to lengthy visions covering more than a page. The Visions of 39 CSPs included words that used the 'explicit' language of HEAL (e.g. health, activity, etc.). Section 3.2 contains details.

> **The wide variety in the general structure and content of the CSPs, as listed above, had a clear influence on the way in which HEAL principles in those documents were expressed.**

### HEAL principles in CSP Objectives

1,071 unique CSP Objectives contained HEAL principles. Objectives were classified into the following HEAL domains in the following numbers (note that many Objectives were categorised into more than one domain):

| HEAL Domain | Number of Objectives |
|---|---|
| Getting People Active | 603 |
| Connecting and Strengthening Communities | 394 |
| Supporting Healthy Lifestyles Generally | 127 |
| Healthy Eating | 108 |

The report provides specific examples of Objectives in these domains at Section 3.3.

### HEAL principles in CSP Strategies

1,991 unique CSP Strategies contained HEAL principles. Section 3.4 provides details of these CSP Strategies.

The number of Strategies relevant to HEAL that were observed in any one CSP varied between 73 (Sydney City Council) and minimal occurrences (i.e. under 5) in some small rural councils.

The figure below shows the number of Strategies found in all CSPs that could be classified under each HEAL subdomain.
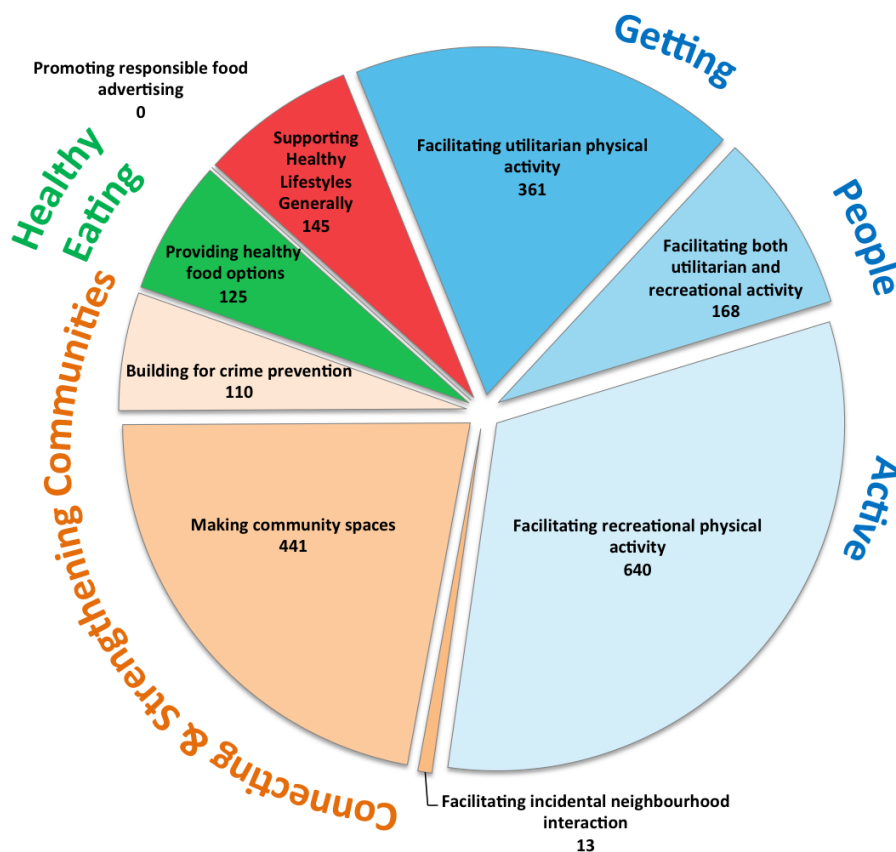


### HEAL Principles by CSP Themes

HEAL-related Objectives and Strategies were categorised under the following CSP themes (as categorised by the project), being: Social (30%), Infrastructure (16%), Economic (15%), Environment (13%), Governance (2%), and Mixed Themes (24%). Section 3.5 provides further details of how Strategies were classified under the various CSP themes.

**Differences in the approach to HEAL principles between LGA classifications**

Another key aspect of the project was to determine whether the approach to HEAL principles in CSPs varied by the 14 LGA classifications that were set as part of the project method (as set out in section 2.1.2). Section 3.6 provides the results of this aspect.

Across the 14 Local Government classifications, the 'Getting People Active' domain was addressed in some way through Objectives in 100% of all CSPs. The 'Connecting and Strengthening Communities' domain was least represented in rural LGAs (74%) than in regional LGAs (94%), metropolitan fringe (90%) and metropolitan and capital (100%). The 'Healthy Eating' domain was least represented by capital and metropolitan LGAs (0% and 23%) and most represented by rural LGAs (51%).

**CSP Strategies by HEAL Domains and subdomains**

The report provides a discussion of the findings of the Strategies by domains and subdomains, with graphs and many specific examples of CSP text (sections 4 to 7). The following highlights some of the main points observed in these sections.

DOMAIN: GETTING PEOPLE ACTIVE

**Subdomains:**

- **Facilitating both utilitarian and recreational physical activity -** 168 Strategies (selected examples at Section 4.2)

- **Facilitating utilitarian physical activity** - 361 Strategies (selected examples at Section 4.3)

- **Facilitating recreational & physical activity** - 640 Strategies (selected examples at Section 4.4)

Many Strategies were applicable to both facilitating utilitarian AND recreational physical activity, so a third subdomain of that name was thus created. These Strategies were predominantly related to issues surrounding walking and cycling. Paths (which are used for both utilitarian and recreational walking or cycling) featured heavily, as did Strategies relating to 'connecting spaces' (for either recreational or utilitarian use).

Strategies relating to '*Facilitating utilitarian physical activity*' were concerned primarily with active transport options and issues, as well as some integrated land use and transport planning issues. Many of the Strategies also related to encouraging utilitarian walking or cycling.

Strategies relating to '*Facilitating recreational physical activity*' were concerned with open space, sport and recreation in its diverse forms. There were a significant number of LGAs with comprehensive sets of Objectives and Strategies relating to this domain. Sport was an important feature (162 occurrences), with not only provision of infrastructure mentioned, but also the facilitation of local sporting groups, and the desire to attract large sport events to LGAs. Exercise and fitness was barely mentioned (3 occurrences).

DOMAIN: CONNECTING & STRENGTHENING COMMUNITIES

**Subdomains:**

- **Facilitating incidental neighbourhood interaction** - 13 Strategies (selected examples at Section 5.1)

- **Making community spaces -** 441 Strategies (selected examples at Section 5.2)

- **Building for crime prevention -** 110 Strategies (selected examples at Section 5.3)

Strategies relating to *making community spaces* were the most numerous in this domain and covered a wide range of issues relating to activating the public domain and generally making public spaces welcoming and attractive to be in (thereby encouraging outdoor physical activity).

DOMAIN: HEALTHY EATING

**Subdomains:**

- **Providing healthy food options -** 125 Strategies (selected examples at Section 6)

- **Promoting responsible food advertising** – No Strategies

This domain had the lowest number of Strategies recorded of all the Domains.

There were a limited number of CSPs that included comprehensive Strategies relating to Healthy Eating. Several CSPs contained Strategies relating to the promotion, availability of, and access to local produce, mainly through the CSP themes of Economics and Social.

## DOMAIN: SUPPORTING HEALTHY LIFESTYLES GENERALLY

145 Strategies (selected examples at Section 7) **(No Subdomains)**

Most of the Strategies in this 'general' category expressed 'supporting active and healthy lifestyles', or variants of those words, without specifically mentioning any issues relating to the previous domains.

# Delivery Program analysis

The DPs of the following LGAs were analysed: Sydney, Wollongong, Gosford, Marrickville, Blue Mountains, Pittwater, Maitland, Wingecarribee, Bathurst, Kempsey, Leeton, Temora, Carrathool, Brewarrina and Wollondilly.

The most difficult aspects of the project analysis were encountered in this section of the project, which was primarily related to the wide variation in DP structures, detail and complexity, making categorisations and comparisons between DPs problematic.

This analysis incorporates less than 10% of the total of 152 DPs in NSW, and cannot therefore be taken as representative of the total number of DPs. However, even this relatively small sample highlighted some of the problems in the translation of CSP Objectives and Strategies through to the Delivery Program stage.

## General observations about DPs

The general structure, content, detail and complexity of DPs all had an effect on how the DPs were analysed through the lens of HEAL. A summary of general observations follows. Details are given in section 8.1.

1. Some DPs incorporated both the DP and Operational Plan in the same document, often with components of both being given in the same tables.

2. Some DPs simply repeated all the Strategy information from the CSP as their DP Principal Activities.

3. Some DPs abandoned the CSP themes that had been constructed by the CSP process.

4. Councils used varying terminologies for the IP&R Manual's 'Principal Activities'.

5. There was wide variation in how 'performance measures' were used, ranging from the use of simple community surveys through to complex indicators.

6. There was also a wide variation in the number of DPs (and CSPs) addressing performance measures.

7. The effectiveness to which DPs 'had a clear link to the Objectives and Strategies of the CSP' varied considerably. The links between the documents were often difficult to understand, or meaningless.

## DPs and HEAL Principles

There were a total of 400 unique 'Principal Activities' identified in the 15 selected DPs that could be classified under one of the HEAL domains.

One of the project aims was to try to determine whether the DP Principal Activities analysed actually 'translated' well from their corresponding CSP Objectives and Strategies. In the difficult circumstance of having DPs with inconsistent structures and terminologies, the problem was slightly reframed to ask 'does the DP Activity provide further detail of how the relevant CSP Strategy will be implemented?' Of the 400 Activities, less than half (165) could answer 'yes'.

There were some DPs that showed excellent translation and a logical progression from their CSP HEAL-related Objectives and Strategies to the DP Principal Activities. Others were deficient in this respect, some showing no links back to relevant CSP Objectives, or categorising individual Activities to several Objectives, and often just stating the Objectives' identification numbers, rather than explaining the context in words.

There were also instances uncovered where seemingly comprehensive HEAL-related CSP Objectives and Strategies were negated by their treatment in the DP. For example, some DPs had no corresponding Activities for some HEAL-related CSP Strategies. There were other cases where the DP Activity was very general (non-HEAL related) and did not 'match' the intention of their corresponding CSP HEAL-related Objectives and Strategies. Occasionally, a 'new' HEAL principle was uncovered in a DP Activity that had not previously been mentioned in a CSP Objective or Strategy. Section 8.2 provides further details of these issues.

## DP Activities by HEAL subdomains

The figure below shows the number of unique Activities in the 15 selected DPs that could be classified by HEAL subdomains. Note that some Activities were relevant to more than one Subdomain.
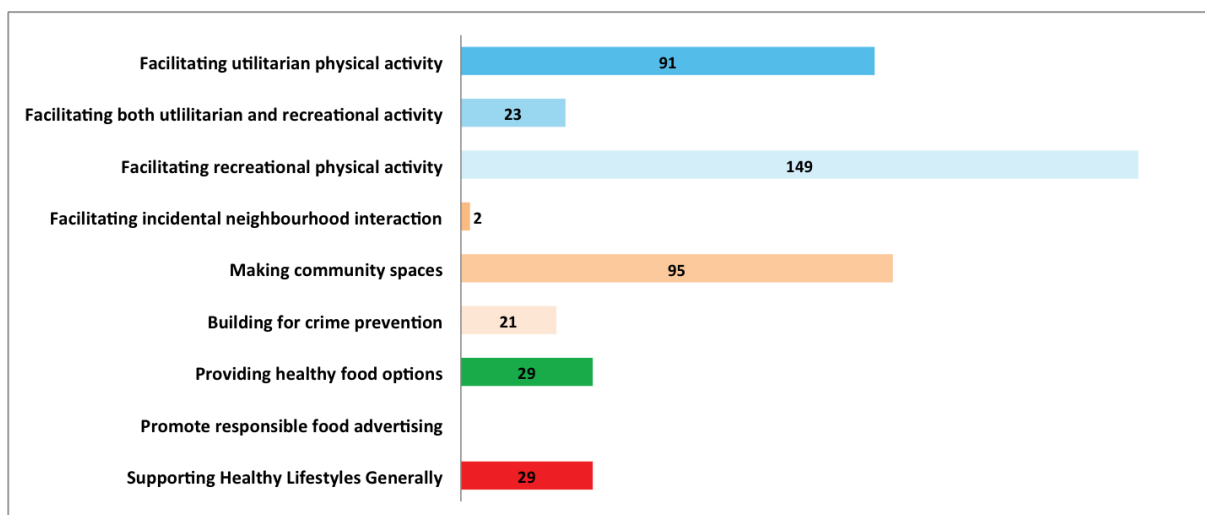
### Councils' roles in implementing DP Activities

Lastly, one of the useful ways of understanding how HEAL-related DP Activities translate to 'reality on the ground' was to show the myriad of ways that councils intend to implement their Activities. Section 8.4 details the number of occurrences in all HEAL related DP Activities where councils' 'role or method of action' in implementing the Activity could be identified, listing them by that role/method. It is summarised in the figure below.
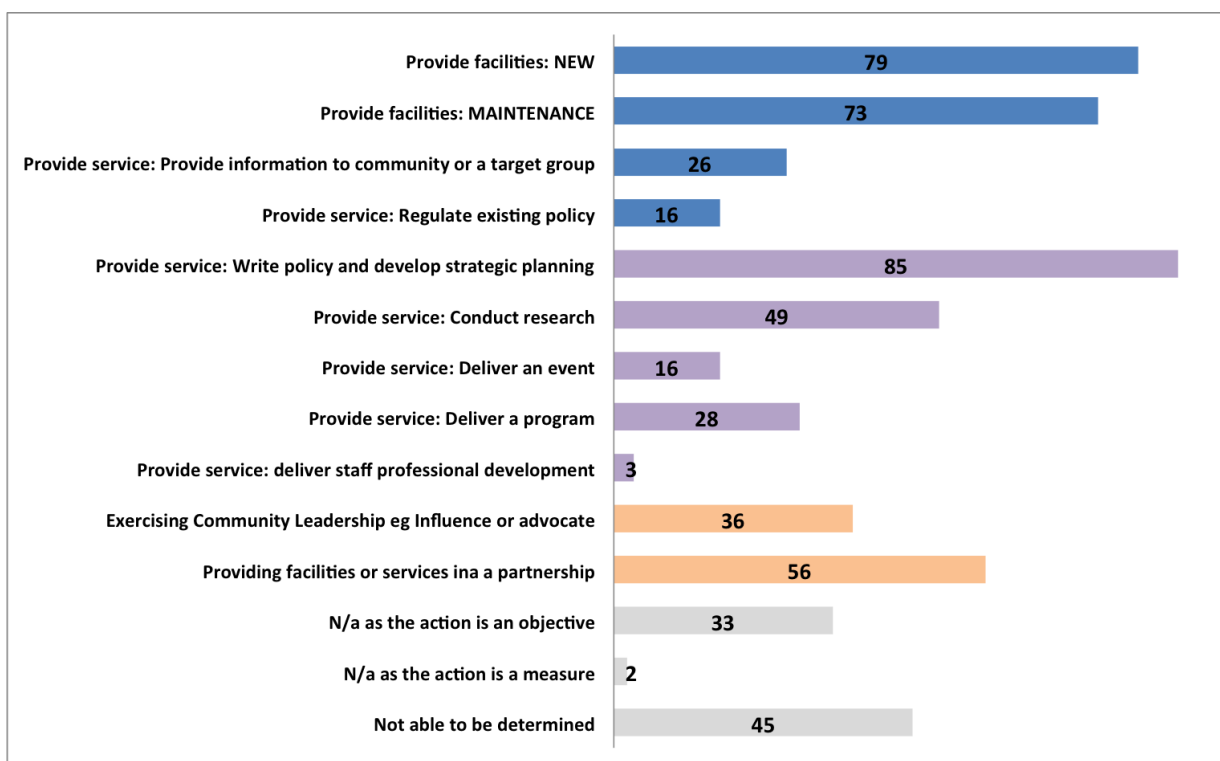


'Providing a service' (being 'writing policy' or 'developing strategic planning') was the most common method by which HEAL related DP Activities are implemented by councils (85 Activities), followed by 'provision of new facilities' (79) and 'maintenance of facilities' (73).

However, there were a significant number of Activities where councils' 'role or method of action' in implementing the Activity could not be identified. This was sometimes because the Activity was drafted not as an Activity, but as an Objective or measure, meaning that its implementation was unclear.

## Conclusions and recommendations

### Conclusions

The analysis shows that in general, NSW councils have embraced HEAL principles in their IP&R documentation, with a considerable range of HEAL related principles and specific items being included in the 152 CSPs and 15 selected DPs. The accompanying two databases include almost 3,500 examples of such items, with 1,071 unique Objectives, 1,991 unique Strategies and 400 unique Principal Activities.

However, the range in structure, detail and complexity of these documents means that there is an equally wide range of how effective the implementation of these principles and items will be. This is despite the clear guidance and 'Essential Elements' provided for councils in the IP&R Manual. There is much work to be done in addressing this issue, as detailed in the recommendations below.

CSPs were observed that displayed a high level of detail relating to HEAL principles, with councils at the other end of the scale having minimal recognition of HEAL.

The 'translation' of the good HEAL intentions set by the Objectives and Strategies in the CSPs resulted in inconsistent outcomes in the 15 accompanying DPs that were analysed.

Nonetheless, this report was able to provide many specific examples of HEAL principles in CSPs and DPs, although it does not endorse any of them. These examples provide an opportunity for councils to learn from each other and to apply some of the findings of this report in their future planning.

## Recommendations

There are a range of recommendations that arise from this project which are summarised below. Full details of these recommendations are given at section 9.2.

The recommendations will be of interest to a range of organisations involved in promoting, researching and implementing HEAL principles in NSW, including but not limited to PCAL, individual councils, the NSW Office of Local Government (OLG), NSW Health, Local Government NSW (LGNSW) and other researchers. However, this report does not specifically allocate organisation(s) to be the responsible body for each recommendation.

**Table 1: Summary of recommendations of report**

| |
|---|
| • That further investigation is undertaken into the processes that led to the inclusion of HEAL principles within CSPs, including analysis of the Community Engagement Strategy and its findings. |
| • That the IP&R Manual for local government in NSW be reviewed and updated to clarify the specific requirements for councils when preparing IP&R documentation. This update should showcase examples of best practice from across NSW local government including metropolitan, regional, rural and remote local government areas. |
| • That comprehensive support and guidance be given to NSW local government to improve the structure, clarity and strategic nature of CSPs and DPs. Assistance should aim to improve the accessibility of the documents and facilitate the delivery of objectives as identified in CSPs. |
| • That attempts are made to better understand the processes by which a community's vision and objectives within a CSP is translated into actions within a DP by council. |
| • That future research attempts to understand how successfully HEAL actions are built or delivered by NSW local councils. |
| • That greater focus be directed toward capacity building around healthy planning principles for decision makers in council. |
| • That the methodology of this project's baseline analysis be replicated in the future to measure the continued application of HEAL principles in CSPs and DPs. |
| • That additional research into the application of HEAL principles in local government CSPs and DPs be undertaken in the areas of: application of HEAL performance indicators, CSP Themes and Delivery Programs. |
| • That the HEAL database be further analysed to determine patterns in the use of HEAL principles in CSPs and DPs by various local government characteristics. |
| • That a system of benchmarking HEAL principles in CSPs be established. |
| • That the promotion of HEAL principles and their implementation within NSW councils continues and the mechanisms to demonstrate the practical application of these principles be further advanced. |
| • That a greater understanding of how councils can implement healthy eating and food policy in a local government context be explored through the provision of incentives to encourage the piloting of ideas. |

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# 1. BACKGROUND and FRAMEWORK

## 1.1. Purpose

This project, commissioned by the New South Wales Premier's Council for Active Living (PCAL), is a desktop study that has the purpose of:

1. Establishing a baseline measure of the incorporation of healthy eating and active living (HEAL) within all 152 New South Wales (NSW) local government Community Strategic Plans (CSPs) published in approximately 2013.

2. Analysing the Delivery Programs (DPs) of 15 selected NSW local government councils (published in approximately 2013) to determine how HEAL 'Objectives' within CSPs have been translated into 'Principal Activities' within DPs.

In doing so, the project aims to devise an evaluation method that enables the repeat of this project in order to track the incorporation of HEAL principles within future CSPs and DPs.

The project consists of this report and two accompanying databases, which are available on request from PCAL.

The project forms part of PCAL's terms of reference: to build and strengthen the physical and social environments in which communities engage in active living and healthy eating.

## 1.2. Audience

The intended primary audience of this project are local government and health professionals who are directly and indirectly involved in the writing and implementation of NSW local government Integrated Planning and Reporting (IP&R) documents. This report therefore deliberately uses language and concepts accessible to both audiences.

Within local government, it is expected that professionals working in the sectors of integrated planning and reporting, planning and management will be most interested in the details contained in this report, with Councillors and the community being a secondary audience.

Within health administration, it is expected that professionals working in health policy with an interdisciplinary focus will be the primary audience, specifically those working directly in, or helping to facilitate, HEAL programs at the local government level in NSW.

The information in this report, and the specific examples covered are intended to assist the above professionals in their further advocacy of HEAL principles within NSW local government.

## 1.3.    Healthy Eating & Active Living within Integrated Planning & Reporting

### 1.3.1.  <u>Healthy eating and active living: what is it and why is it important?</u>

Healthy Eating

- Healthy eating is the maintenance of a healthy diet that contributes to quality of life & wellbeing and helps to protect against diet related chronic diseases

Active Living

- Active living refers to opportunities for incorporating physical activity into the routines of daily life as well as for sport and recreation

In relation to 'healthy eating':

*"Maintaining a healthy diet contributes to our quality of life and wellbeing and helps to protect against diet related chronic diseases such as cardiovascular disease, type 2 diabetes and some forms of cancer. A diet rich in vegetables, fruits, lean meats or legumes/beans along with wholegrains and low fat dairy or alternatives as advocated in the Australian Dietary Guidelines should compose the basis of our diet. Foods that are high in energy, saturated fats, salt and sugar, often referred to as discretionary foods need to be limited".*

(National Health and Medical Research Council, 2013)

In relation to '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 or cycling.*

*What's the problem? To put it simply, most people are less physically active than they used to be. Only half the NSW population meets the recommended level of at least 30 minutes of physical activity on most days of the week required to obtain health benefits* (quoting Stephenson J, Bauman A, Armstrong T, Smith B, Bellew B. The Costs of Illness Attributable to Physical Inactivity in Australia. Commonwealth Department of Health and Aged Care, 2000)

*This costs the individual. People who are not adequately active are more likely to develop heart disease, stroke, type II diabetes, colon and breast cancer. They are more likely to be overweight, and more likely to suffer from depression. They are less likely to take part in all that life has to offer.*

*But low participation in physical activity also costs society. The direct and indirect health costs are enormous, as are the environmental costs of car dependence, a major contributing factor of low physical activity levels. A growing body of evidence also demonstrates the social costs are also significant – active communities are more likely to be strong and connected communities*

*showing greater participation in activities; inactive communities may be less inclusive and cohesive."*

(PCAL, undated. Why active living? A health, economic, environmental and social solution)

*"There is a strong relationship between people's health and the built environment and…this relationship is complex and contextual".*

(Kent, Thompson & Jalaludin, 2011)

### 1.3.2. <u>Interdisciplinary nature</u>

This project has an interdisciplinary focus, crossing the boundaries of health, urban design, planning, infrastructure provision, community development and more. All of these disciplines meet in local government practice, the focus of the research and outcomes of this project.

The interdisciplinary nature of HEAL facilitation is recognised in the work of Kent, Thompson & Jalaludin, 2011:

*"The structure of the built environment and its ability to influence the way people live, move and interact is integral to human health. This relationship is multi-dimensional, crossing spatial, temporal and discipline boundaries with a complexity difficult to map, monitor and define".*

The interdisciplinary nature of the project was one of its strengths, and at the same time one of its most difficult aspects. As will be described in following sections, it was often difficult to categorise many items under specific disciplines; and items often covered more than one discipline, e.g.:

- Community development and urban design (often now referred to in placemaking)

- Environmental conservation and recreation

- Transport planning and recreation planning

- Sustainability and built environment, or sustainability and transport planning

- Urban design and transport planning

## 1.4. Project framework

### 1.4.1. Project components

The project consisted of several components, all of which are explained further in the Method in Section 2. The following is a short summary of these components:

1. Key word search - a technique to lead the author to the presence of HEAL principles and components in each CSP and selected DP.

2. Development of a CSP database in Excel to record:

    - classifications and selected LGA characteristics of each LGA in NSW
    - CSP Visions, Objectives and Strategies specifically relating to HEAL principles
    - the presence (or absence) of performance indicators (not specifically related to HEAL)
    - categorisation of identified CSP Objectives and Strategies by HEAL domains and subdomains

3. Analysis of the CSP database to assess councils' inclusion of HEAL principles in CSPs by the varying categorisations listed above.

4. Choice of 15 DPs, the selection of which were informed by LGA classifications and the inclusion (or otherwise) of HEAL principles in each related CSP.

5. Development of a DP database in Excel to record:

    - DP 'Principal Activities' specifically relating to HEAL principles

- categorisation of those Principal Activities by:
  - HEAL subdomains
  - councils' method of delivering the activity

6. Analysis of the DP database to determine how well HEAL principles were translated from the related CSP into the DP.

7. Production of a final report, using extensive cross tabulations and examples from the CSP and DP database, aiming to present meaning from the large amount of data gathered by the project, and in order to give understanding to how councils incorporated HEAL principles in the CSPs and DPs.

The project has its limitations, as given in section 2.3 and recognises that there are unlimited ways that the databases could be analysed and reported on. To meet the project timeframe, a selection of *key* information was analysed and presented, in order to fulfil the purpose of the project.

### 1.4.2.　　**Defining HEAL principles**

'HEAL principles' have been defined for this project as HEAL-related items that can be categorised into one or more of the following domains and subdomains, as modified for the project from the work of Kent, Thompson & Jalaludin (2011) (reiterated by Paine & Thompson (2016)), both developed through the work of the Healthy Built Environments Program (later City Futures Research Centre) at UNSW. The domains and subdomains are shown in the following table.

The following aspects should be noted in relation to the domains and subdomains modified for the project (as shown in the following table):

1. A third subdomain was added to the 'Getting People Active' domain to encompass principles that covered both the sub domains of facilitating utilitarian *and* recreational physical activity (this is explained further at section 4.2).

2. A fourth domain was added ('Supporting Healthy Lifestyles Generally') to encompass the wide range of *general* HEAL principles found in CSPs and DPs that could not be classified specifically into one of the 3 original domains.

The HEAL principles captured by the domains above are broader than the simple definition of HEAL (given at section 1.3.1). In particular, the 'Connecting & Strengthening Communities' domain would not generally be considered an aspect of either 'healthy eating' or 'active living'. However, this topic was recognised by Kent, Thompson & Jalaludin (2011) as being a critical element of the built environment that contributes to HEAL, and as such was accorded a domain status of its own. Accordingly, the 'Connecting & Strengthening Communities' domain has also been included in this project as being part of HEAL, particularly because it is recognised that local government has a critical role to play in facilitating this topic and influencing the form of the local built environment.

**Table 2: HEAL Domains and subdomains, as used in the project**

| | |
|---|---|
| **Getting People Active** | Facilitating utilitarian physical activity |
| | Facilitating both utilitarian and recreational physical activity |
| | Facilitating recreational physical activity |
| **Connecting & Strengthening Communities** | Facilitating incidental neighbourhood interaction |
| | Making community spaces |
| | Building for crime prevention |
| **Healthy Eating** | Providing healthy food options |
| | Promoting responsible food advertising |
| **Supporting Healthy Lifestyles Generally** | *No subdomains* |

Source: Kent, Thompson & Jalaludin, 2011 and reiterated by Paine and Thompson 2016, as modified for the project. Note that the icons used are not those of Paine & Thompson 2016 but were developed for this project.

## 1.5.    Guiding principles and documents

This project, its framework and methodology is based on the frameworks within key NSW legislation, NSW health policy and significant previous research in the area of HEAL, being primarily:

- NSW Local Government Act 1993

- NSW Office of Local Government's *IP&R Manual,* which outlines an *IP&R Framework* to be followed by NSW councils

- Work previously published by PCAL in the area of 'healthy eating and active living', particularly that aimed at NSW local government

- The extensive HEAL research and frameworks established by Healthy Built Environments Program and City Futures Research Centre at the UNSW

- NSW Government Health and Transport policies

Each of these is discussed in separate sections below, with an associated recognition of the 'Principal' and 'Secondary' documents that the methodological approach of the project is based on.

### 1.5.1.    NSW Local Government Act 1993 and the Integrated Planning & Reporting Framework

Charter of Councils

Chapter 3 of the *NSW Local Government Act 1993* (LG Act) defines the Charter of Councils in NSW and "comprises a set of principles that are to guide a council in the carrying out of its functions. A council may add other principles not inconsistent with those in the Chapter". It specifies that:

" (1)  A council has the following charter:

- to provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively

- to exercise community leadership

- to exercise its functions in a manner that is consistent with and actively promotes the multicultural principles

- to promote and to provide and plan for the needs of children

- to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development

- to have regard to the long term and cumulative effects of its decisions

- to bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible

- to engage in long-term strategic planning on behalf of the local community

- to exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights

- to facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government

- to raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants

- to keep the local community and the State government (and through it, the wider community) informed about its activities

- to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected

- to *be a responsible employer".*

Even though it has not traditionally been considered a 'core' part of local government's role, the implementation of HEAL actions at the local level sits within this Charter, fulfilling many of the principles given above.

### Integrated Planning & Reporting Framework and Manual

Chapter 13 of the LG Act is titled 'How are councils made accountable for their actions?' Part 2 'Strategic planning' gives the requirements for the preparation of CSPs (Cl 402) and DPs (Cl 404). Clause 406 enables the production of the Government's 'Integrated planning and reporting guidelines'.

> ### Principal document:
> NSW Division of Local Government, Department of Premier and Cabinet 2012. Integrated Planning and Reporting Manual for local government in NSW - Planning a sustainable future, March 2013

The *Integrated Planning and Reporting Manual for local government in NSW* ('IP&R Manual'), "is designed to assist councils as they implement the Integrated Planning and Reporting framework…which 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. [The framework] also recognises that council plans and policies should not exist in isolation and that they in fact are connected….This framework allows 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".

Extensive guidance is given in the Manual on all aspects of the IP&R Framework, including the preparation of CSPs and DPs. Although the Manual is intended primarily as a 'guide', there are 'Essential Elements' specified that councils are required to follow. Clause 406 of the LG Act states that "A council must ensure that the requirements of the guidelines are complied with".

Figure 1 shows the interconnected nature of the IP&R Framework and where CSPs and DPs sit within it.

A baseline of healthy eating and active living within NSW local government Community Strategic Plans & selected Delivery Programs
**BACKGROUND AND FRAMEWORK**

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**Figure 1: Integrated Planning and Reporting Framework**
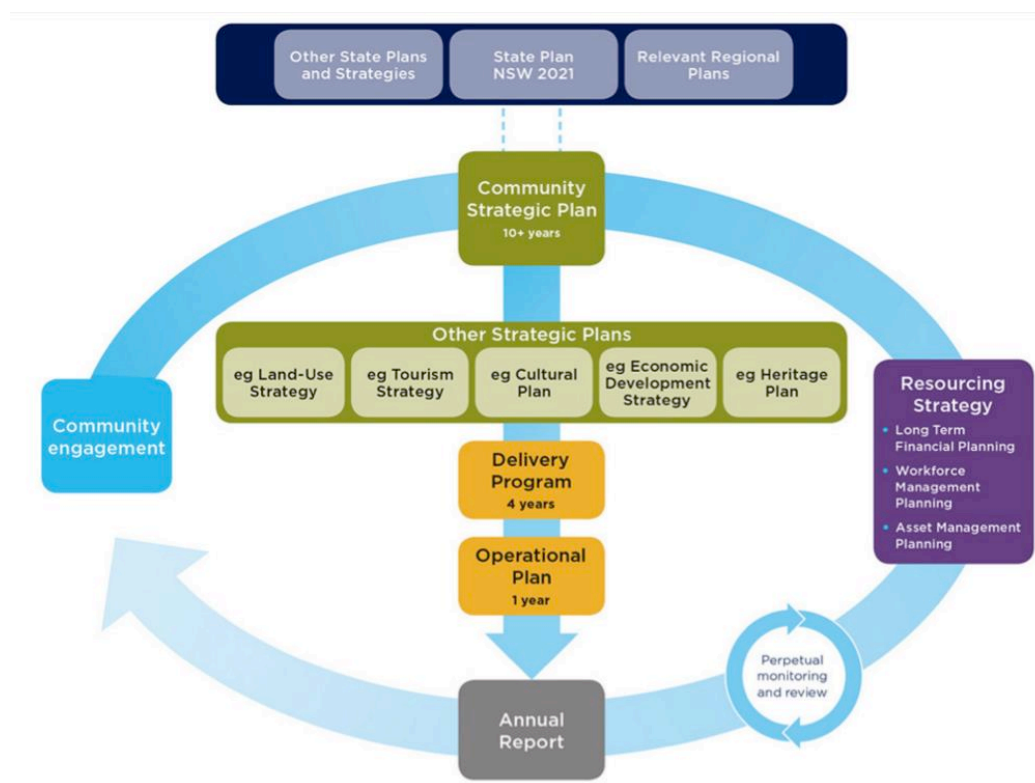


The IP&R Manual advocates a logical sequence of Plans in the Framework, with the CSP "sitting above all other council plans and policies in the planning hierarchy" and its intent 'cascading' down to the Plans below it.

**Community Strategic Plans**

The IP&R Manual provides a 'nutshell' summary about CSPs: they should address four key questions:

- Where are we now?

- Where do we want to be in 10 years time?

- How will we get there?

- How will we know we've arrived?

It further states "The purpose of the CSP is to identify the community's main priorities and aspirations for the future, and plan strategies to achieve them. These strategies will take into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available. While a council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the LGA, it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long term objectives of the Plan".

**Delivery Programs**

The IP&R Manual provides a short summary of the role of a DP, stating that it should:

- Summarise the activities the council has prioritised over a four year term to achieve the CSP
- Address the full range of the council's operations
- Be the key 'go to' document for councillors

It further states "This is the point where the community's strategic goals are systematically translated into actions. These are the principal activities to be undertaken by the council to implement the strategies established by the CSP within the resources available under the Resourcing Strategy…It is a statement of commitment to the community from each newly elected council. In preparing the DP, the council is accounting for its stewardship of the community's long term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be…It is designed as the single point of reference for all principal activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

## 1.5.2.  Social determinants of health framework

"Social Determinants of Health (SDoH) are social, economic, and material factors surrounding people's lives, such as housing, education, availability of nutritional food, employment, social support, health care systems, and secure early life. In many countries, including Australia, there are inequalities in health outcomes across the socioeconomic gradient (not just in disadvantaged groups) which can be ameliorated by incorporating a health focus across many areas of government departments, for example, improving access to adequate housing and early education". (Primary Health Care Research and Information Service, 2016)

Although this project recognises that it is placed within the framework of the SDoH, it makes no attempt to quantify any local health outcomes across NSW in relation to these determinants.

It is also acknowledged by Paine & Thompson 2016 that "the social, cultural and environmental determinants of health are wider than those included in [the HEAL] Indicators [discussed in the next section]. All are important in preventative health action.

## 1.5.3.  New South Wales Premier's Council for Active Living

PCAL "aims to build and strengthen the physical and social environments in which communities engage in active living. It comprises senior representatives from across government, industry and the community sector. It was established in 2004 and follows on from the NSW Physical Activity Taskforce, which met between 1996 and 2002".

In 2012, PCAL's Terms of Reference were expanded to include population level strategies to promote healthy eating.  In response, PCAL's members prioritised a number of actions for PCAL to help promote healthy eating in NSW, including:

1. Scoping current better practice strategies across state and local government, industry and the community sectors.
2. Development of healthy eating key messages.
3. Preparation of resources for local government to make healthy eating choices easier.
4. Incorporate healthy eating related matters within the PCAL Integrated Planning and Reporting resource for local government.

(PCAL website, 2016)

This project sits within the framework of PCAL's actions, and concentrates on the local government aspect of its work.

Principal documents:

Wiggins, Dr Danny, 2010: *Addressing Active Living through Councils' Integrated Planning and Reporting Framework - A Resource prepared for the NSW Premier's Council for Active Living and the NSW Division of Local Government, Department of Premier and Cabinet.*

NSW Premier's Council for Active Living, 2016. Addressing active living and healthy eating through local council's Integrated Planning and Reporting framework- A Guide prepared by the NSW Premier's Council for Active Living. An on-line guide at http://www.nswpcalipr.com.au/

In 2010, a significant resource was prepared by Dr Danny Wiggins for PCAL, and the NSW Division of Local Government (Department of Premier and Cabinet). The Resource provided guidance to NSW councils (and other interested parties) on how to address active living principles and practices as councils prepared and implemented the-then new IP&R Framework. This document has been used as a significant reference in this project.

PCAL then expanded on the Resource to provide an on-line guide containing specific examples of how councils could incorporate HEAL principles into their IP&R framework documents – available at http://www.nswpcalipr.com.au/

PCAL has also partnered with UNSW to collaborate on various projects surrounding the 'Healthy Built Environment' as discussed in the next section.

### 1.5.4. Healthy Eating and Active Living (HEAL) framework developed by UNSW

Principal documents:

Kent J; Thompson SM and Jalaludin B (2011) Healthy Built Environments: A review of the literature, Sydney: Healthy Built Environments Program, City Futures Research Centre, UNSW.

Paine, Gregory and Thompson, Susan (2016) *Healthy Built Environment Indicators.* City Wellbeing Program, CFRC, UNSW, Australia

This project centres on the analysis of CSPs by the three *domains* (or 'key built environment interventions that support human health') as identified by Kent, Thompson & Jalaludin, 2011 (reiterated by Paine & Thompson, 2016), both developed through the work of the Healthy Built Environments Program (later City Futures Research Centre) at UNSW. These domains are:

1. Getting People Active (physical activity) - to reduce obesity and risk of heart disease and other chronic conditions.
2. Connecting and Strengthening Communities (social interaction) - to reduce risk of mental illness, particularly depression.
3. Providing Healthy Food Options (nutrition) - to reduce obesity and risk of heart disease and other chronic conditions.

The three domains are further split into subdomains. This structure of the domains and subdomains was further modified for the project, as shown in Table 2.

**These domains and subdomains are used extensively throughout this project.**

Kent, Thompson & Jalaludin, 2011 (quoting Booth et al 2001) explains that "these built environment interventions are the foundations for supporting human health as they address the major risk factors for contemporary chronic disease – namely, decreased physical activity, increased stress and social isolation, and poor nutrition".

The executive summary of Kent, Thompson & Jalaludin, 2011 provides an excellent overview of the 'key messages from each built environment domains' and provides the key context to this

project. These messages are also the ones that Wiggins 2010 used in advising councils of ways to incorporate HEAL into their (then forthcoming) CSPs, of which this project is the analysis of.

### 1.5.5. NSW Government Policy

This project also sits within the framework of the following NSW Government Policies relating to health and transport:

> Secondary documents:
>
> NSW Ministry of Health 2013: NSW Healthy Eating and Active Living Strategy: Preventing overweight and obesity in New South Wales 2013-2018
>
> Premier's Priorities in Action, 2016.
>
> State of New South Wales through the Director General of Transport for NSW, 2012. NSW Long Term Transport Master Plan December 2012
>
> State of New South Wales through Transport for NSW, 2013: Sydney's Cycling Future - Cycling for everyday transport, December 2013
>
> State of New South Wales through Transport for NSW, 2013: Sydney's Walking Future - Connecting people and places, December 2013

### *Premier's Priorities in Action, 2016*

The Premier of NSW, Mike Baird states "I have committed to 12 key priorities that will make NSW an even better place to live and work for you. Together, we can make it happen". The only one relating explicitly to HEAL is: 'Tackling childhood obesity - Reduce overweight and obesity rates of children by 5% over 10 years.'

### NSW Healthy Eating and Active Living Strategy, 2013

This project sits within the context of the NSW Healthy Eating and Active Living Strategy, 2013.

The **targets** of the HEAL Strategy are to:

1. Reduce overweight and obesity rates of children and young people (5-16 years) to 21% by 2015
2. Stabilise overweight and obesity rates in adults by 2015, and then reduce by 5% by 2020
3. Increase participation in sport, recreational, arts and cultural activities by 10% from 2010 levels in rural and regional NSW and in Sydney by 2016
4. More than double the mode share of bicycle trips made in the Greater Sydney region, at a local and district level by 2016
5. Increase the mode share of walking trips made in the Greater Sydney region at a local and district level to 25% by 2016
6. Increase the proportion of total journeys to work by public transport in the Sydney Metropolitan Region to 28% by 2016
7. Increase the percentage of the population living within 30 minutes by public transport of a city or major centre in metropolitan Sydney

The **Objectives** of the HEAL Strategy are to:

1. Reduce intake of energy-dense nutrient-poor food and drinks
2. Increase consumption of fruit and vegetables
3. Increase incidental, moderate and vigorous physical activity
4. Reduce time spent in sedentary behaviours
5. Increase community awareness of healthy eating and physical activity as protective factors against chronic disease
6. Increase intake of water in preference to sugar-sweetened drinks

The **Strategic Directions** of the HEAL Strategy are to:

1. Environments to support healthy eating and active living

2. State-wide healthy eating and active living support programs

3. Healthy eating and active living advice as part of routine service delivery

4. Education and information to enable informed, healthy choices

This project focuses on Nos 1 and 2 above, and partly to no 4.

> *Note that from here on, 'HEAL' refers to the HEAL principles (as defined in 1.3.1 and Table 2), not the NSW HEAL Strategy.*

### Sydney's Cycling and Walking Future, 2013

Sydney's Cycling Future and Sydney's Walking Future were prepared by the NSW State Government in 2013.

*Sydney's Cycling Future* "presents a new direction in the way we plan, prioritise and provide for cycling in Sydney. This supports the change in culture we are seeing in Sydney with more people choosing to ride a bike for transport. Our focus is on the 70 per cent of NSW residents who tell us that they would like to ride a bike more for everyday transport – and would do so if cycling was made a safer and more convenient option for them. We will make bicycle riding a feasible transport option for these customers by:

- investing in separated cycleways and providing connected bicycle networks to major centres and transport interchanges;
- promoting better use of our existing network; and
- engaging with our partners across government, councils, developers and bicycle users."

*Sydney's Walking Future states* "Almost everybody walks at some point in their day. Our focus is on getting people walking for transport purposes more often. Customers tell us that they could walk more for the short everyday trips they make, and 73 per cent would do so with the right encouragement and support. We will provide for customers by:

- Promoting walking for transport
- Connecting people to places through safe walking networks around centres and public transport interchanges
- Engaging with partners across government, with councils, non-government organisations and the private sector to maximise our effectiveness."

Extensive walking and cycling items were identified in this project as outlined in later sections.

# 2.   METHOD

An overview of this project's components is given in the Framework in section 1.4. Each of these components will be described further in the sections below.

This method for this project was developed keeping in mind that it needs to be capable of being replicated in the future. It is expected that this will be required after the next update of Community Strategic Plan (CSP) documents are published by most NSW councils by July 1, 2017 (for those councils not subject to a merger) and July 1, 2018 for those councils subject to a merger.

## 2.1.   Community Strategic Plan analysis method

This section will explain each of the methodological steps taken in the development and analysis of the CSP database.

### 2.1.1.   Sourcing the CSPs

The CSP of each Local Government Area (LGA) in NSW was analysed in this project (i.e. the 152 LGAs that existed in NSW before the various council mergers in mid-2016). An electronic file of the CSP of each council was downloaded from each council's website. Where there was more than one version of a CSP produced by a council, the version produced in 2013 was used for this project, to provide a baseline at the time of the commencement of the-then new IP&R legislation and Manual. In some cases, councils had to be contacted by email and/or phone to source a CSP which was not available on their website.

The full reference list of CSPs analysed is given in Appendix 3.

### 2.1.2.   Classification of LGAs

To enable the CSPs to be compared fairly in the project, a classification system for the 152 local government areas (LGAs) had to be developed.

The NSW Office of Local Government (OLG) grouping and classification of councils, which in turn was based on the 'Australian Classification of Local Government' (Department of Transport and Regional Services, 2003) was chosen as the basis of the main profiling tool of NSW councils. The ALGA list (and therefore OLG list) take into account the population, density, geographical location and proportion of the population that is 'urban', to enable councils with like characteristics to be compared for a range of purposes. However for the project purposes, the OLG classification needed further refinement, particularly so that councils of very different population sizes and urban or rural structures did not appear in the same classification.

Hence, a classification for NSW LGAs was developed for the project. Current LGA population size was determined (ABS Estimated Resident Population at 30 June 2015) and more specific geographical descriptions were then developed to further refine the OLG classification system. 'Metropolitan fringe' was added to the geographical descriptions to take into account the peri-urban nature of some LGAs on the metropolitan boundaries. The population ranges of each group were made into well-rounded numbers, and also had consistency over the different geographical descriptions.

Although 2013 population could have been used in the classifications (to match the publication dates of most CSPs), it was considered that using contemporary (2015) data allowed better comparison. Further, councils would have reasonably expected at the time of their 2013 publications that their LGAs populations were to change (into the sizes that they currently are) and hence would have drafted their CSPs with that knowledge.

The following classifications for NSW LGAs were determined for the project:

**Table 3: NSW Local Government classifications used for this project**

| No | Classification Description |
|----|---------------------------|
| 1 | Capital |
| 2 | Metropolitan over 150,000 |
| 3 | Metropolitan fringe over 150,000 |
| 4 | Metropolitan 75,000 to 150,000 |
| 5 | Metropolitan fringe under 150,000 |
| 6 | Metropolitan under 75,000 |
| 7 | Regional over 75,000 |
| 8 | Regional 45,000 to 75,000 |
| 9 | Regional 30,000 to 45,000 |
| 10 | Regional 20,000 to 30,000 |
| 11 | Rural 10,000 to 20,000 |
| 12 | Rural 5,000 to 10,000 |
| 13 | Rural 2,000 to 5,000 |
| 14 | Rural under 2,000 |

Appendix 1 shows the classifications of all LGAs in NSW, while the map following shows all LGAs in NSW, with labels showing the LGA name identifier, and colours showing the different classifications. Note that the key on the following pages after the map provides an alphabetical list of the LGAs with the LGA name identifier, and also the classification group number.

**Figure 2: Map of NSW Local Government Areas showing classifications of LGAs**



**LGA Classification**

- 1 Capital
- 2 Metropolitan over 150,000
- 3 Metropolitan fringe over 150,000
- 4 Metropolitan 75,000 to 150,000
- 5 Metropolitan fringe under 150,000
- 6 Metropolitan to 75,000
- 7 Regional over 75,000
- 8 Regional 45,000 to 75,000
- 9 Regional 30,000-45,000
- 10 Regional 20,000 to 30,000
- 11 Rural 10,000 to 20,000
- 12 Rural 5,000 to 10,000
- 13 Rural 2,000 to 5,000
- 14 Rural under 2,000
- Not in Study (Unincorporated)

**Key to** Figure 2 **- LGA names and classifications**
*Map Number: LGA Name (LGA Classification)*

1: Albury City Council (8)
2: Armidale Dumaresq Council (10)
3: Ashfield Council (6)
4: Auburn City Council (4)
5: Ballina Shire Council (9)
6: Balranald Shire Council (13)
7: Bankstown City Council (2)
8: Bathurst Regional Council (9)
9: Bega Valley Shire Council (9)
10: Bellingen Shire Council (11)
11: Berrigan Shire Council (12)
12: Blacktown City Council (2)
13: Bland Shire Council (12)
14: Blayney Shire Council (12)
15: Blue Mountains City Council (5)
16: Bogan Shire Council (13)
17: Bombala Council (13)
18: Boorowa Council (13)
19: Bourke Shire Council (13)
20: Brewarrina Shire Council (14)
21: Broken Hill City Council (11)
22: Burwood Council (6)
23: Byron Shire Council (9)
24: Cabonne Council (11)
25: Camden Council (5)
26: Campbelltown City Council (3)
27: Canterbury City Council (2)
28: Carrathool Shire Council (13)
29: Central Darling Shire Council (13)
30: Cessnock City Council (8)
31: City of Canada Bay Council (4)
32: City of Lithgow Council (10)
33: Clarence Valley Council (8)
34: Cobar Shire Council (13)
35: Coffs Harbour City Council (8)
36: Conargo Shire Council (14)
37: Coolamon Shire Council (13)
38: Cooma-Monaro Shire Council (11)
39: Coonamble Shire Council (13)
40: Cootamundra Shire Council (12)
41: Corowa Shire Council (11)
42: Council of the City of Sydney (1)
43: Cowra Shire Council (11)
44: Deniliquin Council (11)
45: Dubbo City Council (9)
46: Dungog Shire Council (12)
47: Eurobodalla Shire Council (9)
48: Fairfield City Council (2)
49: Forbes Shire Council (12)
50: Gilgandra Shire Council (13)
51: Glen Innes Severn Council (12)
52: Gloucester Shire Council (12)
53: Gosford City Council (3)
54: Goulburn Mulwaree Council (10)
55: Great Lakes Council (9)
56: Greater Hume Shire Council (11)
57: Greater Taree City Council (8)
58: Griffith City Council (10)

59: Gundagai Shire Council (13)
60: Gunnedah Shire Council (11)
61: Guyra Shire Council (13)
62: Gwydir Shire Council (12)
63: Harden Shire Council (13)
64: Hawkesbury City Council (5)
65: Hay Shire Council (13)
66: Holroyd City Council (4)
67: Hurstville City Council (4)
68: Inverell Shire Council (11)
69: Jerilderie Shire Council (14)
70: Junee Shire Council (12)
71: Kempsey Shire Council (10)
72: Kogarah City Council (6)
73: Ku-ring-gai Council (4)
74: Kyogle Council (12)
75: Lachlan Shire Council (12)
76: Lake Macquarie City Council (2)
77: Lane Cove Municipal Council (6)
78: Leeton Shire Council (11)
79: Leichhardt Municipal Council (6)
80: Lismore City Council (9)
81: Liverpool City Council (3)
82: Liverpool Plains Shire Council (12)
83: Lockhart Shire Council (13)
84: Maitland City Council (7)
85: Manly Council (6)
86: Marrickville Council (4)
87: Mid-Western Regional Council (10)
88: Moree Plains Shire Council (11)
89: Mosman Municipal Council (6)
90: Murray Shire Council (12)
91: Murrumbidgee Shire Council (13)
92: Muswellbrook Shire Council (11)
93: Nambucca Shire Council (11)
94: Narrabri Shire Council (11)
95: Narrandera Shire Council (12)
96: Narromine Shire Council (12)
97: Newcastle City Council (2)
98: North Sydney Council (6)
99: Oberon Council (12)
100: Orange City Council (9)
101: Palerang Council (11)
102: Parkes Shire Council (11)
103: Parramatta City Council (2)
104: Penrith City Council (3)
105: Pittwater Council (6)
106: Port Macquarie-Hastings Council (7)
107: Port Stephens Council (8)
108: Queanbeyan City Council (9)
109: Randwick City Council (4)
110: Richmond Valley Council (10)
111: Rockdale City Council (4)
112: Ryde City Council (4)
113: Shellharbour City Council (8)
114: Shoalhaven City Council (7)
115: Singleton Council (10)
116: Snowy River Shire Council (12)

117: Strathfield Municipal Council (6)
118: Sutherland Shire Council (2)
119: Tamworth Regional Council (8)
120: Temora Shire Council (12)
121: Tenterfield Shire Council (12)
122: The Council of the City of Botany Bay (6)
123: The Council of the Municipality of Hunters Hill (6)
124: The Council of the Municipality of Kiama (10)
125: The Council of the Shire of Hornsby (2)
126: The Council of the Shire of Wakool (13)
127: The Hills Shire Council (3)
128: Tumbarumba Shire Council (13)
129: Tumut Shire Council (11)
130: Tweed Shire Council (7)
131: Upper Hunter Shire Council (11)
132: Upper Lachlan Shire Council (12)
133: Uralla Shire Council (12)
134: Urana Shire Council (14)

135: Wagga Wagga City Council (8)
136: Walcha Council (13)
137: Walgett Shire Council (12)
138: Warren Shire Council (13)
139: Warringah Council (2)
140: Warrumbungle Shire Council (12)
141: Waverley Council (6)
142: Weddin Shire Council (13)
143: Wellington Council (12)
144: Wentworth Shire Council (12)
145: Willoughby City Council (4)
146: Wingecarribee Shire Council (8)
147: Wollondilly Shire Council (5)
148: Wollongong City Council (2)
149: Woollahra Municipal Council (6)
150: Wyong Shire Council (3)
151: Yass Valley Council (11)
152: Young Shire Council (11)

### 2.1.3. The use of Layers of the CSP Framework

The IP&R Manual requires that CSPs and DPs follow a basic structure as described in the Manual's 'Essential Elements' listed below:

*"The CSP must include:*

- *A community **vision statement***
- ***Strategic objectives** for the community that address social, environmental, economic and civic leadership issues identified by the community*
- ***Strategies** for achieving each objective*

*A DP must:*

- *Directly address the objectives and strategies of the community strategic plan and identify **Principal Activities** that the council will undertake in response to the objectives and strategies."*

(NSW Division of Local Government, Department of Premier and Cabinet, 2012)

The project required a simpler way of categorising these 'Essential Elements', so a simple 'Layer 1-2-3-4' categorisation was devised as shown below.

**Figure 3: Project Layers of CSP and DP framework**
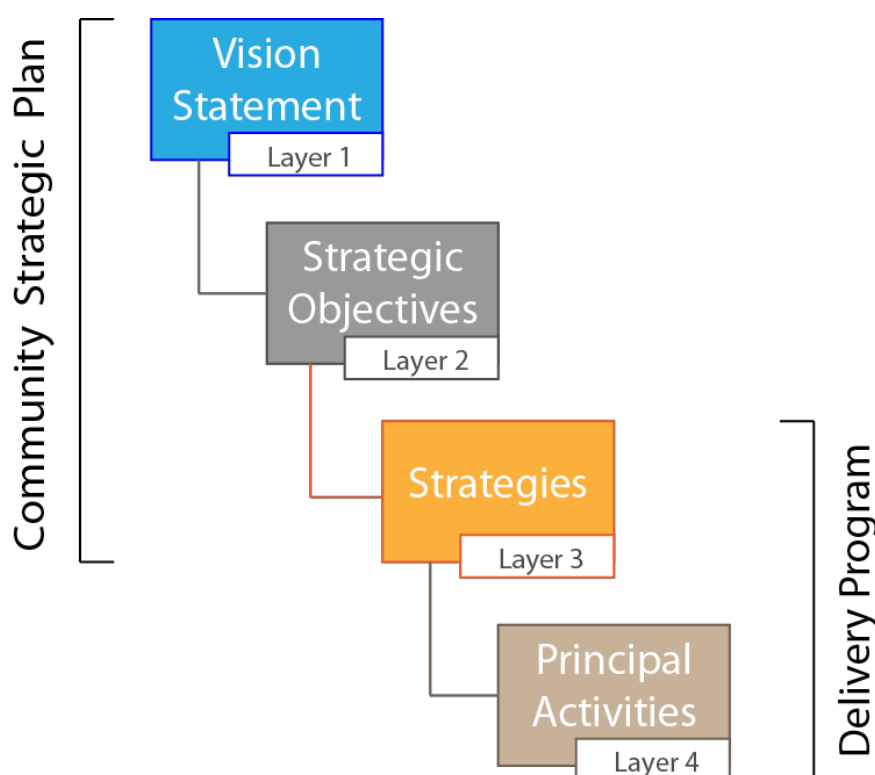


Simplifying the structural terms used in the Essential Elements of the IP&R Manual into project 'Layers' allowed for one term (i.e. 'Layer') to cover the myriad of terms that individual councils assigned to these within their CSPs. The wide variation of terms for each Layer used by CSPs is described in section 3.1.4.

It was also anticipated that CSPs would include other levels of text that sat somewhere between Layer 1 and Layer 2, or were intended to arch over the 3 Layers as 'guiding principles' or similar. The existence of these additional levels were also noted in the database, and included:

- Statement of community values to support the vision statement

- Council's mission statement

- CSP Principles

Note that it was assumed that all CSPs would include the reference required by the IP&R Manual to the Social justice principles of *equity, access, participation, and right*s. This information was not recorded in the database.

### 2.1.4.  Identification of HEAL related items in the CSPs

The intent of this stage of the process was that a robust key word and phrase search of each CSP would lead the author to the presence of all Layer 1, 2 and 3 text (i.e. Visions, Objectives and Strategies) in the CSPs containing HEAL principles.

Initially, it was expected that an electronic 'word search' of each CSP would occur. However, it quickly became obvious that a visual inspection of the entire text of each CSP by the author was the only way to identify HEAL-related issues. The sheer scale of the project (likely to be more than 6,000 pages across 152 separate documents) meant that a key word search would be too slow. More critically, the author needed to ensure that each occurrence of a HEAL-related word was in '*context*' and also that the absence of HEAL-related words did not mean that any HEAL-related text was inadvertently missed.

Individual HEAL-related items analysed in this project did not make sense listed purely on their own; their *context* with other HEAL-related items in the same document, and the theme categorisation of the items in each CSP were critical.  The principle of 'context is everything' had to be returned to time after time in making simple methodological decisions at every step of the project.

Therefore, in an electronic version of each CSP, the author visually inspected the entire text of the Layer 1, 2 and 3 components of the CSP to identify and record into the database:

- *Explicit* HEAL items, as identified through the occurrence of one or more Tier One HEAL terminology words (as explained below)

- Words relating to *components* of HEAL principles, identified usually through the use of one or more Tier Two HEAL terminology words (as explained below)

#### Tier One words

'Tier 1' words or phrases are those that constitute the *explicit* language of HEAL principles, and are a specific focus of this project. The rationale of using Tier 1 words was that the presence of any of these words would lead the author directly to any specific Layer 1, 2 or 3 text stated in CSPs that was underpinned by the councils' explicit consideration of HEAL principles.

The author also ensured the results of the Tier 1 word search gave results that were in *context*. For example, if the word 'health' was returned, but it referred to 'health of catchments' or preventable disease public health programs, it was excluded from the search results. This contextual issue is discussed further in 'Exclusions' later.

Tier 1 words are listed in Table 4 and are used in the following 'Principal documents' of this project (as explained section 1.5): Kent, Thompson & Jalaludin (2011), PCAL **(**2016) and Wiggins (2010).

**Table 4: Tier 1 words and phrases relating to HEAL**

| Tier 1 HEAL Word / phrase | Contextual notes |
|---|---|
| Health(y) | Must be in context of HEAL, and not related to primary health care or general environmental health |
| Healthy food / eating | |
| Active | Must be in context of HEAL |
| Active communit(ies) | |
| Active living | |
| Exercise | |
| Physical(ly) (activit(ies)) | |
| Behaviour | Must be behaviour in context of HEAL (eg healthy or active living behaviour) |
| Wellbeing or Wellness | Must be in context of HEAL, and not related to primary health care or disease prevention generally |

Tier Two words

'Tier 2' words are ones that used are to describe *components* of HEAL activities. They are used in the three key documents cited in 'Tier One Words' above and in the *NSW Healthy Eating and Active Living Strategy 2013* – specifically words included in the HEAL principles as expressed in the target, objectives and actions of the *NSW Strategy*.

To make the author's search easier, Tier 2 words were organised by the three domains (Getting People Active, Connecting & Strengthening Communities and Healthy Eating), and accompanying *subdomains* as identified by Kent, Thompson & Jalaludin, 2011 (and reiterated by Paine and Thompson 2016) as explained in section 1.4.2.

Again, the author ensured that the identification of any Tier 2 words were relevant to the project, by assessing their *context.*

Tier 2 words and their relevant domains and subdomains are listed, along with contextual notes, in Appendix 6.

Other words

Finally, the author visually scanned each CSP for any other words or phrases in Layers 1, 2 and 3 text that may have been relevant to the project (i.e. that its intent or content related to HEAL principles). This was particularly important, since terminology used by councils and the key references often differed. In this stage, additional Tier 2 words were iteratively added to the table at Appendix 6 where their intent or context was judged to be similar to existing words.

Sometimes a Layer 2 or 3 item may have 'masked' a potential HEAL activity. In these cases, the Objective or Strategy did not contain a Tier 1 or Two 2, but its intent was judged by the author to potentially included a HEAL principle. For example, from Broken Hill's CSP:

Objective: Natural flora and fauna environments are enhanced and protected

Strategy - Provide community facilities that educate and celebrate Broken Hill's natural environment

This Strategy was included in the database as it could well include the provision of natural areas that facilitate recreational activity.

Exclusions – items not included in the analysis

A critical part of the methodology was the identification of Layer 2 and 3 text that needed to be *excluded* from the analysis for a range of reasons.

Many items that are referenced in the *NSW Healthy Eating and Active Living Strategy 2013* relate to functions which are not within the charter of NSW local government, and hence these items were excluded from the Tier 2 word list and the project. These related mainly to regulation of

food production and labelling processes and primary health care or general community health and education actions relating to disease prevention (for example general public health campaigns relating to tobacco and drug and alcohol services).

Although '*Increase participation in arts and cultural activities'* is part of the *NSW Healthy Eating and Active Living Strategy 2013,* it was considered to be of secondary importance to this project and hence words relating to this principle were also excluded from the Tier two word list and the project. It is considered that councils' participation and commitment to this aspect will be measured and monitored in other NSW Government programs, particularly relating to the arts.

Items relating to some *specific functions* of council that are already well established in council practice and are not the specific domain of HEAL, but which may be closely related, were also excluded:

1. public health or medical services – as provided directly or indirectly by councils - these issues are likely to be addressed in other epidemiological research not specifically related to HEAL
2. home and aged care services (such as meals on wheels)
3. the operation of childcare facilities
4. food regulation/security/education
5. alcohol management.

These functions were also excluded from HEAL projects by Wiggins, 2010.

There were expected to be many items that had some relevance to the *implementation* of HEAL principles, but that were *primarily related to wider* functions or activities of councils. Layer 2 or 3 text containing these items were excluded from the project analysis by the following steps:

1. Layer 2 items containing these words or phrases were excluded if their accompanying Layer 3 text did not contain specific HEAL-related activities; and
2. Layer 3 items containing these words/phrases were excluded.

These exclusions were lengthy and are detailed in Appendix 7.

### 2.1.5. Themes of CSPs

The IP&R Manual requires councils to use themes in their CSPs to group their Strategic Objectives and Strategies into *Quadruple Bottom Line* categories. These themes were noted into the database and CSP Layer 2 and Layer 3 items were correspondingly categorised into these themes.

The themes suggested by the IP&R Manual were used as the first categorisation in the project: Social, Economic, Environmental and Governance/Civic Leadership.

Councils were encouraged, but not obliged by the IP&R Manual to use these theme categories. Where it was possible, the Layer 2 and Layer 3 items in each CSP were assigned one of the 4 theme categories above, or a combination of the above where the theme(s) given in the CSP spanned more than one category. At the conclusion of the analysis, a general category of 'mixed themes' was added to the database to then categorise the many themes that had incorporated more than one of the above categories.

As the database was developed, an additional category of 'Infrastructure' was added when it became obvious that the number of CSPs using this theme was substantial.

The variation in themes found in all CSPs is outlined at section 3.1.5.

### 2.1.6. LGA characteristics

Although not critical for the analysis undertaken by this project, LGA characteristics (or profile indicators) were added to the database to allow future analysis of the CSPs by other issues, including:

- Population - ABS Estimated Resident Population 30 June 2015
- Area of LGA (sq. km) as stated in ABS Estimated Resident Population 30 June 2015
- Population density persons/square km - based on ABS Estimated Resident Population 30 June
- Estimated population, aged 18 years and over, who were overweight (but not obese) - age standardised ratio per 100 population - from PHIDU modelled estimates 2011-13
- Estimated population, aged 18 years and over, who were obese - age standardised ratio per 100 population - from PHIDU modelled estimates 2011-13
- Estimated population, aged 18 years and over, who were overweight or obese - addition of the two above PHIDU Overweight and obese ASR per 100 population

This information is presented in full in the database and at Appendix 1 and Appendix 2.

### 2.1.7.  Recording of CSP HEAL principles into database

This step formed the bulk of the workload for the project, since 152 CSPs had to be read (estimated to be more than 6,000 pages), and all relevant HEAL Layer 2 and Layer 3 text entered into the database, along with additional information, as explained in the sections below.

#### CSP Visions

The text of each CSP's Layer 1 'Vision' was identified by the author and entered into the database, and assessed as to whether or not it contained any *explicit* HEAL principles as identified by Tier 1 words or phrases (explained above).

#### CSP Objectives and Strategies

*"The objectives are the first cut – the broad directional statements. The strategies are the second cut – where the objectives start to take on more shape, how the objectives will be achieved and which areas need to be focused on. Ultimately, the strategies will cascade down into the Delivery Program where they will be fleshed out with more specific timeframes and responsibilities added, and finally into the Operational Plan." (IP&R Manual 2013)*

All Layer 2 and Layer 3 text in each CSP was read and dealt with by the author along the following logic, and in the context of section 2.1.4 above.

**Table 5: Logic of identification of Layer 2 and 3 CSP HEAL text**

| Step no | Step | Action |
|---|---|---|
| 1 | Does the Layer 2 text contain any Tier 1 or Tier 2 Key Words? | If yes, go to 2<br>If no, go to 3 |
| 2 | Is the Tier 1 or 2 key word(s) in *context* – i.e. do they relate to HEAL as per section 2.1.4?  (Refer especially to the critical *Exclusions* at page 36.) | If yes, go to 4<br>If no, do not enter text into database |
| 3 | Can the Layer text still be construed as being applicable to HEAL?<br>(Refer especially to the critical *Exclusions* at page 36) | If yes, go to 4<br>If no for a Layer 2 text, go to 5<br>If no for a Layer 3 text, go to the next CSP item |
| 4 | Enter the text into the database field 'Layer 2 text' or 'Layer 3 text' as applicable | If a Layer 2 text was entered, go to 5<br>If a Layer 3 text was entered, go to the next CSP item |
| 5 | Does the Layer 3 text contain any Tier 1 or Tier 2 Key Words? | If yes, go to 2<br>If no, go to 3 |

Two additional checks were also made:
1. If a Layer 3 text was identified that was applicable to be entered into the database, but its corresponding Layer 2 text had not been previously entered, then the corresponding Layer 2 text was also entered into the database.

2. If a Layer 2 text had been entered into the database but it was found that there were no corresponding Layer 3 Strategies applicable to it, then the 'No specific HEAL principles' was entered into the Layer 3 field for that row.

### CSP themes

Both Layer 2 and Layer 3 were then categorised under '*themes*' of the CSPs (as described in section 2.1.5).

### Categorisation into HEAL domains and subdomains

Each row in the database (i.e. all relevant Layer 2 or Layer 3 text identified in the steps above) was categorised to the most relevant HEAL project domain and subdomain (as explained at Table 2).

### Presence or absence of CSP indicators

The identification of councils' use of *indicators* to measure the *outcomes* of their CSPs was outside the scope of the project brief. However, the database simply recorded whether or not the CSP had an 'acknowledgement of targets, monitoring methods or performance indicators' as per Essential Element 1.8 within the IP&R Manual.

### Other CSP aspects not entered into the database

Although it was understood that HEAL principles or words may appear in other parts of the CSP (for example the introduction, council profile, community engagement section etc.), it was outside the scope of the brief to record this, and was too difficult to incorporate in meeting the project time frame. It should be noted for future research that in many CSPs, HEAL principles or words will be found in the introductory parts of CSPs, either in the reporting of the Community Engagement Strategy or when they are quoted as part of a 'higher order' plan, particularly the NSW State Plan. This can sometimes signify a council's commitment to, or at least understanding of, HEAL related issues.

### 2.1.8. Analysis of CSP database

Once all the relevant CSP Layers 1, 2 and 3 were entered into the database, and coded by the items listed previously (e.g. HEAL subdomain, local government classification), analysis of the database was possible. This was the *critical* phase of the project, enabling the project questions to be answered.

Analysis of the completed database included the following tasks, through the use of the Excel 'data sort' function, Pivot Tables and Filters:

1.  Sorting Layer 2 and Layer 3 items by the project-classified CSP themes of:
    a.  Economic
    b.  Social
    c.  Environmental
    d.  Governance
    e.  Infrastructure
    f.  Mixed themes, which were combinations of any of the above.

2.  Sorting Layer 2 and Layer 3 items by Local Government name, allowing the full list of any CSP's HEAL related text to be seen.
3.  Sorting Layer and Layer 3 items by the project local government classifications.
4.  Sorting Layer 2 and Layer 3 items by the HEAL project domains and subdomains (as explained at Table 2)
5.  Inclusion of any specific HEAL related words within Layer 2 or 3 text (e.g. park, surveillance, food waste, cycling)
6.  Combinations of any of the above were also possible. The project brief and timeframe limited the endless cross-tabulation that is possible from the database.

The output and results of the analysis were presented by text, tables, graphs, maps, wordclouds (where the frequency of words used in all Strategies is depicted by their relative size in the

wordcloud) and infographics, as appearing through this report, and the findings were summarised into the Project Summary.

## 2.2. Delivery Program analysis method

The intent, or aim, of the analysis of the 15 DPs was to:

1.  Identify Principal Activities within DPs that explicitly addresses HEAL;
2.  Categorise the HEAL Principal Activities identified; and
3.  Analyse how effectively HEAL Objectives have been translated into HEAL Principal Activities.

### 2.2.1. Selection of DPs

The author selected fifteen DPs to be analysed by the following methodology.

NSW Local Governments had been classified at the beginning of the project into 14 classifications, as shown in Table 3. As there were 14 classifications, it was appropriate to choose one DP for analysis from each classification.

In each classification group, the four CSPs with the highest number of HEAL–related Objectives or Strategies (as coded in the CSP database) were chosen.

To assist in determining the selection of only one DP from the four 'CSP top scorers', the selection of a DP in each classification was further refined so as to achieve a diversity of HEAL-related CSP characteristics across all classifications. Selection was based on the following characteristics:

1.  CSPs with an explicit theme of HEAL
2.  CSPs with Objectives explicitly referencing HEAL
3.  Detailed CSPs with plenty of Strategy detail regarding HEAL
4.  CSPs with detailed Strategies under the *Healthy Eating* Domain
5.  CSPs with detailed Strategies under the *Getting People Active* Domain
6.  CSPs with detailed Strategies under the *Connecting and Strengthening Communities* Domain
7.  CSPs with an unusual structure of themes

The 15th DP selected was chosen to represent a CSP that contained minimal detail in any Objectives or Strategies, and no specific references to HEAL. This was done as an opportunity to determine if the accompanying DP would contain any relevant HEAL details despite the CSP not doing so.

The Local Government classifications and the selected DPs in each classification are as listed in the following table and shown by map on the following page.

**Table 6: Selection of Delivery Programs to be analysed**

| LGA classific ation no | Classification Description | Selected LGA for Delivery Program analysis | Notes regarding CSP |
|---|---|---|---|
| 1 | Capital | Sydney | No other LGAs in this category<br>Contains extensive detailed HEAL Strategies |
| 2 | Metropolitan over 150,000 | Wollongong | Explicit theme of 'Healthy lifestyle |
| 3 | Metropolitan fringe over 150,000 | Gosford | Excellent range of HEAL across themes and Objectives |
| 4 | Metropolitan 75,000 to 150,000 | Marrickville | Unusual names for themes, with one theme explicitly referencing 'safe & healthy' |
| 5 | Metropolitan fringe under 150,000 | Blue Mountains | Included Strategies under the 'Connecting and Strengthening Communities' Domain |
| 6 | Metropolitan under 75,000 | Pittwater s | Wide range of HEAL, many with a social focus |
| 7 | Regional over 75,000 | Maitland | A specific HEAL focus |
| 8 | Regional 45,000 to 75,000 | Wingecarribee | Good range of HEAL detail, including some uncommon Strategies |
| 9 | Regional 30,000 to 45,000 | Bathurst | Included a number of Strategies under the 'Getting People Active' domain |
| 10 | Regional 20,000 to 30,000 | Kempsey | Unusual structure with only 3 themes |
| 11 | Rural 10,000 to 20,000 | Leeton | Good range of HEAL detail |
| 12 | Rural 5,000 to 10,000 | Temora | Good range of HEAL detail |
| 13 | Rural 2,000 to 5,000 | Carrathool | Included specific HEAL Objective ('Promote Physical Activity') |
| 14 | Rural under 2,000 | Brewarrina | Included Strategies under the 'Healthy Eating' domain |
| 15 | Additional DP where CSP showed little detail | Wollondilly | Also represented a geographical location (metro fringe) which displayed both urban and rural characteristics |

The full reference list of DPs analysed is given in Appendix 4.

**Figure 4: Map of NSW Local Government Areas showing selection of Delivery Programs**
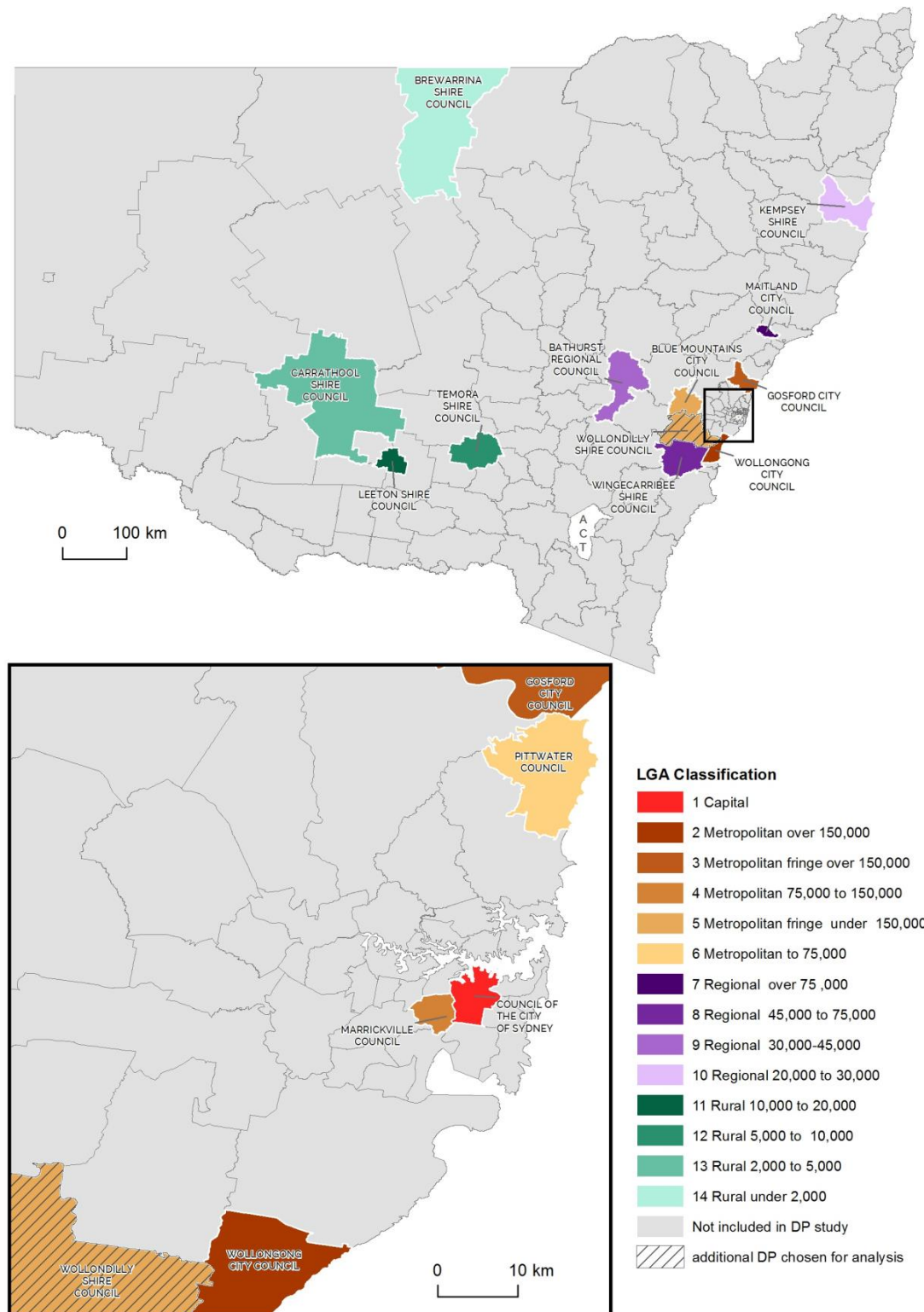
### 2.2.2. Analysis of DPs

The following methodology for analysing the DPs was followed.

Data for each DP was recorded into an Excel database. The details of the data entries are as shown in Table 7. These details are ones that are required as 'Essential Elements' or are otherwise mentioned in the IP&R Manual.

**Table 7: General information recorded into database for each DP**

| Type of information | Details to be recorded |
|---|---|
| General information | LGA name |
| | LGA classification |
| | DP name |
| | Year of adoption |
| | Timeframe |
| | CSP that it relates to |
| Characteristics of the DP - does the DP state: | A clear link to the objectives and strategies of the CSP? (y/n) |
| | Actions that the council will undertake in response to the objectives and strategies of the CSP? (y/n) |
| | If the Council identifies that it is responsible (or partly responsible) for activities in the DP? (y/n) |
| | The areas of responsibility within Council for each activity? (y/n) |
| | A timeframe for the delivery of activities? (y/n) |
| | Any acknowledgement of performance measures? (y/n) |
| | Identification numbers for each activity to allow for effective tracking of activities over time/ through other plans? (y/n) |
| | A clear link to the Resourcing Strategy (y/n) |

Each Activity within each DP that referenced any aspect of HEAL was then recorded into the Excel database, with the intent being to:

1. Place each DP Activity in *context* with the relevant CSP, and;
2. Assess how any references to HEAL in the CSP then *related* to the DP Activities.

The text of each relevant Activity was recorded in full and the following also noted:

1. Relevant CSP Objective (Layer 2) already identified in CSP database
2. Relevant CSP Strategy (Layer 3) already identified in CSP database
3. Council's identified role / method of action, as determined by the author from the text in the DP. This was categorised according to the following:
    a. *Provide infrastructure*
        i. New infrastructure
        ii. Maintenance of infrastructure
    b. *Provide a service*
        i. Provide information to community or a target group
        ii. Regulate existing policy
        iii. Write policy
        iv. Conduct research
        v. Deliver an event
        vi. Deliver skills or professional development
    c. *Influence or advocate*
    d. *Partnership*

> *e. Mixture of the above*
> *f. Not able to be determined*

These categorisations were developed using information from Browne et al 2015 (who *mentioned 'Conducting* research, Advocacy, Skills development, Professional Development, Delivering an event and Building a facility) and *were then supplemented by additional categories mentioned in CSPs and from the author's own knowledge of local* government operations.

4. Whether the detail noted in the Activity progressed implementation of the relevant CSP Strategy (Layer 3) or whether it merely repeated the Strategy (even if by different grammar) (y/n/repeat)

5. An analysis of how well the relevant CSP Objective (Layer 2) had been translated into the DP

6. Other notes

It should be noted that if a DP Activity was not identified under a CSP Layer 2 or Layer 3 in 1 or 2 above, it was still recorded, and noted as not being related to a previously-identified CSP Layer.

An analysis of the results then followed, in order to address the aims stated above.

## 2.3. Limitations

The limitations of the project and its method are as follows:

### 2.3.1. General

1. The project is limited to baselining only the HEAL-related aspects of the 152 published CSPs in NSW, and 15 selected DPs. Other document types in the IP&R framework (Community Engagement Strategies, Operational Plans and Resourcing Strategies as outlined in the IP&R Manual) are not included in this project.

2. The project brief did not extend to *benchmarking* any aspects of CSPs or DPs. No attempt was made to rank or quantify how well each council incorporated HEAL principles into its documents; nor was any commentary provided on these aspects. The diversity of NSW councils means that qualitative comparison or judgement of these documents would be unfair. As an example, it would be unfair to compare the relative detail of Sydney City's CSP (LGA population approximately 200,000, spread over 27 km$^2$) with the simple CSPs of rural councils of less than 5,000 population. For example Central Darling Shire's population is approximately 2,000 (1/100th of Sydney City's) spread over an area of 53,000 km$^2$ (almost 2,000 times the area of Sydney City).

3. The tight time frame, in conjunction with the amount of text that had to be analysed -152 CSPs of between 2 and 124 pages (mostly around 40 pages) in length in less than 4 weeks; and 15 DPs of between 68 and 263 pages in length in less than 2 weeks. It is estimated the total number of pages dealt with by the author was 8,000.

4. Reliance on the knowledge and skill of the author to understand the content and context of local government operations and functions, especially as they related to HEAL principles. The author was required to conceptualise and make judgements on a large amount of text from 167 documents. This was particularly the case in the recording of HEAL principles into the database.

5. Because of the number of large number of items recorded in the databases, which were entered manually, a small margin of error has been accepted. This is estimated to be less than 1%.

6. There are instances in the report where totals between different topics do not match. This is because different database filters have been applied to the various calculations to capture the most relevant totals for each issue analysed. Because of repetition of Objectives and Strategies by Councils (occasionally duplicated between Councils), relevant totals have

sought to eliminate double counting of like Objectives or Strategies, but others have included duplicates - for example where duplicates were coded differently for other characteristics (e.g. theme or domain).

### 2.3.2. CSP analysis limitations

1. The project did not extend to baselining how CSPs addressed the *measurement or performance indicators* of HEAL principles. Many councils included specific performance indicators relating to a range of HEAL principles (e.g. an increase in cycling or walking or sport participation).

2. The project made no attempt to analyse the *process* by which the HEAL principles were included in CSPs. The community engagement process of CSPs, as outlined in the IP&R Manual, is a critical part of each CSPs' development. It is unclear for example, if HEAL principles appeared in CSPs because of a genuine community desire that they be addressed, or whether their appearance was as a result of any evidence based analysis by councils. Many CSPs contained lengthy details on their community engagement process, and the development of 'Community Values', while others hardly mentioned the process. This issue could be followed up in future research.

### 2.3.3. DP analysis limitations

1. This project recognises that there are other players apart from councils involved in the implementation of the CSP - for example state government, federal government, local community, local businesses and local organisations. However the intent of the DP analysis was to understand how councils themselves are implementing the Strategies identified in their CSPs, regardless of the method of action of each DP Activity. The IP&R Manual directs councils to list all the Strategies in the CSP in their DP, but to focus specifically on the council's role.

2. The results of the analysis of the 15 DPs should not be taken as being representative conclusions of all DPs in NSW, since the sample represents less than 10% of the total of 152 published DPs in NSW.

# 3.  ANALYSIS OF COMMUNITY STRATEGIC PLANS

The analysis of 152 NSW Community Strategic Plans (CSPs) was the largest portion of the project, culminating in a database containing 1,071 Objectives (Layer 2) and 1,991 Strategies (Layer 3) relevant to HEAL identified from the CSPs.

*Section 3.1 of this chapter details general observations made about the structure and content of CSPs .*

*Section 3.2 builds on these general observations with an analysis of the HEAL related content identified in CSPs.*

*Examples of CSP text chosen for inclusion in this chapter aim to provide a variety of examples, taking into account the following factors - LGA classifications, CSP themes and variety of text. They were selected in no particular priority.*

*Examples chosen in this chapter in no way endorse the effectiveness or otherwise of those examples in delivering their communities' visions. Also, this project does not make any judgement on the written or grammatical quality of those individual examples.*

The following page provides a summary of the key findings of this chapter.

*Note that the databases accompanying this report are available on request – contact details are provided on the inside cover of this report.*

# 152 COMMUNITY STRATEGIC Plans

# 1,071 Objectives in CSPs related to Healthy Eating & Active Living

# 1,991 Strategies in CSPs related to Healthy Eating & Active Living

## Objectives by Domain

Getting People Active
**603**

Connecting & Strengthening Communities
**394**

Healthy Eating
**108**

Supporting Healthy Lifestyles Generally
**127**

Some Objectives & Strategies are classified under more than one domain

## by Sub-Domain

Supporting Healthy Lifestyles Generally
**145**

Promoting responsible food advertising
**0**

Providing Healthy Food Options
**125**

Building for crime prevention
**110**

Making community spaces
**441**

Facilitating incidental neighbourhood interaction
**13**

Facilitating utilitarian physical activity
**361**

Facilitating both utilitarian & recreational activity
**168**

Facilitating recreational physical activity
**640**

## by Theme

| | | % of total Strategies |
|---|---|---|
| **Social** | **30%** | |
| Economic | 15% | |
| Environment | 13% | |
| Governance | 2% | |
| Infrastructure | 16% | |
| Mixed Themes | 24% | |

## 3.1. General observations regarding CSPs

### 3.1.1. Wide variation in CSP formats, complexity and structure

There was significant variation in the way in which CSPs were presented, written and structured. While it is beyond the scope of this project to analyse these aspects in detail, it was apparent that councils took widely ranging views of the implementation of the *IP&R Manual's* 'Essential Elements' and guidance for the preparation of CSPs, and as a consequence the direct comparison of CSPs was difficult.

The general nature of many Objectives and Strategies (Layers 2 and 3) contained within CSPs may have inadvertently affected whether or not this project recorded these items as being relevant to HEAL. For example, sometimes a short, generalised statement may have been drafted by a council with the intention of being relevant to HEAL, but as per the project methodology, an Objective or Strategy without a specific Tier 1 or Tier 2 word was not recorded as a HEAL related item. For example, an Objective of 'to provide infrastructure for our communities' and an accompanying Strategy of 'provide infrastructure in line with community needs' would not have been recorded by the project. In these cases, only an analysis of the relevant DP would definitively show whether or not a HEAL related Activity (Layer 4) actually followed from those CSP intentions.

Some Objectives were expressed very succinctly e.g. Camden's 'People are healthy', while others covered two paragraphs.

The level of detail encountered in each CSP was usually a function of how the CSP was structured. Some councils deliberately took the approach of having an 'overarching' CSP with general Objectives and Strategies, leaving the detail to the DP, while others chose to have detailed Strategies, more akin to DP Activities, within their CSPs.

Some of these differences will be highlighted in the following sections, through the lens of HEAL principles.

### 3.1.2. Length of CSP documents

The length of each document varied considerably. For example, The Hills CSP is two pages long (the only one of that brevity), while Bathurst's is 124 pages. Port Stephens CSP essentially contains no CSP content, as outlined by the IP&R Manual. Its CSP and Delivery Program are presented as one document, with minimal contextual information as to how the CSP was prepared, and no overarching Objectives or Strategies.

### 3.1.3. Variations in CSP time frames

Although the IP&R Manual specifies that CSPs should be written for a life of at least 10 years, there was a large variation between timeframes of the 152 CSPs. Botany Bay and The Hills' CSPs had lives of 4 years, while Camden's was 27 years. The majority were between 10 and 20 years.

### 3.1.4. Inconsistent terminology and logic of Layers

CSPs varied widely in the terminology used for Visions, Objectives and Strategies (Layers 1, 2 and 3). The degree to which these Layers logically related to each other in any one CSP also varied.

Table 8 shows the wide range of terms used for each of the Layers in the 152 CSPs.

**Table 8: Terminology used for CSP Layers**

| Layer no and IP&R Manual term | Equivalent terms used by CSPs |
|---|---|
| Layer 1<br>Vision | 2030 Vision<br>Community vision<br>Community and Council vision<br>Community vision statement<br>Council('s) vision<br>Council('s) vision statement<br>Mission<br>Mission statement<br>Our Community Vision<br>Our desired future<br>Our preferred future (in 2023)<br>Our Vision<br>Overarching vision<br>Shared vision<br>Vision statement<br>What Do We Want As A Community? |
| Layer 2<br>Strategic Objective | Aspiration goals<br>Community goal<br>Community Outcome<br>Community Vision<br>Community Vision Statement<br>Core value<br>Destination<br>Direction<br>Future direction<br>Goal<br>Goal for 2025<br>Key direction<br>Key goal<br>Key theme outcome statements<br>Long Term Goal<br>Long Term Objective<br>Long term outcome<br>Objective<br>Our Goal<br>Outcome<br>Outcome statement<br>Priority issue<br>Strategic Goal<br>Strategic Objective<br>Strategic Priority<br>Strategy<br>Strategy Statement<br>What Do We Want<br>What the community would like |
| Layer 3<br>Strategic Action | 10 year objective<br>10 Year Strategies<br>Action |

| Layer no and IP&R Manual term | Equivalent terms used by CSPs |
|---|---|
| | Actions you identified<br>Activity<br>As we move towards 2023 the focus will be on<br>Community objectives<br>Community outcome<br>Community Strategy<br>Community Suggested Strategic Action<br>Council('s) role<br>Desired outcome<br>Direction<br>Focus Area<br>Goal<br>How<br>How can we do it<br>How will we get there?<br>Key principal activities<br>Long term strategy<br>Measure and target<br>Objective<br>Our Direction<br>Outcome<br>Possible actions<br>Services<br>Strategic direction<br>Strategic Objective<br>Strategic outcome<br>Strategies/Targets<br>Strategy and actions<br>Targeted outcome<br>Term Achievement<br>Vision<br>We will achieve this through<br>What Council will do |
| Layer 4<br>Activity (used in Delivery Programs, section 8) | Given in section 8.1.3 |

It was often difficult to determine how to code the Layer 1, 2 or 3 text of the CSPs into the Layer framework.

For example, many CSPs contained more than one level of Layer 1. For instance, some CSPs contained a Vision and Community Statement - in this case, the text that was more aligned to a 'Vision' of the entire CSP was entered into the database. Some contained an overall vision, and then specific visions for each theme (as explained in section 3.2). In these cases, the overall Vision was entered.

Some CSPs contained more than 3 Layers in their CSPs. For example, some CSPs contained a Vision, then overall 'directions' for each theme, then Objectives within each theme, and finally Strategies. In these cases, the 'directions' for each theme, and the Objectives within the theme were both entered into the database as the Layer 2, separated by a '-'. Hence there are some instances where the accompanying analysis database records 'Council's name of Layer 2' as one of the following:

1.  Goal and Objective

2.  Objective and How will we get there?

3.  Objective and Priority

4.  Objective and Strategy

5.  Outcome and Objective

6.  Outcome and Strategic Objective

7.  Strategic Direction and Objective

8.  Subtheme - Goal - Objective

9.  Theme and Delivery Program

10. Theme vision and Outcome

11. Theme Vision and 'What'

12. Vision statement and Direction

This list, with its myriad of terminologies, clearly becomes difficult to compare with a simple 'Strategy' used by other CSPs.

### 3.1.5.     Wide range of themes used

As expected, there was a wide variation in the way that CSPs were divided into 'themes' as required by the IP&R Manual. The four simple themes of Social, Economic, Environmental and Governance / Civic Leadership were used by the majority of CSPs, even if their names slightly differed, but there were many variations and additions to this, making comparison of themes across CSPs difficult.

Many CSPs used themes that encompassed more than one of the four simple themes suggested by the IP&R Manual, reflecting the complex nature of articulating an entire community's future.

Appendix 5 shows the significant variation in the names of themes used. There are almost 600 different names in this list.

Further analysis regarding the themes as they relate specifically to HEAL-related CSP Objectives and Strategies is given in section 3.5.

### 3.1.6.     Recognition of assessment methods in CSPs

Essential Element 1.8 of the IP&R Manual requires that CSPs "must identify assessment methods for determining whether the objectives are being achieved". This requirement was interpreted widely.

Although outside the scope of the project brief, the database simply recorded whether or not the CSP included any type of 'acknowledgement of targets or monitoring methods or performance indicators', regardless of the level of detail contained in the actual assessment methods.

125 CSPs (from a total of 152) recorded a 'yes' to this question, however the level of detail and complexity of the assessment methods varied widely, from a simple annual random telephone survey to assess community satisfaction, to the specification of a complex set of indicators for each Objective and/or Strategy.

### 3.1.1.        Changes in language over time

Trends in language, and the use of related technical terms changes over time. This baselining project documents the use of HEAL terminology used in 2013. If the project methodology is repeated in the future, the trends in language relating to HEAL will be able to be followed.

The word 'vibrant' was a noticeably popular word in CSPs, used primarily in the context of 'vibrant places' and 'vibrant communities'. However, its exact meaning for the context of the Layer in which it appeared was not always clear.

## 3.2.        CSP Visions and HEAL principles

The content, grammar and length of each CSP's Vision (Layer 1) varied considerably, from snappy five-word slogans to lengthy visions covering more than a page (which were not placed into the database). The visions of 39 CSPs (out of a total of 152) included Tier 1 HEAL words (the page-long visions mentioned above were not included in this count).

**Figure 5: Number of CSPs where the Vision (Layer 1) included any Tier 1 HEAL words**
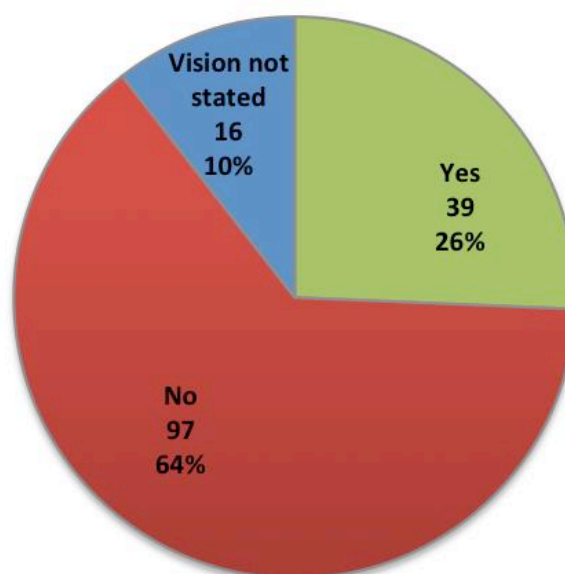
Specific examples of Visions containing Tier 1 words or phrases are shown below.

**Table 9: Examples of CSP Visions containing Tier 1 HEAL words or phrases**

| | |
|---|---|
| Wingecarribee | A healthy and productive community, learning and living in harmony, proud of our heritage and nurturing our environment |
| Strathfield | Strathfield is a well connected urban centre in Sydney's Inner West with rich cultural diversity and a strong sense of community cohesion. The community is engaged with Council in guiding a sustainable future and opportunities for education, recreation, employment and overall wellbeing in Strathfield |
| Kempsey | We live in a community that provides opportunity to all, to prosper in an environment that supports well-being, connectedness and access to resources the community wants and needs |
| Gundagai | Gundagai Shire is a safe and friendly thriving rural community where all residents are part of the strong community spirit and benefit from access to quality education, employment, services and facilities which meet the needs of the community. New residents and visitors are welcome to enjoy the relaxed and healthy lifestyle, scenic beauty and unique heritage and to contribute to our sustainable growth and prosperity |

The words 'health' or 'healthy' were identified in 26 CSP Visions. However, their mention must always be read in context, as the word could relate to the wider health of the environment or the community, rather than pointing to the inclusion of HEAL in the vision.

Some Visions were presented as true 'visions' of a point in time in the future (imagining a desired future in 20 years time), while other CSPs simply stated their visions as expressed by the community. In the spirit of the IP&R Manual, some visions were deliberately termed 'community visions', while others remained a 'Council vision', despite Essential Element 1.7 of the Manual stating that the CSP must include "a community vision statement".

While outside the scope of this project, many CSPs also stated a range of other Layer 1 items, such as Mission Statements, Community Visions etc. Further analysis of these, and the introductory material in each CSP may uncover more evidence of the inclusion of HEAL principles.

## 3.3.   HEAL related CSP Objectives

This section will explore CSP Objectives (Layer 2) that were specifically HEAL-related and will list examples of these Objectives.

### 3.3.1.   Explicit HEAL Objectives

There were many instances where a CSP contained Objectives that were explicitly related to HEAL. The table following shows the number of unique Objectives that were found for each Tier 1 word or phrase.

**Table 10: CSP Objectives containing explicit HEAL principles (Tier 1 words)**

| Tier 1 word or phrase | No of unique Objectives (Level 2) in all CSPs where these words appeared* |
|---|---|
| Well (-) being | 38 |
| Liveable / liveability | 15 |
| Active community(ies) | 15 |
| Healthy life(style) | 13 |
| Healthy communities | 12 |
| Food | 10 |
| Physical activity | 3 |
| Fitness | 3 |
| Healthy living | 2 |
| Active living | 1 |
| Healthy eating | 0 |
| Healthy food | 0 |
| Exercise | 0 |
| Wellness | 0 |

*for the word(s) to be counted, the Objective had to be already classified in the database as being HEAL related

There were approximately 100 different instances of CSP Objectives containing explicit HEAL principles (i.e. Tier 1 words or phrases that were in the context of HEAL). It is difficult to determine the total number for the following reasons:

1. A total cannot be deduced from the table above, as many Objectives contained more than one Tier 1 word; and

2. Objectives containing the words 'health', 'healthy' and 'activity' were not included in this section of the analysis, as they returned too many overlaps with other items already searched in this section (e.g. healthy living), and also related to many wider issues than HEAL (e.g. health services and health of the environment, economic activity). Although it should be noted that the search for explicit HEAL principles was done visually, so as to assess context, it is still possible that there are more Objectives containing these words that could be classified as containing an explicit HEAL principle.

Selected examples of Objectives from a range of CSPs containing explicit HEAL principles follow.

**Table 11: Examples of CSP Objectives containing explicit HEAL principles**

| HEAL related Objective | Name of Layer 2 as given in the CSP | CSP Theme (& project classification of theme) | LGA |
|---|---|---|---|
| **Well (-) being** | | | |
| Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management | Objective | Growing our City (Economic and social) | Griffith |
| The long-term wellbeing of our communities is supported by ongoing provision of high quality health and aged care, education, policing and public safety, child, youth and family support, environmental protection and land management | Long term outcome | Public Infrastructure And Services (Infrastructure) | Warrumbungle |
| I feel a sense of health and wellbeing | Our Goal | Active And Vibrant (Social) | Canada Bay |

| HEAL related Objective | Name of Layer 2 as given in the CSP | CSP Theme (& project classification of theme) | LGA |
|---|---|---|---|
| Our community's health and well being will increase | Objective | Rockdale is a welcoming and creative City with active, healthy and safe communities (Social) | Rockdale |
| **Liveable / liveability** | | | |
| A liveable City that is connected through places and spaces | Objective | Environment (Environment) | Shellharbour |
| Liveable places - Woollahra will be a community with accessible, integrated and well maintained public places and open spaces. We will have clean and well maintained infrastructure and community facilities. It will be a safe and attractive place with high quality public and private facilities and amenities | Goal for 2025 | Quality places and spaces (Environment and Infrastructure) | Woollahra |
| The liveability, vibrancy and safety of towns and villages is strengthened | Objective | Using Land (Social and Environment) | Blue Mountains |
| **Active community(ies)** | | | |
| Infrastructure that facilitates an active community | Outcome | Infrastructure that is well planned, well developed and well maintained (Infrastructure) | Urana |
| A healthy and active community | Outcome | Community (Social) | Cobar |
| Our community and recreation services and facilities meet the needs of our growing and active communities. | Key theme outcome statement | Proud people, great lifestyle (Social) | Maitland |
| **Healthy life(style)** | | | |
| A community where a range of services assist to lead healthy life styles | Goal | Our people (Social) | Coonamble |
| Healthy Lifestyles - A community that embraces healthier lifestyle choices and practices | Long term objective | Community, People and Culture (Social) | Ku-ring-gai |
| Tumbarumba will remain a strong and caring community where the aged, the young, the less advantaged and others can pursue satisfying and healthy lifestyles within their community | Theme vision | Maintaining Our Strong Community (Social) | Tumbarumba |
| **Healthy communities** | | | |
| Fit and healthy community members | Strategic outcome | Develop strong and connected communities (Social) | Blayney |
| In 2030 we will be a thriving community where diversity is embraced, everyone is valued and has the opportunity to contribute and belong. Active and healthy communities with physical, mental and spiritual wellbeing | Strategic Direction and Objective | Caring and Inclusive Community (Social) | Newcastle |
| An Active and Healthy Community | Key direction | None | Tumut |
| **Physical activity** | | | |
| Promote Physical Activity | Goal | Promoting Community Health and Wellbeing (Social) | Carrathool |
| An Inclusive, Interconnected and Active Community: Recreation - To maximise the opportunities for all the community to participate in active recreational activities and events; and to increase levels of physical activity of all demographic groups | Goal and objectives | Our Society (Social) | Lane Cove |
| **Fitness** | | | |
| Health and safety - We have access to adequate health services including doctors, a hospital, and community health and fitness programs | Outcome | Stronger community (Social) | Canterbury |

| HEAL related Objective | Name of Layer 2 as given in the CSP | CSP Theme (& project classification of theme) | LGA |
|---|---|---|---|
| There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents | Objective | We are a Healthy Community in a Liveable City (Social and Environment) | Wollongong |
| **Healthy living** | | | |
| Healthy living is a Council priority. Ashfield has limited public green space for recreation. Local people want the area to be accessible and connected and the noisy, dangerous traffic corridors improved. | Not named | Safe, connected and accessible places (Social and Environment) | Ashfield |
| We provide our community with opportunities for healthy living – Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use | Outcome and Objective | Community Living (Social) | Glen Innes Severn |
| **Active living** | | | |
| Encourage and support the development and growth of sport, recreational, healthy and active living pursuits, that are inclusive and adapted to the needs of a diverse community | Objective | Our Community ((Social) | Orange |

**Figure 6: No of CSPs where at least one Objective could be classified under a HEAL domain**
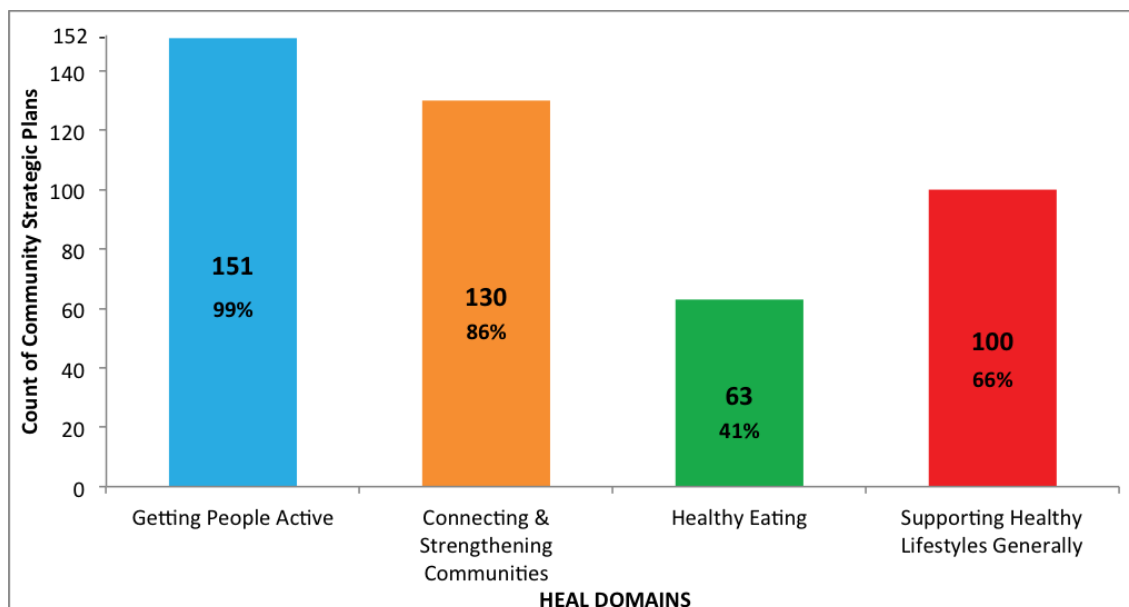


The previous figure shows that:

- All but one CSP included at least one Objective relating to the 'Getting People Active' domain

- 86% of CSPs included at least one Objective relating to the 'Connecting & Strengthening Communities' domain

- 41% of CSPs included at least one Objective relating to the 'Healthy Eating' domain

- 66% of CSPs included at least one Objective relating to the 'Supporting Healthy Lifestyles Generally' domain

Figure 7 shows the number of unique Objectives (Layer 2) found in all CSPs that could be classified under each HEAL domain. Note that Objectives were able to be classified under more than one domain.

**Figure 7: No of unique Objectives identified in all CSPs that could be classified under one or more HEAL domains**
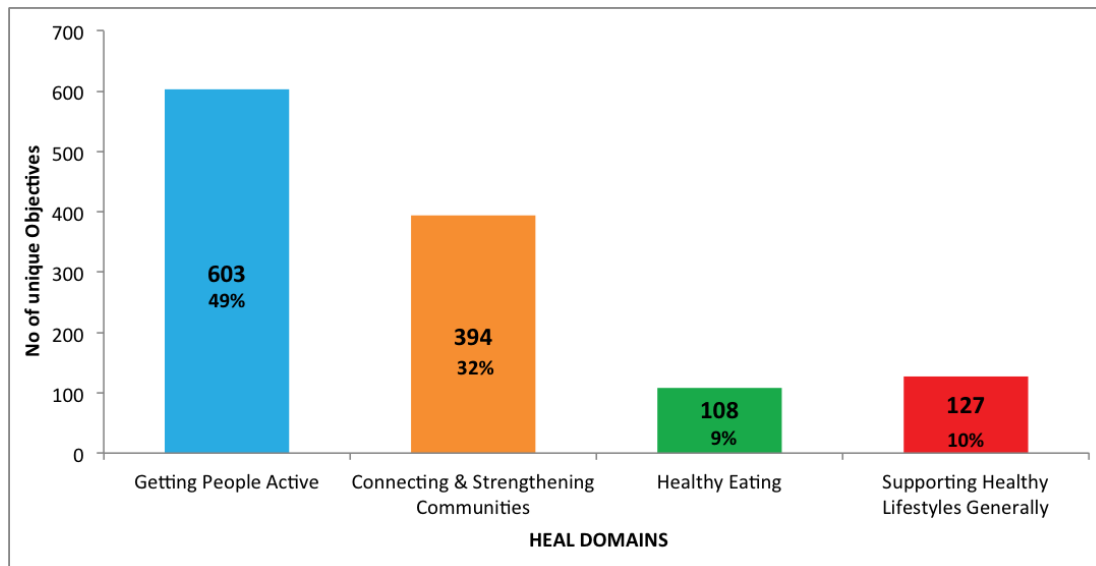


The figure above shows that approximately half of the identified HEAL-related CSP Objectives were applicable to the 'Getting People Active' domain, followed by almost a third relating to the 'Connecting & Strengthening Communities' domain, with the 'Healthy Eating' and 'Supporting Healthy Lifestyles Generally' domains providing around 10% each.

Bellingen stands out for special mention as containing a suite of HEAL related 'Aspirations' (Layer 2 Objectives) over a range of themes:

**Table 12: Bellingen CSP suite of HEAL 'Aspirations'**

| Bellingen CSP Theme (and project classification of theme) | HEAL related 'Aspiration' (Layer 2 Objective) |
|---|---|
| Resilient Economy (Economic) | We have a sustainable local farming sector that provides us with healthy, fresh food |
| Community Wellbeing (Social) | We are connected, safe and healthy with a strong sense of community |
| Places for People (Social and Environment) | We have a diversity of beautiful spaces that foster community happiness and wellbeing |
| | We have a mixture of affordable sustainable housing options for all in our community |
| | We are connected and able to move around in a safe, accessible, affordable, healthy and environmentally friendly way |
| | We have the facilities and services needed to be a healthy and active community |
| Living Environment | Our surroundings are quiet and clean |

The following sections provide examples of Objectives in each HEAL domain.

### 3.3.2. 'Getting People Active' HEAL domain – example Objectives

The HEAL domain of 'Getting People Active' was the most represented in the CSP Objectives, with 611 instances. Some examples follow:

**Table 13: Examples of CSP Objectives relating to 'Getting People Active' HEAL domain**

| HEAL related Objective | Name of Layer 2 as given in the CSP | CSP Theme | Project classification of theme | LGA |
|---|---|---|---|---|
| **General and infrastructure related** | | | | |
| Infrastructure that facilitates an active community | Outcome | Infrastructure that is well planned, well developed and well maintained | Infrastructure | Urana |
| A safe, active and healthy shire | Goal | Our Society | Social | Uralla |
| **Relating to transport choices** | | | | |
| Improved transport systems will reduce traffic congestion, save people valuable time and provide significant benefits to business, industry and the environment. Government will work together to grow public transport patronage and provide services that are physically and financially accessible. Participation in walking and cycling as active modes of transport will be encouraged and will also help reduce road congestion and promote healthy lifestyles for the community. | Objective | An accessible City | Infrastructure | Campbelltown |
| We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region | Objective | Moving Around | Infrastructure | Coffs Harbour |
| 'I can get to where I need to go' | Outcome | Connected Holroyd - a place that is open and accessible for all | Infrastructure | Holroyd |
| Improved and expanded areas for bike use and pedestrian thoroughfares | What Do We Want | Developing Our Built Environment | Infrastructure | Leeton |
| Council Infrastructure: We manage our infrastructure responsibly; The infrastructure we provide is responsive to community needs | Not stated, and relevant secondary principles | Our Infrastructure | Infrastructure | Murrumbidgee |
| The community walks, rides bikes and uses public transport | Outcome statement | A vibrant economy and well planned, sustainable urban environment and infrastructure | Economic and Environment | Marrickville |
| Movement of people that is safe, accessible and efficient | Outcome | Our Places: Attractive and Liveable | Social and Environment | Auburn |
| Liveable places have good access to public transport, local services and leisure facilities. They are clean, safe and attractive for users. And of course, you can live there: appropriate and affordable housing meets the diverse needs of residents. | Key direction description | Liveable | Social | Bankstown |

| HEAL related Objective | Name of Layer 2 as given in the CSP | CSP Theme | Project classification of theme | LGA |
|---|---|---|---|---|
| **Relating to recreation and open space** | | | | |
| Responsible recreational use of our natural environment | Outcome | C. An environment that is protected, enhanced and enjoyed by all | Environment | Urana |
| The planning and provision of local sports and recreation facilities and parklands reflect community needs and anticipated demographic changes. | Long term outcome | Recreation and Open Space | Social and Environment | Warrumbungle |
| Participation in recreational and lifestyle activities is increased. | Objective | We are a Healthy Community in a Liveable City | Social and Environment | Wollongong |
| Opportunities to participate in active and healthy recreational pursuits | Key objective | Healthy, culturally rich and inclusive communities | Social | Wakool |
| Health and quality of life are improved through a range of recreation and leisure opportunities. | Directions | Sustainable Community | Social | Waverley |

### 3.3.3. 'Connecting and Strengthening Communities' HEAL domain – example Objectives

Some examples follow of the 395 Objectives categorised under the 'Connecting and Strengthening Communities' domain.

**Table 14: Examples of CSP Objectives relating to 'Connecting and Strengthening Communities' HEAL domain**

| HEAL related Objective | Name of Layer 2 as given in the CSP | CSP Theme | Project classification of theme | LGA |
|---|---|---|---|---|
| An Inclusive, Interconnected and Active Community: Community Connections - To ensure that Lane Cove has opportunities for all sectors of the community to mix and build ties beyond their immediate family, social or cultural group | Goal and objectives | Our Society | Social | Lane Cove |
| I have a great lifestyle and feel part of an active and vibrant community | Our Goal | Active and Vibrant | Social | Canada Bay |
| Create accessible and safe, liveable places | Objective | Love the lifestyle | Social | Griffith |
| Residents feel secure and included in an environment where they can connect socially and are supported by their neighbours. | Goal | City of Wellbeing | Social and Environment | Ryde |
| My City has attractive streets, village centres and public spaces | Our Goal | Sustainable Spaces and Places | Environment | Canada Bay |
| Infrastructure that supports our community identity. Exciting community spaces | | Quality and sustainable infrastructure | Infrastructure | Corowa |
| Working together to sustain civic pride in our towns and villages | Outcome | Working together to achieve the "Our Communities" 2030 vision | Governance | Coolamon |
| Having Vibrant, Safe and Attractive Places for Shopping and Access To Services | Goal | Local Economy and Employment | Economic | Fairfield |

### 3.3.4. 'Healthy Eating' HEAL domain – example Objectives

108 Objectives specifically referenced this domain, while 63 LGAs (41%) were identified where at least one CSP Objective could be classified under this domain.

Some examples follow, with subsequent Strategies also listed.

**Table 15: Examples of CSP Objectives relating to 'Healthy Eating' HEAL domain**

| HEAL related Objective (Layer 2) | Name of Layer 2 as given in the CSP | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| We have a sustainable local farming sector that provides us with healthy, fresh food<br><br>*Two 'strategic directions' (Layer 3) also relating directly to 'Providing healthy food options' then followed, being:*<br><br>• *Local food-growing, processing, sharing and education initiatives are supported and developed*<br>• *Alternative farming systems are employed with examples including cooperative farming and Landshare* | Aspiration | Resilient Economy (Economic) | Bellingen |
| Strategies and actions in place to address sustainability and security issues related to local food production<br><br>*A strategy (Layer 3) also relating directly to 'Providing healthy food options' then followed, being:*<br><br>*Develop an agriculture and food strategy for the advocate The Gloucester Project local community to identify gaps in food supply chain and encourage greater consumption of local food* | Objective | Creating a strong economy (Economic) | Gloucester |
| Increase our self-sufficiency through local food production<br><br>*Two 'strategic directions' (Layer 3) also relating directly to 'Providing healthy food options' then followed, being:*<br><br>• *Support initiatives that promote our local produce within the shire*<br>• *Facilitate partnerships that increase the use of local produce throughout the community* | Objective | A Growing Economy (Economic) | Narrandera |
| Development of local food production promotion, value adding and shared resources<br><br>*A strategy (Layer 3) also relating directly to 'Providing healthy food options' then followed, being:*<br><br>*Retain prime agricultural land and farm viability through development of local food production promotion, value adding and shared resources.* | Key objective | Resilient local economies (Economic) | Wakool |
| Improve self-sufficiency in local food Supply<br><br>*No 'targeted outcomes (Layer 3) were stated.* | Strategic objective | Our Environment (Environment) | Armidale Dumaresq |
| Our community benefits from an environment that ably supports local fresh food needs of our local community<br><br>*Two strategies (Layer 3) also relating directly to 'Providing healthy food options' then followed, being:*<br><br>• *Promote local food production through appropriate policies*<br>• *Support local food production and consumption* | Goal | Environment | Coonamble |
| Food - Develop strategies and actions to address sustainability and security issues related to local food.<br><br>*A number of 'possible actions' (Layer 3) also relating directly to 'Providing healthy food options' then followed, being:*<br><br>• *Investigate and document the local food supply system.* | Strategy | | Greater Taree |

| HEAL related Objective (Layer 2) | Name of Layer 2 as given in the CSP | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| • *Develop an agriculture and food strategy for the local community to identify gaps in food supply and encourage greater consumption of local products.*<br>• *Facilitate and encourage outlets for the marketing of local products.*<br>• *Examine opportunities for regional networking in production and marketing of food.*<br>• *Conduct seminars and education programs, regarding the value of local, seasonal and healthy food habits.* | | | |

### 3.3.1.  'Supporting Healthy Lifestyles Generally' HEAL domain – example Objectives

There were 127 Objectives that specifically referenced this domain. Some examples follow.

**Table 16: Examples of CSP Objectives relating to 'Supporting Healthy Lifestyles Generally' HEAL domain**

| HEAL related Objective | Name of Layer 2 as given in the CSP | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| We have the facilities and services needed to be a healthy and active community | Aspiration | Places for People / Social and Environment | Bellingen |
| A strong, healthy, connected and cohesive community - Ensure health and support services and facilities address the physical, mental and general health needs of the community | Theme Vision and What | Our people / Social | Bland |
| Fit and healthy community members | Strategic outcome | Develop strong and connected communities / Social | Blayney |
| We lead healthy lives | Objective | Looking After Our Community / Social and Governance | Coffs Harbour |
| Develop and support healthy and safe communities | Objective | Vibrant and connected communities / Social | Great Lakes |
| An Inclusive, Interconnected and Active Community: Community Well Being - To identify ways to enhance the community's sense of wellbeing. | Goal and objectives | Our Society / Social | Lane Cove |
| A healthy and active Manly community | Goal | A connected, involved and safe community that cares for its residents and visitors by… / Social | Manly |
| Our community's health and wellbeing will increase | Objective | Rockdale is a welcoming and creative City with active, healthy and safe communities / Social | Rockdale |
| There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents | Objective | We are a Healthy Community in a Liveable City / Social and Environment | Wollongong |

### 3.3.2. HEAL Objectives that did not provide specific HEAL Strategies

There are some cases where HEAL-related Objectives (Layer 2) were identified, but there were no specific HEAL related Strategies (Layer 3) that followed them. Instead, the related Strategies were related to other general issues, or items that had specifically been excluded by the project methodology (see section 2.1.4 and Appendix 7). Some examples follow:

**Figure 8: Examples of HEAL related Objectives with no further HEAL related Strategies**

| HEAL related Objective with no further HEAL related Strategies | CSP Theme (and project classification of theme) | LGA |
|---|---|---|
| Encourage active and healthy lives<br><br>*There was only one subsequent Strategy, which was not specifically HEAL-related, being:*<br>Support and implement programs for seniors, people with disabilities and their carers<br><br>*This Strategy was excluded from the analysis because (as per Exclusion No 10 in Appendix 7), it is a "program targeted to different life stages or demographic groups, where a specific HEAL-related issue is not mentioned"* | Accessible Services and Facilities (Infrastructure) | Burwood |
| A strong, healthy, connected and cohesive community - Ensure health and support services and facilities address the physical, mental and general health needs of the community<br><br>*In this case, the subsequent Strategies (not specifically HEAL) were:*<br>Liaise and communicate with area health services and relevant health and allied health providers, both locally and regionally on behalf of the community<br>AND<br>Facilitate relevant advisory health and community support committees<br><br>*This Strategy was excluded from the analysis because (as per section 2.1.4), it relates to the function of "public health or medical services" which is not the specific domain of HEAL.* | Our People (Social) | Bland |

## 3.4. HEAL related CSP Strategies

This section of the project assessed the myriad of ways in which CSPs articulated how they would deliver on their Objectives (Layer 2) through the articulation of their Strategies (Layer 3).

The Strategy section of each CSP is where HEAL principles are most likely to be outlined in thoughtful detail, and where the CSP clearly shows how a HEAL principle will be carried forward into the operations of council over the next four years.

There were a total of 1,991 unique HEAL related strategies identified within the 152 CSPs.

The number of HEAL related Strategies (Layer 3) observed in any one CSP varied between 73 (Sydney City Council) to few occurrences (i.e. under 5) in many smaller rural councils.

Table 17 following shows the number of Strategies found in all CSPs that could be classified under each HEAL domain.

**Table 17: Strategies and HEAL domains**

| HEAL Domain | No. of instances in all CSPs where a Strategy (Layer 3) could be classified under the Domain |
| --- | --- |
| Getting People Active | 1,169 |
| Connecting and Strengthening Communities | 564 |
| Healthy Eating | 125 |
| Supporting Healthy Lifestyles Generally | 125 |

See Point 6 at section 2.3.1'*Limitations' regarding explanation of differences between totals*

Figure 9 shows the distribution of these Strategies across each of the subdomains of the above domains.

**Figure 9: CSP Strategies by HEAL subdomains**
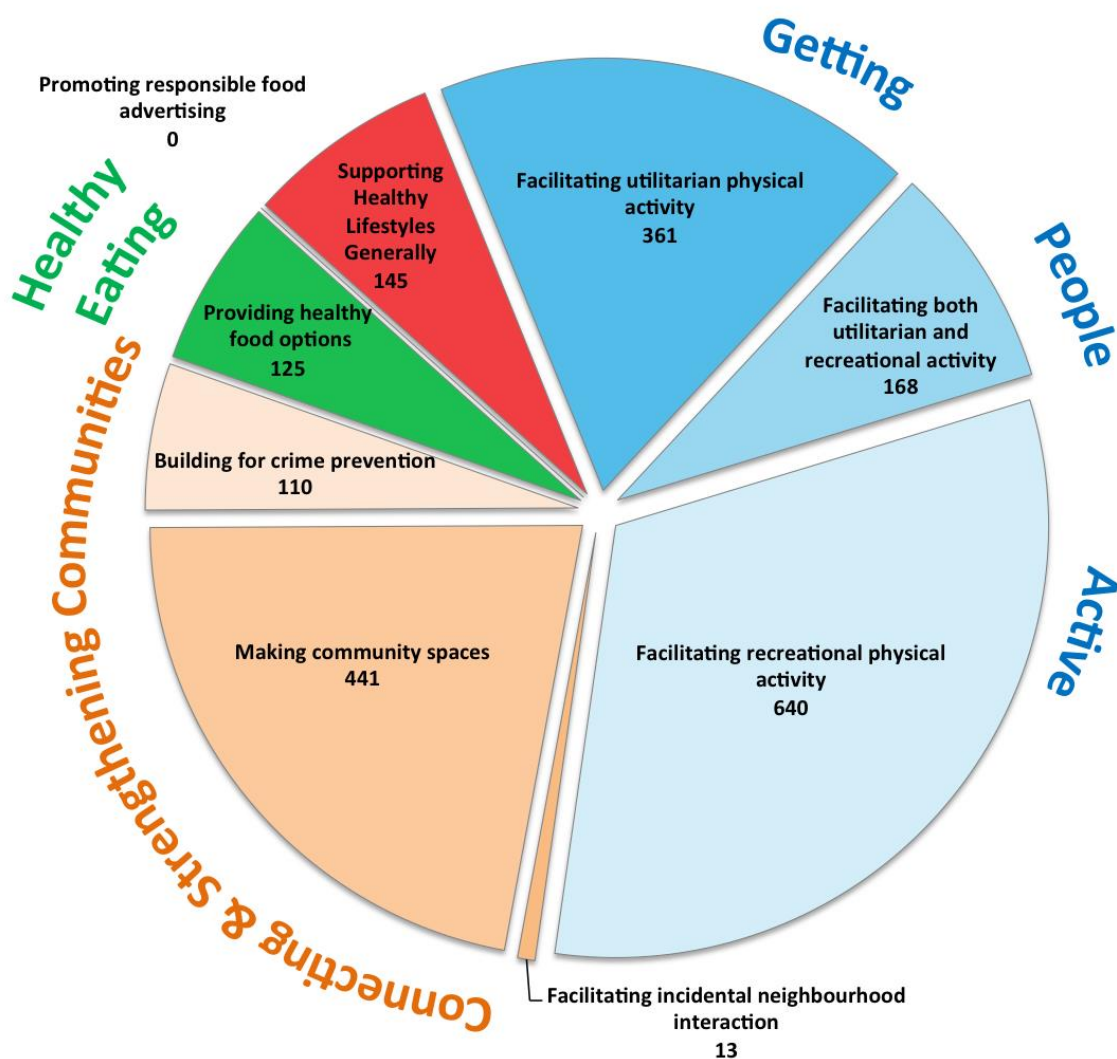
Key points from the previous figure are that:

- 'Facilitating recreational physical activity' had the highest number of relevant Strategies (640 occurrences);

- 'Making Community Spaces' had the next highest number of relevant Strategies (441 occurrences);

- 'Providing Healthy Food Options' was relatively minor in comparison (125 occurrences);

- Apart from 'Promoting Responsible Food Advertising' which had no occurrences, 'Facilitating incidental neighbourhood interaction' had the lowest number of relevant Strategies (13 occurrences)

> *How CSP Strategies related specifically to the HEAL domains and subdomains is discussed in more detail from section 4.*

## 3.5.    CSP Themes and HEAL Objectives & Strategies

One of the aims of the project was to analyse the ways in which CSPs HEAL-related Objectives and Strategies were listed in the various 'themes' used by the CSPs.

As explained in section 3.1.5, the use of themes to divide the CSPs varied widely. The themes suggested by the IP& R Manual were Social, Economic, Environmental and Governance / Civic Leadership. A fifth theme category was added to the database, being '*Infrastructure*'.

In addition, many CSPs used unique names for themes, as reported in section 3.1.5. These unique names were either categorised into one of the above 5 themes, or were classified as '*mixed themes*' if they incorporated one or more themes. Initially, the categorisation of these mixed themes included all combinations of IP&R theme names, as listed below.

- ECONOMIC and ENVIRONMENT
- ECONOMIC and SETTLEMENT
- ECONOMIC and SOCIAL
- ENVIRONMENT and ECONOMIC
- ENVIRONMENT and INFRASTRUCTURE
- ENVIRONMENT and SOCIAL
- ENVIRONMENT and GOVERNANCE
- GOVERNANCE AND SOCIAL
- INFRASTRUCTURE and SOCIAL and ENVIRONMENT

- SOCIAL and ECONOMIC and ENVIRONMENT
- SOCIAL AND ECONOMIC AND GOVERNANCE
- SOCIAL AND ENVIRONMENT
- SOCIAL AND ENVIRONMENT AND ECONOMIC
- SOCIAL AND ENVIRONMENT and ECONOMIC AND GOVERNANCE
- SOCIAL AND ENVIRONMENT and GOVERNANCE
- SOCIAL and INFRASTRUCTURE

However, there were too many different themes in the list above to make any meaningful sense in analysis, so all these combination themes were re-categorised as 'Mixed Themes' for the purposes of the project analysis.

The table below shows the proportion of HEAL related Strategies (Layer 3) that were categorised under the CSP themes.

**Table 18: Categorisation of Layer 3 Strategies by CSP themes**

| CSP theme categorised by the project | % of Strategies |
|---|---|
| Social | 30% |
| Economic | 15% |
| Environment | 13% |
| Governance | 2% |
| Infrastructure | 16% |
| Mixed Themes | 24% |

The figure following represents all the Strategies (Layer 3) identified in the analysis that relate to HEAL. Each column represents all (100%) of the Strategies identified in each CSP theme category, and shows the number classified in each HEAL domain.

**Figure 10: CSP Strategies by CSP theme categories by HEAL domains**
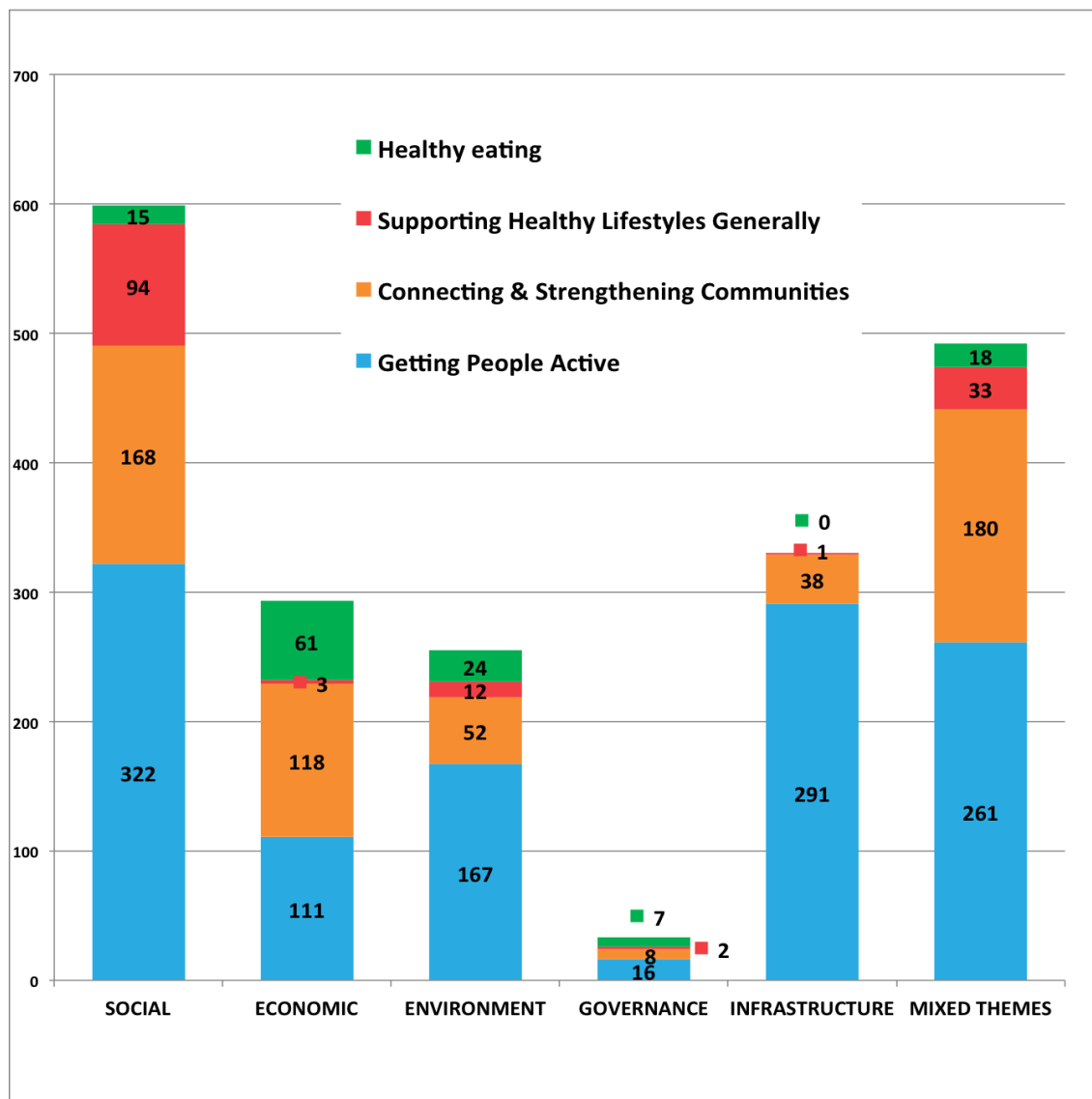
Key points from the previous graph are that:

- The Infrastructure theme category was almost entirely dominated by Strategies categorised in the 'Getting People Active 'domain.

- The Social theme category had the highest proportion of 'Supporting Healthy Lifestyles Generally' domain than the other themes.

- The Environment theme category had a relatively high proportion of its Strategies categorised in the 'Getting People Active' domain;

- The Governance theme category had the most diverse spread of Strategies in different HEAL domains, followed by the Economic theme;

- The Mixed theme category was most represented by the 'Getting People Active' and 'Connecting and Strengthening Communities' domains.

## 3.6.    Differences in the approach to HEAL principles between LGA classifications

One of the key aspects of the project was to determine whether the approach to HEAL in CSPs varied by LGA type , as listed in Table 3 LGA classifications.

Although the potential amount of cross-tabulation of the results of the database by LGA classification is endless, the following graph communicates some of the main findings. Specific examples of differences between LGA classifications are found in the following sections of the report.

### 3.6.1.    Layer 2 Objectives relating to HEAL domains

**Figure 11: % of councils in each Local Government classification where at least one CSP Objective could be classified under a HEAL domain**
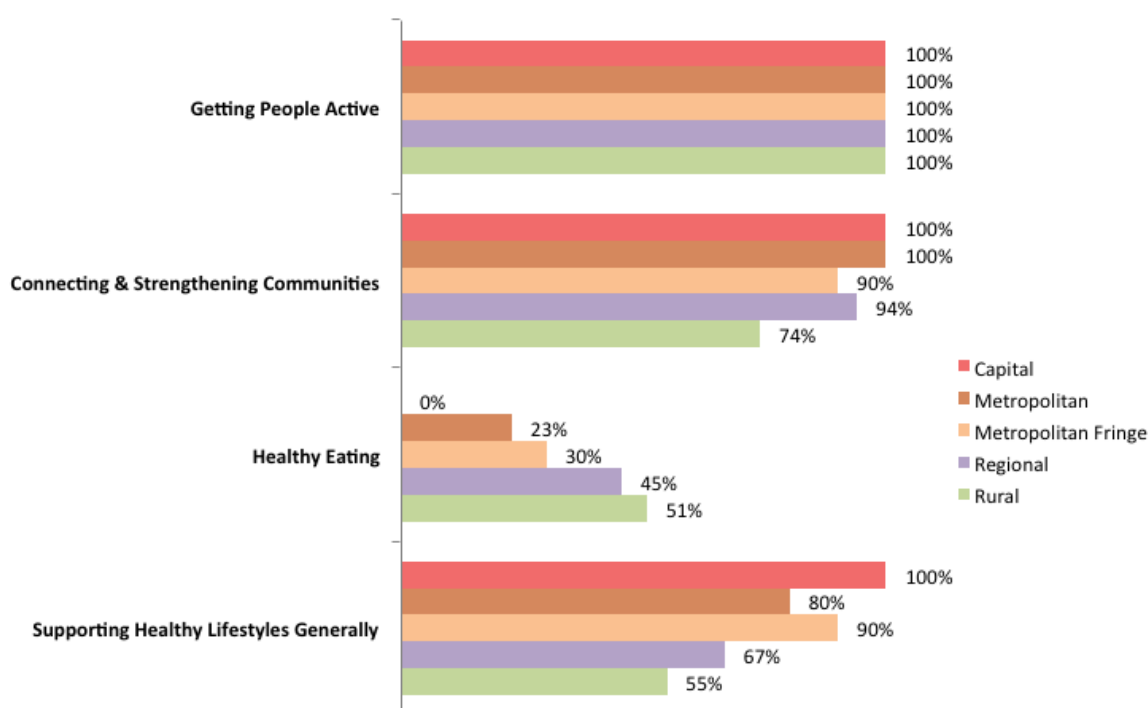
It can be seen from the previous graph that across the 14 Local Government classifications, the 'Getting People Active' domain was most represented in Objectives in all CSPs, followed by 'Connecting and Strengthening Communities'. The 'Healthy Eating' domain was the least represented.

In relation to the Healthy Eating domain, it was interesting that a lower percentage of metropolitan councils addressed it, than did rural and regional councils. Metropolitan and fringe councils were more likely to address the 'Supporting Healthy Lifestyles Generally' domain in their Objectives than their regional and rural counterparts. The reasons for these differences, and others shown in the above graph, deserve future research.

Individual sections following in this report also show how approaches to HEAL are taken by LGAs across the classifications.

# 4.  Analysis of 'Getting People Active' Domain

The HEAL domain of 'Getting People Active' was the most represented in the CSP Strategies with 1,169 occurrences.

This section analyses the Strategies found in all CSPs that could be classified under the 'Getting People Active' sub domains of

- Facilitating utilitarian physical activity

- Facilitating both utilitarian and recreational physical activity

- Facilitating recreational physical activity

Strategies specifically excluded from the analysis in this section are outlined at page 36 and Appendix 7.

Figure 12 shows the number and percentage of CSPs that included at least one Strategy that could be classified under the subdomains.

**Figure 12: No of CSPs where at least one Strategy (Layer 3) could be classified under 'Getting People Active' subdomains**
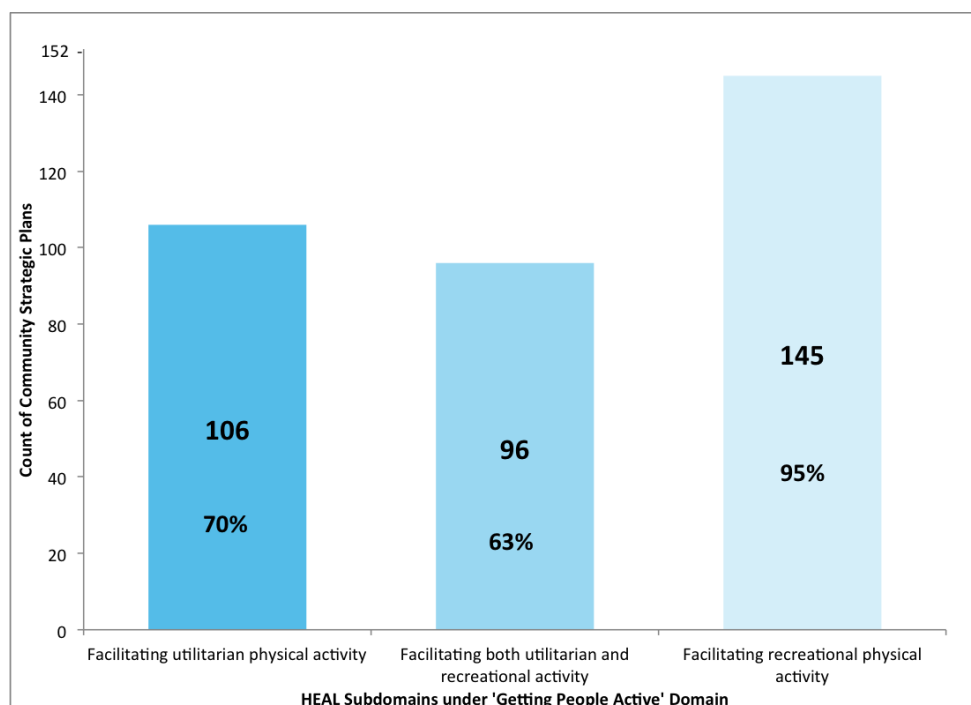


The next figure shows how the subdomains have been represented differently in different local government classifications.

**Figure 13: % of councils in each Local Government classification where Strategies (Layer 3) in their CSP addressed subdomains in the 'Getting People Active' domain**
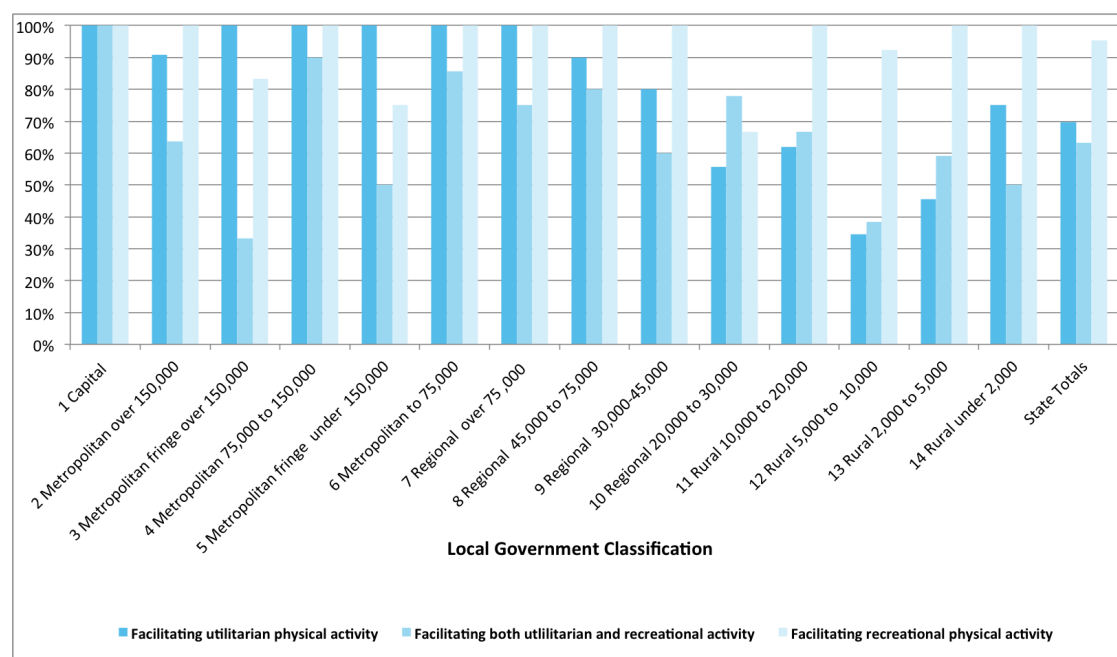


The differences that can be seen in this graph are that:

- Metropolitan councils were more likely to address the subdomain of 'Facilitating utilitarian physical activity', in line with the higher focus that there is likely to be in metropolitan areas of providing active transport.

- Smaller rural councils were more likely to address 'Facilitating recreational physical activity' than 'utilitarian activity'.

With such a wide range of Strategies included in these subdomains, it is essential to look at them in more detail, as given in the following sections.

## 4.1. Cycling and walking

Cycling and walking were subjects applicable to all three subdomains, although they predominantly appeared under the 'facilitating both utilitarian and recreational' physical activity'. Because of their general nature, and are key aspects of HEAL, they are analysed separately in this section.

### 4.1.1. Cycling

Where Strategies mentioned cycle or cycling, they were predominantly classified under the 'facilitating both utilitarian and recreational' physical activity', as shown in the next table.

**Table 19: Strategies containing 'Cycl(ing)' by subdomain**

| HEAL subdomain | No of Strategies (Layer 3) where the words 'cycl(ing)' or 'bike' occurred |
|---|---|
| Facilitating utilitarian physical activity | 39 |
| Facilitating both utilitarian and recreational activity | 117 |
| Facilitating recreational physical activity | 17 |
| Making community spaces | 4 |

Bathurst and Albury provided the most comprehensive set of Strategies relating to cycling. Most of these were classified as both 'facilitating utilitarian and recreational physical activity'. Albury's were listed under an Economic theme, while Bathurst's were a mixture of themes. They are shown below, along with their corresponding Layer 2 text.

**Table 20: Comprehensive suite of CSP Strategies relating to cycling - Albury and Bathurst**

| Objective (Layer 2) text | Strategy (Layer 3) text | CSP Theme (& project classification of theme) |
|---|---|---|
| **Albury** (Layer 2 term = Outcome; Layer 3 term = Strategic action) | | |
| Integrated Transport Network For Albury | Increase cycling as a transport mode | Economic |
| Increased Usage Of Bicycle And Pedestrian Trails | Implement and Review the Albury City Bicycle Plan – to enhance sharing the road education and bicycle infrastructure. | |
| | Provide clearly marked bicycle lanes throughout the city – Construct wider footpaths where located close to current or proposed off-road cycle paths for shared use. | |
| | Promote bicycle travel as efficient and healthy alternative to car travel – infrastructure and businesses to support this. | |
| | Provide secure bicycle parking opportunities across the city | |
| | Improve connectivity of cycle paths | |
| **Bathurst** (Layer 2 term = Strategy; Layer 3 term = Objective) | | |
| To protect a vibrant CBD and support and grow retail diversity | Improve the pedestrian and cycling environment to and within activity centres. | Economic |
| To minimise the City's environmental footprint | Promote alternative means of transport to work and school (e.g. car pooling, cycling, walking, bus) | Environment |
| To encourage less car dependency | Implement Council's Community Access and Cycling Plan and provide for ongoing review of that plan | |
| | Pursue appropriate support for and implement capital works to encourage walking and cycling and the use of public transport | |
| | Ensure future planning accounts for the needs of walking, cycling and public transport as integral parts of the transport network | |
| | Promote Bathurst as a "cycle friendly" city and educate the community on the benefits of walking and cycling for recreation, commuting and health. | |
| To improve equity of access to all members of the community in public and private domains. | Implement Council's Community Access and Cycling Plan and provide for ongoing review of that plan. | Social And Environment |

### 4.1.2.     Walking

Where Strategies mentioned walking, they were predominantly classifiable under the 'facilitating both utilitarian and recreational physical activity' subdomain, as shown in the table below.

**Table 21: Strategies containing 'walk(ing)' by Subdomain**

| HEAL subdomain | No of Layer 3 'Strategies' where 'walk(ing)' occurred |
|---|---|
| Facilitating utilitarian physical activity | 21 |
| Facilitating both utilitarian and recreational activity | 49 |
| Facilitating recreational physical activity | 16 |
| Facilitating incidental neighbourhood interaction | 0 |
| Building for crime prevention | 1 |

Bathurst had the most numerous Strategies relating to walking (5), 4 of which also appeared in the 'cycling' table above, and an additional one of *Explore opportunities to reduce reliance on private motor vehicles (e.g. car-pooling schemes, walking to school days).*

Sydney City also had 5 Strategies mentioning walk(ing).

Some other examples follow of Strategies mentioning walk(ing). There are a mixture of themes represented in these Strategies.

**Table 22: Examples of CSP Strategies containing 'walk(ing)'**

| Objective (Layer 2) text | Strategy (Layer 3) text | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Encourage the community to consider use of alternative and sustainable transport. (Strategy) | Provide a network of safe and convenient cycleways and walking paths, linking major land uses and recreation facilities. (Possible actions) | Looking after what we've got (Mixed) | Greater Taree |
| Create opportunities for people to participate in active and healthy recreational activities (Outcome) | Encourage cycling and walking through developing safe tracks and paths (Strategy) | Retaining Our Quality of Life (Social) | Gunnedah |
| Our Transport & Access - Provide infrastructure for effective transport and access (Objective) | Provide safe and convenient options to drive, park, cycle, or walk (Strategy) | Our Infrastructure (Infrastructure) | Guyra |
| Easy access for people, services, information and facilities that promotes the amenity, health and safety of the community and that reduces private car dependency for all travel: Health and wellbeing is promoted by providing choices for moving around; and A legible, direct and safe pedestrian and cycling environment is created; and A safe and efficient road network is provided for all road users; and Appropriate levels of parking are provided (Goal and Objective) | Promote walking by developing a legible, direct and safe pedestrian network that encourages an increased number of people to walk (Strategy) | Accessibility (Infrastructure) | Leichhardt |
| A liveable community – socially, environmentally and economically: Our town plan and place plans optimise the potential of our area through integrating the built and natural environment with a vision of how we want to live as a community and how areas should develop to meet future needs; and A clear, | Facilitate development that encourages walking and cycling, increases use of public transport and reduces dependency on private motor vehicles (Strategy) | Place where we live and work (Mixed) | |

| Objective (Layer 2) text | Strategy (Layer 3) text | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| consistent and equitable planning framework and process is provided that enables people to develop our area according to a shared vision for the community (Goal and Objective) | | | |
| A sustainable environment created by inspiring, leading and guiding our social, environmental and economic activities: Our impacts on the natural environment and heritage are minimised (Goal and Objective) | Increase the proportion of commuter trips that use public transport or active transport (walking, cycling) (Strategy) | A sustainable environment (Environment) | |

## 4.2.    Facilitating both utilitarian and recreational physical activity

### 4.2.1.    Summary

There were 168 Strategies relating to facilitating both utilitarian and recreational physical activity (i.e. covering two sub-domains). These predominantly referenced issues surrounding walking and cycling, where their intent could not be construed as being solely 'utilitarian' or 'recreational'. These were reported in the section above. Paths (which are used for both utilitarian and recreational walking or cycling) featured heavily, as did Strategies relating to 'connecting spaces' (for either recreational or utilitarian use).

**Figure 14: Wordcloud based on all CSP Strategies relevant to both 'Facilitating utilitarian and recreational physical activity' HEAL subdomains**



Source: www.wordclouds.com

### 4.2.2. Examples from the analysis

Examples relating specifically to cycling and walking were presented in the previous section.

There were 75 Strategies containing the word 'Path' (mostly footpaths, but sometimes cyclepaths) in this subdomain, fairly evenly spread across the CSP themes. However, there were many more Strategies relating to paths, but which came in different wordings and therefore were not picked up in this total (e.g. 'off road', 'routes, 'tracks' etc.). Examples from both these categories are provided below.

Although the Strategies in this subdomain were spread across the CSP Themes, the differences in Theme did not seem to affect the issue mentioned in most Strategies – i.e. the provision of infrastructure, mainly relating to paths and connections.

**Table 23: Examples of CSP Strategies relating to 'facilitating both utilitarian and recreational physical activity' subdomain**

| Objective (Layer 2) text | Strategy (Layer 3) text | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| **Containing the word 'Path(s)'** | | | |
| Our infrastructure strategically managed (Outcome) | Provide and maintain safe and serviceable public facilities and infrastructure including roads, footpaths and storm water drains | Building Our Shire's Economy (Economic) | Gunnedah |
| The road network – Improving and maintaining the road network (Priority issue) | Increase investment in maintenance and repair of existing, as well as development of new Council roads, drains and footpaths | Economic Prosperity (Economic) | Hurstville |
| Improve traffic flow – Improve traffic flow (with the use of speed humps, traffic islands, chicanes etc). (Priority issue) | Inform the community of the location of business services, and associated parking areas, walking trails and cycle paths in the local government area | | |
| A protected and supported natural environment and a sustainable and well maintained built environment (Objective) | Footpaths and stormwater drainage meet acceptable standards | Environment (Environment) | Central Darling |
| All residents are able to move around our city in safety and with ease - on foot, bicycle, car, bus or train. (Key theme outcome statements) | We will plan and build footpaths and cycleways across the city to link our activity centres and facilities | Our built space (Environment) | Maitland |
| Movement of people that is safe, accessible and efficient (outcome) | Manage roads, footpaths and carparks for safety, accessibility and efficiency | Our Places: Attractive and Liveable (Environment and Social) | Auburn |
| Financially sustainable and customer responsive on-going service delivery and asset maintenance and renewal programs (Objective) | Prioritise expenditure on asset maintenance and renewal to address the need for more investment in roads, pedestrian and cycle paths and the backlog of renewal works | Sustainable Services and Programs (Governance) | Shoalhaven |
| Develop a strategic direction for the stewardship of infrastructure (Key Objective) | Provide and maintain safe and serviceable public facilities and infrastructure including roads, footpaths and storm water drains | Democratic and engaged communities (Governance) | Wakool |
| Undertake key transport and energy infrastructure improvements. (Strategic Objective) | Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths | Our Infrastructure (Infrastructure) | Balranald |
| To ensure urban and rural infrastructure provides for a connected region - Town and Village Services (Objective) | Strategically connected walking and cycling paths exist within the town and village areas | Community Connections (Infrastructure) | Cooma-Monaro |
| Well Planned and Managed Spaces, Places and Environment (Objective) | Effectively manage the transport network of roads, footpaths and cycleways to cater for current and future generations | Social, Environment, Economic (Mixed) | The Kiama |

| Objective (Layer 2) text | Strategy (Layer 3) text | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| A Shire of excellence for sport and recreation. Diverse and sustainable recreation opportunities | Continue to expand a high-quality pathway network that is flexible in purpose to facilitate a range of users | A dynamic and vibrant community (Social) | Corowa |
| An integrated transport system that services local and regional needs. (Key Objective) | Ensure local streets, footpaths and cycleways are provided, interconnected and maintained. | Supporting Community Life (Social) | Tweed |
| **Not containing the word 'Path(s)'** | | | |
| Sustainable transport is encouraged (Outcome) | Advocate for improved after hours transport services to assist workers and night time recreation | Our Built Environment (Social and Environment) | North Sydney |
| Healthy living is a Council priority. Ashfield has limited public green space for recreation. Local people want the area to be accessible and connected and the noisy, dangerous traffic corridors improved. (As we move towards 2023 the focus will be on) | Promoting sustainable living and improving pedestrian routes, cycleways and an active transport network that will connect people with the places they live, work and relax | Safe, connected and accessible places (Social and Environment) | Ashfield |
| To provide attractive spaces and places – Growth (Objective) | Pedestrian linkages throughout the town are well connected (Strategy) | Functional and Attractive Places (Social and Environment) | Cooma-Monaro |
| A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the City and Inner Sydney (Objective) | Continue to ensure walking and cycling facilities and networks are provided and designed to be safe and meet the needs of everyone. | A city for walking and cycling (Social and Environment) | Sydney |
| Town streets, footpaths and cycleways that are adequate, interconnected and maintained while | implementing and maintaining developer contribution plans that require appropriate contributions towards the developments' holistic impact on infrastructure | Infrastructure (Infrastructure) | Clarence Valley |
| To ensure urban and rural infrastructure provides for a connected region - Town and Village Services (Strategy) | Pedestrian amenity has been improved throughout the Shire. | Community Connections (Infrastructure) | Cooma-Monaro |
| Giving priority to the provision of community focused services and the maintenance, enhancement and upgrade of infrastructure. (Destination) | Increase the number of people walking and cycling, particularly for journeys within the community. (Strategy) | The Communities are supported by sustainable services and infrastructure (Infrastructure) | Inverell |
| Improved and expanded areas for bike use and pedestrian (What Do We Want) | Employ total risk management practices for our pedestrians thoroughfares (How can we do it) | Developing Our Built Environment (Infrastructure) | Leeton |
| Liveable places- Woollahra will be a community with accessible, integrated and well maintained public places and open spaces. We will have clean and well maintained infrastructure and community facilities. It will be a safe and attractive place with high quality public and private facilities and amenities (Goal for 2025) | Protect trees, streetscapes and landscapes. | Quality places and spaces (Environment and Infrastructure) | Woollahra |

# 4.3. Facilitating utilitarian physical activity

### 4.3.1. <u>Summary</u>

The 361 Strategies classified under this subdomain were concerned primarily with active transport options and issues, as well as some integrated land use and transport planning issues. Many of the Strategies related to encouraging utilitarian walking or cycling, some of which were presented in section 4.1.

The general 'provision of better public transport' is an Objective and/or Strategy for many councils, particularly those in rural areas. However, it was observed that this is not usually articulated within the framework of increasing physical activity. For rural councils, it is simply a desire to provide more transport options to cover the relatively large distances within the LGA and to centres outside the LGA.

As outlined at page 36, Strategies advocating generally for 'more public transport' were excluded from the analysis. To be included in the analysis, the Strategy had to be worded to relate specifically to improving *usage*, *access or connections to public transport, or in facilitating active public transport,* both which can facilitate or encourage active living. Alternatively, the Strategy, when read in context with its Layer 2 Objective, could infer that it was concerned with these issues above even if it did not specifically say it.

Only 7 CSPs specifically mentioned 'active transport' in their Layer 3 Strategies: Bellingen, Bogan, Griffith (all rural), Ashfield, Leichhardt, Mosman and Pittwater (all metropolitan). Only Bogan and Sydney mentioned 'active transport' in their Layer 2 Objectives.

Mentions of 'integrated transport' were higher with 12 including it in their Layer 3 Strategies (Albury, Bathurst, Brewarrina, Burwood, Cowra, Hawkesbury, Holroyd, Lane Cove, Port Macquarie-Hastings, Snowy River, Botany Bay and Wyong) and 8 in their Layer 2 Objectives (Albury, Bathurst, Hawkesbury, Ku-ring-gai, Lane Cove, Newcastle, Tweed and Wollongong).

**Figure 15: Wordcloud based on all CSP Strategies classified under the 'Facilitating utilitarian physical activity' HEAL subdomain**



Source: www.wordclouds. com

### 4.3.2.    Examples from the analysis

Some examples follow of Strategies that were classified under the subdomain of 'Facilitating utilitarian physical activity'.

<u>Comprehensive integrated or active transport strategies</u>

Many CSPs considered transport in a holistic way, including the integration of transport modes, recognition of linkages and activity nodes, encouragement of cycling and walking and encouraging less car usage. Other councils were very simple in their approach to transport, concentrating solely on the provision of roads infrastructure and the occasional mention of increasing public transport. The simpler approaches were usually found in the smaller rural councils.

Sydney City had the largest list set of Layer 2 and Layer 3 items relating to a comprehensive range of integrated transport and planning issues.

An example of a comprehensive suite of Strategies is from Holroyd (metropolitan Sydney), with all of the Strategies except the first being included under an 'Infrastructure' Theme ('Connected Holroyd - a place that is open and accessible for all'):

**Table 24: Holroyd – example of a comprehensive suite of Strategies relating to integrated or active transport**

| Layer 2 ('Outcome') | Layer 3 ('Strategy') |
| --- | --- |
| 'My city is prepared for future growth' | Encourage development of affordable housing stock close to services, amenities and transport hubs |
| 'I can get to where I need to go' | Communicate changes to transport infrastructure in an effective, timely manner |
| 'A car is not my only option' | Support sustainable transport options |
| | Improve public transport links and options which reflect the city |
| | Implement an Integrated Transport Plan to coordinate transport options |
| | Deliver educational and promotional programs on sustainable transport options |
| 'I can travel around my city safely' | Deliver an integrated approach to road and pedestrian safety |
| | Enhance community safety across transport hubs |
| | Ensure equality of access to transport options |
| | Build partnerships to deliver city-wide standards of accessibility |
| 'My transport choice is supported' | Coordinate city parking strategy to support transport options |
| | Encourage community involvement in local traffic and transport planning |
| | Support local user groups |

## Reduced dependency on cars

A number of CSPs articulated the desire to reduce dependency on car usage, including the following examples.

**Table 25: Examples of CSP Strategies relating to reducing dependency on car usage**

| Objective (Layer 2) text (and CSP term for Layer 2) | Strategy (Layer 3) text (all 'Strategies' unless noted) | CSP Theme (and project classification of theme) | LGA |
| --- | --- | --- | --- |
| We have an integrated, accessible and environmentally-friendly mixed mode transport system servicing the region (Objective) | Promote increased public transport, pedestrian and cycle usage and reduced car usage | Moving Around (Infrastructure) | Coffs Harbour |
| The community walks, rides bikes and uses public transport (Outcome Statement) | Support and promote cycling, walking and use of public transport and other alternative transport modes to reduce car use | A vibrant economy and well planned, sustainable urban environment and infrastructure (Economic and Environment) | Marrickville |
| Waverley's community contributes to the reduction of greenhouse gas emissions (Direction) | Increase the efficiency of car use through increased passengers, car pooling, car sharing, small cars, fuel efficiency and reducing trips | Sustainable environment (Environment) | Waverley |
| We are connected and able to move around in a safe, accessible, affordable, healthy and environmentally friendly way (Aspiration) | We have a network of cycleways, footpaths and walking trails, supported by maps and signage which encourage active transport and reduce car dependency (Strategic Direction) | Places for People (Social and Environment) | Bellingen |
| Support development of an integrated, accessible and linked transport network that meets the needs of pedestrians, cyclists, vehicles, freight and public transport (Objective) | Advocate for improved rail and bus services that are safe, meet the travel needs of the community and reduce private car dependency | Moving Around (Infrastructure) | Blue Mountains |

| Objective (Layer 2) text (and CSP term for Layer 2) | Strategy (Layer 3) text (all 'Strategies' unless noted) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| A sustainable environment created by inspiring, leading and guiding our social, environmental and economic activities: Our impacts on the natural environment and heritage are minimised (Goal and objective) | Reduce car dependency for journeys within, into and out of Leichhardt Municipality | A sustainable environment (Environment) | Leichhardt |

## Car parking

Many CSPs contained Strategies relating to car parking. Hurstville contained the largest number, with 8 Strategies related to parking, under the Layer 2 'Priority Issue' of 'Availability of car parking – Improving the availability of car parking'.

In all CSPs, there were 65 Strategies containing the words (car) park(ing). However, it was usually unclear as to whether there was an intent behind these Strategies to manage parking to encourage other transport modes, or whether there was an overriding intent to simply meet the local demand for car parking. This aspect may require further research. Twenty of the Strategies were listed under the 'Economic' Theme, and 25 under the 'Infrastructure' theme. Some examples follow.

**Table 26: Examples of CSP Strategies relating to car parking**

| Objective (Layer 2) text (and CSP term for Layer 2) | Strategy (Layer 3) text (and CSP term for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Develop infrastructure that facilitates business growth (Objective) | Undertake a review of parking within the Narrandera CBD and develop an Action Plan to respond to parking priorities (Action) | A Growing Economy (Economic) | Narrandera |
| Support development of an integrated, accessible and linked transport network that meets the needs of pedestrians, cyclists, vehicles, freight and public transport (Objective) | Support the provision of vehicle parking at key destinations in response to the expressed needs of businesses, customers and the community (Strategy) | Moving Around | Blue Mountains |
| A dynamic and attractive business district (What do we want) | Ensure sufficient levels of parking can be accessed by shoppers and visitors through parking limit enforcements (How can we do it) | Building Our Business And Local Jobs (Economic) | Leeton |
| Access to our goods, services and markets (Outcome) | Maximise the use of existing parking spaces to access business premises. (Strategy) | Building Our Shire's Economy (Economic) | Gunnedah |
| Marrickville's roads are safer and less congested (Outcome statement) | Ensure car parking is well managed (Strategy) | A vibrant economy and well planned, sustainable urban environment and infrastructure (Economic and Environment) | Marrickville |
| Traffic and Transport - Transport infrastructure and services that are safe, efficient, provide Mosman-friendly solutions, and promote access and mobility (Direction) | Have a managed parking strategy to meet the demand of residents and visitors (10 Year Strategy) | Environment (Environment) | Mosman |
| Getting around - Woollahra will be a place where it is easy to get around, easy to access our foreshore, our recreation facilities, our green open space and our public and private institutions. We will also have easy access to the city and its wide range of services and facilities, and be able to access public transport, walking and cycling routes within our area (Goal for 2025) | Improve the management of public parking on-street and off-street (Strategy) | Quality places and spaces (Environment and Infrastructure) | Woollahra |

## 4.4. Facilitating recreational physical activity

### 4.4.1. Summary

The 640 Strategies classified under this subdomain were concerned with open space, sport and recreation in its diverse forms.

There were a significant number of LGAs with comprehensive sets of Layer 2 Objectives and Layer 3 Strategies relating to this domain (e.g. Pittwater with 21 Layer 2 Strategies, Moree 18, Leeton 17 and Willoughby with 12).

Many Strategies related to either the ongoing maintenance or provision of recreation infrastructure, a long-standing and important function of councils. Some councils included their visions for 'big ticket' recreation items – heated indoor pools (e.g. Yass Valley), equestrian areas or sportsgrounds, while others only included general statements about the provision of recreation infrastructure.

Some rural and regional areas mentioned their unique recreation areas (e.g. Lake Forbes in Forbes, or Coffs Harbour's foreshore area) or nearby National Parks (Brewarrina, Balranald, Cobar, Dungog, Gunnedah, Richmond Valley, Snowy River and Warrumbungle).

Sport was an important feature, with not only provision of infrastructure mentioned, but also the facilitation of local sporting groups, and the desire to attract large sport events to LGAs. Interestingly, exercise and fitness was barely mentioned.

**Figure 16: Wordcloud based on all CSP Strategies classified under the 'Facilitating recreational physical activity' HEAL subdomain**



Source: www.wordclouds.com

### 4.4.2. Examples from the analysis

Since this subdomain is the largest one represented in the Layer 3 Strategies, it is useful to look at the types of issues that are addressed within it. Table 27 shows the occurrences of key words relating to the subdomain. Note that some Strategies may have contained more than one of these words.

**Table 27: No of occurrences of key words in 'recreational activity' subdomain**

| Word | No of instances found in a Layer 3 Strategy |
|---|---|
| Recreation | 259 |
| Park(s) | 96 |
| Open space(s) | 92 |
| Sport (or variation) | 162 |
| Exercise / Fit(ness) | 3 |
| Play(ground) | 30 |
| National Park | 8 |
| Green / Greening | 13 |

Some examples follow of Strategies (Layer 3) which include the words above, along with their corresponding Objectives (Layer 2) and Theme classifications:

**Table 28: Examples of CSP Strategies relating to 'Recreational Activity' subdomain**

| Objective (Layer 2) text | Strategy (Layer 3) text | Project classification of theme | LGA |
|---|---|---|---|
| **Recreation** | | | |
| Manage and maintain a diverse range of safe and accessible open spaces and provide recreation, sporting and leisure activities and facilities | Provide parks and gardens that are aesthetically pleasing and are available for passive recreational pursuits | Infrastructure | Gundagai |
| To maintain and improve our sports and recreation facilities | Encourage people to participate in sport and recreational activities by providing appropriate facilities including a network of recreational cycling and walking tracks. | | Greater Hume |
| Manage and maintain a diverse range of safe and accessible open spaces and provide recreation, sporting and leisure activities and facilities | Provide playing fields to meet the requirements of the active sporting associations in the Shire | | Gundagai |
| Our Community Facilities - Provide and maintain fully equipped community facilities | Provide and maintain fully equipped sporting facilities to encourage a healthy and active lifestyle | | Guyra |
| Service: Parks: To find the resources needed for the changes we've made for Imagine Lismore some of the 'Parks' budget has been cut. We hope to be able to minimise the reduction in service level through increasing efficiency and productivity but some drop in service level may be experienced. It is noted that parks are important to our community and important to a number of the visions in Imagine Lismore. We will ensure that any cuts to service will not impact on the community's visions. In 2011 we developed the Lismore Sport and Recreation Plan. This now needs to be prioritised and implemented. This will see us be guided by the underlying shift in participation rates from organised sport to passive and active recreation | Implementation of the Lismore Sport and Recreation Plan | | Lismore |

| Objective (Layer 2) text | Strategy (Layer 3) text | Project classification of theme | LGA |
|---|---|---|---|
| Healthy Lifestyles - A community that embraces healthier lifestyle choices and practices | A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing | Social | Ku-ring-gai |
| Healthy Lifestyles - A community that embraces healthier lifestyle choices and practices | New and enhanced open space and recreational facilities have been delivered to increase community use and enjoyment. | | |
| Our community: is safe; has sustainable assets; is well planned – sustainable, accessible, affordable; values its heritage; has vibrant spaces and places; is well connected; is attractive for locals and visitors | Offer a range of cultural, sport and recreational facilities to meet the needs of our diverse community | Social And Environment | Singleton |
| **Park** | | | |
| Maintain and enhance open green spaces and streetscapes | Ensure all public parks and open spaces are accessible, maintained and well managed to meet the current and future recreation needs of the community | Environment | Burwood |
| A community with quality green spaces that encourage people to be active and involved in their natural surrounds | Provide a range of parks, gardens and reserves to an acceptable level and suitable for passive recreational activities. | Infrastructure | Gilgandra |
| High quality activities, facilities and services | Upgrade existing playground areas and park structures to cater for wider community | Social | Burwood |
| | Implement five hectares of new open space facilities in Wangal Park | | |
| A Community Rich in Culture with a Unique Identity - Cultural Spaces: To ensure adequate and appropriate facilities and spaces for arts and cultural activities; and To promote cultural diversity within cultural spaces and facilities. | Increase appropriate, flexible use of parks and bushland for cultural activities | Social | Lane Cove |
| To provide attractive spaces and places - Recreation and Leisure Facilities | Parks in Cooma and the villages have been well maintained | Social And Environment | Cooma-Monaro |
| **Open space** | | | |
| To protect and enhance the region's biodiversity | Provide quality regional and local open space/ reserves on lands that contain remnant vegetation and fauna habitat and provide for links between those spaces/reserves | Environment | Bathurst |
| To protect and enhance the region's landscapes, views, vistas, open spaces and the Macquarie River. | Provide quality open space, recreational areas and drainage reserves within new urban areas which incorporate existing natural resources | | |
| Maintain and enhance open green spaces and streetscapes | Provide adequate funding to maintain open space areas | Environment | Burwood |
| | Pursue partnerships and opportunities to create new open spaces | | |
| Better utilisation of existing open space | Our open spaces are distributed where people live. | Environment | Cessnock |
| | We have green corridors connecting our open space areas. | | |
| | Our open spaces have suitable amenities and plenty of shade | | |

| Objective (Layer 2) text | Strategy (Layer 3) text | Project classification of theme | LGA |
|---|---|---|---|
| Open space and recreation infrastructure that is developed, managed and improved for long terms sustainability and safety | Develop and commence implementation of an Open Space Strategy that plans for the development and use of Open Space areas throughout the shire | Infrastructure | Narrandera |
| **Sport** | | | |
| A diverse economic base and support for local businesses | Support sporting and cultural events in Byron Shire | Economic | Byron |
| North Sydney is a place that attracts events | Attract major regional and sporting events | Economic | North Sydney |
| Recreational facilities meet the needs of the community | Development of Sporting Facilities - Council to source funding opportunities to develop sporting facilities; Council to support the community in initiatives which develop facilities | Governance | Carrathool |
| To maintain and improve our sports and recreation facilities | Encourage people to participate in sport and recreational activities by providing appropriate facilities including a network of recreational cycling and walking tracks. | Infrastructure | Greater Hume |
| Manage and maintain a diverse range of safe and accessible open spaces and provide recreation, sporting and leisure activities and facilities | Provide playing fields to meet the requirements of the active sporting associations in the Shire | Infrastructure | Gundagai S |
| Our Community Facilities - Provide and maintain fully equipped community facilities | Provide and maintain fully equipped sporting facilities to encourage a healthy and active lifestyle | Infrastructure | Guyra |
| Service: Parks: To find the resources needed for the changes we've made for Imagine Lismore some of the 'Parks' budget has been cut. We hope to be able to minimise the reduction in service level through increasing efficiency and productivity but some drop in service level may be experienced. It is noted that parks are important to our community and important to a number of the visions in Imagine Lismore. We will ensure that any cuts to service will not impact on the community's visions. In 2011 we developed the Lismore Sport and Recreation Plan. This now needs to be prioritised and implemented. This will see us be guided by the underlying shift in participation rates from organised sport to passive and active recreation | Implementation of the Lismore Sport and Recreation Plan | Infrastructure | Lismore |
| The community has the opportunity to participate in a diverse range of lifestyle, sporting and passive recreational pursuits | Dubbo is recognised for its first class sporting facilities, which cater for a wide range of local, regional and state sporting events and opportunities. | Social | Dubbo |
| To be a cohesive and inclusive community where all people can actively participate in community life - Health And Wellbeing - To be a healthy, educated, safe and interactive regional community, with open space, sport and recreation facilities and programs which promote healthy lifestyles and contribute to the social, spiritual, emotional and physical wellbeing of the community. - accessible open space and recreational facilities for the community are provided. | Improve access to and knowledge about local sport and recreational facilities. | Social | Willoughby |
| **Exercise/fitness** | | | |

| Objective (Layer 2) text | Strategy (Layer 3) text | Project classification of theme | LGA |
|---|---|---|---|
| Improved and expanded areas for bike use and pedestrian thoroughfares | Plan for inclusion of exercise areas and directional signage along bike/walk tracks | Infrastructure | Leeton S |
| | Provide safe, accessible and attractive aquatic facilities, and deliver fitness and recreation programs that meet the needs of the diverse range of user groups | Social | Canterbury |
| Recreational Management Strategy - A diverse range of accessible recreational opportunities for a broad range of ages, abilities and interests - inspired by bush, beach and water | To use recreational opportunities to encourage a fit and healthy community for all abilities | Social | Pittwater |
| **Playground** | | | |
| Provide a high standard of infrastructure to support community needs | Ensure suitable play equipment is built and maintained at key locations such as central park. Such play equipment should be covered for shade. | Social | Bourke |
| A community that supports and provides opportunities for our families. Opportunities for our families to interact. | Develop and implement a playground strategy for the shire that also considered the placement of supporting infrastructure such as public toilets, footpaths, and shade | Social | Corowa |
| Our public spaces are enjoyed by all our people | Provide safe and accessible play spaces for our children within each community | Social And Environment | Coffs Harbour |
| **National Park** | | | |
| Well managed public and private land | Vibrant and well run national parks that are accessible and well used | Environment | Cobar |
| We have access to a range of places, activities and facilities which cater for diverse sporting and recreational interests. | Liaise with appropriate agencies to ensure that recreational areas including national parks, forests and waterways are accessible and well cared for. | Social And Environment | Dungog |
| **Green / greening** | | | |
| Marrickville has thriving natural habitats | Enhance local and regional biodiversity connectivity, including along the GreenWay | Economic And Environment | Marrickville |
| Public open space, recreation facilities and services that meet community needs | Provide a welcoming and vibrant waterfront with integrated green public spaces and enhanced foreshore access | Environment | North Sydney |
| A City with a built environment that has character and architectural integrity; community open space and facilities that are accessible, well maintained and well managed; safe, accessible and well maintained infrastructure that connects communities together and to places; vibrant, sustainable and well supported business precincts that meet the needs of local communities | Provide areas of open space – Encourage new developments to include usable open green space | Social And Environment | Botany Bay |

# 5. Analysis of 'Connecting & Strengthening Communities' Domain

This Domain, with 564 Strategy occurrences, relates to 'social interaction and inclusion'. Strategies relating to generally 'connecting and strengthening communities', for example community programs, events, volunteering and general community development activities were included in most CSPs. However, to qualify for being an explicit HEAL related Strategy in this domain, the wording of the Strategy had to display an explicit intent relating to one of the subdomains of:

- Facilitating incidental neighbourhood interaction
- Making community spaces
- Building for crime prevention

'Exclusions' relating to this domain and subdomain are listed at page 36.

Figure 17 shows the number and percentage of CSPs that included at least one Strategy that could be classified under the subdomains.

**Figure 17: No of CSPs where at least one Strategy (Layer 3) could be classified under 'Connecting & Strengthening Communities' subdomains**
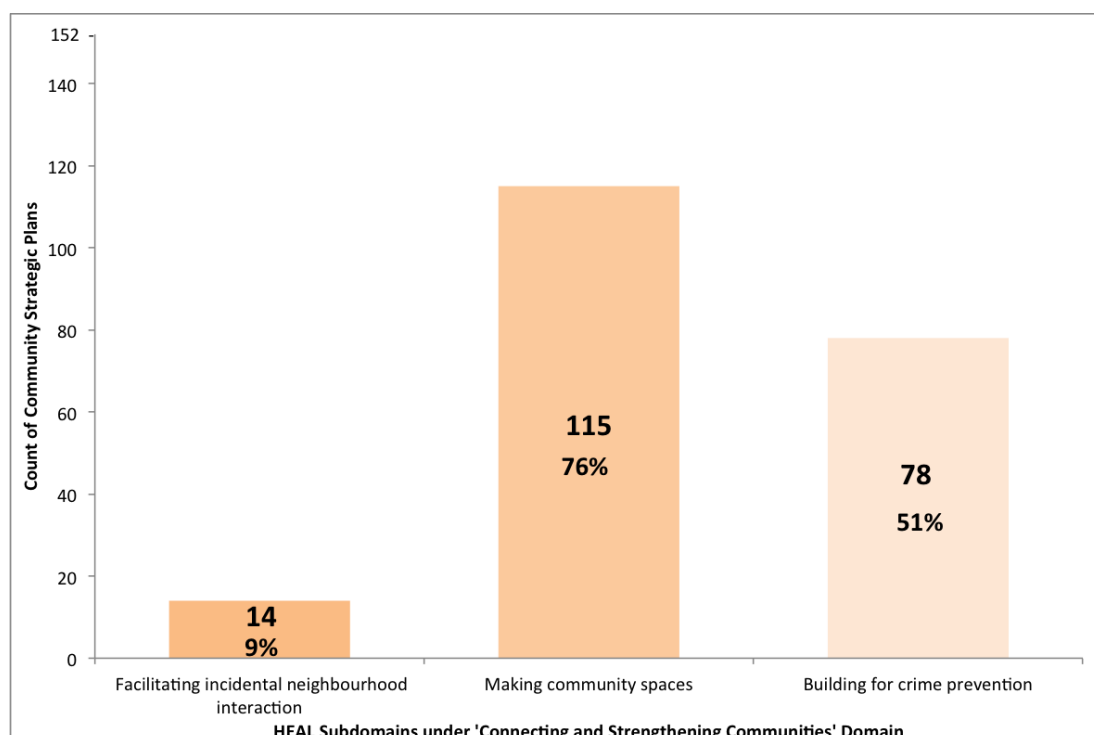
The figure below shows how the subdomains have been represented differently in different local government classifications.

**Figure 18: % of councils in each Local Government classification where Strategies (Layer 3) in their CSP addressed subdomains in the 'Connecting & Strengthening Communities ' domain**
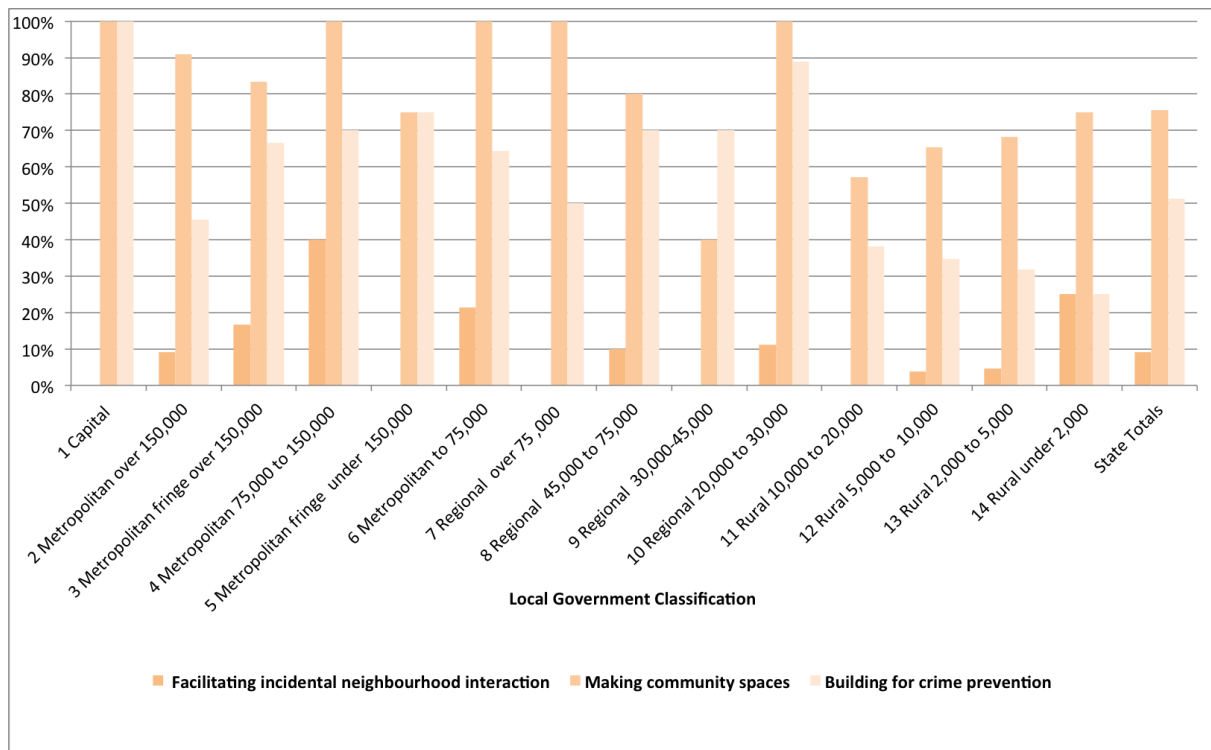


The key points in this graph are that:

- Generally, higher percentages of metropolitan and regional councils addressed this domain than rural councils, especially in relation to 'making community spaces'.

- Only a low percentage of councils in all areas addressed 'Facilitating incidental neighbourhood interaction'.

- There was no discernible pattern of which types of councils were more likely to address 'Building for crime prevention'.

With such a wide range of Strategies included in these subdomains, it is essential to investigate them in more detail, as given in the following sections.

## 5.1. Facilitating incidental neighbourhood interaction

### 5.1.1. Summary

There were a limited number of Strategies related to this subdomain (13 occurrences), particularly because of its narrow intent, which is related to 'giving opportunities for people to interact at the neighbourhood level' (Kent, Thompson & Jalaludin, 2011). For example, the PCAL IP&R resource 2016 gives a suggested 'broad strategy' of 'Require private developments to address the street and be well connected to movement systems'. This is quite a specific issue relating to the development approval and strategic land use planning functions of councils, and most CSPs did not address the details of these planning functions in their CSPs.

There was a fine line between including a possibly-relevant Strategy in this subdomain, or excluding it. Strategies that were included had to contain specific words and context that indicated that they were concerned with 'neighbourhood or very local interaction' and not wider social inclusion and interaction. Ten of the 13 Strategies in this subdomain were from metropolitan LGAs, one from a metropolitan fringe LGA, and 3 from rural councils. They were all presented within the CSPs' 'Social' themes.

**Figure 19: Wordcloud based on all CSP Strategies classified under the 'facilitating incidental neighbourhood interaction' HEAL subdomain**

Source: www.wordclouds.com

### 5.1.2.    Examples from the analysis

The following are examples of Strategies from the 'Facilitating incidental neighbourhood interaction' subdomain.

**Table 29: Examples of CSP Strategies relating to the 'facilitating incidental neighbourhood interaction' HEAL subdomain**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (& project classification of theme) | LGA |
|---|---|---|---|
| A sense of community pride (Strategic Goal) | Develop campaigns designed to facilitate community and neighbour interaction (Action) | A Sense of Community (Social) | Burwood |
| Aged Care – Improving aged care facilities and services to the elderly (Priority issue) | Promote interaction with older residents – through activities such as 'Neighbour Day' and nursing home visits (especially for those living alone) (Strategy) | Social And Cultural Development (Social) | Hurstville |
| The community has Increased opportunities for participation and engagement (Outcome statement) | Foster a culture of neighbourliness to reduce social isolation (Strategy) | A diverse community that is socially just, educated, safe and healthy (Social) | Marrickville |
| We want people to live in neighbourhoods and communities in which they feel safe and connected, and where they have opportunities to interact with their neighbours and look after their local area. (Name not given: could be classified as a vision under the domain?) | Active neighbourhoods - People are easily able to meet with and support their neighbours (Community outcome) | Live (Social) | Sutherland |
| Communities will be vibrant, caring and connected with a sense of belonging and pride in their local neighbourhood. We will create and support communities where individuals feel closely connected, people know their neighbours, relationships are built within local neighbourhoods, there is participation in the local community and a sense of belonging and pride in the local area. (What do we want?) | Expanding and supporting programs and activities that encourage and enhance neighbourhood connections (We will achieve this through) | Our community (Social) | Wyong |
| Communities with opportunities to interact (Objective) | Explore the development of spaces that encourage social interaction throughout neighbourhoods, planned for in consultation with the community members (Action) | A Strong And Resilient Community And Sustainable Environment (Social and Environment) | Narrandera |
| Attractive and active village centres (Objective) | Provide opportunities for social interaction and visitation throughout the village centres (Strategy) | A strong and resilient community (Social) | Conargo |

## 5.2. Making community spaces

### 5.2.1.    Summary

The 441 Strategies classified under this subdomain covered a wide range of issues relating to activating the public domain and generally making public spaces welcoming and attractive to be in (thereby encouraging outdoor physical activity).

There was only one Strategy that identified broader land use issues such as mixed land uses or housing diversity as being related to HEAL outcomes. (Burwood: 'Encourage mixed use buildings – commercial and residential to maximise use of buildings in the town centre' under the Objective of 'Support and manage Burwood's major centre status'.)

There were many broad land use related Strategies in CSPs, however they were written in the context of general housing availability or affordability, or framed in statements of 'development to be appropriate to our community', and were therefore not captured in this analysis.

Other Strategies specifically excluded from the analysis in this section are outlined at page 36 and Appendix 7.

**Figure 20: Wordcloud based on all CSP Strategies classified under the 'Making community spaces' HEAL subdomain**

Source: www.wordclouds.com

### 5.2.2.    **Variations by CSP theme**

The majority of Strategies categorised under the 'making community spaces' subdomain were categorised within the 'Social' theme of the CSPs.

These Strategies (and their corresponding Objectives) tended to articulate that community spaces need to be well designed to encourage community activation and enjoyment. This is in contrast to similar Strategies within an 'Economic' theme that are mostly framed by the need to encourage employment and economic activity, by either encouraging local residents, or tourists, to use their commercial areas. Similar Strategies under the 'Environment' theme focussed on the need for community spaces to be aesthetic and to fit within 'acceptable' design standards..

Regardless of the theme (which may indicate a council's motivation behind a Strategy), any Strategy in a CSP that contributes to a better public domain will have positive active living outcomes.

Some examples of Strategies by different themes follow.

**Table 30: Examples of CSP Strategies relating to the 'making community spaces' HEAL subdomain**

| Objective (Layer 2) text | Strategy (Layer 3) text | LGA |
|---|---|---|
| **ECONOMIC THEME – focussing on economic issues** | | |
| Develop and promote our community as a desirable place to stop, stay and experience the Outback and river environments of South Western NSW | Implement physical improvements to Market Street | Balranald |
| To protect a vibrant CBD and support and grow retail diversity | Encourage cultural, artistic and community services and activities, markets and social spaces within activity centres | Bathurst |
| Local Industries and Business - Local industries, including tourism, and the business that support them continue to grow and prosper | Create and maintain a diverse commercial sector that is sustainable, vibrant, located in safe, well designed and visually appealing premises and which meets the needs of our community and visitors | Bogan |
| Expand job opportunities through the growth of existing businesses, and encourage new businesses to establish or relocate | Utilise a place management program to develop and enhance the business opportunities of the City activity districts, and rural and seaside villages | Greater Taree |

| Objective (Layer 2) text | Strategy (Layer 3) text | LGA |
|---|---|---|
| **ECONOMIC THEME – focussing on amenity or place issues** | | |
| Pedestrian-friendly local shopping villages where residents can walk to their favourite bakeries, restaurants and specialty shops. Convenient, diverse and affordable local shopping | Creating main street economies that are vibrant and desirable locations for businesses, visitors and residents | Ashfield |
| To improve the level of amenity in the Shire's towns and villages and present a welcoming and safe environment for visitors and residents | Develop and undertake Main Street improvement programs | Walgett |
| | Mixed economic and social theme | |
| Ashfield Town Centre will be identifiable and enjoyable: a thriving economic and cultural destination | Enhance Ashfield Town Centre's distinct commercial, retail, cultural and entertainment facilities ensuring pedestrian friendly public open spaces that are safe and enjoyable for all | Ashfield |
| | Create an identifiable and enjoyable main street that appeals to residents and visitors | |
| | Create an urban framework that balances access, using various forms of transport, with the need to develop an attractive, enjoyable and safe place | |
| | Beautify the streetscape and public domain | |
| **Environment theme** | | |
| A sustainable natural environment | Maintain safe and attractive park and street trees | Auburn |
| Managing the natural and built environment responsibly | Ensure local township free from rubbish, neat and tidy. Clean away unsightly vacant blocks | Bourke |
| I live in a clean, healthy local environment | We will maintain and enhance streets and open spaces and operate an effective sustainable waste service. | Canada Bay |
| Major town centres that are attractive, vibrant and popular destinations | Develop the City's major town centres of Nowra, Ulladulla and Vincentia to include attractive public spaces, retail shopping, entertainment and recreation options for the community | Shoalhaven |
| Our community: protects and enhances natural and built environment; is encouraged to be environmentally aware; is at the forefront of alternate energy; is conscious of its environmental footprint; is sustainable in its actions | Maintain safe and attractive park and street trees | Singleton |
| **Governance theme** | | |
| Build Civic Leadership And Pride | Orderly neat and attractive towns | Lachlan |
| Provide quality well managed services and facilities that meet service standards and community expectations | Provide and maintain a clean and attractive streetscape and provide clean public conveniences | Gundagai |
| Increased respect and pride we have in our towns and villages - To improve the visual appeal of our Shire | Introduce a graffiti team to remove graffiti as soon as observed | Moree Plains |
| **Infrastructure theme** | | |
| Accessible services and facilities that are well utilised | Install ramps and lifts to improve accessibility of the town centre for seniors, people with a disability and parents with prams | Burwood Council |
| Safe facilities and services | Improve street lighting and lighting in public places | |
| Vibrant and clean streetscape | Activate streetscapes through local events and markets | |
| Infrastructure that supports our community identity. Exciting community spaces | Support the implementation of the streetscape plan for Corowa, Howlong and Mulwala that embraces the unique identities of each township | Corowa |
| To be proactive in planning for changes that come from technological change and growth, and to continue to aim for the enhancement of the area's infrastructure through strong advocacy partnerships with Government and private enterprise and direct provision of appropriate assets | To enhance the distinctive qualities of our existing public places | Goulburn Mulwaree |

| Objective (Layer 2) text | Strategy (Layer 3) text | LGA |
|---|---|---|
| Appropriate levels of associated road/street infrastructure are undertaken in line with current and future requirements | Continued maintenance and installation of street furniture where appropriate | Leeton |
| **Social theme** | | |
| I have access to an attractive village centre near where I live where I can socialise and shop for the day to day things I need | We will use local shopping centres. | City of Canada Bay |
| Our built environment is a desirable place to be | Provide opportunities for enjoyment of community spaces and places | Gosford |
| Maintaining the strong sense of community, which when coupled with the Shire's lifestyle attributes, makes Harden Shire a great place to live | Improve amenity in our towns and villages by providing streetscapes, shops, other commercial properties and residential properties that reflect the identity of our communities, support social interaction and inclusion, and facilitate commercial endeavours | Harden |
| Kogarah City is a safe community where residents, workers and visitors feel safe in their homes, workplace and in the community | Develop and maintain clean and attractive streets and public spaces where people feel safe. | Kogarah |
| Proud Engaged City | Provide first class and iconic facilities and places | Liverpool |
| People living in and visiting our city have access to an inclusive and diverse range of vibrant community and cultural places and spaces. | To create and activate diverse cultural spaces and places for people to come together | Ryde |
| A safe, accessible and visually attractive community | Vibrant and creative community spaces | |

## 5.2.3.    Liveability

As analysed in section 3.3, the words liveable or liveability were used 15 times throughout Layer 2 Objectives. They were mentioned in only 5 Layer 3 Strategies, under a range of themes, as follows.

**Table 31: Examples of CSP Strategies relating to 'liveability'**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Connect and protect our communities (Strategic objective) | Enhance the visual amenity, heritage and liveability of our communities (Action) | Sustainable Natural and Built Landscapes (Environment) | Berrigan |
| There is community pride and amenity in our places (Objective) | Enhancing harmony, amenity and liveability in local neighbourhoods through urban design, maintenance of public infrastructure, promoting community pride in the care for private property, and increasing the responsibility taken by all householders and businesses for reducing their impact on their neighbourhood such as through noise and care of domestic animals. (Strategy) | Healthy Urban & Natural Environments (Environment) | Camden |
| Land Use & Development Strategy - Pittwater's bush, beach and water character is retained with high quality development and functional land uses which are in harmony with the community's needs and aspirations (Key direction) | To deliver a comprehensive suite of development controls that improve the liveability of the area (Objective) | Integrating our Built Environment (Environment) | Pittwater |
| Well-planned, efficient and sustainable development that complements our natural and cultural values  (Objective) | Enhance the liveability of the Shire's towns, villages and rural areas (Strategy) | Managing development and service delivery whilst retaining what we value (Infrastructure) | Snowy River |

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Our places and spaces will be attractive, liveable, sustainable and grow the Shire. (Direction) | Maintain and enhance the liveability of Tenterfield Shire as a place to live, work and find a lifestyle of choice (Strategy) | Our Towns, Villages & Economic Growth (Economic and Environment) | Tenterfield |

### 5.2.4.    Clean air

There were 6 Strategies in 5 CSPs that specifically mentioned air quality. Although none of them articulated the Strategy specifically through the lens of HEAL, they were all categorised under the 'environment' theme. These Strategies follow.

**Table 32: Examples of CSP Strategies relating to 'clean air'**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme | LGA |
|---|---|---|---|
| Maintain air quality (Strategy) | Continue to monitor local air quality and conduct audits of potential polluting activity. (Possible action) | Respecting our environment | Greater Taree |
| | Develop strategies to help improve local air quality. (Possible action) | | |
| To improve air quality by reducing exposure to air pollution. (Objective) | Implement the Griffith City Council Environmental Sustainability Strategy's action plan for energy, air and climate change. (Strategy) | Valuing our Environment | Griffith |
| A sustainable environment created by inspiring, leading and guiding our social, environmental and economic activities: Our impacts on the natural environment and heritage are minimised Goal and Objective) | Effectively manage air pollution from stationary sources within the LGA (Strategy) | A sustainable environment | Leichhardt |
| Improved environmental footprint and responsible use of natural resources (Outcome) | Reduce air and noise pollution and ensure compliance with regulatory legislation (Strategy) | Our Living Environment | North Sydney |
| We Look After And Enhance Our Natural Environment (Goal) | We monitor the quality of our environment, including target of: Maintained zero air quality exceedances (exceedances = number of days where particle matter (PM10) in the air exceeds the National Environment Protection Measure (Measure and target) | We Have A Sustainable Natural And Built Environment | Wagga Wagga |

### 5.2.5.    Shelter from the sun

In the harsh Australian climate, it could be expected that mentions are made in CSPs of the need to provide shade in community spaces. This only occurred 3 times, with 4 more occurrences being categorised in the 'Getting People Active' domain. All these Strategies follow.

**Table 33: Examples of CSP Strategies relating to 'shelter from the sun'**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Categorised in 'making community spaces' subdomain | | | |
| Contributing to The Actions That Address Climate Change (Goal) | Provide shade, native plants, bush regeneration and sustainable facilities in public and open spaces (Strategy) | Environmental Sustainability (Environment) | Fairfield |

| **Objective (Layer 2) text** (and CSP name for Layer 2) | **Strategy (Layer 3) text** (and CSP name for Layer 3) | **CSP Theme (and project classification of theme)** | **LGA** |
|---|---|---|---|
| Developing industry and business (Objective) | Upgrade main street amenity. Include chairs, pavers, shade, gardens (Strategy) | Ensure the long term economic sustainability of residents and businesses within the shire (Economic) | Bourke |
| Regional standard Narrabri CBD (Strategic objective) | Retail areas are shaded, attractive and well maintained and provide facilities for the elderly and disabled (Strategy) | One community - valuing the contributions that everyone can make (Social) | Narrabri |
| **Categorised in 'Getting People Active' domain** | | | |
| Active Transport - Our network supports and encourages people to take up active travel such as walking and cycling to enhance their social and physical well- being (Outcome) | Design and construct bikeways and footpaths incorporating tree shade cover. (Strategy) | Connecting our Community (Social and Infrastructure) | Bogan |
| Provide a high standard of infrastructure to support community needs (Objective) | Ensure suitable play equipment is built and maintained at key locations such as central park. Such play equipment should be covered for shade. (Strategy) | Working effectively to ensure a harmonious and sustainable community (Social) | Bourke |
| Better utilisation of existing open space (Objective) | Our open spaces have suitable amenities and plenty of shade (Strategic direction) | A Sustainable & Healthy Environment (Environment) | Cessnock |
| A community that supports and provides opportunities for our families. Opportunities for our families to interact. (Outcome and objective) | Develop and implement a playground strategy for the shire that also considered the placement of supporting infrastructure such as public toilets, footpaths, and shade (Strategy) | A dynamic and vibrant community (Social) | Corowa |
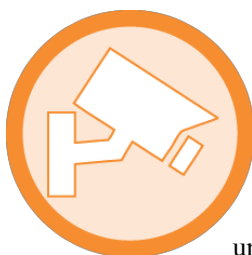
## 5.3. Building for crime prevention

### 5.3.1. Summary

Although there were many Strategies across the range of CSPs relating to advocating for an increase in general policing, or relating to general crime prevention, there were only 110 Strategies that could be classified under the specific subdomain of 'Building for crime prevention'. Specific issues excluded from the analysis in this section are outlined at page 36 and Appendix 7.

This subdomain was best expressed through the established principles of 'Crime Prevention Through Environmental Design' (CPTED), although only a limited number of CSPs made specific reference to it.

There were also many cases where 'hidden' Strategies were noted in this subdomain. 'Hidden' Strategies in this section were instances where CPTED or general planning or building design issues may not have been specifically mentioned in a Strategy, but where the wording and context of the Strategy (in conjunction with the corresponding Layer 2 Objective and within the context of the CSP theme) was broad enough to potentially encompass a CPTED-specific issue. For example:

**Table 34: Examples of 'hidden' CSP Strategies relating to 'building for crime prevention' HEAL subdomain**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| We feel safe (Outcome) | Actively promote crime prevention and safety strategies (What Council will do) *(In this case, a 'safety strategy' could well include a CPTED related strategy)* | Connected communities (Social) | Ballina |
| A community that feels safe (Outcome) | Implement community safety and crime prevention initiatives (Strategy) *(In this case, a 'crime prevention initiative' could well include a CPTED related issues)* | Our Community: Diverse and Inclusive (Social) | Auburn |
| A Safe Community (Strategic objective) | Crime Prevention - Develop and implement a Brewarrina Shire Crime Prevention Plan (Community Suggested Strategic Action) *(In this case, the Crime Prevention Plan could well include CPTED related issues)* | A Caring Community (Social) | Brewarrina |
| Support a Safer Community - Facilitate increased community safety in local towns (Objective) | Planning controls which promote and facilitate a safer environment (Long term strategy) *(In this case, the 'planning controls' could well include CPTED related issues eg Development Control Plan provisions)* | Our Community and Culture (Social) | Richmond Valley |

**Figure 21: Wordcloud based on all CSP Strategies classified under the 'Building for crime prevention' HEAL subdomain**



Source: www.wordclouds.com

### 5.3.2. Comprehensive LGA Strategies relating to 'Building for Crime Prevention'

Some LGAs had comprehensive Strategies relevant to this subdomain, supported by relevant Objectives, and often spread across themes. Examples follow.

**Table 35: Examples of comprehensive CSP Strategies relating to 'building for crime prevention'**

| Objective (Layer 2) text | Strategy (Layer 3) text | CSP Theme (& project classification of theme) |
|---|---|---|
| **Griffith – Strategies (Layer 3) and corresponding Objectives (Layer 2)** | | |
| Create accessible and safe, liveable places | Develop and implement the strategies of the Hands Off Griffith Community Crime Plan (in development). | Love the lifestyle (Social) |
| | Work with key stakeholders to develop realistic and achievable mechanisms to mitigate and alleviate safety issues from built and natural impacts. | |
| Provide, maintain and monitor safe assets, facilities and services | Review the passive surveillance provided by CCTV throughout the Central Business District. | |
| | Implement the strategies of the Hands Off Griffith Community Crime Plan (in development) | |
| Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony | All new developments comply with the principles of Crime Prevention Through Environmental Design. | |
| Maintain and develop public roads, paths, cycleways and transport corridors. | Improve and maintain street lighting in residential and central business areas. | Growing our City (Economic and Social) |
| **Gunnedah – Strategies (Layer 3) and corresponding Outcomes (Layer 2)** | | |
| Reduced crime and anti-social behaviour within the Shire | Identify joint opportunities with government agencies to strengthen community self-regulation and compliance with local laws | Retaining Our Quality of Life (Social) |
| | Increase community use of major areas by encouraging appropriate activity and use of public places during the weekends and at night. | |
| | Encourage crime prevention by incorporating appropriate design principles in new development. | |
| | Working in partnership with state government and local organisations to identify and develop solutions to address anti-social behaviour including alcohol related incidents | |
| | Investigate and implement strategies to reduce vandalism across the shire. | |
| **Leeton – 'How can we do it' (Layer 3) and corresponding 'What Do We Want' (Layer 2)** | | |
| Reduction in crime related activity | Investigate installation of CCTV systems in main areas of activity | Caring For Our Health And Wellbeing (Social) |
| | Administer reward program for reports of vandalism and graffiti that lead to prosecution | |
| | Establish a graffiti wall area | |
| Planning and programs that assist the community to feel safe and secure | Plan for adequate lighting that considers safety aspects in minimising dark areas | |
| | Incorporate "Safer by Design" requirements in new LEP's and DCP's | |
| Appropriate levels of associated road/street infrastructure are undertaken in line with current and future requirements | Provide satisfactory levels of street lighting for the safety of the entire Shire | Developing Our Built Environment (Infrastructure) |

### 5.3.3. Specific CPTED or design Strategies

There were 10 Strategies that specifically mentioned CPTED or 'design' in the context of CPTED:

**Table 36: CSP Strategies relating to CPTED**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Albury's Key Community Safety Indicators Demonstrate an Improvement (Outcome) | Work towards a safe community – security and policing: Implement crime prevention strategies in line with CPTED principles; Reward good citizenship behaviour Strategic action) | A Caring Community | Albury |
| A Safe Community (Strategic objective) | Community pride and stewardship of our towns and villages (including Encourage community to care for public facilities; Involve youth in decision making – services and facilities that affect them, such as sign design and preparation, park and reserve plantings etc) (Community Suggested Strategic Action) | A Caring Community | Brewarrina |
| Being Safe and Law Abiding (Goal) | Implement better design to increase passive surveillance and reduce opportunities for crime/accidents to occur (Strategy) | Community Wellbeing | Fairfield |
| Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony (Objective) | All new developments comply with the principles of Crime Prevention Through Environmental Design. (Strategy) | Love the Lifestyle | Griffith |
| Reduced crime and anti-social behaviour within the Shire (Outcome) | Encourage crime prevention by incorporating appropriate design principles in new development. (Strategy) | Retaining Our Quality of Life | Gunnedah |
| 'I am part of a safe and inviting city' (Outcome) | Integrate safety-by-design into city planning and maintenance (Strategy) | Active Holroyd - A Place That Is Inclusive, Healthy and Safe | Holroyd |
| We value being safe. What this means: • People feel safe in their homes; • People feel safe in public areas;• People are not unduly affected by anti-social behaviour and crime;• The risk of accidents are minimized;• Our community is prepared and resilient to emergency events such as floods and fires. (Core value) | Increase education levels within the community using Crime Prevention through Environmental Design (Strategy) | Safe | Kempsey |
| An Inclusive, Interconnected and Active Community: Community Safety - To increase feelings of personal safety. (Goal and objectives) | Incorporate environmental design principles into development planning to encourage crime prevention. | Our Society | Lane Cove |
| Planning and programs that assist the community to feel safe and secure (What Do We Want) | Incorporate "Safer by Design" requirements in new LEP's and DCP's (How can we do it) | Caring For Our Health And Wellbeing | Leeton |
| Community safety is improved (Objective) | Safety is considered in the planning and design of any development (Strategy) | We Are A Healthy Community In A Liveable City | Wollongong |

### 5.3.4. Strategies relating to 'public places or spaces'

There were 9 Strategies that specifically mentioned 'public place(s) or space(s)' in a 'building for crime prevention' context:

**Table 37: CSP Strategies relating to 'public places or spaces' in a CPTED context**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Healthy living is a Council priority. Ashfield has limited public green space for recreation. Local people want the area to be accessible and connected and the noisy, dangerous traffic corridors improved. (No term given) | Providing public places where people feel safe. (As we move towards 2023 the focus will be on…) | Safe, Connected and Accessible Places (Social and Environment) | Ashfield |
| People feel safe (Objective) | Creating and sustaining a safe environment within families, neighbourhoods, public places and venues through effective programs, education, partnerships and community engagement (Strategy) | An Enriched and Connected Community (Social) | Camden |
| - | Clean and maintain streets, trees and public places (Strategy) | Attractive City (Environment) | Canterbury |
| Reduced crime and anti-social behaviour within the Shire (Outcome) | Increase community use of major areas by encouraging appropriate activity and use of public places during the weekends and at night. (Strategy) | Retaining Our Quality of Life (Social) | Gunnedah |
| An Inclusive, Interconnected and Active Community: Community Safety - To increase feelings of personal safety. (Goal and objective) | Increase community surveillance of major areas by encouraging appropriate activity and use of public places at night. | Our Society (Social) | Lane Cove |
| The community feels safe, connected and has accessible infrastructure (Outcome statement) | Reduce accidental injury and opportunistic crime in public places by auditing and upgrading town centres (Strategy) | A Diverse Community That Is Socially Just, Educated, Safe and Healthy (Social) | Marrickville |
| A strong service sector supports a variety of community needs, including providing a healthy and safe community that has opportunities for involvement to build a strong sense of community spirit. (Objective) | The provision of clean and safe public spaces (Strategy) | A safe, healthy and connected community (Social and Environment) | Campbelltown |
| Our community is a safe place (objective) | Promote all opportunities to increase safety in public spaces (Strategy) | Society and culture (Social) | Gosford |
| We Live In A Safe Community (Goal) | There is reduced crime in our community, including target of Increased community perception of safety in public places (Measure and target) | We are a Safe and Healthy Community (Social) | Wagga Wagga |

### 5.3.5. Strategies relating to surveillance

There were 6 Strategies that specifically mentioned surveillance or CCTV:

**Table 38: CSP Strategies relating to surveillance or CCTV**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Being Safe And Law Abiding | Implement better design to increase passive surveillance and reduce opportunities for crime/accidents to occur (Strategy) | Community Wellbeing (Social and Environment) | Fairfield |
| Provide, maintain and monitor safe assets, facilities and services (Objective) | Review the passive surveillance provided by CCTV throughout the Central Business District. (Strategy) | Love the Lifestyle (Social) | Griffith |
| Crime and Anti-social Behaviour – Reducing crime and anti-social behaviour (including vandalism and graffiti). (Priority issue) | Improve lighting and maintain electronic surveillance activities in the CBD (including Central Plaza), and other foot traffic areas, car parks/empty spaces (Strategy) | Social and Cultural Development (Social) | Hurstville |
| An Inclusive, Interconnected and Active Community: Community Safety - To increase feelings of personal safety. (Goal and objective) | Increase community surveillance of major areas by encouraging appropriate activity and use of public places at night. | Our Society (Social) | Lane Cove |
| Reduction in crime related activity (What Do We Want) | Investigate installation of CCTV systems in main areas of activity (How can we do it?) | Caring for Our Health and Wellbeing (Social) | Leeton |
| Vibrant, connected and well maintained streetscapes and villages that build a sense of community (Outcome) | Improve pedestrian lighting and surveillance of the villages to reduce vandalism and graffiti (Strategy) | Our Built Environment (Social and Environment) | North Sydney |

### 5.3.6. Strategies relating to lighting

There were 6 strategies that specifically mentioned street or general lighting that were relevant to this subdomain:

**Table 39: CSP Strategies relating to street or general lighting within the 'building for crime prevention' subdomain**

| Objective (Layer 2) text | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (& project classification of theme) | LGA |
|---|---|---|---|
| The various community and industry sectors can travel in a safe, convenient, efficient and comfortable manner throughout the Dubbo local government area. | All built up areas of the City are lit to agreed standards using the most energy efficient lighting and at a competitive cost. (Strategy) | Our Infrastructure (Infrastructure) | Dubbo |
| Maintain and develop public roads, paths, cycleways and transport corridors. | Improve and maintain street lighting in residential and central business areas. (Strategy) | Growing Our City (Economic and Social) | Griffith |
| Crime and Anti-social Behaviour – Reducing crime and anti-social behaviour (including vandalism and graffiti). | Improve lighting and maintain electronic surveillance activities in the CBD (including Central Plaza), and other foot traffic areas, car parks/empty spaces (Strategy) | Social and Cultural Development (Social) | Hurstville |
| Planning and programs that assist the community to feel safe and secure | Plan for adequate lighting that considers safety aspects in minimising dark areas (How can we do it?) | Caring for Our Health and Wellbeing (Social) | Leeton |
| Appropriate levels of associated road/street infrastructure are undertaken in line with current and future requirements | Provide satisfactory levels of street lighting for the safety of the entire Shire (How can we do it?) | Developing Our Built Environment (Infrastructure) | Leeton |
| Vibrant, connected and well maintained streetscapes and villages that build a sense of community (Outcome) | Improve pedestrian lighting and surveillance of the villages to reduce vandalism and graffiti (Strategy) | Our Built Environment (Social and Environment) | North Sydney |

# 6.    Analysis of 'Healthy Eating' Domain

This domain had the equal lowest number of Strategies recorded of all the Domains (125 Strategies). There were no Strategies found relating to the subdomain of 'promoting responsible food advertising', which is generally understood by local government to be the responsibility of the State Government and other bodies.

Strategies specifically excluded from the analysis in this section are outlined at page 36 and Appendix 7.

**Figure 22: Wordcloud based on all CSP Strategies classified under the 'Providing Healthy Food Options' HEAL subdomain**



Source: www.wordclouds.com

# 6.1. Providing Healthy Food Options

### 6.1.1. Comprehensive 'Healthy Eating' Strategies

Greater Taree's CSP had the most comprehensive Strategies relating to Healthy Eating. Under the Strategy (Layer 2) *Food - Develop strategies and actions to address sustainability and security issues related to local food* were the following five 'Possible Actions' (Layer 3):

- Investigate and document the local food supply system.

- Develop an agriculture and food strategy for the local community to identify gaps in food supply and encourage greater consumption of local products.

- Facilitate and encourage outlets for the marketing of local products.

- Examine opportunities for regional networking in production and marketing of food.

- Conduct seminars and education programs, regarding the value of local, seasonal and healthy food habits.

### 6.1.2. Availability and access to local food

Several CSPs contained Strategies relating to the promotion, availability of, and access to, local food produce, mainly through the CSP themes of Economics and Social. Some examples are shown below.

**Table 40: Examples of CSP Strategies relating to access to local food produce**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (& project classification of theme) | LGA |
|---|---|---|---|
| In 2030 we will be a thriving community where diversity is embraced, everyone is valued and has the opportunity to contribute and belong. (Strategic Direction) Active and healthy communities with physical, mental and spiritual wellbeing (Objective) | Encourage and promote sustainable food initiatives and access to fresh food locally (Strategy) | Caring and Inclusive Community (Social) | Newcastle |
| Wingecarribee people have a healthy lifestyle and inclusive community (Goal) | Increase access to fresh local produce for all and build local food security through supporting local food production and consumption (Strategy) | People (Social) | Wingecarribee |
| Food- Develop strategies and actions to address sustainability and security issues related to local food. (Strategy) | Develop an agriculture and food strategy for the local community to identify gaps in food supply and encourage greater consumption of local products. ((Possible actions) | A great lifestyle (Social) | Greater Taree |
|  | Facilitate and encourage outlets for the marketing of local products. (Possible actions) |  |  |
| A community where a range of services assist to lead healthy life styles (Goal) | Promote the production of local produce including homegrown and domestic produce (Strategy) | Our People (Social) | Coonamble |
| Coffs Harbour is a regional centre for future-driven, innovative and green business and industry (Objective) | Promote opportunities around renewable energy, sustainable tourism, sustainable agriculture and fisheries, local produce, creative and clean industries (Strategy) | Learning and Prospering (Economic) | Coffs Harbour |
| Promote and attract industry, investment and new business opportunities (Strategic objective) | Promote local product - Promote primary industry products - wheat, meat, cotton and wool (Community Suggested Strategic Action) | A Growing Economy (Economic) | Brewarrina |

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (& project classification of theme) | LGA |
|---|---|---|---|
| Increase our self- sufficiency through local food production (Objective) | Facilitate partnerships that increase the use of local produce throughout the community (Action) | A Growing Economy (Economic) | Narrandera |
| Increase our self- sufficiency through local food production (Objective) | Support initiatives that promote our local produce within the shire (Action) | A Growing Economy (Economic) | Narrandera |

### 6.1.3. Ensuring land is available to grow local food

Many rural councils included Objectives and Strategies that recognised the importance of their agricultural land, with specific Strategies 'supporting the local agricultural industry' or 'assisting the industry in being more efficient', or 'enabling better transport'. These were mostly found under the Economic theme. However, for inclusion in this project, the Strategy had to demonstrate a direct application to HEAL – this was usually through advocating that local agricultural land be available to grow local food. An example from Camden follows.

**Table 41: Camden CSP Strategy example of availability of land to grow local food**

| Objective (Layer 2) text | Strategy (Layer 3) text | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| People can access what they need | Providing and supporting opportunities for fresh food production in order to offset the impact of the loss of agricultural land through the development of the South West Growth Centre | A Prosperous Economy (Economic) | Camden |

### 6.1.4. Food pricing and accessibility to fresh food

Some far western LGAs tried to address a basic healthy eating issue, which is stark in relation to the concerns of other LGAs – the extreme difficulty in some communities of obtaining any fresh food at all, or accessing food at acceptable price levels:

**Table 42: Examples of CSP Strategies relating to access to basic food**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| Access for All (Strategic objective) | Provide the opportunity for basic shopping facilities to be provided in Goodooga (Community Suggested Strategic Action) | A Caring Community (Social) | Brewarrina |
| Better outcomes for Aboriginal People (Strategic objective) | Support the implementation of the Goodooga Community Action Plan 2013 (including Economic Participation - to address the essential needs of the Goodooga community food security / access to healthy food (Community Suggested Strategic Action) | | |
| Developing industry and business (Objective) | Ensure local supermarket is available to the community and prices and quality are kept at acceptable levels (Strategy) | Ensure the long term economic sustainability of residents and businesses within the shire (Economic) | Bourke |

### 6.1.5.    Community gardens

There were 8 CSPs where a Strategy (Layer 3) mentioned community gardens. Some examples follow.

**Table 43: Examples of CSP Strategies relating to community gardens**

| Objective (Layer 2) text (and CSP name for Layer 2) | Strategy (Layer 3) text (and CSP name for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| There will be a sense of community ownership of the natural and built environment through direct public involvement with programs and services. We will develop and establish a range of programs and activities that creates community involvement and allows the community to appreciate and embrace areas of the Shire. (What do we want?) | Creating, maintaining and promoting a series of community gardens (We will achieve this through) | Our environment (Environment) | Wyong |
| To promote sustainable and energy efficient growth (Objective) | Encourage opportunities for community sharing and self-sufficiency (e.g. community gardens). (Strategy) | Environmental Sustainability (Environment) | Bathurst |
| Community health and wellbeing is maintained and improved (Objective) | Encourage sustainable living and food initiatives that contribute to community health and wellbeing, including community gardens, school gardens, slow food and permaculture (Strategy) | Looking After People (Social) | Blue Mountains |

### 6.1.6.    Markets

Likewise, a limited number of CSPs specifically mentioned 'markets' as a forum for locally fresh food to be made available. These were mentioned under the following 'CSP themes, as categorised by the project:

- Social - North Sydney
- Economic – Bathurst, Coolamon and Murrumbidgee
- Infrastructure - Burwood
- Mixed themes - Greater Hume and Eurobodalla

### 6.1.7.    'Buy local sell local'

Seven CSPs mentioned variations of 'buy local sell local'. Although none of these CSPs specifically mentioned 'local food', such programs could well apply to local food. These were all listed within the 'Economic' theme. The applicable CSPs were all rural ones: Dungog, Moree Plains, Palerang, Temora, Tamworth Regional, Warrumbungle and Coolamon.

### 6.1.8.    Food wastage

Reducing waste to landfill, recycling and promotion of green waste was mentioned widely in CSPs, and it is likely that specific 'food waste' and composting programs could be 'hidden' in those wider Objectives and Strategies.

The minimisation of food wastage was only mentioned in two CSPs: Carrathool (south – western NSW) and Marrickville (metropolitan Sydney) as shown below. Note that the structure of Carrathool's CSP was such that significant detail was included under each Layer 3 ('Strategy and Actions') as is shown below. It could be that most of the text is actually the 'Action' information that also appears in the corresponding Delivery Program.

Recycling of organic food waste was mentioned in two other CSP, also as shown below.

**Table 44: Examples of CSP Strategies relating to organic food waste**

| Layer 2 text (and CSP term for Layer 2) | Layer 3 text (and CSP term for Layer 3) | CSP Theme (and project classification of theme) | LGA |
|---|---|---|---|
| The Ashfield community will understand the impacts of human activity on the environment - Resources will not be wasted and residents and businesses will practice efficient energy, water and waste management; Sustainable behaviour will simply be a way of life; Future generations will know and experience the same quality of life or better than that enjoyed today: Ashfield Council will be a sustainable organisation and will act as a leader and role model to the wider community (not named) | Encouraging the community to reduce consumption, increase recycling and take up home composting (As we move towards 2023 the focus will be on) | Living sustainably - Our Environment, Our Future (Environment) | Ashfield |
| | Investigating enhanced waste technologies for Council's municipal waste such as Advanced Waste Technology (AWT) and food organics recycling. | | |
| The community is working towards zero waste (Outcome statement) | Support the community to reduce food waste and increase the recovery of organic food and garden waste (Strategy) | A vibrant economy and well planned, sustainable urban environment and infrastructure (Mixed) | Marrickville |
| Waste Not Want Not (Goal) | Waste Not Want Not to become established and sustainable in the local community - Primarily through the Community Development Officer Council will support the WNWN project wherever possible; Council will seek out media opportunities, speaking engagements (conferences etc.), award opportunities and grant possibilities to promote and develop the project. (Strategy and actions) | Developing Community Strength and Capability (Governance) | Carrathool |
| | Support the Development of Educative and Business Opportunities - Register the business name "Waste Not Want Not- Riverina' and logo on behalf of the community; Support the committee to develop nutritional fact sheets promoting local produce for distribution with product being sent to Sydney; Support the committee to explore opportunities for extending the program for the benefit of the local community (e.g. a coffee table book celebrating local produce) | | |
| | Work with the Committee to mark the first anniversary of the Project in April 2012 - Support the committee and community's initiatives for a significant celebration in April 2012; Explore ways to make this a community building opportunity, promoting local business, talent etc. (e.g. a Market Day) | | |

## 6.1.9. Culturally appropriate healthy food

Fairfield CSP was the only one to include a Strategy (Layer 3) in this topic: 'Ensure people have access to healthy and culturally appropriate food' under the Goal (Layer 2) of 'Being Healthy and Active'.

# 7. Analysis of 'Supporting Healthy Lifestyles Generally' Domain

This domain does not have any subdomains. There were 125 instances of these Strategies found in all CSPs.

Many of these Strategies were simple mentions of 'supporting active and healthy lifestyles', or variants of those words. However, each of these 'general' Strategies needs to be considered in the context of their relationship to other Strategies found in the same CSP, and to the subsequent level of detail in Activities that may be given in the accompanying DP.

**Figure 23: Wordcloud based on all CSP Strategies classified as 'Supporting Healthy Lifestyles in General'**



Source: www.wordclouds.com

Weight and obesity were only mentioned in one CSP (Brewarrina), under a 'Social' theme:

A reduction in rates of overweight and obesity and improvements in related health behaviours in high risk groups in Brewarrina - Delivery of Healthy Communities Program

Some examples follow of Strategies in this domain, along with the project-categorised CSP 'themes' that they were listed under.

**Table 45: Examples of CSP Strategies relating to 'Supporting Healthy Lifestyles Generally' HEAL domain**

| CSP Strategy (Layer 3) | LGA | CSP 'Project Theme' |
|---|---|---|
| Implement healthy lifestyle programs – to improve the health of the community | Albury | Social |
| Healthy lifestyle promoted through education, health promotion, support networks and facilities | Bega | Social |
| Encourage and promote healthy and active lifestyles across all age groups within our community | Bombala | Social |
| Diverse, local jobs - Infrastructure, technology and support for local economic and employment opportunities enable residents to achieve a work/life balance | Sutherland | Economic |
| Healthy and well people: • Shire residents are physically and emotionally well; • Adequate, appropriate and accessible health services | Sutherland | Environment |
| Implement a comprehensive education program to promote sustainable living including sustainable environmental practices for homes, workplaces, and public and open spaces. | Gunnedah | Environment |
| Implement policies, practices and services to ensure the continued health and wellbeing of the Mosman community, and cleanliness of the local environment | Mosman | Environment |
| Increased community safety and wellbeing | Tumut | Governance |
| Infrastructure that facilitates a community that is physically active | Jerilderie | Infrastructure |
| Readily available information on activities and facilities | Armidale-Dumaresq | Infrastructure |
| Provide education around healthy lifestyle activities | Kempsey | Mixed themes |
| Plan for and provide infrastructure that encourages and allows for active lifestyles | Kempsey | Mixed themes |

PCAL 2016 provided a list of 'Example Actions and Activities for Local Councils' relating to Active Living and Healthy Eating on its website http://www.nswpcalipr.com.au/examples/example-actions-and-activities-for-councils/

A suggested CSP 'Broad Strategy' was given of 'Undertake education activities to promote active living'. There were a number of variations on this suggested Strategy used in CSPs. The 12 Strategies mentioning 'education' are given below. Only 3 councils specifically mentioned 'active living' in Strategies in this domain (Manly, Parramatta and Rockdale). 'Lifestyle' was referred to in 36 Strategies, and 'choice' was mentioned in 7.

**Table 46: Examples of CSP Strategies relating to 'education' within the 'Supporting Healthy Lifestyles Generally' HEAL domain**

| CSP Strategy (Layer 3) | LGA | CSP 'Project Theme' |
|---|---|---|
| Healthy lifestyle promoted through education, health promotion, support networks and facilities | Bega Valley | Social |
| Developing a healthy community through the promotion of healthy lifestyles, education and the provision and support of a range of sporting, leisure and recreational facilities and opportunities that improve health as well as contribute to vibrant community life and a connected community | Camden | Social |

| CSP Strategy (Layer 3) | LGA | CSP 'Project Theme' |
|---|---|---|
| Facilitate innovative community health and safety projects, and improve health and safety through education and regulation | Canterbury | Social |
| Support the Healthy Hillston Project - The Community Development Officer to continue to work with the Healthy Hillston Project Officer to encourage physical activity by all in the community through education and promotion of events | Carrathool | Social |
| Provide information and education about healthy lifestyle programs including being sun smart, nutrition, exercise, tobacco, drug and alcohol use, gambling, risk taking behaviours and mental wellbeing | Fairfield | Social & Environment |
| Promote education and awareness on health and safety issues | Gosford | Social |
| Implement a comprehensive education program to promote sustainable living including sustainable environmental practices for homes, workplaces, and public and open spaces. | Gunnedah | Environment |
| Provide education around healthy lifestyle activities | Kempsey | Mixed |
| The provision of community services (including health and education) across the city remains effective and meets identified and anticipated needs within our community. | Maitland | Social |
| Promote and develop health education and encourage people to take personal responsibility for their health | Parkes | Social & Governance |
| Promote a healthy lifestyle through education, support networks and facilities | Port Macquarie-Hastings | Social |
| Promote and develop health education and encourage people to take personal responsibility for their health | Weddin | Social |

# 8.   ANALYSIS OF DELIVERY PROGRAMS

This section investigates Principal Activities (Layer 4) of the IP&R Framework (termed 'Activities' in this section), as identified in 15 selected Delivery Programs (DPs). The IP&R Manual outlines the requirements for councils in preparing their DPs, as discussed in section 1.5.1. In contrast to Community Strategic Plans (CSPs), which have a timeframe of 10 years or more, DPs are 4 year programs outlining councils' priorities in their term of governance.

The methodology used to choose and analyse the selected DPs is outlined in section 2.2.1. The DPs of the following LGAs were analysed for this project: Sydney, Wollongong, Gosford, Marrickville, Blue Mountains, Pittwater, Maitland, Wingecarribee, Bathurst, Kempsey, Leeton, Temora, Carrathool, Brewarrina and Wollondilly. This section analyses these DPs through the lens of HEAL.

> *This chapter firstly makes general observations about the structure, complexity and content of DPs (section 8.1).*
>
> *These general observations are critical in understanding the context of the specific HEAL-related items that are then analysed in the remainder of the chapter (from section 8.2).*

The most difficult aspects of the project analysis were encountered in this section of the project, which were primarily related to the wide variation in DP structures, detail and complexity, making categorisations and comparisons between DPs problematic.

*Note that the inclusion of examples (either random, or specifically chosen) from the DPs in this section in no way endorses the effectiveness or otherwise of those examples in delivering their councils' activities. Also, this project does not make any judgement on the written or grammatical quality of those individual examples.*

The following page provides a summary of the key findings of this chapter.

*Note that the databases accompanying this report are available on request – contact details are provided on the inside cover of this report.*

**15**
DELIVERY
PROGRAMS

**10%**
NSW
LGAs

**400 unique Delivery Program Activities categorised into HEAL domains**

**D O M A I N S**

Some activities are classified under more than one domain

**SUB-DOMAINS**

**Getting People Active**
**263**

Facilitating utilitarian physical activity
**35%**

Facilitating both utilitarian & recreational activity
**8%**

Facilitating recreational physical activity
**57%**

**Connecting & Strengthening Communities**
**118**

Facilitating incidental neighbourhood interaction
**2%**

Making community spaces
**80%**

Building for crime prevention
**18%**

**Healthy Eating**
**29**

Providing Healthy Food Options
**100%**

Promoting responsible food advertising
**0%**

**Supporting Healthy Lifestyles Generally**
**29**

**Top methods used by councils to implement actions**

**15%** **Writing policy & developing strategic planning**

**14%** **Providing new facilities**

**13%** **Maintaining existing facilities**

**10%** **Providing services in partnerships**

%'s represent the total no of DP actions analysed

## 8.1. General observations regarding Delivery Programs

There were many observations made about the general structure, content, detail and complexity of DPs which all had an effect on how they were then analysed through the lens of HEAL. This section outlines some of these issues.

### 8.1.1. Wide variation in Delivery Program structure, detail and complexity

The IP&R Manual states that "there is no prescribed format for the Delivery Program [or Operational Plan following it]". However, there are several 'Essential Elements' relating to DPs that the Manual prescribes.

Even between 15 DPs (out of a total in NSW of 152) there was wide variation in the structure of DPs, for example:

1. Some DPs incorporated both the DP and Operational Plan (1-year plan required by the IP&R Manual) in the same document (e.g. Gosford, Wollongong, Leeton). In some cases, the presentation of the Layer 4 Principal Activities was given in the same table, making it impossible to determine whether a stated action was in fact the DP Principal Activity, or whether it constituted the detail otherwise required in the Operational Plan.

2. Some DPs simply repeated all the Strategy (Layer 3) information from the CSP as their DP Principal Activities (e.g. Carrathool, Marrickville).

3. Wollondilly's DP contained no further detail than its very basic CSP. It can be assumed in this case that the detail regarding Council's delivery of programs is contained in the Operational Plan.

Analysing the Operational Plans of each DP, which often counter-intuitively seemed to be integral to understanding the context of a DP, was beyond the scope of the brief.

Leeton's DP followed a clear 'cascading' hierarchy, where there was an articulate link between the CSP's Layer 2 ('What Do We Want'), subsequent Layer 3 ('How can we do it') and Layer 4 ('Performance Measure'). Further, the DP followed the same themes as used in the CSP.

Maitland's DP was similar to Leeton's in that it divided the DP into the themes also used in the CSP, restated the CSP Objectives and Strategies, and then gave DP Activities (termed '4 year objectives') relating to each CSP Strategy. In the same tables, the Operational Plan's 2013/14 actions were given, which were also accompanied by a 'performance indicator'.

Between these examples were varying levels of clear structure and detail.

### 8.1.2. Abandonment of CSP themes

Some DPs abandoned the CSP themes that had been constructed by the previous CSP process, and under which subsequent Objectives (Layer 2) and Strategies (Layer 3) had been listed. Instead, the DPs were structured by councils' operational areas (e.g. recreation, planning, roads etc.). For example, Blue Mountains, Bathurst and Gosford DPs used this approach. This made the analysis of themes, and relevant Objectives, difficult.

### 8.1.3. Inconsistent terminology and crossover with CSPs

There was varying terminology used in the DPs analysed, making comparison difficult between them, and for analysis between relevant CSPs and DPs.

The following table shows the range of terms that were used in each DP for 'Principal Activities' (Layer 4):

**Table 47: Terms for 'Principal Activity' used by selected DPs**

| LGA | Term for 'Principal Activities' (Layer 4) used by the DPs: |
|---|---|
| Sydney | Action and action description |
| Wollongong | 5-year action |
| Gosford | DP Objective, then Operational Plan Actions |
| Marrickville | DP Strategy |
| Blue Mountains | Action |
| Pittwater | Action (given for each of the 4 years of the DP life) |
| Maitland City Council | Objective |
| Wingecarribee Shire Council | Objective |
| Bathurst | Action |
| Kempsey Shire Council | Program, then service/action |
| Leeton Shire Council | Performance Measure |
| Temora | No name given (presumably the same as the CSP i.e. Strategic Action) |
| Carrathool | 4 Year Objective, then Action |
| Brewarrina | Council actions |
| Wollondilly | Activity |

As can be seen, there were terms used in this Layer that were also the same as terms used in CSP Objectives (Layer 2) and other terms that were used in other aspects of other CSPs or DPs (e.g. Performance measure).

### 8.1.4. Characteristics required of DPs by the IP&R Framework

In an attempt to understand their rigour, the 15 DPs were analysed for whether or not they included the following characteristics that are required by the IP& R Framework, as shown in the following figure:

**Figure 24: Did Delivery Programs (total=15) include the following for each of their Activities?**
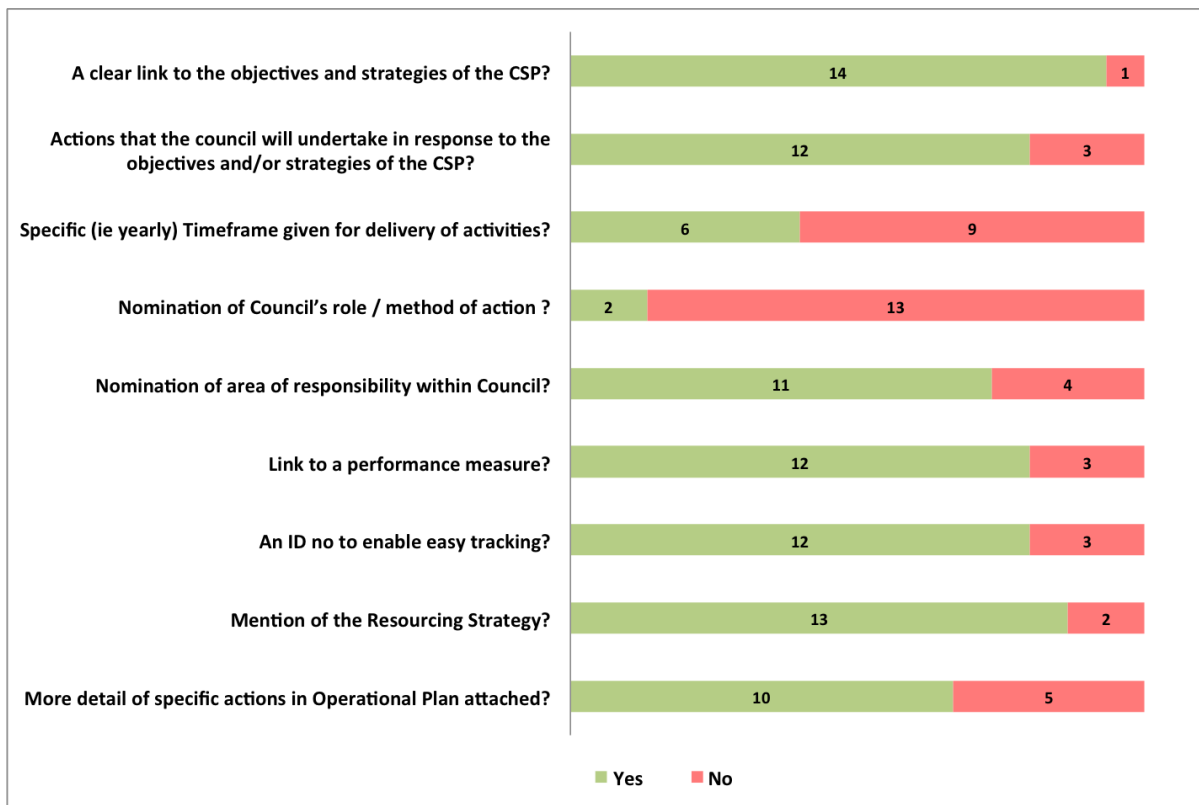


As can be seen, there were a number of councils who did not include various aspects in their DPs that are either required (through the 'Essential Elements') or recommended by the IP&R Manual.

In regard to the use of 'performance measures', there was a variation in how these were used. Some DPs linked such measures to their Operational Plan actions, not the DP Principal Activities, CSP Objectives or Strategies. This warrants further investigation and clarification with OLG, as the use of rigorous and comparable performance measures in DPs would be useful, particularly to compare the way that HEAL principles are being implemented 'on the ground'.

One of the questions analysed, as shown in the figure above, was "*did the DP have a clear link to the objectives and strategies of the CSP?*". Although 14 out of 15 DPs achieved this, the effectiveness to which they did this varied considerably. For example, Wingecarribee's DP nominated 'Direct' and 'Indirect' links back to CSP Strategies, while Bathurst's DP linked each DP Principal Activity to a number of CSP Objectives, not individual Strategies.

### 8.1.5. Implications for analysis of Delivery Programs through the HEAL lens

The inconsistencies in terminology and structure outlined above made the comparative analysis of the 15 DPs through the HEAL lens quite difficult, as will be shown in the analysis below.

## 8.2.    Delivery Programs and HEAL principles

There were a total of 400 unique Principal Activities (Layer 4) identified in the 15 selected DPs that could be classified under one or more of the HEAL domains.

As discussed in the section above, the complexity and inconsistent nature of the structures and content of the various DPs meant that comparison between them was difficult to determine. Nevertheless, the best way of showing how DPs 'delivered' HEAL programs is by showing examples of various samples from the database (given later in this section).

In addition, each Layer 4 DP Principal Activity identified in the analysis was coded as to whether or not it provided further detail of how the relevant CSP Strategy (Layer 3) would be implemented. The results are shown in the graph below.

**Figure 25: Does the DP Activity provide further detail of how the relevant CSP Strategy will be implemented?**
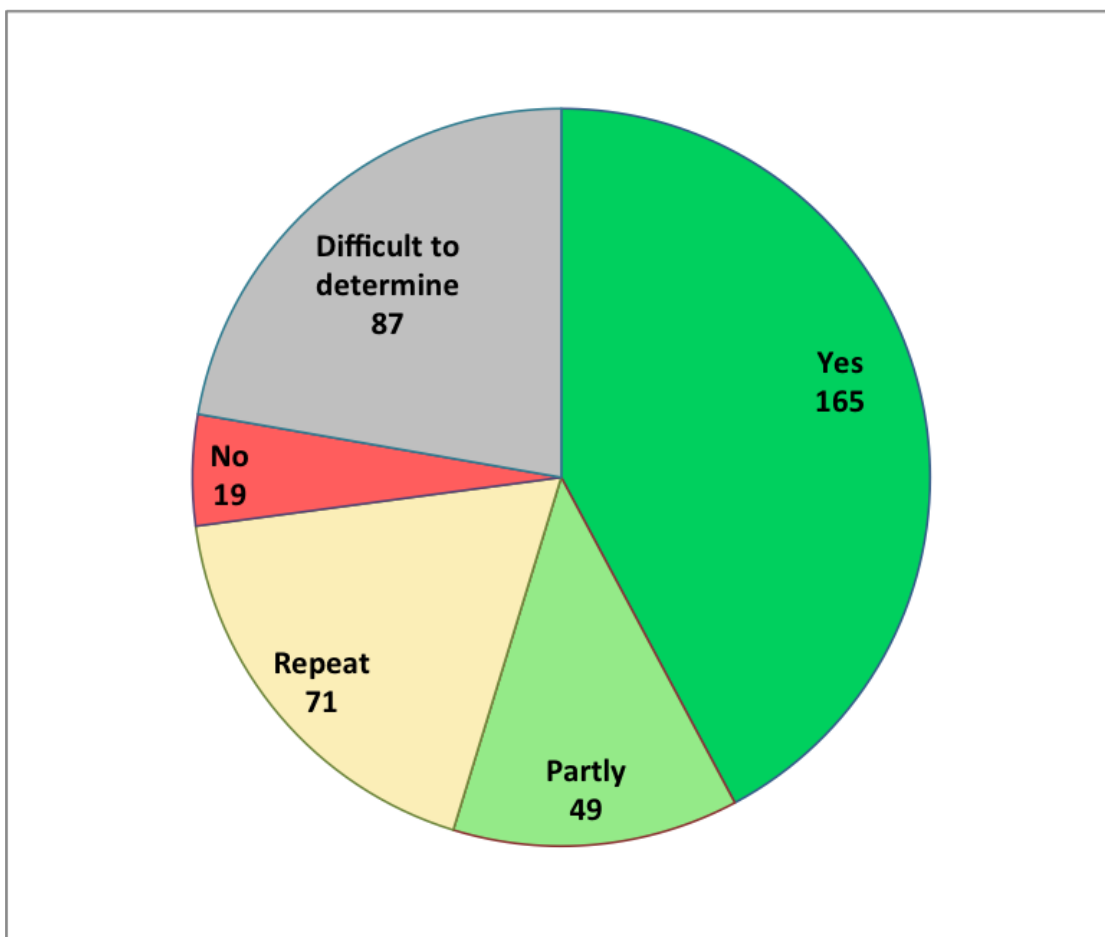
The 'difficult to determine' category in the previous graph included:

- Some Layer 4 items that read as performance indicators or Objectives (Layer 2), rather than detailed Activities, making their intent 'difficult to determine'.

-  Layer 4 items that were relevant to more than one CSP Objective (Layer 2) or Strategy (Layer 3). This made an assessment as to whether they 'provided further detail as to how *the* CSP Strategy will be implemented' equally difficult, as they applied to more than one Strategy.

### 8.2.1.  Translation of CSP Objectives through to DPs

Brewarrina Shire Council's DP contained the most detail in relation to a HEAL related issue, in a clear hierarchy, as follows:

*CSP Objective (Layer 2)* - **A Healthy Community**

*CSP Strategy (Layer 3)* - A reduction in rates of overweight and obesity and improvements in related health behaviours in high risk groups in Brewarrina - Delivery of Healthy Communities Program

*DP Actions (Layer 4):*

- Implementation of the HEAL program

- Delivery of Heart Foundation "walking groups

- Evaluation of Incentives for sport and recreation groups

- Delivery and evaluation of participant travel and incentives program

- Implementation and evaluation of health promotion campaign

- Delivery and evaluation of health screening campaign

- Delivery of community kitchen and FOOD cents program

- Implementation of culture camps

- Planning and implementation of weight loss challenge

- Implement and Evaluation of KickStart incentive program

- Develop and implementation of active health communications toolkit

- Develop and delivery of community activity programs

- Delivery of workforce capacity training strategy

- Development and delivery of healthy communities strategy

- Implementation of projects to enhance community facilities

However, in contrast, there were other sections of the same DP that only provided minimal further detail on other HEAL issues. For example:

*CSP Objective (Layer 2)* - **Activities and Access for All**

*CSP Strategy (Layer 3)* - Access to healthy food - Provide opportunities for villages to grow community fruit and vegetables; Involve young community members to develop self-sufficiency.

*DP Actions (Layer 4)* - Council to write to primary stakeholders and inform them of CSP priority.

Similarly, under the same CSP Layer 2, was another CSP Layer 3 - Provide the opportunity for basic shopping facilities to be provided in Goodooga with the same DP Layer 4 response - 'Council to write to primary stakeholder and inform them of CSP priority'.

### 8.2.2. Good CSP ideas not translated into DPs

There were instances uncovered through the analysis of the DPs where seemingly excellent HEAL-related CSP Objectives and Strategies were undermined by their treatment in the subsequent DP.

For example, Kempsey's CSP contained a promising HEAL related Layer 2 'Core Value', and subsequent Layer 3 'Strategy' that resulted in unexpected DP 'Programs' as follows:

**Table 48: Kempsey CSP and DP Layers relating to 'valuing being healthy'**

| CSP/DP Layer | CSP's term for the Layer | Layer text |
|---|---|---|
| Layer 2 | Core value | We value being healthy. This means: • Having health that allows people to do the things they enjoy; • Having health that does not limit people from earning a living; • Not suffering from ill health; • Living a long and fulfilling life; • Living in a healthy environment; • The environment being in a healthy state |
| Layer 3 | Strategy | Providing access to healthy diets |
| Layer 4 | Program, then service/action | Program: Provision of potable water supplies to serviced areas, Services/actions - none relevant to HEAL |
| | | Program: Implement fluoridation - Kempsey & Crescent Head water supplies. Services/actions - none relevant to HEAL |
| | | Program: Regulate food risks to the public. Services/actions - none relevant to HEAL |

If this DP had not been analysed, it could otherwise have been assumed that the positive HEAL related Strategy of 'providing access to healthy diets' would result for example in a program of encouraging local fresh produce, or providing education about it. Instead, it has translated to clean water, fluoridation and food health regulation.

As another example, one of Wingecarribee CSP's Objectives (Layer 2) was that *'Wingecarribee has agribusiness suited to our distinct climate and geography'*, and 4 Strategies (Layer 3) were given in the CSP that wholly or partly related to growing local food. However, there were no Activities in the DP that related to this Objective.

Another DP indicated quite boldly where Strategies (Layer 2) previously identified in the CSP were now 'not supported' by the DP.

### 8.2.3. Specific CSP Layers result in general DP Principal Activities

Often, specific HEAL related CSP Objectives or Strategies were translated back into generalised Activities in the DP. For example, Pittwater's CSP contained a Key Direction (Layer 2) of "*Traffic & Transport Strategy - Sustainable transport systems providing efficient and effective movement of people and goods transport actions* and a corresponding Objective (Layer 3) of *To create an active transport network (including roads, pathways, cycle ways)*. However, many of the relevant DP Activities related back to general functions of council e.g. generally maintaining infrastructure or keeping up lobbying activities, rather than the delivery of a very specific transport related project.

Similarly, many DP Activities simply stated the next level of planning or investigation that was required to achieve the CSP Objective or Strategy. In these cases, it is assumed that one of the Operational Plans published in the term of the DP will provide more detail to the planning or investigation task. Alternatively, it could be the case that the council will reassess its priorities in its next CSP and consider committing funding to a specific project emanating from that previous 'investigation' action until a work or program is finally 'delivered on the ground'.

### 8.2.4.  Sometimes new HEAL principles were uncovered by a DP

Occasionally a 'new' HEAL principle was uncovered in a DP that had not been picked up in the CSP analysis before it.

For example, Pittwater's CSP had generalised Objectives and Strategies relating to community education which were not included in the CSP analysis database (as per the Exclusions stated in the Methodology at page 36). However, two Activities in the DP were identified as being specifically HEAL related, so were recorded in the DP database, being:

- Promote alternative transport options

- Provide guided tours (walks/ talks) of Pittwater's natural environment

Another section of Pittwater's CSP had generalised Objectives and Strategies relating to corporate management, which were also not included in the CSP analysis. However, two Activities in the DP were specifically HEAL related:

- Conduct audit of existing signage for public safety and interpretation

- Investigate the provision of dinghy storage facilities at suitable foreshore reserves

## 8.3.  Analysis of Delivery Program Activities by HEAL Domains and Subdomains

### 8.3.1.  Overview

The figure below shows the number of individual Principal Activities (Layer 4) within the 15 DPs that could be classified by each of the HEAL subdomains. Note that it was possible for an individual Activity to be classified in more than one subdomain.

**Figure 26: Number of individual 'Activities' in the 15 selected DPs that could be classified by HEAL subdomains**
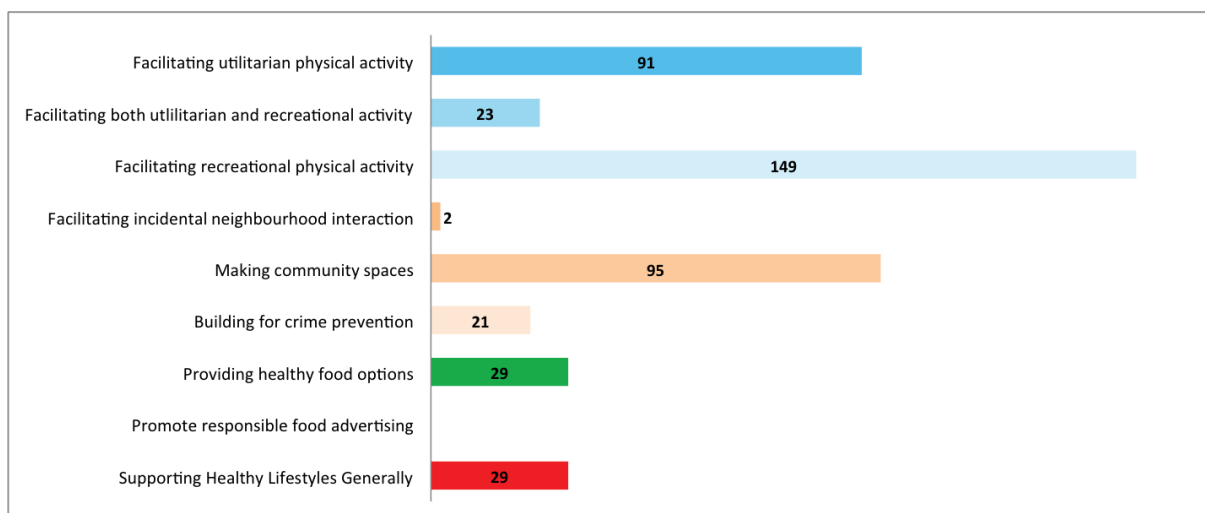


It can be seen that the majority of Principal Activities (Layer 4) related to the 'Getting People Active' domain, with a total number of 263 relevant Activities. The domain of 'Connecting and Strengthening Communities' contained the second highest number of instances with 118 relevant Activities, followed by 'Providing Healthy Food Options' and 'Supporting Healthy Lifestyles Generally' with 29 occurrences each.

### 8.3.2. Examples from the analysis

Some examples follow within each of the HEAL subdomains. Using these examples is the best way to show how CSP Objectives (Layer 2) 'translated' through to DP Principal Activities (Layer 4), or whether they translated at all. Where possible, one example from each DP has been provided for each subdomain. Note that it is possible for some Principal Activities to be relevant to more than one subdomain.

Again, as stressed in the introduction to this section, it is difficult to analyse these individual occurrences without the total *context* of the DP structure and its relationship to the CSP being understood.

### 8.3.3. Facilitating utilitarian physical activity

| Council | CSP Objective (Layer 2) text | CSP Strategy (Layer 3) text | DP Principal Activity (Layer 4) |
|---|---|---|---|
| | *(Either text or explanation of why there is no corresponding Layer 2)* | *(Either text or explanation of why there is no corresponding Layer 3)* | *(Either text or explanation of why there is no corresponding Layer 4)* |
| Council of the City of Sydney | A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the City and Inner Sydney | *No Layer 4 Activities in the DP relating to the Strategies in the CSP (However the DP Layer 4s mentioned here relate directly to the Layer 2 in the CSP)* | Walking - Implement priority programs to improve pedestrian safety and accessibility, connectivity and amenity across the local government area. |
| | | | Cycling - Implement priority projects that improve cycle safety and connectivity; increase in dedicated cycling infrastructure in the LGA to provide a safe, connected bicycle network. |
| | | | Partnerships - Advocate and work with external stake holders to improve regional walking and cycling connectivity. |
| | | | Safety - Safety of pedestrians and cyclists is improved in the LGA. |
| Wollongong City Council | Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced | The free Gong Shuttle Bus service is Extended | Assess the feasibility to expand the Gong Shuttle service to outer suburbs |
| | | A 'Park n Ride' commuter bus network is established and the community is encouraged to 'leave the car at home | Work in partnership with key stakeholders to consider the establishment of a 'Park n Ride' commuter bus network |
| Gosford City Council | *The Activity identified in the DP are common to more than one Objective in the CSP, across more than one theme* | *The Activities identified in the DP are not specific to any one strategy identified in the CSP* | Administration of the Footpath Program |
| Marrickville Council | The community walks, rides bikes and uses public transport | Promote accessibility of railway stations and bus stops | *The Activity ('Strategy') identified in the DP is identical to the CSP Strategy* |
| Blue Mountains City Council | | *The Activity identified in the DP is identified as being relevant to all of the strategies in the CSP theme* | Plan for and provide transport infrastructure *Note: Transport infrastructure includes roads, cycleways, bus shelters/bus stops, car parks, footpaths, street lighting traffic facilities, signs and line marking |
| Pittwater Council | *Layer 2 not previously picked up by CSP analysis: Community Education & Learning Strategy - A community that values lifelong learning and has access to information and knowledge* | *Layer 3 not previously picked up by CSP analysis: To encourage a range of education programs that raise awareness of significant issues affecting the community* | Promote alternative transport options |

| Council | CSP Objective (Layer 2) text *(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text *(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4) *(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Maitland City Council | A unique sense of identity and place is found within our villages, suburbs, towns and City Centre | We will ensure planning for the city is focused on improving access to our homes, jobs and services by walking, cycling and public transport | To activate centres as nodes for active transport |
| Wingecarribee Shire Council | Wingecarribee is linked by an integrated and efficient transport network | Encourage development that will increase the viability of public transport, cycling and walking infrastructure | *No specific HEAL related Activities* |
| Bathurst Regional Council | *The Activity identified in the DP is relevant to more than one Objective in the CSP, across more than one theme* | *The Activity identified in the DP is not related back to any strategy identified in the CSP* | Engineering services - Asset management - Improve pedestrian access within the urban area. |
| Kempsey Shire Council | We value being healthy. This means: • Having health that allows people to do the things they enjoy; • Having health that does not limit people from earning a living; • Not suffering from ill health; • Living a long and fulfilling life; • Living in a healthy environment; • The environment being in a healthy state | Plan for and provide infrastructure that encourages and allows for active lifestyles | Program: Maintain existing footpath areas. Services/actions: Maintain existing footpaths and cycleway network; Upgrade the South West Rocks Central Business District streetscape; Develop and adopt masterplan for Crescent Head Central Business District; Develop masterplan for Horseshoe Bay Reserve; Develop/Revise pedestrian/bicycle access plans |
| Leeton Shire Council | A dynamic and attractive business district | Ensure sufficient levels of parking can be accessed by shoppers and visitors through parking limit enforcements | Parking enforcement in accordance with Council's Policy. |
| Temora Shire Council | To enhance our reputation as a place to live and work through improving our public transport networks | Develop a comprehensive public transport network. | The opportunity for the community to work together to establish car pooling |
| Carrathool Shire Council | Transport | Plan for Increased use of Motorised Gophers etc - Council will work to ensure that services meet the needs of an aging community | Plan for Increased use of Motorised Gophers - Ensure that planning and design of public places, including Council assets, are designed to accommodate the needs of an aging community |
| Brewarrina Shire Council | Residents of the Brewarrina Shire will have transport to ensure access to services | Sustainable and viable public transport to service community need - Develop an integrated transport strategy for the Shire | Council to facilitate communication between transport providers |
| Wollondilly Shire Council | Safe, maintained and effective infrastructure AND Access to a range of transport options. | Manage Road Network: Manage the road network to respond to community needs, growth in the Shire, improving road safety and improving transport choices. | Manage the road network to respond to community needs, growth in the Shire, improving road safety and improving transport choices. |

**8.3.4.    Facilitating both utilitarian and recreational physical activity**

| Council | CSP Objective (Layer 2) text | CSP Strategy (Layer 3) text | DP Principal Activity (Layer 4) |
|---|---|---|---|
| | *(Either text or explanation of why there is no corresponding Layer 2)* | *(Either text or explanation of why there is no corresponding Layer 3)* | *(Either text or explanation of why there is no corresponding Layer 4)* |
| Wollongong City Council | Walking, cycling and public transport is an accessible and well resourced means of transport, and the use of private cars is reduced | The city is established as bike-friendly | Establish a strategic framework and a plan for cycleways and bicycle facilities within Wollongong |
| | | Interconnected and accessible cycleways and footpaths are planned and delivered | Improve the connectivity of the local government area through the upgrade in our network of footpaths and cycleways |
| Gosford City Council | *The Activities identified in the DP are common to more than one Objective in the CSP, across more than one theme* | *The Activities identified in the DP are not specific to any one strategy identified in the CSP* | Undertake cycleway construction and maintenance projects |
| Blue Mountains City Council | Community health and wellbeing is maintained and improved | Facilitate community access to community, cultural, recreational and sporting services and facilities that meet needs and support health and wellbeing | Civic Leadership-Good Governance - Asset Planning - Provide strategic asset planning *(this Activity is also identified as being relevant to many other strategies and objectives across different themes)* |
| Pittwater Council | *Objective not previously picked up by CSP analysis:* Flora & Fauna Management Strategy - Sustainably manage areas of urban forest and bushland to ensure viable and thriving biodiversity which is representative of Pittwater | *Strategy not previously picked up by CSP analysis:* To sustainably manage urban forest tree canopy and native bushland | Develop a shade tree program for Council park and road reserves |
| Wingecarribee Shire Council | Wingecarribee is linked by an integrated and efficient transport network | Provide safe and efficient road, cycle, and where appropriate, walking paths between and within towns and villages, and conveniently located parking areas for cars and bicycles. Ideally, all road reserves to include provision for safe walking and cycling | *Direct relevance:* Plan and prioritise appropriate transport, traffic management and car parking solutions for the Shire. *Direct relevance :* Provide efficient and safe roads, shared, cycle and foot pathways and drainage networks |
| Leeton Shire Council | Improvements to road conditions giving due consideration to type of vehicle usage, high speed environments, traffic volume and road safety | Implement bike lanes and designated parking spaces (disabled, bus, pram) where needs are identified | Monitor the adopted Pedestrian / Bicycle Path Plan |
| Temora Shire Council | To enhance our reputation as a place to live and work through improving our public transport networks | Develop a comprehensive public transport network. | A cycleway throughout the Shire |

## 8.3.5. Facilitating recreational physical activity

| Council | CSP Objective (Layer 2) text<br>*(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text<br>*(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4)<br>*(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Council of the City of Sydney | Facilitate and support relative equality, resilience and adaptive capacity among the City's diverse communities | *No Layer 3 in the CSP relating to these Activities in the DP* | Aquatics & Leisure - World class aquatic and leisure facilities and programs are provided as a vital part of community life. |
| | | | Parks & Sports Fields High quality parks and sporting fields provide for outdoor passive and active recreation needs. |
| Wollongong City Council | Our coastal areas and waterways are protected and enhanced | The impacts of increasing numbers of visitors to the coast and Lake Illawarra, and on our assets, are managed effectively | Assess the impact of day visitors on service levels |
| Gosford City Council | *The Activities identified in the DP are common to more than one Objective in the CSP, across more than one theme* | *The Activities identified in the DP are not specific to any one strategy identified in the CSP* | Corporate Support Services: Provision and management of licence and lease agreements for Open Space Reserve and Recreation facilities |
| Marrickville Council | The community is active and healthy | Provide the community with access to diverse and affordable sporting and recreation opportunities | *The Activity ('Strategy') identified in the DP is identical to the CSP Strategy* |
| Blue Mountains City Council | *DP action relates to 2 CSP objectives:* 1. Community health and wellbeing is maintained and improved; and 2. Blue Mountains communities are safe, caring and inclusive | *The Activity identified in the DP is identified as being relevant to 3 strategies in these 2 objectives* | Sport & Recreation Service - Plan for, provide and maintain visitor facilities within Council managed natural areas |
| Pittwater Council | Building Communities Strategy - A cohesive community where people are able to fully participate in community life and value the qualities of Pittwater | To be a community that appreciates and values our bush, beach and water | Provide interpretative information on the natural environment |
| Maitland City Council | As a community, we join with each other and our visitors to celebrate iconic events and local festivals. | We will stage an annual program of events, festivals, sporting and cultural activities that allows our communities to connect and celebrate with one another | To create an economic, social and cultural benefit to the community through the presentation of a series of sustainable flagship events |
| Maitland City Council | As a community, we join with each other and our visitors to celebrate iconic events and local festivals. | The potential for major sporting events and new activities will be actively explored | To seek and support major sporting and cultural events appropriate to the capacity of venues across the City |

| Council | CSP Objective (Layer 2) text *(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text *(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4) *(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Wingecarribee Shire Council | The 'Southern Highlands' is a recognised tourist destination throughout Australia | Develop and implement a compelling and competitive brand identity for the Southern Highlands, based on our distinctive lifestyle factors of climate, horticulture, recreation, landscape and heritage | *No specific HEAL related Activities* |
| Bathurst Regional Council | *The Activity identified in the DP is relevant to more than one Objective in the CSP, across more than one theme* | *The Activity identified in the DP is not related to any strategy identified in the CSP* | Engineering services - Recreation Services - Plan for increasing population and ageing population in the provision of suitable recreational projects |
| Kempsey Shire Council | We value being sociable. What this means: • People are involved in their community; • People treat others with courtesy and respect; • People support and assist others in the community;• People have a range of options to become involved in community activities | Creating a range of meeting places for the community | Program: Provide recreational facilities. Services/actions: Provide and maintain recreational facilities; Provide and maintain community land bank |
| Leeton Shire Council | Improved and expanded areas for bike use and pedestrian thoroughfares | Installation of fluorescent line marking on tracks to improve visibility on bike tracks and to indicate two directional flow of traffic | Investigate industry standards for improved safety |
| Temora Shire Council | *Layer 2 not previously picked up by CSP analysis:* To utilise all resources available to promote our events and attractions to potential tourists | *Layer 3 not previously picked up by CSP analysis: Work with Riverina Regional Tourism and Riverina Visitor Information Network to promote our attractions and be aligned with any regional tourism initiatives* | Promotion of bird watching trails and opportunities |
| Carrathool Shire Council | Promote Physical Activity | Walking Trails - Establish/improve walking trails around Lake Woorabinda and the Lachlan River in Hillston town ship; Support the running/walking track being developed as part of the Outdoor Gym installation; Work with other communities to determine what is needed and wanted within the villages | Development of walking trails - Establish/improve/maintain walking trails around Lake Woorabinda and the Lachlan River in Hillston township (During 2012-2016 maintenance unless grant funding sourced Lachlan River, Desathlon Park to be identified in 2017-2021 Delivery Plan) |
| Brewarrina Shire Council | A Healthy Community | *Layer 3 not previously picked up by CSP analysis:* Provide a multipurpose community centre with sporting, social and cultural facilities | Develop and implement a repairs and maintenance plan to be executed as funds allow |

## 8.3.6.  Making community spaces

| Council | CSP Objective (Layer 2) text *(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text *(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4) *(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Council of the City of Sydney | Implement the Greening Sydney Plan | Continue to improve the landscape to provide quality streetscapes and public spaces. | Greening Sydney Plan - The green landscape is improved and provides quality streetscapes, parks and public spaces. |
| Wollongong City Council | Strong diverse local cultures | Communities have access to quality local spaces and places to meet, share and celebrate | Deliver a program of activities in local communities |
| Gosford City Council | *The Activities identified in the DP are common to more than one Objective in the CSP* | *The Activities identified in the DP are not specific to any one strategy identified in the CSP* | Business and industry development section: Identify, activate and facilitate programs and projects focused upon improving the sustainability of Gosford City Centre |
| Blue Mountains City Council | The liveability, vibrancy and safety of towns and villages is strengthened | *The Activity identified in the DP is identified as being relevant to most of the strategies under this objective* | Provide place based plans for towns and villages and other key areas |
| Pittwater Council | Town & Village Strategy - Town and village centres retaining individual character and vitality with a relaxed, pedestrian friendly atmosphere whilst displaying excellence in design | To improve the streetscapes and recreational qualities of the centres | Provide professional planning, design, investigation to enhance the image and improve the town & village infrastructure |
| Maitland City Council | Central Maitland is the vibrant heart of our city, engendering a strong sense of pride within the community | We will see the CBD reclaim its place as the heart of the city, through changes to the built form and streetscapes, along with active partnerships. | To increase the perception of safety and usability of the public realm in Central Maitland |
| Wingecarribee Shire Council | Urban design in Wingecarribee creates inspiring places where people want to be | Encourage development that emphasises towns as distinctive destinations | Indirect relevance: Retain, revitalise and strengthen special qualities of towns and villages |
| Kempsey Shire Council | We value being safe. What this means: • People feel safe in their homes; • People feel safe in public areas; • People are not unduly affected by anti-social behaviour and crime; • The risk of accidents are minimized; • Our community is prepared and resilient to emergency events such as floods and fires. | Promote a sense of community and no tolerance to crime and anti-social behaviour | Program: Swift removal of graffiti in our urban areas. Services/actions: Support volunteers to remove graffiti |

| | | | |
|---|---|---|---|
| Leeton Shire Council | Appropriate levels of associated road/street infrastructure are undertaken in line with current and future requirements | Continued maintenance and installation of street furniture where appropriate | Regularly review Council's road maintenance management policy |
| Temora Shire Council | *Layer 2 not previously picked up by CSP analysis:* To ensure that tourists receive a positive first impression | *Layer 3 not previously picked up by CSP analysis:* Improvement of aesthetics of Springdale, Sebastopol and Reefton as entrances to shire | Continuation of main street upgrade in Temora to include neighbouring streets. Upgrade Paleface Park/replace pavers & uplights for trees |
| Carrathool Shire Council | Revitalise Main Streets in all Villages | Ensure Revitalisation of the Main Streets across the Shire - revitalisation is placed within operational plans over the next ten years; Work with local communities to develop and implement a vision for the main streets; Ensure that maintaining works once completed is part of ongoing operational plans; Pursue funding opportunities to implement or augment the revitalisation process | Develop and implement plans to revitalise the main streets across the shire - Embed revitalisation and beautification within operational plans over the next ten years |
| Brewarrina Shire Council | A Safe Community | Community pride and stewardship of our towns and villages (including Encourage community to care for public facilities; Involve youth in decision making – services and facilities that affect them, such as sign design and preparation, park and reserve plantings etc.) | Invite SRC representatives from schools in the Brewarrina Shire to Council meetings to discuss issues pertaining to youth |

## 8.3.7. Building for crime prevention

| Council | CSP Objective (Layer 2) text<br>*(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text<br>*(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4)<br>*(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Council of the City of Sydney | Strengthen the City's public domain identity through the creation of the George Street spine, creating more places for meeting, rest and leisure | *No action in the CSP relating to this action in the DP* | Safety - Safety infrastructure and programs are enhanced within the City Centre. |
| Wollongong City Council | Community safety is improved | Safety is considered in the planning and design of any development | Safety is considered in the planning and design of any development |
| Gosford City Council | *The Activities identified in the DP are common to more than one Objective in the CSP, across more than one theme* | *The Activities identified in the DP are not specific to any one strategy identified in the CSP* | Community Services section: Community Partnerships…. *(this is a long list of Plans and Strategies to be developed, including one relevant to HEAL - Develop and implement a Safety Plan)* |

| Council | CSP Objective (Layer 2) text<br>*(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text<br>*(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4)<br>*(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Blue Mountains City Council | The liveability, vibrancy and safety of towns and villages is strengthened | *The Activity identified in the DP is identified as being relevant to most of the strategies under this objective* | Encourage safe towns and villages |
| Pittwater Council | Town & Village Strategy - Town and village centres retaining individual character and vitality with a relaxed, pedestrian friendly atmosphere whilst displaying excellence in design | To make our village centres safe | Maintain and manage Council's CCTV system |
| Maitland City Council | Our growing community retains our sense of place and pride in our city whilst welcoming diversity and change. | *Layer 3 not previously picked up by CSP analysis:* We will establish mechanisms to ensure all community members, including children and young people, the elderly, Aboriginal and Torres Strait Islanders and people from non-English speaking backgrounds, feel safe, valued and connected within our community | To establish and maintain a City environment where people feel safe and connected |
| Kempsey Shire Council | We value being safe. What this means: • People feel safe in their homes; • People feel safe in public areas; • People are not unduly affected by anti-social behaviour and crime; • The risk of accidents are minimized; • Our community is prepared and resilient to emergency events such as floods and fires. | Increase education levels within the community in Crime Prevention through Environmental Design (CPTED) | Program: Undertake activities to minimise crime prevention through environmental design (CPTED), and communication. Services/actions - Increase education on how to reduce crime through environmental design; Work with the police in providing information to the community on how they can report crime; Participate in ongoing education campaigns on security of assets; With the police undertaken secure risk assessments; Work with other state agencies and Not for Profit Groups (NGO's) to reduce the incidence of crime, through activities and programs; Participate and support Community Drug Action Team (CDAT) |
| Leeton Shire Council | Planning and programs that assist the community to feel safe and secure | Plan for adequate lighting that considers safety aspects in minimising dark areas | Prepare a program to provide additional lighting in these areas in accordance with available resources and the appropriate standards |
| Brewarrina Shire Council | A Safe Community | Crime Prevention - Develop and implement a Brewarrina Shire Crime Prevention Plan | Work with community stakeholders to develop a crime prevention strategy for Brewarrina for council adoption; Implement and review Brewarrina crime prevention strategy and Develop a "no domestic violence campaign" and implement |

## 8.3.8. Providing healthy food options

| Council | CSP Objective (Layer 2) text (Either text or explanation of why there is no corresponding Layer 2) | CSP Strategy (Layer 3) text (Either text or explanation of why there is no corresponding Layer 3) | DP Principal Activity (Layer 4) (Either text or explanation of why there is no corresponding Layer 4) |
|---|---|---|---|
| Council of the City of Sydney | Implement the Greening Sydney Plan | No action in the CSP relating to this Activity in the DP | Community Greening - Community gardens and sites are maintained and managed by community volunteer groups. |
| Wollongong City Council | Local food production and community food initiatives are supported | Work towards ensuring that all people in our community have access to safe, nutritious, affordable and sustainably produced food | Facilitate a range of programs and activities which improve food security and local food production |
| Maitland City Council | Our economy is growing and prosperous, offering a diverse range of equitable job opportunities across our city. | Our potential for sustainable local food production to meet community needs will be realised | To investigate the potential for sustainable local food production |
| Wingecarribee Shire Council | Wingecarribee communities live sustainably by choice | Ensure that no development takes place in Wingecarribee that would threaten the underpinning natural resources of the area as a water catchment, food bowl, and tourist and recreational attraction | Direct relevance: Ensure development doesn't threaten underpinning natural resources of the Shire |
| Leeton Shire Council | Accentuation of our cultural and artistic identity | Showcase local cultural groups with a regular event that focuses on food, customs etc. | Provide support to cultural events |
| Temora Shire Council | To enhance the reputation of our villages as a place to live and work through the maintenance of appropriate services and facilities | Regularly maintaining our fields, pools, halls, recreation areas and parks; | To build on our villages services and facilities, including.... Community Gardens |
| Temora Shire Council | Layer 2 not previously picked up by CSP analysis: To establish big attractions and events to interest tourists to come to the Shire in the first place | Layer 3 not previously picked up by CSP analysis: Continue to create events or exhibits that excite our community and attract tourists, by tapping in to our strengths | Supporting the introduction of niche products and good food in to our main street shops and markets |
| Carrathool Shire Council | Sustainable Farming | Protection of existing agricultural land - Council will work with producers and other bodies to protect existing agricultural land for food and fibre production and to lobby or advocate against actions which would jeopardise the ongoing viability of farming in the Shire | Protection of existing agricultural land - Work with producers and other bodies to protect existing agricultural land for food and fibre production |
| Brewarrina Shire Council | Activities and Access for All | Access to healthy food - Provide opportunities for villages to grow community fruit and vegetables; Involve young community members to develop self-sufficiency; | Council to write to primary stakeholder and inform them of CSP priority |

## 8.3.9.  Supporting Healthy Lifestyles in General

The best example of a general HEAL principle contained in a DP was that of Brewarrina's DP response discussed above – i.e. the translation of the CSP's Strategy (Layer 3) 'obesity and overweight rates reduction' into the 15 DP 'Council Actions' (Layer 4) listed previously in this document. Examples from other Councils follow.

| Council | CSP Objective (Layer 2) text *(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text *(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4) *(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Marrickville Council | The community is active and healthy | Support the mental health and well-being of citizens | *The Activity ('Strategy') identified in the DP is identical to the CSP Strategy* |
| Wollongong City Council | There is an increase in the physical fitness, mental health and emotional wellbeing of all our residents | The long-term needs of the community, including our people and our places, are effectively planned for | Continue to undertake social, land use and environmental planning activities that assists in service planning |
| Blue Mountains City Council | Community health and wellbeing is maintained and improved | Facilitate community access to community, cultural, recreational and sporting services and facilities that meet needs and support health and wellbeing | Civic Leadership-Good Governance - Asset Planning - Provide strategic asset planning (this action is also identified as being relevant to many other strategies and objectives across different themes) |
| Maitland City Council | Our community and recreation services and facilities meet the needs of our growing and active communities. | The provision of community services (including health and education) across the city remains effective and meets identified and anticipated needs within our community. | To identify and deliver relevant and targeted community education projects |
| Wingecarribee Shire Council | Wingecarribee people have a healthy lifestyle and inclusive community | Provide structure in the Shire to encourage physical activities and enable access | Direct relevance: Provide and maintain parks, sports facilities and open spaces that meet the needs of our community |
| Kempsey Shire Council | We value being healthy. This means: • Having health that allows people to do the things they enjoy; • Having health that does not limit people from earning a living; • Not suffering from ill health; • Living a long and fulfilling life; • Living in a healthy environment; • The environment being in a healthy state | Provide education around healthy lifestyle activities | Program: Undertake healthy eating and lifestyles program. Services/actions: Provide educational and training courses that provide skills for living healthy lifestyles; Work with groups at high risk of health problems to raise their ability to live healthier |
| Carrathool Shire Council | Promote Physical Activity | Support the Healthy Hillston Project - The Community Development Officer to continue to work with the Healthy Hillston Project Officer to encourage physical activity by all in the community through education and promotion of events | Support the Healthy Hillston Project -The Community Development Officer to continue to work with the Healthy Hillston Project Officer to encourage physical activity by all in the community through education and promotion of events |

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

**ANALYSIS OF DELIVERY PROGRAMS**

| Council | CSP Objective (Layer 2) text *(Either text or explanation of why there is no corresponding Layer 2)* | CSP Strategy (Layer 3) text *(Either text or explanation of why there is no corresponding Layer 3)* | DP Principal Activity (Layer 4) *(Either text or explanation of why there is no corresponding Layer 4)* |
|---|---|---|---|
| Brewarrina Shire Council | A Healthy Community | A reduction in rates of overweight and obesity and improvements in related health behaviours in high risk groups in Brewarrina - Delivery of Healthy Communities Program | Implementation of the HEAL program |
| Wollondilly Shire Council | Access to a range of activities, services and facilities AND A connected and supported community | Community Building, Well-being and Identity: Deliver a range of community programmes, services, facilities and events which strengthen the capacity, well-being and cultural identity of our community | Deliver a range of community programmes, services, facilities and events which strengthen the capacity, well-being and cultural identity of our community |

## 8.4.    Councils' roles in implementing DP Activities

Lastly, one of the useful ways of understanding how HEAL related DP Activities (Layer 4) translate to 'reality on the ground' is to show the myriad of ways that councils intend to implement those Activities.

**Figure 27: No of occurrences in all HEAL related Activities where councils' 'role or method of action' in implementing the Activity could be identified**
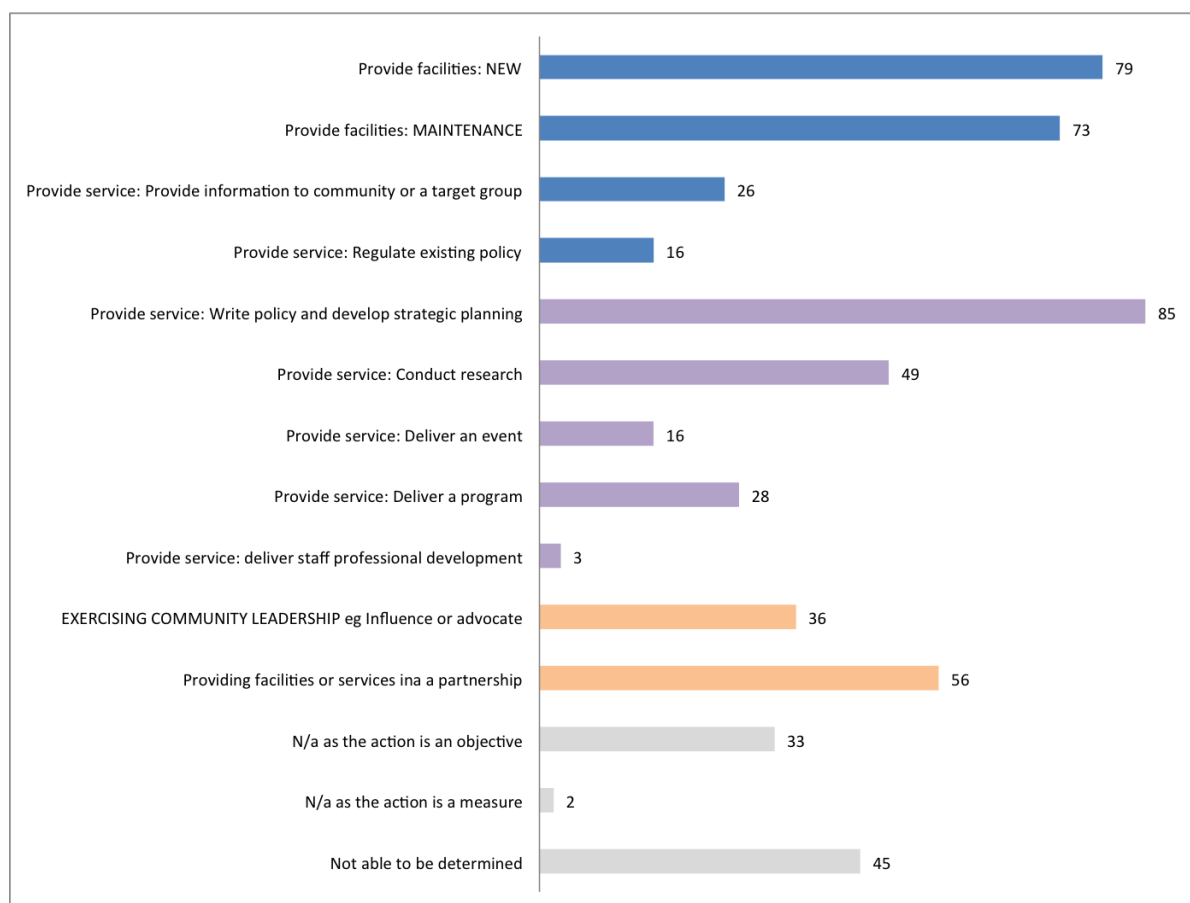


It can be seen that *'providing a service',* being *'writing policy'* or *'developing strategic planning'* is the most common method by which HEAL related DP Activities are implemented by councils, followed by 'provision of new facilities' and 'maintenance of facilities'.

However, just as significant are the classifications at the bottom of the graph, in grey, which show that there were 82 Activities (Layer 4) where councils' 'role or method of action' in implementing the Activity could NOT be identified. This was partly because sometimes the Activity was written as an Objective or measure, meaning that its implementation was not clear.

This subset of the analysis deserves further research, particularly as it will shed light on how the diverse areas of councils' functions are delivered.

# 9. CONCLUSIONS and RECOMMENDATIONS

## 9.1. Conclusions

### 9.1.1. General

HEAL principles have been adopted widely in NSW local government community strategic planning processes, although there is a considerable diversity of expression across the 152 local government areas.

The range of HEAL approaches taken by NSW councils included a considerable range of HEAL-specific items, with the accompanying two databases including almost 3,500 examples of such items.

The 'traditional' council responsibility of providing recreation infrastructure lead the examples of HEAL principles found in this analysis.

Notably, many HEAL outcomes stemmed from Objectives with a non-HEAL impetus (e.g. *Objective: Increasing economic activity, Strategy: Making community spaces more inviting to walk in*). Some councils are also addressing HEAL principles once considered outside the domain of councils (e.g. Objectives and Strategies that promote healthy eating).

The widespread inclusion of HEAL-specific words or phrases such as 'healthy lifestyles', 'active living' and 'active transport' in many CSPs was notable.

This report's analysis shows that in general, NSW councils have embraced HEAL principles in their IP&R documentation, however the range in structure, content and complexity of these documents means that there is an equally wide range of how effective the implementation of these principles may be. Analysis of the CSPs and selected DPs observed that many councils exhibit difficulty effectively articulating HEAL-related Objectives and then translating those Objectives into detailed Strategies and Activities in their CSPs and DPs.

This report provides many specific examples of HEAL Objectives, Strategies and Activities within CSPs and DPs. These provide a valuable resource for councils reviewing their IP&R documentation. However, it was beyond the scope of this report to endorse or comment on the effectiveness of any of these examples.

The databases accompanying this report are available upon request and allow for unlimited analysis of all aspects of the HEAL Objectives, Strategies and Activities identified. Details on making a request for the project databases can be found on the inside cover of this report.

### 9.1.2. Community Strategic Plans

A total of 1,071 unique HEAL-related Objectives and 1,991 unique HEAL-related Strategies were observed in the 152 CSPs analysed. Many councils directly addressed HEAL and included specific CSP Objectives and detailed Strategies relating to focussed HEAL programs, for example, 'encouraging healthy lifestyles', 'promoting active transport' or 'Crime Prevention Through Environmental Design' (CPTED).

Small steps have been taken in the promotion of 'healthy eating', with a limited number of councils providing detailed direction in this field whilst others chose to simply acknowledge its importance to their communities. There were 63 LGAs (41%) where at least one CSP Objective could be classified under 'healthy eating' domain.

The promotion of walking and cycling was apparent across many councils, both for recreational and utilitarian physical activity. The promotion of 'active transport', to reduce car dependency and encourage people to walk or cycle, also made many appearances, particularly (but not exclusively) in metropolitan councils.

On the other end of the scale, there were some CSPs that had minimal recognition of HEAL. These were mainly (but not exclusively) smaller rural LGAs.

The complicating factor in the identification and analysis of these HEAL principles was the inconsistency and wide variation in structure, detail, complexity and terminology of the CSPs analysed. For example, almost 600 different names for CSP themes were encountered. This is despite the clear directions and 'Essential Elements' provided for councils in the IP&R Manual. There is much work to be done in addressing this issue, as detailed in the 'Recommendations' below.

### 9.1.3. Delivery Programs

Although this report only analysed 15 Delivery Programs (less than 10% of the total in NSW), the observations showed that the 'translation' of the good intentions set by the Objectives and Strategies in the accompanying CSPs resulted in inconsistent outcomes in the DPs.

Similar to CSPs, there was a wide variation in the logic, terminology, detail and complexity of the DPs, making some of them difficult to interpret, and others very easy to do so.

For example, good intentions set by CSP Objectives and Strategies were:

- often generalised rather than further specified in the accompanying DP (thus making the HEAL focus lose meaning);

- simply repeated in the accompanying DP (therefore providing no further detail); or

- ignored altogether within the accompanying DP.

At the other end of the scale, some DPs elaborated in detail on how they would implement the Strategies outlined in their CSP to achieve stated CSP Objectives, including providing detailed Activities, nominating responsible sections of Council for each Activity and providing detailed monitoring methods. Good DPs maintained a strong connection between the articulation of a CSP Objective and the Activities outlined in the DP.

When the 400 unique individual DP Activities were categorised into the HEAL subdomains, the results were similar to the CSP results, with 'facilitating recreational physical activity' and 'making community spaces' being the top two categories of HEAL Activities.

The most common method of implementation for DP Activities was to 'Provide a service', which included 'writing policy' or 'developing strategic planning'. This was followed by the 'provision of new facilities' and the 'maintenance of facilities'.

Further analysis to understand the drafting and effectiveness of DPs is recommended, as detailed in the 'Recommendations' below.

## 9.2. Recommendations

There are a range of recommendations that arise from this report, which would be of interest to various organisations, including but not limited to PCAL, individual local councils, the NSW Office of Local Government (OLG), NSW Health, Local Government NSW (LGNSW), academia and other researchers.

### 9.2.1. Understanding the processes by which HEAL principles were included in CSPs

**Recommendation 1: That further investigation is undertaken into the processes that led to the inclusion of HEAL principles within CSPs, including analysis of the Community Engagement Strategy and its findings.**

This project made no attempt to analyse the *process* by which HEAL principles were included in CSPs.

The community engagement process of CSPs, as outlined in the IP&R Manual, is a critical part of each CSP's development. However, it is unclear if HEAL principles appeared in CSPs because of community engagement, and a genuine community desire that HEAL be addressed, or whether their appearance was more influenced by factors outside of the community consultation process. These outside factors could include research relating to local health indicators, community satisfaction surveys undertaken by councils, or the advocacy of key staff or Councillors interested in HEAL.

Many CSPs contained lengthy details on their community engagement process, and the process by which their 'Community Values' were developed, whilst other CSPs mentioned these processes in scant detail.

This issue could be followed up in future research, in particular by interviewing key council staff involved in the process, and/or by inspecting some of the CSP development documentation, such as results from community engagement processes and council reports outlining the CSP process.

### 9.2.2.  General guidance to councils in preparing CSPs and DPs

**Recommendation 2: That the IP&R Manual for local government in NSW be reviewed and updated to clarify the specific requirements for councils when preparing IP&R documentation. This update should showcase examples of best practice from across NSW local government including metropolitan, regional, rural and remote local government areas.**

**Recommendation 3: That comprehensive support and guidance be given to NSW local government to improve the structure, clarity and strategic nature of CSPs and DPs. Assistance should aim to improve the accessibility of the documents and facilitate the delivery of Objectives as identified in CSPs.**

The wide variation in content, structure, complexity, logic and detail observed in the 152 CSPs and 15 DPs warrants recommendations to the OLG, LGNSW and other interested parties to increase the assistance given to councils in preparing these documents, or to develop and/or support 'model' examples of CSPs.

It was apparent that councils took a range of views as to the guidance of the Government's IP&R Manual, even when some aspects are clearly required by the 'Essential Elements' in the Manual.

There does not appear to be any oversight of the preparation of IP&R documents by the state government. This is in direct contrast to another major strategic planning document of each council, Local Environmental Plans (LEPs), which are subject to stringent regulations, guidance and oversight by the State Government. Although this report does not advocate that the IP&R Framework be subjected to the same processes that LEPs are, it is an obvious comparison that should be noted. Independent peer review of each council's CSP could also be proposed.

Generally, smaller rural councils appeared to struggle with the development of a comprehensive strategic planning document, but this was not always restricted to those councils.

Other larger councils, some metropolitan, also took divergent views on the requirements of the IP&R Manual. Often CSP content in these documents was minimal, or provided no contextual information or recognition of how the document had been 'built up' from the community's perspective.

The significance of correct terminology, grammar and sentence structure in the drafting of each Objective, Strategy and Activity should not be underestimated. Incorrect use of terminology or grammar can cause unintended consequences. In many cases the logical structure of CSPs and DPs was compromised in that some items purporting to be 'Strategies' were actually written as 'Objectives' or 'Performance Indicators'. This will have consequences when councils attempt to review their documents, integrate them into other policy documents, or measure their success.

The wording of the IP&R Manual, in particular the 'Essential Elements' could be strengthened to more clearly communicate to councils the importance of these basic structural elements.

Additional training for council staff in the development and drafting of CSPs, DPs, and other IP&R documents would be highly beneficial, in particular during the CSP update period just prior to and post local government elections.

It is acknowledged that the number of staff involved in the IP&R process at each council varies widely, as does the level of resourcing available for the writing of the documents, and the level of staff experience and/or qualifications. This reinforces the case for specific training and support for IP&R staff, or groups of staff who may contribute to the IP&R process.

Importantly, the General Managers of each council should be encouraged to be the champions of the vision, preparation and implementation of these documents, as well as facilitating the interdisciplinary nature of the process.

The extent to which the previous HEAL IP&R workshops provided by PCAL have influenced the HEAL content of CSPs is unknown, however the continuation of workshops and the promotion of the PCAL IP&R online resources, in conjunction with the contents of this report, should continue to assist the uptake of HEAL in council IP&R documentation.

### 9.2.3.    Analysing the processes by which CSPs are translated into DPs

**Recommendation 4: That attempts are made to better understand the processes by which a community's vision and objectives within a CSP is translated into actions within a DP by council.**

The wide variation shown in the structure, logic and detail of the 15 DPs analysed in the project also brings into question the processes by which CSP Objectives are translated into DPs (and Operational Plans at the next level).

To understand the process that this took would require discussion with key council staff involved in the process and inspecting some of the DP development documentation.

It is also recognised that the quality of a DP may also be a function of how well a preceding CSP is prepared and written.

Understanding these processes better may assist OLG, LGNSW and other interested bodies in developing resources to assist in future guidance and training in this area.

### 9.2.4.    Objectives to actions – understanding how policy is implemented

**Recommendation 5: That future research attempts to understand how successfully HEAL actions are built or delivered by NSW local councils.**

This project was not able to measure the HEAL-related CSP Strategies or DP Principal Activities that ended up 'on the ground' or 'in a program' – i.e. activities that could make a measurable difference at the local level, and which over time, could be assessed as to whether they were making any differences to the health indicators of each LGA.

Purely inspecting DPs and Operational Plans to assess the presence of 'works achieved' will be problematic, for many of the reasons given in this report about inconsistent content and structure of these plans.

There is scope for a methodology to be considered to measure 'on the ground' success. The work in Victoria relating to the assessment of councils' *Municipal Public Health and Wellbeing Plans* may shed some light on this process (see references to this project).

Discussion with key council staff as to how they perceive HEAL principles being translated from Objectives in CSPs through to 'on ground works' would be illuminating. They may also be able to advise on why some HEAL principles stated in a CSP Objective did not end up with a related Activity in a DP. This knowledge could be particularly useful in better understanding

why many HEAL-related matters are outside councils' direct control, and that in many cases, councils may only be able to 'advocate' or lobby to other organisations on its residents' behalf, rather than to provide any funds of their own in implementing HEAL principles.

Future research could consider selecting a number of councils to 'follow through' their CSP-DP-Operational Plan cycle and its review in the subsequent cycle.

### 9.2.5. Further HEAL analysis and research

**Recommendation 6: That the methodology of this project's baseline analysis be replicated in the future to measure the continued application of HEAL principles in CSPs and DPs.**

**Recommendation 7: That additional research into the application of HEAL principles in local government CSPs and DPs be undertaken in the areas of:**

- **Application of HEAL performance indicators**

- **CSP Themes**

- **Delivery Programs**

**Recommendation 8: That the HEAL database be further analysed to determine patterns in the use of HEAL principles in CSPs and DPs by various local government characteristics.**

Repeating the project methodology

The databases produced by this project provide the baseline of HEAL principles in CSPs and selected DPs in NSW at 2013. The methodology of the project can be repeated in future years to determine if HEAL principles in future documents are more developed, or whether they are altered, possibly in favour of other (as yet unknown) issues identified by their communities.

The analysis can also be run on the future CSPs and DPs of the new councils that are formed in 2016/2017 as a result of the mergers in that year.

Repeated analysis will also give an indication of the success of the PCAL online resource in improving the representation of HEAL in IP&R documentation.

Other non-merged councils are currently reviewing their CSPs and DPs, which are required to be in place 6-9 months after council elections, the majority of which were held in September 2016. There is now opportunity to repeat the analysis process for those councils, or alternatively in another 4 years after the next election cycle.

If the project is repeated, its time frame for completion should be longer than the short time frame taken for this project. Also, the commissioning body should ensure that the author(s) have appropriate level of knowledge and skill to understand the content and context of local government operations and functions, especially as they relate to HEAL principles. Without this experience, the interpretation of each CSP and its details is very difficult.

Application of HEAL performance indicators

The project did not extend to baselining how CSPs or DPs addressed 'assessment methods' (i.e. measurement or performance indicators) of HEAL principles. This report simply noted whether or not any measurements (for any topic, not just HEAL) were given in each document.

However, it was observed that many councils did include specific performance indicators relating to a range of HEAL principles in their CSPs and/or DPs (e.g. measures of an increase in cycling or walking or sport participation, or decrease in crime).

The range and quality of 'assessment methods' currently identified in CSPs could be explored in future research. This may also assist in assessing the effectiveness of 'on-the-ground' HEAL outcomes across NSW (as discussed in the previous section).

Such future research should be guided by the extensive documentation on healthy built environment indicators in Paine & Thompson, 2016.

<u>Themes</u>

There were approximately 600 different names given by the 152 councils for the 'themes' that the IP&R Manual requires CSPs to be divided into (the IP&R Manual suggests 4 themes). As also reported, numerous themes used by councils were amalgamations of one or more of the 4 original themes, resulting in a 'Mixed' theme category having to be applied by the project.

This made the analysis of HEAL Objectives or Strategies by theme problematic, as the group of 'mixed themes' could not provide much useful evidence of the 'angle' from which an Objective or Strategy had been considered by council (e.g. from an economic or social perspective).

There is opportunity in future research to revisit the individual mixed themes as given in Appendix 5 and to re-categorise them into more meaningful sub-sets (e.g. 'Social and Economic') to subsequently make more detailed sense of the Strategies contained within them. This would add more depth to the current 'theme' analysis in the project, which is limited by the large number of 'Mixed' themes.

<u>Delivery Programs</u>

Recommendations relating to general DP structure and content are given in 'Guidance to councils' above.

More DPs could be analysed in the future to determine whether the characteristics observed in the 15 selected DPs in the project were representative of other DPs.

The project reports on the 'methods by which HEAL related DP Activities are implemented by councils'. It is considered that this aspect is a particularly useful one to follow through on in the assessment of other DPs.

<u>Further analysis of HEAL database</u>

The HEAL database accompanying this report could be used as a resource to further investigate patterns in councils' use of HEAL principles in their CSPs. The use of the local government characteristics included in the database (population, LGA classification, obesity ratios etc.) could shed further light on the patterns of HEAL principles that are included in CSPs – cross tabulation is unlimited. This will be particularly useful after this project methodology is repeated at a later date.

### 9.2.6. **HEAL Benchmarking**

**Recommendation 9: That a system of benchmarking HEAL principles in CSPs be established.**

This project was a *baselining* project, not a *benchmarking* project. No attempt was made to rank or quantify how well each council incorporated HEAL principles into its documents; nor was any commentary provided on these aspects.

There is future opportunity to attempt to benchmark the Objectives, Strategies and Activities found in this project, although setting the methodology for doing so is expected to be problematic while the inconsistences in the CSP and DP structures and content, as described throughout this report, still exist.

Any attempts at benchmarking should consider the references used in this project, specifically those of the Healthy Built Environment / City Futures Research Centre at UNSW, and past and future work relating to the assessment of Victorian Councils' *Municipal Public Health and Wellbeing Plans*.

### 9.2.7. Continued promotion of HEAL principles to NSW councils

**Recommendation 10: That the promotion of HEAL principles and their implementation within NSW councils continues and the mechanisms to demonstrate the practical application of these principles be further advanced.**

**Recommendation 11: That greater focus be directed toward capacity building around healthy planning principles for decision makers in council.**

**Recommendation 12: That a greater understanding of how councils can implement healthy eating and food policy in a Local Government context be explored through the provision of incentives to encourage the piloting of ideas.**

This project has demonstrated that HEAL principles have generally been embraced by NSW councils. The work particularly of PCAL in promoting HEAL to local government should continue, to strengthen the capacity of councils in understanding the importance of HEAL, and to assist councils in articulating and implementing HEAL in their IP&R documentation. This is less important for larger councils that have already comprehensively addressed HEAL, however, these larger councils should also continue to be supported to further develop their HEAL initiatives, as they provide important examples and processes for less resourced councils to take ideas from.

This report and the accompanying databases can be used as part of the assistance and information given to councils.

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# Appendix 1: Classification of NSW Councils and LGA Characteristics

*Population and Area are from ABS Estimated Resident Population 30 June 2015

Population density = persons/square km based above ABS reference

| Classification no | Classification description | Council name | Population * | Area of LGA (sq km)* | Population density** |
|---|---|---|---|---|---|
| 1 | Capital | Council of the City of Sydney | 205,339 | 26.7 | 7683.2 |
| 2 | Metropolitan over 150,000 | Canterbury City Council | 151,746 | 33.6 | 4521.1 |
| 2 | Metropolitan over 150,000 | Warringah Council | 156,693 | 149.4 | 1049.1 |
| 2 | Metropolitan over 150,000 | Newcastle City Council | 161,225 | 186.8 | 863.2 |
| 2 | Metropolitan over 150,000 | The Council of the Shire of Hornsby | 170,563 | 462.1 | 369.1 |
| 2 | Metropolitan over 150,000 | Parramatta City Council | 194,448 | 61.4 | 3169.2 |
| 2 | Metropolitan over 150,000 | Bankstown City Council | 203,202 | 76.8 | 2645.9 |
| 2 | Metropolitan over 150,000 | Lake Macquarie City Council | 204,166 | 648 | 315.1 |
| 2 | Metropolitan over 150,000 | Fairfield City Council | 204,442 | 101.5 | 2013.8 |
| 2 | Metropolitan over 150,000 | Wollongong City Council | 208,875 | 684 | 305.4 |
| 2 | Metropolitan over 150,000 | Sutherland Shire Council | 226,220 | 333.6 | 678.2 |
| 2 | Metropolitan over 150,000 | Blacktown City Council | 339,328 | 240.1 | 1413.2 |
| 3 | Metropolitan fringe over 150,000 | Campbelltown City Council | 158,941 | 312.1 | 509.2 |
| 3 | Metropolitan fringe over 150,000 | Wyong Shire Council | 159,981 | 739.8 | 216.2 |
| 3 | Metropolitan fringe over 150,000 | Gosford City Council | 173,138 | 941.1 | 184 |
| 3 | Metropolitan fringe over 150,000 | The Hills Shire Council | 192,230 | 400.5 | 480 |
| 3 | Metropolitan fringe over 150,000 | Penrith City Council | 197,922 | 404.6 | 489.1 |
| 3 | Metropolitan fringe over 150,000 | Liverpool City Council | 204,594 | 305.4 | 669.9 |
| 4 | Metropolitan 75,000 to 150,000 | Willoughby City Council | 76,354 | 22.4 | 3404.2 |
| 4 | Metropolitan 75,000 to 150,000 | Marrickville Council | 84,270 | 16.5 | 5101.2 |
| 4 | Metropolitan 75,000 to 150,000 | Hurstville City Council | 86,484 | 22.7 | 3805.8 |
| 4 | Metropolitan 75,000 to 150,000 | Auburn City Council | 88,059 | 32.5 | 2711.4 |
| 4 | Metropolitan 75,000 to 150,000 | City of Canada Bay Council | 88,819 | 19.9 | 4464.7 |
| 4 | Metropolitan 75,000 to 150,000 | Rockdale City Council | 109,862 | 28.2 | 3893.2 |
| 4 | Metropolitan 75,000 to 150,000 | Holroyd City Council | 113,294 | 40.2 | 2819.6 |
| 4 | Metropolitan 75,000 to 150,000 | Ryde City Council | 117,171 | 40.5 | 2895 |
| 4 | Metropolitan 75,000 to 150,000 | Ku-ring-gai Council | 122,859 | 85.4 | 1438.7 |
| 4 | Metropolitan 75,000 to 150,000 | Randwick City Council | 145,822 | 36.3 | 4013.7 |
| 5 | Metropolitan fringe under 150,000 | Wollondilly Shire Council | 47,997 | 2555.9 | 18.8 |
| 5 | Metropolitan fringe under 150,000 | Hawkesbury City Council | 66,134 | 2774.6 | 23.8 |
| 5 | Metropolitan fringe under 150,000 | Camden Council | 72,256 | 201.3 | 359 |
| 5 | Metropolitan fringe under 150,000 | Blue Mountains City Council | 79,812 | 1431.2 | 55.8 |
| 6 | Metropolitan to 75,000 | The Council of the Municipality of Hunters Hill | 14,741 | 5.7 | 2578.4 |
| 6 | Metropolitan to 75,000 | Mosman Municipal Council | 30,496 | 8.7 | 3525.1 |
| 6 | Metropolitan to 75,000 | Lane Cove Municipal Council | 35,959 | 10.5 | 3431.4 |
| 6 | Metropolitan to 75,000 | Burwood Council | 36,139 | 7.1 | 5069.9 |
| 6 | Metropolitan to 75,000 | Strathfield Municipal Council | 40,125 | 13.9 | 2886.8 |

| Classification no | Classification description | Council name | Population * | Area of LGA (sq km)* | Population density** |
|---|---|---|---|---|---|
| 6 | Metropolitan to 75,000 | Ashfield Council | 44,540 | 8.3 | 5378.4 |
| 6 | Metropolitan to 75,000 | Manly Council | 45,365 | 14.4 | 3160.2 |
| 6 | Metropolitan to 75,000 | The Council of the City of Botany Bay | 46,587 | 21.7 | 2148.2 |
| 6 | Metropolitan to 75,000 | Leichhardt Municipal Council | 58,756 | 10.5 | 5569.4 |
| 6 | Metropolitan to 75,000 | Woollahra Municipal Council | 59,307 | 12.3 | 4831.9 |
| 6 | Metropolitan to 75,000 | Kogarah City Council | 61,422 | 15.5 | 3950.5 |
| 6 | Metropolitan to 75,000 | Pittwater Council | 64,189 | 90.3 | 710.6 |
| 6 | Metropolitan to 75,000 | North Sydney Council | 72,618 | 10.5 | 6934.1 |
| 6 | Metropolitan to 75,000 | Waverley Council | 72,699 | 9.2 | 7865.3 |
| 7 | Regional over 75 ,000 | Maitland City Council | 76,607 | 391.5 | 195.7 |
| 7 | Regional over 75 ,000 | Port Macquarie-Hastings Council | 78,128 | 3683 | 21.2 |
| 7 | Regional over 75 ,000 | Tweed Shire Council | 92,460 | 1307.4 | 70.7 |
| 7 | Regional over 75 ,000 | Shoalhaven City Council | 100,147 | 4567 | 21.9 |
| 8 | Regional 45,000 to 75,000 | Wingecarribee Shire Council | 48,028 | 2688.4 | 17.9 |
| 8 | Regional 45,000 to 75,000 | Greater Taree City Council | 49,095 | 3729.1 | 13.2 |
| 8 | Regional 45,000 to 75,000 | Clarence Valley Council | 51,040 | 10428.8 | 4.9 |
| 8 | Regional 45,000 to 75,000 | Albury City Council | 51,722 | 305.9 | 169.1 |
| 8 | Regional 45,000 to 75,000 | Cessnock City Council | 55,862 | 1965.4 | 28.4 |
| 8 | Regional 45,000 to 75,000 | Tamworth Regional Council | 61,121 | 9884.2 | 6.2 |
| 8 | Regional 45,000 to 75,000 | Wagga Wagga City Council | 63,428 | 4825.9 | 13.1 |
| 8 | Regional 45,000 to 75,000 | Shellharbour City Council | 69,714 | 147.4 | 473.1 |
| 8 | Regional 45,000 to 75,000 | Port Stephens Council | 70,447 | 858.5 | 82.1 |
| 8 | Regional 45,000 to 75,000 | Coffs Harbour City Council | 72,971 | 1173.7 | 62.2 |
| 9 | Regional 30,000-45,000 | Byron Shire Council | 32,723 | 565.8 | 57.8 |
| 9 | Regional 30,000-45,000 | Bega Valley Shire Council | 33,475 | 6279 | 5.3 |
| 9 | Regional 30,000-45,000 | Great Lakes Council | 36,720 | 3373.3 | 10.9 |
| 9 | Regional 30,000-45,000 | Eurobodalla Shire Council | 37,882 | 3428.2 | 11.1 |
| 9 | Regional 30,000-45,000 | Queanbeyan City Council | 40,657 | 172.4 | 235.9 |
| 9 | Regional 30,000-45,000 | Orange City Council | 41,809 | 283.9 | 147.2 |
| 9 | Regional 30,000-45,000 | Ballina Shire Council | 41,828 | 484.7 | 86.3 |
| 9 | Regional 30,000-45,000 | Dubbo City Council | 41,934 | 3425.7 | 12.2 |
| 9 | Regional 30,000-45,000 | Bathurst Regional Council | 42,231 | 3816.4 | 11.1 |
| 9 | Regional 30,000-45,000 | Lismore City Council | 44,741 | 1287.8 | 34.7 |
| 10 | Regional 20,000 to 30,000 | City of Lithgow Council | 21,416 | 4511.9 | 4.7 |
| 10 | Regional 20,000 to 30,000 | The Council of the Municipality of Kiama | 21,505 | 257.7 | 83.4 |
| 10 | Regional 20,000 to 30,000 | Richmond Valley Council | 23,181 | 3047.4 | 7.6 |
| 10 | Regional 20,000 to 30,000 | Singleton Council | 24,071 | 4892.8 | 4.9 |
| 10 | Regional 20,000 to 30,000 | Mid-Western Regional Council | 24,191 | 8752.8 | 2.8 |
| 10 | Regional 20,000 to 30,000 | Armidale Dumaresq Council | 25,318 | 4230.8 | 6 |
| 10 | Regional 20,000 to 30,000 | Griffith City Council | 25,986 | 1639.9 | 15.8 |
| 10 | Regional 20,000 to 30,000 | Goulburn Mulwaree Council | 29,550 | 3220 | 9.2 |
| 10 | Regional 20,000 to 30,000 | Kempsey Shire Council | 29,684 | 3375.7 | 8.8 |
| 11 | Rural 10,000 to 20,000 | Deniliquin Council | 7,429 | 143.2 | 51.9 |

| Classification no | Classification description | Council name | Population * | Area of LGA (sq km)* | Population density** |
|---|---|---|---|---|---|
| 11 | Rural 10,000 to 20,000 | Cooma-Monaro Shire Council | 10,145 | 5184.5 | 2 |
| 11 | Rural 10,000 to 20,000 | Greater Hume Shire Council | 10,378 | 5749.3 | 1.8 |
| 11 | Rural 10,000 to 20,000 | Tumut Shire Council | 11,408 | 4566.6 | 2.5 |
| 11 | Rural 10,000 to 20,000 | Corowa Shire Council | 11,487 | 2329.3 | 4.9 |
| 11 | Rural 10,000 to 20,000 | Leeton Shire Council | 11,645 | 1167 | 10 |
| 11 | Rural 10,000 to 20,000 | Cowra Shire Council | 12,476 | 2808.7 | 4.4 |
| 11 | Rural 10,000 to 20,000 | Young Shire Council | 12,588 | 2692.7 | 4.7 |
| 11 | Rural 10,000 to 20,000 | Gunnedah Shire Council | 12,805 | 4987.4 | 2.6 |
| 11 | Rural 10,000 to 20,000 | Bellingen Shire Council | 13,010 | 1600.4 | 8.1 |
| 11 | Rural 10,000 to 20,000 | Narrabri Shire Council | 13,799 | 13014.1 | 1.1 |
| 11 | Rural 10,000 to 20,000 | Cabonne Council | 13,860 | 6023.9 | 2.3 |
| 11 | Rural 10,000 to 20,000 | Moree Plains Shire Council | 14,053 | 17906 | 0.8 |
| 11 | Rural 10,000 to 20,000 | Upper Hunter Shire Council | 14,537 | 8096.1 | 1.8 |
| 11 | Rural 10,000 to 20,000 | Parkes Shire Council | 15,337 | 5954.9 | 2.6 |
| 11 | Rural 10,000 to 20,000 | Palerang Council | 15,897 | 5146.8 | 3.1 |
| 11 | Rural 10,000 to 20,000 | Yass Valley Council | 16,564 | 3998.1 | 4.1 |
| 11 | Rural 10,000 to 20,000 | Inverell Shire Council | 16,936 | 8594.9 | 2 |
| 11 | Rural 10,000 to 20,000 | Muswellbrook Shire Council | 17,209 | 3405 | 5.1 |
| 11 | Rural 10,000 to 20,000 | Broken Hill City Council | 18,856 | 170.3 | 110.7 |
| 11 | Rural 10,000 to 20,000 | Nambucca Shire Council | 19,598 | 1491.4 | 13.1 |
| 12 | Rural 5,000 to 10,000 | Gwydir Shire Council | 5,068 | 9262.4 | 0.5 |
| 12 | Rural 5,000 to 10,000 | Gloucester Shire Council | 5,160 | 2950.2 | 1.7 |
| 12 | Rural 5,000 to 10,000 | Oberon Council | 5,318 | 3626.9 | 1.5 |
| 12 | Rural 5,000 to 10,000 | Narrandera Shire Council | 5,920 | 4116.2 | 1.4 |
| 12 | Rural 5,000 to 10,000 | Bland Shire Council | 5,959 | 8557.7 | 0.7 |
| 12 | Rural 5,000 to 10,000 | Temora Shire Council | 6,071 | 2802 | 2.2 |
| 12 | Rural 5,000 to 10,000 | Junee Shire Council | 6,230 | 2030 | 3.1 |
| 12 | Rural 5,000 to 10,000 | Uralla Shire Council | 6,411 | 3226.5 | 2 |
| 12 | Rural 5,000 to 10,000 | Lachlan Shire Council | 6,767 | 14965.4 | 0.5 |
| 12 | Rural 5,000 to 10,000 | Walgett Shire Council | 6,791 | 22308.5 | 0.3 |
| 12 | Rural 5,000 to 10,000 | Narromine Shire Council | 6,822 | 5260.4 | 1.3 |
| 12 | Rural 5,000 to 10,000 | Wentworth Shire Council | 6,883 | 26256.7 | 0.3 |
| 12 | Rural 5,000 to 10,000 | Tenterfield Shire Council | 6,986 | 7322.3 | 1 |
| 12 | Rural 5,000 to 10,000 | Blayney Shire Council | 7,380 | 1524.9 | 4.8 |
| 12 | Rural 5,000 to 10,000 | Murray Shire Council | 7,599 | 4344.5 | 1.7 |
| 12 | Rural 5,000 to 10,000 | Cootamundra Shire Council | 7,705 | 1523.8 | 5.1 |
| 12 | Rural 5,000 to 10,000 | Liverpool Plains Shire Council | 7,759 | 5082.3 | 1.5 |
| 12 | Rural 5,000 to 10,000 | Upper Lachlan Shire Council | 7,876 | 7127.5 | 1.1 |
| 12 | Rural 5,000 to 10,000 | Snowy River Shire Council | 8,178 | 6030.4 | 1.4 |
| 12 | Rural 5,000 to 10,000 | Berrigan Shire Council | 8,416 | 2065.9 | 4.1 |
| 12 | Rural 5,000 to 10,000 | Glen Innes Severn Council | 8,999 | 5480.4 | 1.6 |
| 12 | Rural 5,000 to 10,000 | Wellington Council | 9,073 | 4110.1 | 2.2 |
| 12 | Rural 5,000 to 10,000 | Dungog Shire Council | 9,195 | 2250 | 4.1 |

| Classification no | Classification description | Council name | Population * | Area of LGA (sq km)* | Population density** |
|---|---|---|---|---|---|
| 12 | Rural 5,000 to 10,000 | Kyogle Council | 9,537 | 3584 | 2.7 |
| 12 | Rural 5,000 to 10,000 | Warrumbungle Shire Council | 9,728 | 12371.1 | 0.8 |
| 12 | Rural 5,000 to 10,000 | Forbes Shire Council | 9,754 | 4718.1 | 2.1 |
| 13 | Rural 2,000 to 5,000 | Central Darling Shire Council | 2,088 | 53493.8 | 0 |
| 13 | Rural 2,000 to 5,000 | Balranald Shire Council | 2,422 | 21693.1 | 0.1 |
| 13 | Rural 2,000 to 5,000 | Bombala Council | 2,430 | 3946.6 | 0.6 |
| 13 | Rural 2,000 to 5,000 | Murrumbidgee Shire Council | 2,558 | 3506.7 | 0.7 |
| 13 | Rural 2,000 to 5,000 | Boorowa Council | 2,625 | 2578 | 1 |
| 13 | Rural 2,000 to 5,000 | Carrathool Shire Council | 2,733 | 18932.5 | 0.1 |
| 13 | Rural 2,000 to 5,000 | Bourke Shire Council | 2,876 | 41604.5 | 0.1 |
| 13 | Rural 2,000 to 5,000 | Warren Shire Council | 2,901 | 10753.8 | 0.3 |
| 13 | Rural 2,000 to 5,000 | Hay Shire Council | 2,999 | 11326 | 0.3 |
| 13 | Rural 2,000 to 5,000 | Lockhart Shire Council | 3,025 | 2895.9 | 1 |
| 13 | Rural 2,000 to 5,000 | Bogan Shire Council | 3,059 | 14600.5 | 0.2 |
| 13 | Rural 2,000 to 5,000 | Walcha Council | 3,064 | 6261.3 | 0.5 |
| 13 | Rural 2,000 to 5,000 | Tumbarumba Shire Council | 3,586 | 4392.5 | 0.8 |
| 13 | Rural 2,000 to 5,000 | Weddin Shire Council | 3,701 | 3408.6 | 1.1 |
| 13 | Rural 2,000 to 5,000 | Harden Shire Council | 3,706 | 1868.3 | 2 |
| 13 | Rural 2,000 to 5,000 | Gundagai Shire Council | 3,756 | 2457.1 | 1.5 |
| 13 | Rural 2,000 to 5,000 | The Council of the Shire of Wakool | 3,987 | 7520.5 | 0.5 |
| 13 | Rural 2,000 to 5,000 | Coonamble Shire Council | 4,262 | 9915.9 | 0.4 |
| 13 | Rural 2,000 to 5,000 | Coolamon Shire Council | 4,342 | 2430.9 | 1.8 |
| 13 | Rural 2,000 to 5,000 | Gilgandra Shire Council | 4,368 | 4832 | 0.9 |
| 13 | Rural 2,000 to 5,000 | Guyra Shire Council | 4,551 | 4389.6 | 1 |
| 13 | Rural 2,000 to 5,000 | Cobar Shire Council | 4,975 | 45571 | 0.1 |
| 14 | Rural under 2,000 | Urana Shire Council | 1,142 | 3356 | 0.3 |
| 14 | Rural under 2,000 | Jerilderie Shire Council | 1,526 | 3373.1 | 0.5 |
| 14 | Rural under 2,000 | Conargo Shire Council | 1,533 | 8737.9 | 0.2 |
| 14 | Rural under 2,000 | Brewarrina Shire Council | 1,917 | 19165.2 | 0.1 |

# Appendix 2: NSW Local Government data on the prevalence of overweight and obesity

NOTE 1: Age standardised ratio per 100 population - from PHIDU modelled estimates 2011-13

NOTE 2: Age standardised ratio per 100 population - from PHIDU modelled estimates 2011-13

NOTE 3: Addition of PHIDU Overweight and obese ASR per 100 population

| LGA | Estimated population, aged 18 years and over, who were overweight (but not obese) (Note 1 above) | Estimated population, aged 18 years and over, who were obese (Note 2 above) | Estimated population, aged 18 years and over, who were overweight or obese (Note 3 above) |
|---|---|---|---|
| Albury City Council | 34.9 | 30.3 | 65.1 |
| Armidale Dumaresq Council | 34.6 | 28.9 | 63.5 |
| Ashfield Council | 32.4 | 20.3 | 52.7 |
| Auburn City Council | 32.6 | 22.4 | 55.0 |
| Ballina Shire Council | 34.4 | 29.4 | 63.8 |
| Balranald Shire Council | 34.9 | 30.8 | 65.7 |
| Bankstown City Council | 34.9 | 28.5 | 63.4 |
| Bathurst Regional Council | 36.2 | 30.6 | 66.8 |
| Bega Valley Shire Council | 34.0 | 30.1 | 64.1 |
| Bellingen Shire Council | 34.2 | 29.4 | 63.7 |
| Berrigan Shire Council | 35.6 | 32.6 | 68.2 |
| Blacktown City Council | 34.4 | 28.8 | 63.3 |
| Bland Shire Council | 35.7 | 31.7 | 67.5 |
| Blayney Shire Council | 35.5 | 31.0 | 66.5 |
| Blue Mountains City Council | 35.0 | 25.4 | 60.4 |
| Bogan Shire Council | 34.5 | 31.5 | 66.0 |
| Bombala Council | 35.6 | 31.5 | 67.1 |
| Boorowa Council | 35.6 | 32.0 | 67.6 |
| Botany Bay (The Council of the City of ) | 34.0 | 24.4 | 58.4 |
| Bourke Shire Council | Not available | Not available | Not available |
| Brewarrina Shire Council | Not available | Not available | Not available |
| Broken Hill City Council | 34.2 | 33.6 | 67.9 |
| Burwood Council | 32.5 | 20.1 | 52.5 |
| Byron Shire Council | 33.8 | 27.2 | 60.9 |
| Cabonne Council | 37.2 | 30.6 | 67.8 |
| Camden Council | 36.2 | 29.4 | 65.6 |
| Campbelltown City Council | 34.6 | 32.5 | 67.2 |
| Canterbury City Council | 33.9 | 25.4 | 59.2 |
| Carrathool Shire Council | 36.1 | 31.6 | 67.8 |
| Central Darling Shire Council | 34.2 | 33.6 | 67.9 |
| Cessnock City Council | 34.7 | 32.3 | 67.0 |
| City of Canada Bay Council | 34.7 | 19.5 | 54.2 |
| City of Lithgow Council | 34.4 | 31.6 | 66.0 |

| LGA | Estimated population, aged 18 years and over, who were overweight (but not obese) (Note 1 above) | Estimated population, aged 18 years and over, who were obese (Note 2 above) | Estimated population, aged 18 years and over, who were overweight or obese (Note 3 above) |
|---|---|---|---|
| Clarence Valley Council | 34.5 | 31.9 | 66.4 |
| Cobar Shire Council | 34.5 | 31.5 | 66.0 |
| Coffs Harbour City Council | 34.3 | 29.3 | 63.6 |
| Conargo Shire Council | 36.0 | 31.4 | 67.4 |
| Coolamon Shire Council | 35.0 | 34.0 | 69.0 |
| Cooma-Monaro Shire Council | 35.0 | 29.3 | 64.3 |
| Coonamble Shire Council | 34.5 | 31.5 | 66.0 |
| Cootamundra Shire Council | 35.5 | 32.2 | 67.7 |
| Corowa Shire Council | 35.6 | 32.6 | 68.2 |
| Council of the City of Sydney | 32.1 | 15.6 | 47.7 |
| Cowra Shire Council | 34.4 | 34.2 | 68.5 |
| Deniliquin Council | 34.6 | 33.2 | 67.8 |
| Dubbo City Council | 34.6 | 32.5 | 67.1 |
| Dungog Shire Council | 35.1 | 30.7 | 65.8 |
| Eurobodalla Shire Council | 35.8 | 30.0 | 65.7 |
| Fairfield City Council | 34.4 | 30.3 | 64.7 |
| Forbes Shire Council | 34.7 | 33.9 | 68.5 |
| Gilgandra Shire Council | 35.2 | 34.6 | 69.8 |
| Glen Innes Severn Council | 34.2 | 31.6 | 65.8 |
| Gloucester Shire Council | 35.2 | 32.0 | 67.2 |
| Gosford City Council | 34.8 | 28.6 | 63.4 |
| Goulburn Mulwaree Council | 34.2 | 31.4 | 65.6 |
| Great Lakes Council | 35.4 | 31.3 | 66.7 |
| Greater Hume Shire Council | 34.7 | 28.2 | 62.9 |
| Greater Taree City Council | 34.0 | 32.0 | 66.0 |
| Griffith City Council | 35.0 | 31.2 | 66.3 |
| Gundagai Shire Council | 35.5 | 32.2 | 67.7 |
| Gunnedah Shire Council | 33.5 | 32.9 | 66.4 |
| Guyra Shire Council | 35.5 | 30.4 | 65.9 |
| Gwydir Shire Council | 36.8 | 32.5 | 69.2 |
| Harden Shire Council | 35.6 | 32.2 | 67.7 |
| Hawkesbury City Council | 34.9 | 29.9 | 64.7 |
| Hay Shire Council | 34.9 | 30.8 | 65.7 |
| Holroyd City Council | 34.5 | 27.3 | 61.8 |
| Hornsby (The Council of the Shire of) | 35.0 | 19.3 | 54.3 |
| Hunters Hill (The Council of the Municipality of) | 35.6 | 18.6 | 54.2 |
| Hurstville City Council | 32.9 | 22.2 | 55.1 |
| Inverell Shire Council | 34.4 | 31.9 | 66.4 |
| Jerilderie Shire Council | 35.7 | 32.4 | 68.1 |
| Junee Shire Council | 35.5 | 32.3 | 67.8 |

| LGA | Estimated population, aged 18 years and over, who were overweight (but not obese) (Note 1 above) | Estimated population, aged 18 years and over, who were obese (Note 2 above) | Estimated population, aged 18 years and over, who were overweight or obese (Note 3 above) |
|---|---|---|---|
| Kempsey Shire Council | 33.1 | 32.1 | 65.2 |
| Kiama (The Council of the Municipality of) | 35.9 | 26.3 | 62.2 |
| Kogarah City Council | 33.8 | 22.9 | 56.7 |
| Ku-ring-gai Council | 36.1 | 13.5 | 49.6 |
| Kyogle Council | 34.5 | 31.1 | 65.6 |
| Lachlan Shire Council | 34.7 | 33.9 | 68.5 |
| Lake Macquarie City Council | 35.5 | 29.7 | 65.2 |
| Lane Cove Municipal Council | 34.3 | 13.2 | 47.5 |
| Leeton Shire Council | 35.9 | 32.8 | 68.7 |
| Leichhardt Municipal Council | 34.5 | 15.8 | 50.3 |
| Lismore City Council | 34.2 | 30.2 | 64.4 |
| Liverpool City Council | 35.1 | 30.2 | 65.3 |
| Liverpool Plains Shire Council | 36.8 | 32.8 | 69.6 |
| Lockhart Shire Council | 34.9 | 34.3 | 69.2 |
| Maitland City Council | 35.2 | 30.1 | 65.3 |
| Manly Council | 36.7 | 14.5 | 51.2 |
| Marrickville Council | 32.9 | 20.9 | 53.9 |
| Mid-Western Regional Council | 35.1 | 31.7 | 66.7 |
| Moree Plains Shire Council | 33.6 | 32.3 | 65.9 |
| Mosman Municipal Council | 34.9 | 13.7 | 48.6 |
| Murray Shire Council | 36.0 | 31.4 | 67.4 |
| Murrumbidgee Shire Council | 36.2 | 31.6 | 67.8 |
| Muswellbrook Shire Council | 35.0 | 32.0 | 67.0 |
| Nambucca Shire Council | 33.7 | 32.2 | 65.9 |
| Narrabri Shire Council | 35.1 | 33.3 | 68.3 |
| Narrandera Shire Council | 35.9 | 32.9 | 68.8 |
| Narromine Shire Council | 35.2 | 34.6 | 69.8 |
| Newcastle City Council | 34.8 | 28.1 | 62.9 |
| North Sydney Council | 33.6 | 13.2 | 46.8 |
| Oberon Council | 35.4 | 33.8 | 69.2 |
| Orange City Council | 36.0 | 31.1 | 67.1 |
| Palerang Council | 35.2 | 24.0 | 59.2 |
| Parkes Shire Council | 34.5 | 34.1 | 68.6 |
| Parramatta City Council | 33.9 | 24.5 | 58.4 |
| Penrith City Council | 35.1 | 30.9 | 66.0 |
| Pittwater Council | 36.7 | 22.3 | 59.0 |
| Port Macquarie-Hastings Council | 34.8 | 30.5 | 65.3 |
| Port Stephens Council | 35.8 | 31.3 | 67.0 |
| Queanbeyan City Council | 35.7 | 26.9 | 62.6 |

| LGA | Estimated population, aged 18 years and over, who were overweight (but not obese) (Note 1 above) | Estimated population, aged 18 years and over, who were obese (Note 2 above) | Estimated population, aged 18 years and over, who were overweight or obese (Note 3 above) |
|---|---|---|---|
| Randwick City Council | 33.8 | 18.8 | 52.6 |
| Richmond Valley Council | 34.1 | 32.8 | 66.8 |
| Rockdale City Council | 34.5 | 24.9 | 59.4 |
| Ryde City Council | 32.5 | 18.9 | 51.3 |
| Shellharbour City Council | 34.5 | 31.5 | 66.0 |
| Shoalhaven City Council | 35.1 | 30.3 | 65.3 |
| Singleton Council | 35.7 | 31.6 | 67.3 |
| Snowy River Shire Council | 35.6 | 28.8 | 64.4 |
| Strathfield Municipal Council | 33.0 | 18.2 | 51.2 |
| Sutherland Shire Council | 35.5 | 26.8 | 62.3 |
| Tamworth Regional Council | 35.3 | 31.8 | 67.1 |
| Temora Shire Council | 35.5 | 32.2 | 67.7 |
| Tenterfield Shire Council | 34.2 | 31.6 | 65.8 |
| The Hills Shire Council | 35.8 | 22.7 | 58.6 |
| Tumbarumba Shire Council | 35.6 | 32.7 | 68.3 |
| Tumut Shire Council | 35.4 | 32.7 | 68.1 |
| Tweed Shire Council | 34.4 | 29.5 | 63.9 |
| Upper Hunter Shire Council | 37.3 | 33.5 | 70.8 |
| Upper Lachlan Shire Council | 35.8 | 28.9 | 64.7 |
| Uralla Shire Council | 35.4 | 29.5 | 64.9 |
| Urana Shire Council | 35.6 | 32.7 | 68.3 |
| Wagga Wagga City Council | 35.0 | 31.5 | 66.5 |
| Wakool (The Council of the Shire of) | 35.8 | 31.3 | 67.2 |
| Walcha Council | 36.0 | 29.9 | 65.8 |
| Walgett Shire Council | Not available | Not available | Not available |
| Warren Shire Council | 34.5 | 31.7 | 66.2 |
| Warringah Council | 35.5 | 23.4 | 58.9 |
| Warrumbungle Shire Council | 35.2 | 34.1 | 69.4 |
| Waverley Council | 33.8 | 15.7 | 49.5 |
| Weddin Shire Council | 35.7 | 31.8 | 67.5 |
| Wellington Council | 33.8 | 31.6 | 65.4 |
| Wentworth Shire Council | 34.9 | 30.8 | 65.7 |
| Willoughby City Council | 33.6 | 13.5 | 47.1 |
| Wingecarribee Shire Council | 35.8 | 28.2 | 64.0 |
| Wollondilly Shire Council | 35.1 | 31.1 | 66.2 |
| Wollongong City Council | 34.9 | 27.9 | 62.8 |
| Woollahra Municipal Council | 34.0 | 14.5 | 48.6 |
| Wyong Shire Council | 35.4 | 32.3 | 67.7 |
| Yass Valley Council | 35.8 | 26.3 | 62.1 |
| Young Shire Council | 35.5 | 32.9 | 68.5 |

# Appendix 3: List of Community Strategic Plans

| LGA | Name | Publication Year | Period of intended operation |
|---|---|---|---|
| Albury City Council | Albury 2030 Our Community Strategic Plan | 2010 | to 2030 |
| Armidale Dumaresq Council | Armidale Dumaresq Community Strategic Plan 2013-2028 | 2013 | 2013-2028 |
| Ashfield Council | Ashfield 2023 Our Place Our Future | 2013 | 2013 - 2023 |
| Auburn City Council | Auburn City Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Ballina Shire Council | Our Community Our Future - Community Strategic Plan 2013 - 2023 | 2013 | 2013 - 2023 |
| Balranald Shire Council | Balranald Shire Community Strategic Plan 'Balranald Shire 2022' | 2012 | 2012 to 2022 |
| Bankstown City Council | Bankstown Community Plan 2023 | 2013 | 2013 - 2023 |
| Bathurst Regional Council | Bathurst 2036 Community Strategic Plan | 2013? | to 2036 |
| Bega Valley Shire Council | Community Strategic Plan BEGA VALLEY 2030 | 2013 | |
| Bellingen Shire Council | Shire of Bellingen 2030 Our Community Vision: Connected, Sustainable, Creative | 2013 | to 2030 |
| Berrigan Shire Council | Berrigan Shire 2023 Community Strategic Plan | 2013 | 2013 - 2023 |
| Blacktown City Council | Blacktown City 2030 community strategic PLAN | 2013 | 2013-2030 |
| Bland Shire Council | Your Vision, Our Future- Bland Shire Community Strategic Plan 2012-2023 | 2014 | 2012-2023 |
| Blayney Shire Council | Blayney Shire 2025 All the pieces together the strategic plan of the Blayney Shire Community | 2012 | 2012 to 2025 |
| Blue Mountains City Council | SUSTAINABLE BLUE MOUNTAINS 2025 Community STRATEGIC PLAN | 2013 | 2013 to 2025 |
| Bogan Shire Council | Bogan Shire Community Strategic Plan 2026 | 2012 | to 2026 |
| Bombala Council | Community Strategic Plan 2013/2025 | 2013 and adopted 2015 | 2013 - 2025 |
| Boorowa Council | Boorowa Community Strategic Plan 2032 | 2013 | 2013-2032 |
| Botany Bay (The Council of the City of) | CITY OF BOTANY BAY our city - our plan | no date | not specified |
| Bourke Shire Council | Community Strategic Plan for the Bourke Shire 2012-2022 | 2011 | 2012-2022 |
| Brewarrina Shire Council | Brewarrina Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Broken Hill City Council | Your Hill. your home. your vision. Broken hill 2O33 Community Strategic Plan | 2013 | 2013 - 2033 |
| Burwood Council | Burwood 2030 Community Strategic Plan | 2013 | to 2030 |
| Byron Shire Council | Byron Shire Council Community Strategic Plan 2022 | 2012 | 2012-2022 |
| Cabonne Council | Cabonne 2025 Community Strategic Plan | 2012 | to 2025 |
| Camden Council | Camden 2040 - Community Strategic Plan for the People and Place of the Camden Local Government Area | 2013 | to 2040 |
| Campbelltown City Council | Creating our Future Together - Campbelltown's Community Strategic Plan 2013 - 2023 | 2013 | 2013 - 2023 |
| Canterbury City Council | Community Strategic Plan 2014 - 2023 | 2014 | 2014 - 2023 |
| Carrathool Shire Council | Securing Our Future Together - Community Strategic Plan 2012-2022 | 2012 | 2012-2022 |

| LGA | Name | Publication Year | Period of intended operation |
|---|---|---|---|
| Central Darling Shire Council | Central Darling Shire Community Strategic Plan | No date | Not specified |
| Cessnock City Council | Cessnock 2023 Community Strategic Plan OUR PEOPLE OUR PLACE OUR FUTURE | 2013 | to 2023 |
| City of Canada Bay Council | FUTURES PLAN 20 Community Strategic Plan | 2013 | 2013 - 2033 |
| City of Lithgow Council | Lithgow Community Strategic Plan 2013-2026 | 2013 | 2013-2026 |
| Clarence Valley Council | Our community plan 2015-2024 | 2014 | 2015-2024 |
| Cobar Shire Council | Community Strategic Plan Cobar Shire 2025 | 2013? | to 2025 |
| Coffs Harbour City Council | Coffs Harbour 2030 | 2013? | to 2030 |
| Conargo Shire Council | Conargo Shire Council Community Strategic Plan 2012 - 2022 | 2012 | 2012 - 2022 |
| Coolamon Shire Council | Our Communities 2030 - Community Strategic Plan for the Coolamon Shire | 2013 | 2013 to 2030 |
| Cooma-Monaro Shire Council | Cooma-Monaro Shire Council Community Strategic Plan 2022 | 2013? | to 2022 |
| Coonamble Shire Council | Coonamble Shire 2026 Community Strategic Plan for Coonamble Shire | 2013? | 2013 to 2026 |
| Cootamundra Shire Council | Cootamundra Shire Council Community Strategic Plan 2013—2023 | 2013 | 2013—2023 |
| Corowa Shire Council | Corowa Shire Council Community Strategic Plan 2022 and beyond | 2012 | to 2022 |
| Council of the City of Sydney | Sustainable Sydney 2030 Community Strategic Plan (2013) | 2013 | to 2030 |
| Cowra Shire Council | Cowra Council COMMUNITY STRATEGIC PLAN 2012-2036 | 2013 | 2012-2036 |
| Deniliquin Council | Deniliquin 2025 Community Strategic Plan | 2012 | to 2025 |
| Dubbo City Council | Community Strategic Plan Dubbo 2011 – 2036 | 2013 | Dubbo 2011 – 2036 |
| Dungog Shire Council | Dungog Shire Council Community Strategic Plan 2012-2030 | 2012 | 2012-2030 |
| Eurobodalla Shire Council | Eurobodalla Community Strategic Plan - help our community grow | 2013? | to 2030 |
| Fairfield City Council | FAIRFIELD CITY PLAN 2012-2022 | 2012 | 2012-2022 |
| Forbes Shire Council | The Forbes Shire Community Strategic Plan 2013 – 2023 | 2013 | 2013 – 2023 |
| Gilgandra Shire Council | Gilgandra Shire Council Community Strategic Plan | 2013 | 2013/14 – 2022/23 |
| Glen Innes Severn Council | Glen Innes Severn Council Community Strategic Plan 2013 - 2023 | 2013 | 2013 - 2023 |
| Gloucester Shire Council | GROWING GLOUCESTER Community Strategic Plan 2014—2024 | 2013 | 2014—2024 |
| Gosford City Council | Gosford 2025 Community Strategic Plan - continuing our journey | 2013 | 2013 to 2025 |
| Goulburn Mulwaree Council | Goulburn Mulwaree Community Strategic Plan 2030 | 2013 reviewed 2014 | to 2030 |
| Great Lakes Council | Great Lakes 2030 Community Strategic Plan 2013 - 2030 | 2013 | 2013 - 2030 |
| Greater Hume Shire Council | Community Strategic Plan Greater Hume 2030 | | to 2030 |
| Greater Taree City Council | The Manning Valley Community Plan 2010 - 2030 | undated | 2010 - 2030 |
| Griffith City Council | Growing Griffith 2030 - Griffith Community Strategic Plan | 2012 | 2013 to 2030 |
| Gundagai Shire Council | Gundagai Shire Community Plan 2012-2022 | 2012 | 2012-2022 |
| Gunnedah Shire Council | Gunnedah Community Strategic Plan 2013 - 2023 | 2013 | 2013 - 2023 |

| LGA | Name | Publication Year | Period of intended operation |
|---|---|---|---|
| Guyra Shire Council | Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Gwydir Shire Council | Gwydir Community Strategic Plan 2014 - 2024 'Growing Our Community' | 2015 | 2014 - 2024 |
| Harden Shire Council | Community Strategic Plan Harden Shire | 2012 | 2012 to 2032 |
| Hawkesbury City Council | Hawkesbury Community Strategic Plan 2013-2032 | 2013 | 2013-2032 |
| Hay Shire Council | Hay Community Strategic Plan 2013-2023 | 2013 | to 2023 |
| Holroyd City Council | Living Holroyd Community Strategic Plan - a 20-year vision | 2013 | |
| Hornsby (The Council of the Shire of) | Hornsby Shire - Your Community Plan 2013-2023 | 2013 | 2013-2023 |
| Hunters Hill (The Council of the Municipality of) | Community Strategic Plan 2030 | 2013 | to 2030 |
| Hurstville City Council | Hurstville Community Strategic Plan 2021 - Your Ideas, Your Vision | 2011 | 2011 to 2021 |
| Inverell Shire Council | A Community for Everyone - Inverell Shire's Road Map for the Future 2009-2029 Strategic Plan | 2009 | 2009 – 2029 |
| Jerilderie Shire Council | Jerilderie Shire Council Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Junee Shire Council | "making tracks" 2025 - A Community STRATEGIC PLAN FOR THE JUNEE SHIRE | 2013 | to 2025 |
| Kempsey Shire Council | Macleay Valley 2036 Community Strategic Plan June 2013 | 2013 | 2013 - 2036 |
| Kiama (The Council of the Municipality of) | Community Strategic Plan 2013 - 2023 | 2013 | 2013-2023 |
| Kogarah City Council | Bright Future, Better Lifestyle - Kogarah Community Strategic Plan 2030 | 2013 | 2013 to 2030 |
| Ku-ring-gai Council | Our community. our future Community Strategic Plan 2030 | 2013 | to 2030 |
| Kyogle Council | Kyogle Community Strategic Plan 2012–2025 | 2012 | 2012–2025 |
| Lachlan Shire Council | Community Strategic Plan LIVING LACHLAN STYLE 2023 | 2013 | 2013-2023 |
| Lake Macquarie City Council | City of Lake Macquarie Community Strategic Plan 2013-2023: Our Shared Vision | 2013 | 2013 - 2023 |
| Lane Cove Municipal Council | Community Strategic Plan Lane Cove 2025 | 2011 | to 2025 |
| Leeton Shire Council | Leeton - Living towards 2024: A Community Strategic Plan for 2012 to 2024 | 2012 | 2012 to 2024 |
| Leichhardt Municipal Council | Leichhardt 2025+ Community Strategic Plan | 2013? | to 2025 |
| Lismore City Council | Imagine Lismore 10 Year Plan 2013 to 2023 | 2013 | 2013 to 2023 |
| Liverpool City Council | Growing Liverpool 2023 - The 10-year plan to move Liverpool forward | 2013 | 2013 to 2023 |
| Liverpool Plains Shire Council | Liverpool Plains Community Strategic Plan 2012/13 to 2021/22 | 2013 | 2013 to 2022 |
| Lockhart Shire Council | Lockhart Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Maitland City Council | Community Strategic Plan - Maitland Plus Ten, 2013 | 2013 | 2013 to 2023 |
| Manly Council | Manly Council Community Strategic Plan Beyond 2021 | 2012 | to 2021 |
| Marrickville Council | Our Place Our vision: Marrickville Community Strategic Plan 2023 | 2013 | to 2023 |
| Mid-Western Regional Council | TOWARDS 2030 Mid-Western Region Community Plan | 2013? | to 2030 |
| Moree Plains Shire Council | Moree Plains 2030 -Community Strategic Plan for Moree Plains Shire | Undated | to 2030 |

| LGA | Name | Publication Year | Period of intended operation |
|---|---|---|---|
| Mosman Municipal Council | MOSPLAN Community Strategic Plan 20132023 | 2013 | 2013-2023 |
| Murray Shire Council | Murray Shire Council Community Strategic Plan 2014/2015 – 2023/24 | 2014 (CSP part) | To 2024 |
| Murrumbidgee Shire Council | Murrumbidgee 2030 - The Community Strategic Plan for Murrumbidgee Shire | 2012 | to 2030 |
| Muswellbrook Shire Council | Community Strategic Plan 'Our Community Plan' | 2013 | 2013-2023 |
| Nambucca Shire Council | Nambucca Valley 2023 Community Strategic Plan | 2013 | 2013-2023 |
| Narrabri Shire Council | Narrabri Shire Community Strategic Plan Towards 2023 | 2013 | 2013-2023 |
| Narrandera Shire Council | Narrandera Shire Council Community Strategic Plan 2012 – 2030 | 2012 | 2012 – 2030 |
| Narromine Shire Council | Community Strategic Plan Narromine Shire 2022 | 2012 | 2012 to 2022 |
| Newcastle City Council | Newcastle 2030 - Newcastle Community Strategic Plan revised 2013 | 2013 | to 2030 |
| North Sydney Council | North Sydney Community Strategic Plan 2013-2023: Progressive, vibrant diverse - Aspirations of The People Of North Sydney | 2013 | 2013-2023 |
| Oberon Council | Draft Community Strategic Plan 2013 | 2013 | 2013-2025 |
| Orange City Council | Orange City Council Community Strategic Plan | 2013 | 2013—2023 |
| Palerang Council | Palerang Our Future - Community Strategic Plan - 2014 to 2024 | 2014 | 2014 to 2024 |
| Parkes Shire Council | Parkes Community Strategic Plan 2022 | 2013 | to 2022 |
| Parramatta City Council | Community Strategic Plan PARRAMATTA 2038 | 2013 | 2013 to 2038 |
| Penrith City Council | Penrith Community Plan | 2013 (am 2015) | 2013-2033 |
| Pittwater Council | Pittwater 2025 Our Community Strategic Plan | 2013 | 2013 - 2025 |
| Port Macquarie-Hastings Council | PORT MACQUARIE–HASTINGS TOWARDS 2030 Community Strategic Plan | 2013? | to 2030 |
| Port Stephens Council | Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Queanbeyan City Council | Community Strategic Plan 2013-23 | 2013 | 2013 to 2023 |
| Randwick City Council | The Randwick City Plan - a 20-year plan | ? | ? |
| Richmond Valley Council | Richmond Valley Towards 2025 Community Strategic Plan | 2013 | to 2025 |
| Rockdale City Council | Community Strategic Plan 2013-2025 | 2013 | 2013 to 2025 |
| Ryde City Council | Lifestyle and opportunity@ your doorstep - The City of Ryde 2025 Community Strategic Plan | 2013 | to 2025 |
| Shellharbour City Council | Shellharbour City Community Strategic Plan 2013 - 2023 | 2013 | 2013 - 2023 |
| Shoalhaven City Council | Community Strategic Plan Shoalhaven 2023 | 2013 | to 2023 |
| Singleton Council | Singleton Community Strategic Plan: Our Place - A Blueprint - 2023 | 2013 | 2013-2023 |
| Snowy River Shire Council | The Snowy River Community - Building our future - Making it happen - Together- Community Strategic Plan 2032 | 2013 | to 2032 |
| Strathfield Municipal Council | Strathfield 2025 Community Strategic Plan | 2013 | 2013-2025 |
| Sutherland Shire Council | Our Shire Our Future: Our guide for Shaping the Shire to 2030: Sutherland Shire's Community Strategic Plan | JUNE 2011 | to 2030 |
| Tamworth Regional Council | Key Change 2022 Community Strategic Plan | 2013 | 2013-2023 |

| LGA | Name | Publication Year | Period of intended operation |
|-----|------|------------------|------------------------------|
| Temora Shire Council | TEMORA SHIRE 2030 - Community Strategic Plan for Temora Shire | 2013 | to 2030 |
| Tenterfield Shire Council | Tenterfield Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| The Hills Shire Council | THE HILLS SHIRE PLAN 2013 - 2017 | 2013 | 2013 - 2017 |
| Tumbarumba Shire Council | Community Strategic Plan 2030 | 2013 | to 2030 |
| Tumut Shire Council | Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Tweed Shire Council | Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |
| Upper Hunter Shire Council | Upper Hunter Shire Council Community Strategic Plan 2013+ | 2013 | 2013-2023 |
| Upper Lachlan Shire Council | Upper Lachlan Shire Community Strategic Plan | 2013 | 2013-2023 |
| Uralla Shire Council | Community Strategic Plan 2015-2025 | not stated | 2015-2025 |
| Urana Shire Council | Urana Shire Community Strategic Plan | 2013 | 2013-2033 |
| Wagga Wagga City Council | Ruby & Oliver. Our Future Our Community | No date | not specified |
| Wakool (Cl of the Shire of) | Vision 2023 - Community Strategic Plan | 2013 | to 2023 |
| Walcha Council | Community Strategic Plan Walcha – 2025 | 2013 | 2013 to 2025 |
| Walgett Shire Council | Walgett Shire Community Strategic Plan 2012-2022 | 2013 | 2012-2022 |
| Warren Shire Council | Community Strategic Plan WARREN SHIRE 2022 | 2012 | 2012 to 2022 |
| Warringah Council | Warringah Council Community Strategic Plan 2023 (online) | 2013 | 2013-2023 |
| Warrumbungle Shire Council | Warrumbungle Shire Community Strategic Plan (Reviewed) 2012-2032 | 2013 | 2012-2032 |
| Waverley Council | Waverley Together 3: Our community's strategic plan for 2013-25 | 2013 | 2013-2025 |
| Weddin Shire Council | Weddin Shire 2013-2023 Community Strategic Plan | 2013 | 2013-2023 |
| Wellington Council | Wellington 2025 Community Strategic Plan | 2012 | 2025 |
| Wentworth Shire Council | Wentworth Region Community Strategic Plan 2012 - 2022 Footsteps to our Future | 2012 | 2022 |
| Willoughby City Council | Willoughby City Strategy 2013-2029 | 2013 | 2013 - 2029 |
| Wingecarribee Shire Council | Wingecarribee Shire Community Strategic Plan: Wingecarribee 2031+; our future, our choice | 2010 | to 2031 |
| Wollondilly Shire Council | Growing Your Future Together - Wollondilly Community Strategic Plan 2033 | 2013 | to 2033 |
| Wollongong City Council | Wollongong 2022: Our Community Strategic Plan 2012-2022 | 2012 | 2012 - 2022 |
| Woollahra Municipal Council | Woollahra 2025 - Our Community, Our Place, Our Plan. Revised Community Strategic Plan | 2013 | to 2025 |
| Wyong Shire Council | WYONG SHIRE COMMUNITY STRATEGIC PLAN 2030 - creating our ideal community - REVISED 2013 | 2013 | 2013 to 2030 |
| Yass Valley Council | Yass Valley Community Strategic Plan 2013 - 2030 | 2013 | 2013 - 2030 |
| Young Shire Council | Young Shire Council Community Strategic Plan 2013-2023 | 2013 | 2013-2023 |

# Appendix 4: List of Delivery Programs

| LGA | Project Classification No | Project Classification Description | Name of Delivery Program | Years of intended operation | Published |
|---|---|---|---|---|---|
| Sydney | 1 | Capital | City of Sydney Delivery Program 2014-2017 Revised June 2014 | 2014-2017 | 2014 |
| Wollongong | 2 | Metropolitan over 150,000 | Wollongong City Council DELIVERY PROGRAM 2012-17 & ANNUAL PLAN 2012-13. ATTACHMENT 1 COMPREHENSIVE VERSION Delivering Wollongong 2022 | 2012-2017 | 2012 |
| Gosford | 3 | Metropolitan fringe over 150,000 | Gosford City Council Delivery Program 2013/14 - 2016/17 | 2013-2017 | 2013 |
| Marrickville | 4 | Metropolitan 75,000 to 150,000 | Marrickville Council Delivery Program 2013-2017 and Operational Plan & Budget 2013/14 | 2013-2017 | 2013 |
| Blue Mountains | 5 | Metropolitan fringe under 150,000 | Blue Mountains City Council DELIVERY PROGRAM 2013-2017 and Operational Plan 2016-2017 | 2013-2017 | 2013 |
| Pittwater | 6 | Metropolitan under 75,000 | Pittwater Council Delivery Program & Budget 2013 - 2017 Operational Plan | 2013-2017 | 2013 |
| Maitland | 7 | Regional over 75,000 | Maitland City Council Delivery Program 2013 - 17 | 2013-2017 | 2013 |
| Wingecarribee | 8 | Regional 45,000 to 75,000 | 2013-2017 Delivery Program and 2013-14 Operational Plan Wingecarribee Shire Council | 2013-2017 | 2013 |
| Bathurst | 9 | Regional 30,000 to 45,000 | Bathurst 2017 Delivery Plan 2013 - 2017 & Annual Operating Plan 2013/2014 | 2013-2017 | 2013 |
| Kempsey | 10 | Regional 20,000 to 30,000 | Kempsey Shire Council Delivery Program 2013 to 2017 | 2013-2017 | 2013 |
| Leeton | 11 | Rural 10,000 to 20,000 | Leeton Shire Council 2013-2017 Delivery Program and 2013-2014 Operational Plan | 2013-2017 | 2013 |
| Temora | 12 | Rural 5,000 to 10,000 | Temora Shire Council Delivery Program 2013 - 17, Including Temora Shire Council's response to the Community Strategic Plan (Temora Shire Council 2030) and Financial Plan | 2013-2017 | 2013 |
| Carrathool | 13 | Rural 2,000 to 5,000 | Carrathool Shire Council Delivery Plan 2012-2016 | 2012-2016 | 2012 |
| Brewarrina | 14 | Rural under 2,000 | Brewarrina Shire Council Delivery Program 2013-2017 and Operational Plan 2013-2014 | 2013-2017 | 2013 |
| Wollondilly | 15 | Additional CSP | Growing Your Future Together - Wollondilly DELIVERY PROGRAM 2013 - 2017 and OPERATIONAL PLAN 2013 - 2014 | 2013-2017 | 2013 |

# Appendix 5: Themes used in Community Strategic Plans

## SOCIAL

A breadth of opportunity within reach

A Caring Community

A community that is healthy, educated and sustained

A CONNECTED AND RESILIENT COMMUNITY

A connected, involved and safe community that cares for its residents and visitors by…

A CONNECTED, SAFE & CREATIVE COMMUNITY

A creative and cultural Marrickville

A diverse community that is socially just, educated, safe and healthy

A dynamic and vibrant community

A great lifestyle

A healthy and cohesive community

A LIVEABLE PLACE

A progressive community

A Sense of Community

A Spirit of Community

A SPORTING AND ACTIVE CITY

A strong and resilient community

A supportive and passionate community

A vibrant and inclusive community

A VIBRANT, SAFE AND INCLUSIVE CITY

A welcomed, supported and involved community

A. A community that is united, innovative, involved and caring

ACTIVE AND VIBRANT

An engaged & supportive community

An Enriched and Connected Community

an inclusive community

Build and improve community infrastructure

Building our community

Caring and Inclusive Community

## SOCIAL

Caring for our Community

CARING FOR OUR HEALTH AND WELLBEING

City of Harmony and Culture

Community

Community & Culture

Community and cultural life

Community and Culture

Community Identity and Diversity.

Community Life

Community Living

Community participation in the arts and culture

Community Services

COMMUNITY SUPPORT AND EDUCATION

Community Wellbeing

Community well-being

Community, People and Culture

Connected communities

Creating a safer, healthier and thriving community

Creative and inclusive community

Culture and Leisure

Develop strong and connected communities

EDUCATION TRAINING and RESEARCH

Enhancing our active lifestyle

Enjoy

Fostering and Promoting a Rich Cultural Life

Grow Cabonne's culture and community

Health

HEALTH WELLBEING AND CULTURE

Healthy, culturally rich and inclusive communities

Imagine Our Community

## SOCIAL

INCLUSIVE COMMUNITY

Infrastructure to Support Community Connectivity, Access and Wellbeing.

Keeping People Safe

Live

Liveable

Liveable and connected

Liveable and Sustainable Communities

Liveable and vibrant community

Local history and culture

Looking After Our Community

Looking after our people

LOOKING AFTER PEOPLE

Looking after people and place:

Looking after the community

Love the lifestyle

Maintaining Our Strong Community

My Lifestyle

No theme nominated by Council

O u r C o m m u n i t y

One community - valuing the contributions that everyone can make

Our Citizens

Our community

Our Community - "Supportive, Evolving and Diverse"

Our Community and Culture

OUR COMMUNITY AND LIFESTYLE

Our community: Safe Healthy Smart United

Our Community: Diverse and Inclusive

OUR CULTURE

Our People

OUR SOCIAL VITALITY

Our Society

Our Sport, Recreation and Culture

## SOCIAL

OUTCOMES AND STRATEGIES FOR INDIVIDUAL COMMUNITIES - SOCIAL

People

Promoting Community Health and Wellbeing

Proud Engaged City

Proud people, great lifestyle

Provide and develop community facilities

Responsive and Caring

Retaining Our Quality of Life

Rockdale is a welcoming and creative City with active, healthy and safe communities

SOCIAL

## SOCIAL

SOCIAL – a sense of place where people are proud of who they are and where they live

SOCIAL AND CULTURAL DEVELOPMENT

Social, then social

Society

Society and Culture

Stronger community

Supported and Engaged Communities

Supporting & Connecting our Community

Supporting Community Life

Sustainable Community

Sustaining our close-knit shire communities;

## SOCIAL

The Community

THRIVING AND CONNECTED

vibrant and connected communities

VIBRANT COMMUNITIES

Vibrant Community

WE ARE A safe AND healthy COMMUNITY

WE ARE AN engaged AND involved COMMUNITY

WE'RE HEALTHY AND SHARE STRONG COMMUNITY SPIRIT

Wollongong is a Creative, Vibrant City

Working effectively to ensure a harmonious and sustainable community

## ECONOMIC

A City of Prosperity

A diversified and balanced Manly economy that caters for locals and visitors alike

A DYNAMIC AND PROSPEROUS ECONOMY

A globally competitive and innovative city

A growing community

A Growing Economy

a growing economy

A place to thrive - a strong diverse economy that attracts and retains businesses, services and tourists

A prospering city

A prosperous and resilient economy

A prosperous and vibrant city

A Prosperous Economy

A Prosperous Region

A Prosperous Shire

A SMART AND PROSPEROUS ECONOMY

A strong local economy

A strong economy

## ECONOMIC

A strong local economy

A sustainable & prosperous community

A THRIVING AND PROSPEROUS CITY

A VIBRANT ECONOMIC COMMUNITY

An economy that provides opportunity and stability

AN ENTERPRISING PLACE

B. A robust and resilient rural economy

Build business and generate employment

Building a Strong Local Economy

BUILDING OUR BUSINESS AND LOCAL JOBS

Building our Shire economy

Building Our Shire's Economy

Building the business base

BUSINESS and INDUSTRY

Business and Jobs

Business in the community

Creating a strong economy

Developing our Economy

## ECONOMIC

Diverse and Resilient Business

ECONOMIC

ECONOMIC – a vibrant regional economy built on a strong agricultural base

Economic Activity

Economic Development

Economic Growth and Diversity;

Economic Prosperity

Economic prosperity and sustainability

Economy

Enhanced Job Opportunities for Our People

Enhancing our Working & Learning

Ensure the long term economic sustainability of residents and businesses within the shire

ENTERPRISES

GROW A RESILIENT ECONOMY

Grow prosperity and employment

GROW YOUNG

Growing and Diversifying our Economic Base

GROWING ECONOMY

## ECONOMIC

Helping our community prosper

Imagine Our Economy

Improved tourism and visitation

Invest

Learning and Prospering

Local Economy

LOCAL ECONOMY AND EMPLOYMENT

Local prosperity

MODERN LOCAL ECONOMY

O u r E c o n o m y

OUR economic vitality

OUR ECONOMY

Our Local Economy

Our local surroundings are protected and enhanced

Our prosperity

## ECONOMIC

Our Sustainability

OUTCOMES AND STRATEGIES FOR INDIVIDUAL COMMUNITIES - ECONOMIC

Productive communities

Prospering Community

PROSPERITY

Prosperity and Opportunities

Prosperous economy

Resilient Economy

Resilient local economies

Rockdale is a City with a thriving economy that provides jobs for local people and opportunities for lifelong learning

Smart and Innovative City

Strengthening Our Economy

Strengthening our local economy

## ECONOMIC

Strengthening the Economy:

strong local economies

Supporting business and local jobs

SUSTAINABLE ECONOMY

Sustainable Living

SUSTAINING OUR STRONG RURAL BASED ECONOMY

Thriving local economy

Tourism

Vibrant Economy founded on agriculture and rich in opportunity

Vibrant Prosperous City

WE HAVE A growing ECONOMY

We Have an Innovative and Sustainable Economy

Work

· Our Economy - "Vibrant, Functional and Viable"

## ENVIRONMENT

Sustaining the environmental qualities of the shire;

A city of natural beauty

A CLEAN AND SUSTAINABLE ENVIRONMENT

A CLEAN, GREEN AND SUSTAINABLE CITY

A healthy environment

A Healthy Natural Environment

A leading environmental performer

A Protected and Enhanced Environment

A protected and valued natural environment

a protected environment

A Sustainable & Healthy Environment

A sustainable environment

A sustainable environment - respect for our whole living environment

A SUSTAINABLE NATURAL ENVIRONMENT

A SUSTAINABLE PLACE

## ENVIRONMENT

A sustainable, protected and well managed natural and built Manly by…

An ENHANCED NATURAL Environment

An environment that is protected and respected

An Environment that is protected and sustained.

AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

An environmentally responsible shire

Attractive city

Balanced Holroyd - a place that values its environment, open space and sustainable development

C. An environment that is protected, enhanced and enjoyed by all

Caring for and Protecting Our Natural and Built Environment

Caring for our Environment:

Caring for the Environment

Caring for the Environment:

## ENVIRONMENT

ENHANCING AND PRESERVING OUR NATURAL ASSETS

Enhancing Our Natural Environment

Environment

Environment for Living

Environmental

Environmental and Planning

ENVIRONMENTAL PLANNING

Environmental Services

ENVIRONMENTAL SERVICES AND COMMUNITY AMENITIES

Environmental Sustainability

Green

Grow agriculture, energy and the environment

Healthy environment

Healthy Urban & Natural Environments

Living Environment

LIVING IN THE NATURAL ENVIRONMENT

# ENVIRONMENT

Living sustainably - Our Environment, Our Future

Local Environment

Looking After Environment

Looking After Our Environment

Maintained biodiversity and a high quality natural environment

Manage our natural resources

Managing our Environment

Maximise our resources to maintain the natural environment

Natural Environment

NATURAL RESOURCE MANAGEMENT

Natural Sustainable City

O u r E n v i r o n m e n t

Our built space

Our Environment

Our environment: Enhance Protect Balanced Aware

Our Environment: Healthy and Green

Our heritage and built environment

# ENVIRONMENT

OUR LIVING ENVIRONMENT

Our Natural Environment

OUTCOMES AND STRATEGIES FOR INDIVIDUAL COMMUNITIES - ENVIRONMENTAL

PLACE

PROTECTED ENVIRONMENT

Protecting and Enjoying Our Beautiful Surrounds

Protecting our future through a sustainable environment

Protecting our Natural environment

Protecting the environment

Respecting our environment

Retained Heritage

Rural and Urban Development

Sustainability of the Environment

Sustainable built and natural environments

Sustainable Environment

Sustainable Living

# ENVIRONMENT

Sustainable Natural and Built Landscapes

SUSTAINABLE SPACES AND PLACES

Sustaining our environment for life

Sustaining the Environmental qualities of the Shire

The Environment

THRIVING ENVIRONMENT

Valuing & Caring for our Natural Environment

Valuing our Environment

WATER CYCLE

WE CARE ABOUT OUR ENVIRONMENT

WE HAVE A sustainable NATURAL AND BUILT environment

We value and protect our environment

We want to strengthen the natural and built environment.

(blank)

· Our Environment - "Sustainable, Thriving and Compliant"

# GOVERNANCE

• Working together to achieve the "Our Communities" 2030 vision

a city built on trust and community engagement

A Community with Integrated Leadership

A LEADING CITY

A leading community

A LEADING ORGANISATION

A recognised leader in the broader context

A well governed Manly with transparent and responsible decision-making in partnership with the community by…

Accountable and transparent governance

Action Through Leadership

An informed community

# GOVERNANCE

AN INNOVATIVE AND EFFICIENT COUNCIL

An Innovative, Effective and Representative Council

An innovative, effective, consultative and representative council

Better Government

BUILD CIVIC LEADERSHIP AND PRIDE

City of Progressive Leadership

Civic Leadership

Civic leadership and effective governance

Collaborative communities

Community leadership and participation

Connected and collaborative community leaders

# GOVERNANCE

Coordinated and committed leadership

Corporate management

Council Governance & Finance

Council Governance and Finance

Democratic and engaged communities

Developing Community Strength and Capability

Dynamic Holroyd - a place that is engaged and innovative

E. Strong and effective partnerships with all levels of government and services

Effective and productive relationships with all levels of government

effective leadership

Engaged leadership

Engaging and innovative local democracy

## GOVERNANCE

Engaging and Supporting the Community

Ensuring Good Governance

Getting things done

GOOD GOVERNANCE AND LEADERSHIP

Good Government

Governance

Governance (Civic Leadership)

Governance and Civic Leadership

Governance and Community Service

GOVERNANCE and LEADERSHIP

Governance and partnerships

Implementation through effective governance and partnerships

INNOVATIVE AND ENGAGED

Lead

LEAD YOUNG

Leadership

Leadership - what we will do

LEADERSHIP AND ADMINISTRATION

Leadership and Governance

LEADERSHIP THROUGH INNOVATION

Leading an Effective & Collaborative Council

Leading Organisation

Leading Proactive Council

LOCAL GOVERNANCE AND FINANCE

## GOVERNANCE

Local Government and Finance

local leadership

My Council

No theme nominated by Council

O u r C i t y

Open and Collaborative Leadership

Open Communication

OUR CIVIC LEADERSHIP

Our Community Leadership: Collaborative Informed Efficient Engaged

Our Council

Our Governance

Our Governance and Process

OUR LEADERSHIP

Our Leadership: Visionary and Responsible

Participation and Leadership

Policy, Strategy and Finance

PROACTIVE LEADERSHIP

Proactive leadership and advocacy - managing for all and standing up for our Shire

Proactive Regional and local leadership

Providing effective civic leadership and citizen participation

RESPECTED LEADERSHIP

Responsible Governance and Civic Leadership

Responsible leadership

## GOVERNANCE

Responsible Local Government

Responsible Management

Rockdale is a City with engaged communities, effective leadership and access to decision making

Shaping our future together

Show leadership in governance and community engagement

Sound Leadership

STRENGTHENING OUR LEADERSHIP DIRECTION

Strong and responsible leadership

Strong communities through Collaborative Leadership

STRONG LEADERSHIP AND SERVICES

Strong Local Leadership

Sustainable governance

Sustainable services and assets

SUSTAINABLE SERVICES AND PROGRAMS

TRUSTED AND EFFECTIVE GOVERNMENT

WE HAVE CONFIDENCE IN OUR COUNCIL

We want enhanced community and civic leadership

Working effectively with our community to achieve our long-term vision

Working together

· Our Leadership - "Responsible, Engaging and Effective"

## INFRASTRUCTURE

A breadth of opportunity within reach

A GROWING CITY SUPPORTED BY INFRASTRUCTURE

Access, Traffic and Transport

Accessibility

Accessible Connected City

Accessible infrastructure, services and facilities

ACCESSIBLE SERVICES AND FACILITIES

## INFRASTRUCTURE

An accessible City

AN ACCESSIBLE PLACE

An Accessible Region

BALANCED URBAN GROWTH

Basic Services

BUILD AND MAINTAIN COMMUNITY INFRASTRUCTURE AND SYSTEMS

City of Connections

Community Connections

## INFRASTRUCTURE

Community Infrastructure

Connect Cabonne to each other and the world

Connected

Connected City

Connected Holroyd - a place that is open and accessible for all

Connected Transport

Connecting our Region

CONNECTIVITY

## INFRASTRUCTURE

D. Infrastructure that is well planned, well developed and well maintained

Developing Our Built Environment

Effective and Sustainable Transport

Enhanced access to services and facilities throughout the Shire

Expanding connections within the Shire and beyond

Imagine Our Services

Infrastructure

Infrastructure

INFRASTRUCTURE FOR THE LONG TERM NEEDS OF THE COMMUNITY

Infrastructure that is responsibly planned, developed and maintained

Infrastructure, Access and Transport

Integrated transport for a connected city

Linking the Hawkesbury

Local Infrastructure and Services

## INFRASTRUCTURE

Maintained and improved services, facilities and infrastructure throughout the Shire

Maintaining core infrastructure

Management and provision of infrastructure

Managing development and service delivery whilst retaining what we value

MOVING AROUND

No theme nominated by Council

Our Infrastructure

Our services

Places, Spaces and Infrastructure

PLACES AND INFRASTRUCTURE

Planning and providing our infrastructure

Public Infrastructure & Services

PUBLIC INFRASTRUCTURE AND SERVICES

## INFRASTRUCTURE

QUALITY AND SUSTAINABLE INFRASTRUCTURE

quality and sustainable infrastructure

Quality Infrastructure

Roads and Infrastructure

STRENGTHENED INFRASTRUCTURE

Technical Services

The Communities are supported by sustainable services and infrastructure

TRANSPORT

TRANSPORT and INFRASTRUCTURE

Transport, Roads and Drainage

Waste and Water

WE CAN GET AROUND THE CITY

We Have Sustainable Affordable and Accessible Transport

## MIXED THEMES

A centre for sports and culture

A city for walking and cycling

A LIVEABLE AND CONNECTED CITY

a liveable City

A liveable community

A lively, engaging city centre

a place to be proud of

A Region for the Future

A safe, healthy and connected community

A STRONG AND RESILIENT COMMUNITY AND SUSTAINABLE ENVIRONMENT

A sustainable community

A sustained and vibrant farming sector

A vibrant economy and well planned, sustainable urban environment and infrastructure

Active Holroyd - a place that is inclusive, healthy and safe

Actively Managing Camden's Growth

## MIXED THEMES

AN ACTIVE AND HEALTHY CITY

Attractive and lively Town Centre

Celebrating our idyllic rural lifestyle

City of Liveable Neighbourhoods

City of Wellbeing

Community Wellbeing

Connecting our Community

CONNECTIVITY

Continue to enhance our identity and reputation

CULTURE AND SPORT

Develop and maintain Shire infrastructure

Developing Our Built Environment

Economic and civic leadership

Economic, then social

Education and Training

Effective and accessible services

EFFICIENT AND RESPONSIVE SERVICES

## MIXED THEMES

Env, Economic

For all towns and villages to benefit from this Plan

Functional and Attractive Places

Grow the wealth of the Shire

Growing Holroyd - a place that is focused on effective urban planning and economic development

Growing our City

Health

HEALTH and WELL-BEING

Healthy Inclusive City

Homes

Housing for a diverse population

Image and Influence

INCREASE OPPORTUNITIES AND FACILITIES FOR EDUCATION AND SKILL DEVELOPMENT

Infrastructure, Access and Transport

Integrating our Built Environment

LIFESTYLE

## MIXED THEMES

Lifestyle and Recreation

Liveable and Distinctive Built Environment

Liveable and green

Liveable Communities

Liveable Neighbourhoods

Liveable Safe City

Liveable, connected, green and lead

Liveable, connected, green invest and lead

Looking After Our Community

Looking after what we've got

My Property

OUR BUILT ENVIRONMENT

Our Health and Safety

Our Lifestyle

OUR PLACE

Our places

Our places: Sustainable Accessible Affordable Adaptable

Our Places: Attractive and Liveable

Our Recreation and Open Spaces

Our Towns, Villages & Economic Growth

PEOPLE AND NEIGHBOURHOODS

## MIXED THEMES

Place where we live and work

PLACES

Places for Living

Places for People

PLAN YOUNG

PUBLIC HEALTH

PUBLIC ORDER AND SAFETY

Quality places and spaces

RECREATION AND CULTURE

Recreation and Open Space

Retain our quality of life

Rockdale is a City with a high quality natural and built environment and valued heritage in liveable neighbourhoods. A City that is easy to get around and has good links and connections to other parts of Sydney and beyond.

Rural and Urban Development

Safe

Safe, connected and accessible places

Sociable

Social, Env

Social, Env, Civic Leadership

Social, Env, Economic

## MIXED THEMES

Social, then civic leadership

Sport, Recreation and Culture

sustainable communities

Sustainable development renewal and design

Transport and Liveable Towns and Villages

Unique and distinctive neighbourhoods

Urban and Economic Development

USING LAND

Vibrant and Activated Public Places

Vibrant local communities and economies

Village Life

We are a Connected and Engaged Community

We are a Healthy Community in a Liveable City

WE CAN WORK CLOSE TO HOME

WE HAVE SAFE, VIBRANT PLACES

WE PLAN FOR OUR FUTURE GROWTH

We want to be a vibrant, growing and thriving community.

Wealth

# Appendix 6: Tier 2 words and phrases relating to healthy eating & Active living

*This appendix relates to section 2.1.4.*

| Tier 2 word or phrase | Variants of word or phrase | Contextual notes - ie the word must be in relation to… |
|---|---|---|
| **DOMAIN: Getting People Active (physical activity)** <br> **SUBDOMAIN: Facilitating utilitarian physical activity** | | |
| Walk | Walk(ing)(able), pedestrian (amenity) | |
| Cycle | Bicycle, Cycling, bikeability, cycleways/paths | |
| Public transport | | |
| Sustainable transport | | |
| Integrated transport | | |
| Transport systems | | |
| Active transport | | |
| Active travel | | |
| Mode share | | |
| Travel options | | |
| Wayfinding | Signs, signage | |
| Proximity | | …proximity to work or key destinations |
| Density | | … housing density being used as a tool to specifically encourage public transport use |
| Reduced traffic speed / volume | | |
| Car (vehicle) dominated | Car dependency | … reducing car dependency or domination in favour of other active travel options |
| Car parking | | … providing an appropriate amount of carparking to encourage other (non-car) travel options |
| (Accessible) Connections | Connectivity / links / linking | …connections between different land uses or individual buildings and key destinations (in an urban environment) to encourage walking and cycling |
| **DOMAIN: Getting People Active (physical activity)** <br> **SUBDOMAIN: Facilitating recreational physical activity** | | |
| Parks | | |
| Open space | | |
| Passive (Open space) | Passive areas | |
| Active (Open space) | | |
| Green space | Greening | |
| Natural areas | | …natural areas being available for use for recreation. Mentions of natural areas purely for biodiversity conservation were excluded |
| Sport | Sports, sporting | |
| Recreation | Indoor recreation, outdoor recreation, recreate | |

| Tier 2 word or phrase | Variants of word or phrase | Contextual notes - ie the word must be in relation to… |
|---|---|---|
| **DOMAIN: Connecting and Strengthening Communities (social Interaction or inclusion):** **SUBDOMAIN: Facilitating incidental neighbourhood interaction** | | |
| Community participation | | … specifically, engaging community in any aspects of HEAL |
| **DOMAIN: Connecting and Strengthening Communities (social Interaction or inclusion):** **SUBDOMAIN: Making community spaces** | | |
| Mixed land use | | |
| Housing diversity | | …providing a range of housing to facilitate active neighbourhoods (not diversity for the sake of housing choice or affordability) |
| Public Domain infrastructure | | |
| Vibrant | | |
| Active street frontage | | |
| Liveability | | |
| air quality | | |
| Green (ing) space | | |
| Sun and shade protection | | |
| **DOMAIN: Connecting and Strengthening Communities (social Interaction or inclusion):** **SUBDOMAIN: Building for crime prevention** | | |
| anti-social behaviour | | ..strategies to reduce anti-social behaviour |
| Safe | Safe urban spaces | …feeling safe in community spaces |
| Community places | | …ensuring community places feel safe |
| Crime | | …prevention of crime through environmental design |
| **DOMAIN: HEALTHY EATING** **SUBDOMAIN: Providing healthy food options** | | |
| Garden(ing) | | |
| Eating | | |
| Food | | ..healthy eating options (not general food safety or compliance roles) |
| Food (production or distribution) | | …local food distribution or local food waste methods |
| Cooking oils | | |
| Catering | | |
| Agricultur(al) | | … retaining, and where possible increasing, opportunities for agricultural and horticultural uses to keep fresh foods available locally |
| Horiticultur(al) | | |

# Appendix 7: Exclusions of items from analysis database

*This appendix relates to 'exclusions' discussed at page 36, and is also referenced throughout the report.*

Any Objectives (Layer 2), Strategies (Layer 3) or Activities (Layer 4) in any of the CSPs or DPs observed during the preparation of the database containing the following were excluded further from the project analysis, under the methodology outlined at page 36.

This list shows in more detail the reasons why these items were excluded. To be *included*, an item had to specifically reference, or infer, a HEAL-related issue. Note that this list contains items in addition to those exclusions already mentioned in section 2.1.4.

**Excluded item**

1. General provision or maintenance of infrastructure, without a specific reference to a HEAL-related infrastructure type

2. General statements about providing car parking, where there was no mention of providing parking balanced with other transport options OR where there was not contextual other Layer to infer that the car parking management could be related to promoting other transport options

3. General learning or education strategies without a specific reference to a HEAL-related topic

4. General promotion of volunteering, unless a HEAL-related topic was specifically mentioned

5. Specific disability access or inclusion, even where it relates to 'making community spaces' (Paine & Thompson, 2016)

6. General welcoming activities and information for new residents

7. General statements about sense of community or the cohesiveness of the community or strengthening the community which do not relate directly to increasing incidental neighbourhood interaction (Paine & Thompson, 2016)

Such general statements about community are more broadly related to the identity of the entire LGA, not to a specific HEAL topic

8. General references to community engagement, relationship building or collaborative approaches

9. General community participation in events or programs.

**Excluded item**

Although 'facilitating incidental neighbourhood interaction' is one of the HEAL subdomains, it is considered that the much wider aspect of community participation in events has a broader function than 'incidental neighbourhood interaction', and will be measured by Councils by employing other indicators of participation. Nonetheless, it is recognised that any participation in activities out of the home may contribute to 'active living' and assist in decreasing sedentary behaviour.

10. Programs or facilities targeted to different life stages/age groups (eg young people, aged people), where a specific HEAL-related issue is not mentioned

11. General issues relating to the management or support of the visitor / tourism economy or experience, unless they had a specific mention of a HEAL principle (eg the development of a recreation park), or involved a specific location with an active living component (e.g. a waterway or recreation development).

12. Planning to facilitate a range of housing types, where the planning activity is not connected specifically to an increase in urban density. This exclusion relates mainly to rural Councils which may express a desire to provide more options for older people, or rural residential housing types, which have limited relevance to HEAL principles.

13. Maintaining or improving the general visual appearance of settlements (as opposed to particular precincts), where the beautification aims appear to have a visual or economic focus, rather than one to encourage pedestrian traffic and incidental physical activity. Beautifying town entrances was not included (as this does not relate to increasing physical activity) but enhancement of a CBD, town centre or specific land use type (e.g. cultural or recreational precinct) that is likely to have high pedestrian access or activity was included.

| | Excluded item |
|---|---|
| 14. | General statements about improving residential or urban amenity, or urban design outcomes, where it was related to a HEAL principle – these items are instead likely to relate general concerns about the amenity of the LGA. |
| 15. | General statements about maintaining the general character of a wide area (e.g. LGA or whole town) where it is of no difference to a HEAL outcome, but is likely to stem from general concerns about the general character or appearance of an LGA |
| 16. | Streetscape or precinct improvement or preservation from a heritage outcome perspective |
| 17. | General statements about Place making, where the location or context is not known. If a particular project appeared to relate to the public domain or CBD improvements, then it was included |
| 18. | General references to public art strategies. Public art issues were included where they were inferred by the item, or in the context of other Layers, to relate to specific HEAL-related public domain issues |
| 19. | The provision of affordable housing |
| 20. | General crime prevention strategies that were focussed on increasing police presence (this was often found in the CSPs of rural communities). The item had to be related more directly to 'Reducing Crime through environmental design' (CPTED) to be included in the analysis. Although additional police resources in rural communities may be able to assist those communities in applying CPTED principles, the reasons behind Councils' intents about increased policing are more likely to be influenced by concerns of general behaviour, alcohol or drug related concerns. However, 'promoting a safe community' was included, as this could infer the development of CPTED principles |
| 21. | General street cleaning services, expressed as a general infrastructure issue. If it was related to keeping public places clean (especially CBD/town centre areas) it was included |
| 22. | Generally advocating for increased public transport, where there is no specific reference to HEAL principles of integrated or active transport aspects. The desire for 'better public transport' was observed particularly in the CSPs of rural areas where communities aspired to improved linkages between regional centres. |
| 23. | Sustainable agricultural practices, resilience, viability or provision of infrastructure or research & development as they relate to environmental or economic outcomes, rather |

| | Excluded item |
|---|---|
| | than relating to the increase in provision for local residents of local and or good quality food. (However the explicit retention of local agricultural land was included) |
| 24. | Promotion of responsible water usage (i.e. irrigation) on Council parks, reserves etc. – this is a environmental and economic outcome, not a HEAL one, even though these items often mention 'recreation. |
| 25. | General recycling and waste reduction initiatives – items were only included if they related specifically to home composting or food organics recycling |
| 26. | Limiting recreational use impacts – for example limiting current recreational use of environmentally sensitive areas |
| 27. | General protection of natural landscapes, systems and biodiversity, where there was no specific mention of the use of the landscape for HEAL activities. For example, a national park was included. |

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