

chapter 4 | **desired outcomes and guiding principles**

4.1 Desired Outcomes

To implement the Action Plan, the vision and goals need to be translated into what we want to achieve for the region (desired regional outcomes). These outcomes depict how the Central Coast will look in the year 2021 and represent an agreed focus in our pursuit of the region's vision.

4.2

The desired outcomes are based on consultation with the community and partnering stakeholders throughout the development of the Central Coast regional planning strategy. The initial groundwork of technical working groups set up in 1996 from participating government agencies, combined with the latest policies and strategies of agencies have been taken into account in their development.

4.3

In summary, the desired outcomes promote:

- Diversity of employment and business opportunities;
- Educated community and skilled workforce;
- Access and efficient transport systems;
- Protection of the region's natural environment;
- Appropriate infrastructure and the sustainable use of resources;
- Connected, safe and trusting communities;
- Healthy communities;
- Regional identity and a diversity of recreational and cultural opportunities;
- Logical settlement patterns and housing choice; and
- Integrated regional governance.

4.4 Ten Related Themes

Ten related Investing In Themes were developed in order to address the desired outcomes. These are as follows:

Competitive and Adaptable Economy

- I. Investing in the Economy
- II. Investing in Education and Training
- III. Investing in Transport and Access

Healthy and Sustainable Environment

- IV. Investing in the Natural Environment
- V. Investing in Utilities and Services

Vibrant and Liveable Communities

- VI. Investing in Communities and Social Capital
- VII. Investing in Healthy Communities
- VIII. Investing in Recreation and Culture
- IX. Investing in Urban and Rural Areas

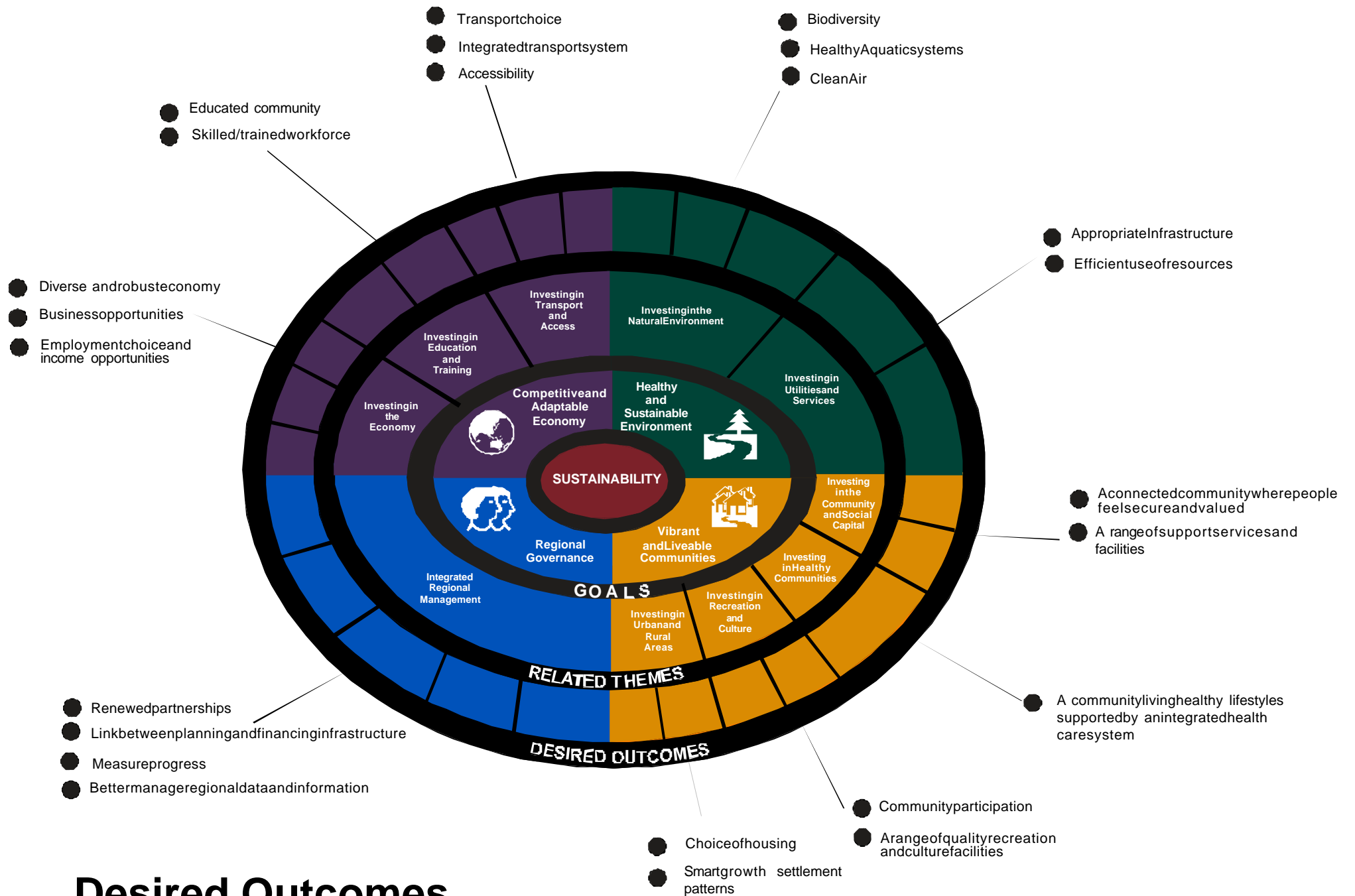
The tenth related theme – regional governance is a mechanism to achieve the Action Plan.

4.5 Strategic Objectives

Strategic objectives are identified in each theme, together with action points to deliver those objectives. The action points comprise the Action Program (in Chapter 10), which will be reviewed and updated annually.

4.6 Full Statement of Desired Outcomes

Related Theme	Desired Outcomes
Economy	<ul style="list-style-type: none"> ▪ A range of interesting, well paid and diverse local employment opportunities with career paths available to Central Coast residents. ▪ The labour force participation rate and unemployment rate across the region is comparable to the State average. ▪ Improved opportunities for business growth and development, as well as affordable and suitable land and infrastructure. ▪ A resilient economy that balances self-sufficiency, diversity of goods and services, diversity of industry sectors and encourages a vibrant export base. ▪ A diversity of rural industries including appropriate tourism activity that contributes to the regional economy and employment base without compromising the local natural and cultural environments.
Education and Training	<ul style="list-style-type: none"> ▪ The education and skill levels of Central Coast residents are comparable with the rest of the state and the community has a culture which values lifelong learning. ▪ The community has access to a range of secondary and tertiary education and training institutions. ▪ The region's workforce is well trained with a wide range of skills and commitment to best practice, ongoing training and education.
Transport and Access	<ul style="list-style-type: none"> ▪ A choice of transport modes characterised by convenience, safety and cost effectiveness. ▪ An integrated public transport system that provides good access to local and regional services and facilities. ▪ An efficient and effective cross regional and local road network that provides good access to services and facilities and meets community, business and tourism needs. ▪ Walking and cycling are legitimate transport modes and important social activities with both health and environmental benefits. ▪ The region has efficient transport linkages to Sydney and Newcastle.
Natural Environment	<ul style="list-style-type: none"> ▪ Biodiversity and ecological integrity are maintained and enhanced. ▪ The physical structure and vegetation of both the coastal zone and the river, lake and wetland riparian zones are rehabilitated and protected to sustain healthy ecosystems. ▪ The quality and quantity, of both surface water and groundwater, meet community needs and natural ecosystem requirements. ▪ The high air quality of the region protects the health and wellbeing of communities and ecosystems. ▪ Significant items/places of Aboriginal and European Heritage are conserved and valued across the region.
Utilities and Services	<ul style="list-style-type: none"> ▪ A cost effective water supply service that meets customer service standards, conforms to health and environmental requirements and reduces potable water consumed per capita. ▪ Cost effective sewerage and waste management services that meet customer service standards and conform to health and environmental requirements and encourage waste avoidance and resource reuse. ▪ Reduced non-renewable energy consumption and the use of more environmentally friendly energy alternatives. ▪ Storm water management systems that protect the natural and built environments.
Communities and Social Capital	<ul style="list-style-type: none"> ▪ Connected communities where people of all ages and cultures participate in a range of social networks. ▪ A community enabling all residents to feel safe in the pursuit of their daily lives. ▪ A coordinated and integrated system of affordable and high quality services and facilities that support the needs of the community.
Healthy Communities	<ul style="list-style-type: none"> ▪ A community that embraces healthy lifestyles. ▪ A region supported by well-resourced and integrated health care systems, preventative health measures and protection of the environment.
Recreation and Culture	<ul style="list-style-type: none"> ▪ A region that is identified by both its natural features and as host to major festivals/events. ▪ A range of quality, affordable and accessible recreational and cultural facilities. ▪ A community that has high levels of participation in a diversity of sporting, recreational and cultural activities.
Urban and Rural Areas	<ul style="list-style-type: none"> ▪ Population growth is concentrated in areas with adequate infrastructure. ▪ Safe, convenient, attractive and accessible neighbourhoods that provide a range of services. ▪ A choice of housing that meets the needs of existing and future households in terms of supply, quality, type and affordability. ▪ Protected rural and natural landscapes contribute to regional identity.
Regional Governance	<ul style="list-style-type: none"> ▪ A renewed partnership between the three levels of government and the community. ▪ A strong link between planning and financing infrastructure and service provision. ▪ Reporting mechanisms designed to measure the progress towards a more sustainable region. ▪ The existence of, and ongoing commitment to, a regional data bank and geographic information system.



Desired Outcomes

4.7 Action Points

Chapters 6 to 9 provide a context for the Action Plan along with an analysis of the current issues, trends and future directions for each of the ten related themes. This information provides the framework for the development of the action points around each related theme. The action points are identified at the end of each section within Chapters 6 to 9.

4.8 Action Program

The action points from each related theme are summarised into an action program in Chapter 10.

4.9 Supporting Actions

Chapter 12 expands on the action points by providing more detailed information in the form of supporting actions and timeframes for delivery of the Action Plan. These are further categorised as part of the current or suggested program for action.

4.10 Guiding Principles

The dual needs of certainty at a broad and long-term regional level, and flexibility at a detailed local level, emphasise the importance of having a robust and dynamic process to implement the Action Plan. The responsibility for implementing the Action Plan will be the responsibility of many stakeholders across the region. Eight guiding principles have been identified which inform and run through the whole Action Plan (the first three principles subsume the goal of sustainable development). In the future the guiding principles will provide the tests against which all stakeholders will be asked to assess their policies and priorities.

- **Competitiveness** is fundamental. Unless our industries and businesses are successful they will not be able to generate the wealth and jobs needed by the region.
- We must actively promote policies for **sustainable communities and social inclusion**. People are at the centre of the Action Plan and must be empowered by pursuing equality of opportunity, eliminating the barriers imposed by racial, cultural and other forms of discrimination. Low skills, poor housing, illiteracy, poor access and low incomes are barriers to competitiveness and to social inclusion. Removing the barriers and realising the potential of individuals and the capacity of communities will assist long term economic competitiveness and social equity.
- The Central Coast region has inherited huge environmental liabilities as well as environmental assets. The region needs more than environmental protection: we cannot simply pass on what we have today. **Environmental objectives** contributing towards environmental investment and prudent resource management of natural resources are needed to repair inherited damage to create new wealth and opportunity, and to recycle and restructure old land and buildings. Again this can only be achieved in an environment of regional competitiveness and economic revival.
- Social inclusion cannot be tackled in isolation. We need to bring together **opportunity and need**, in a physical and economic sense and at a social level. To take the Central Coast forward there is a need to tackle problems in the areas of need and to enable development in the areas of opportunity. These need to be tied together effectively by a new emphasis on proactive policies which allow the economic activity generated to benefit deprived communities.
- The policies must include actions to deliver the skills needed and this is one reason why we must **create a lifelong learning culture** in the region. This means investing in early education, information, and parent support, tackling illiteracy, challenging stereotypes, improving careers education, information and guidance, opening access to continuous and on-line changing cultures in the educational system. Both individuals and organisations need to be more flexible in their attitudes towards acquiring skills and learning.

- Achieving the supporting actions calls for new ways of working. We must make much **better use of resources**. That means integrating funding streams and budgets to ensure that plans and actions are driven by the most appropriate priorities. It means having a clear and long-term view of regional priorities, based on a rational calculation of costs and benefits. 9.47.231
- The Action Plan will only be successful if we embrace **working in partnerships** to achieve the most effective delivery and involve those most affected.
- The Central Coast region must grasp the **Information Communication and Technology** challenge and must capitalise on the opportunities it presents. It threatens much traditional activity, but creates significant opportunities for social and economic change.

4.11 Costings and Resources

The Action Plan establishes the basis to create the future we want for the Central Coast and it recognises that success depends on a commitment by Government to re-allocate resources. Whilst the Action Plan does not specify the costings and resources required to carry out the supporting actions, it provides a platform to have discussions with Government on ways in which financial policies and resource allocation could be used creatively to achieve the region's desired outcomes. 9.47.230

4.12

It is not enough to simply identify good actions and projects it is vital to have adequate funds and resources available to implement these actions. The Action Plan is an opportunity for the stakeholder partners and the community to agree on the priority actions that need to be undertaken. Once we have reached this agreement, the region's leaders must, in partnership with Government, prepare ongoing budget bids that will provide opportunities for the region to fund the actions in a coordinated way. 9.47.231

4.13 Budget Statement for the Central Coast

The preparation of a yearly Budget Statement for the Central Coast would report on the Government's progress of its major initiatives. The Statement would also provide an outline of the key programs and priorities for the Central Coast in the coming financial year. The objectives of the Statement would be to provide a comprehensive picture of key Government programs on the Central Coast to assist Government agencies and the people across the region to assess program and service priorities each financial year. 9.47.232

4.14

The Action Plan is designed to be flexible. A framework has been developed that, over a twenty-year horizon, will be responsive to changes in priorities, technology advances, resource levels and, most importantly, community expectations.

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- Department of Urban Affairs and Planning **Regional Planning Strategy Shaping the Central Coast** 1999
 - New South Wales Treasury **Western Sydney Government Budget Statement** 2001-2002