

A 2020 Vision for the City of Dubbo

Strategic Directions
2007 - 2020



1. The Future 2007-2020

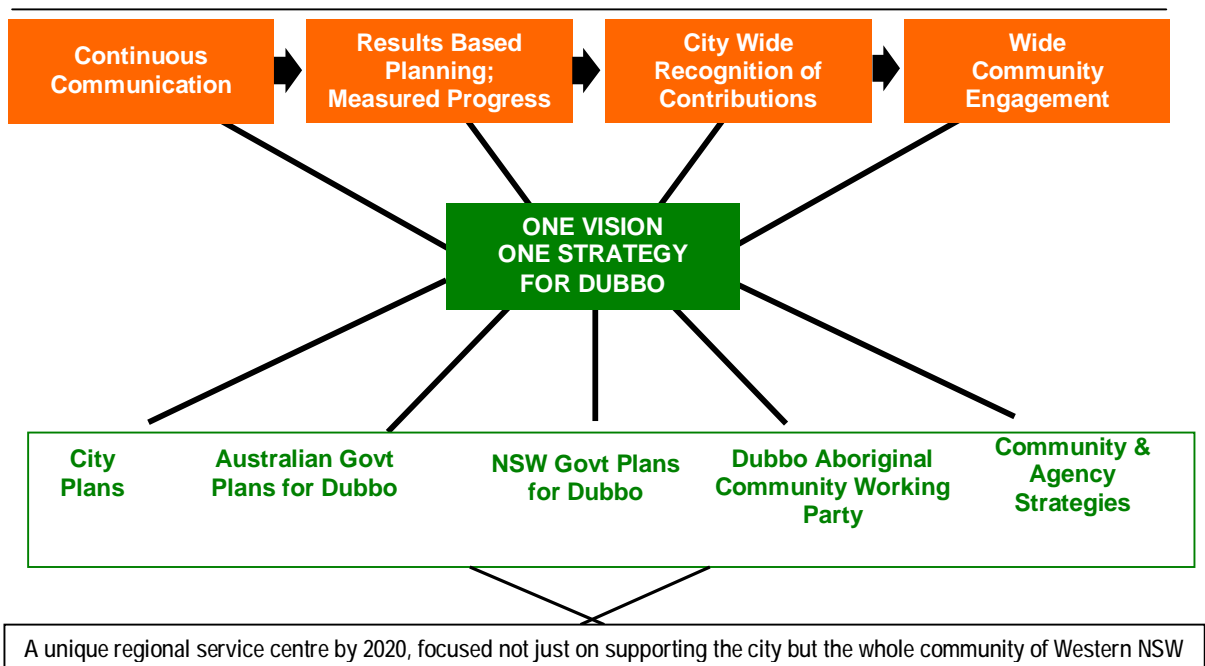
The city of Dubbo will focus the energy of its residents, its business people and its community organisations around a vision of what this city can offer in the future. The Plan is called “The 2020 Vision for Dubbo”, because it works towards city achievements planned over 10 – 15 years.

Each of the organisations in Dubbo will have specific goals and objectives. This plan offers a shared vision of what Dubbo can become and locates people and organisations within a broader strategy to make the city a unique place, servicing a regional community of 130,000 people through business, Government and community organisations. Dubbo will build a social infrastructure which offers quality services tailored to the needs of a widespread regional community. The objective is to bring a quality of life to the region, of the same standard or higher than that achieved in urban communities. This will mean excellent health, education, transport and business services among other things. These services will be delivered in a unique way, suited to the large rural community who depend on Dubbo as a service centre.

To do this Dubbo will:

1. **Build on its established and widely recognised strengths as a service centre and community.**
2. **Rigorously name problems and challenges, discuss them openly, and address them over time, ensuring that everyone’s views are heard and considered.**
3. **Encourage innovation, creativity and community engagement with the challenges of the future, particularly in areas like services, administration, business and community life.**
4. **The city will set annual and tri annual targets for change and will review and publicly report to the community on achievements against these targets.**

A 2020 Plan for Dubbo



2. The Vision For Dubbo

Community leaders will work with Local, State and Australian Governments, the Dubbo Aboriginal Community Working Party, Non Government Organisations, the Business Sector and Community Members to achieve the shared vision for the city of Dubbo.

THE 2020 VISION

Dubbo will be a unique economic and social service centre in Australia – engaging its diverse community in shaping the future and offering regional leadership in education, health, communications, culture, entertainment and lifestyle for the rural

Elements of the 2020 Dubbo Vision



3. Principles for Planning

The city has committed to seven principles which will become the tests for the Plan and for the city's achievement over the next 10 – 15 years.

All those involved with the Plan will honour these principles in moving towards a better future.

1. **Engage our people and our external supporters**
 - Challenge people to be involved with the city's vision
 - Support people who want to make a difference
 - Look to 2020 and find creative ideas which will shape regional services leadership
 - Learn from the past and focus on the future together
2. **Embrace Diversity**
 - Respect and encourage difference
 - Actively seek people who think about the future and bring new ideas
 - Involve different people; include people from different backgrounds
3. **Celebrate Successes**
 - Look for people's achievements and acknowledge them
 - Celebrate individual and group successes as a city and as a community
4. **Communicate with our People**
 - Let people know what is being done
 - "Tell it as it is" and seek ideas
 - Move forward together through communication
5. **Promote Citizenship Rights and Responsibilities**
 - Create value around being a resident of Dubbo
 - Balance civic rights and responsibilities
6. **Lead**
 - Make Dubbo a leader in regional services in Australia
 - Take responsibility for the city's future
 - Encourage everyone in Dubbo to "own" the future vision and contribute to achieving it
7. **Include**
 - If you live here you are part of it
 - Diversity is part of Dubbo's future; create direction from difference
 - Encourage partnerships around shared goals

The Plan provides the foundation of how the vision will be achieved by 2020. This plan is a living document and will be reviewed on an annual basis, with a report card going back to the community highlighting achievements and where further action may be required. Many people have and will continue to contribute to this plan, and there will continue to be specific activities and initiatives developed by government agencies, non- government providers, community and business organisations. This Plan sets a small number of specific targets to be achieved by the city in one, three, five, ten and fifteen years.

4. The Nine Key Strategies

There are nine strategies which will be part of all Dubbo Government, Departmental, Agency and Community planning:

STRATEGY 1:

A Safe and Harmonious Community that provides opportunities for families, young people and children.

STRATEGY 2:

Develop whole of Government long term planning (2020) around agreed priorities and create time frames and agreements which ensure agencies and other parties can report on achievement annually. Build the future through partnerships.

STRATEGY 3

Develop a broad understanding of the concepts of regional leadership and regional service / business hub and introduce this concept into Dubbo planning.

Establish Dubbo as a centre for professional services and professional employment for Western NSW.

STRATEGY 4

Develop Dubbo as a “lifelong learning” centre. Involve all sectors of the community in continuing learning by integrating planning across government, educational agencies and employers.

STRATEGY 5

Develop a multi skilled, flexible workforce by training both employed and unemployed people and market this workforce as an attraction to business and government.

STRATEGY 6

Consciously develop Dubbo as a centre for culture and as a regional entertainment capital by coordinating cultural planning and developing and marketing cultural / entertainment centres. Ensure all sectors of our community and cultural groups are fully engaged in cultural planning.

STRATEGY 7

Continue to promote Dubbo as a regional transport hub with direct rail and road connections to Sydney and inter-modal facilities in the city.

STRATEGY 8

Collaborate with the Aboriginal and multi cultural community in developing partnerships which improve cultural diversity, inclusiveness, employment, education and health outcomes for the City.

STRATEGY 9

Actively seek to identify success and achievement in the city and ensure that achievers are recognised and celebrated and the City actively works to create and maintain a positive image.

5. Activities

Strategy One: A Safe and Harmonious community that provides opportunities for families, young people and children

Activities	Lead Agency
1.1 Maintain a range of proactive policing strategies to minimise anti-social behaviour <i>(Performance Indicators: Increased Number of Operation Viking and other proactive strategies conducted. Reduction in the level of anti-social behaviour in the City)</i>	NSW Police
1.2 Maintain focus on the eradication of illegal drugs in the community <i>(Performance Indicators: Increased number of Dubbo Intelligence Response Team “controlled” Drug Operations. Increased awareness of the community on how to provide information on drug dealing in the City. Reduction in drug overdoses reported to Greater Western Area Health Service. Number of people referred for treatment through MERIT etc)</i>	NSW Police
1.3 Improve the capacity of the Aboriginal Employment Strategy to provide a safe environment for Aboriginal people and the Community <i>(Performance Indicators: Increased number of training programs conducted for Aboriginal Employment Strategy security personnel)</i>	NSW Police Aboriginal Employment Strategy
1.4 Implement a “Positive Youth Engagement Strategy” to foster a stronger relationship between Police and Young people <i>(Performance Indicators: Increased number of positive interactions between Police and Young people. Reduction in level of youth-related crime and anti social behaviour)</i>	NSW Police Department of Education and Training
1.5 Continuation of ‘Bat Bus’ Transport option <i>(Performance Indicators: Data re AOD related assault & malicious damage. Number of licensees and local businesses contributing to the costs of the service. Number of passengers using the service. Reduction in incidence and prevalence of alcohol related criminal offences in the CBD, Reduction in incidence and prevalence of alcohol related driving offences in Dubbo)</i>	NSW Police
1.6 Actively promote specific health programs which target drug & alcohol users <i>(Performance Indicators: 20% Increase in the number of promotions organised in the Dubbo community)</i>	Greater Western Area Health Service
1.7 You’phoria Shout Out, Mental health support program for young people <i>(Performance Indicators: Yearly facilitator training and program conducted)</i>	Department of Education and Training, Greater Western Area Health Service,
1.8 Implement the “Target” program to address offending behaviour needs <i>(Performance Indicators: Increase by 30% the number of staff using ‘Targets’ and increase the number programs implemented thereby maximising participation of young people in the program)</i>	Department of Juvenile Justice
1.9 Continue the operations of the “Kids on the Street Team” which focuses on working with identified families to build social capacity and improve educational and support outcomes for children <i>(Performance Indicators: Within the identified families: Children will be attending school regularly. Reduction in the number of children involved in street crime. The families have access to appropriate support services to assist them with their specific needs)</i>	Department of Community Services (Operations)
1.10 Continue role as participating agency in ‘Anti Social Behaviour Pilot Project’ to work with children, young people and families identified as being in need of interagency support <i>(Performance Indicators: A specific group of families will have a coordinated and comprehensive response from a number of agencies. Improvement in behaviour of the children and their families. Reduction in criminal justice experiences by at risk children)</i>	Department of Community Services (Operations)

Activities	Lead Agency
1.11 Establish the Dubbo Community Service Centre as an Enhanced Service Delivery site that will include an Early Intervention Service, increased Out of Home Care resources and increased numbers of professional staff <i>(Performance Indicators: Increase in caseworker numbers to a total of 37 to enable the provision of comprehensive Early Intervention, Child Protection and OOHC services in and around Dubbo)</i>	Department of Community Services (Operations)
1.12 Provide additional funding to implement a new Early Intervention Service that complements Department of Community Services Child Protection Services <i>(Performance Indicators: Increase in the number of families that are identified with low risk child protection issues being provided with a range of services to enhance parenting skills and reduce the escalation of child protection risk)</i>	Department of Community Services (Operations)
1.13 Continue to work with the Dubbo Community Service network and key funded non government service providers to optimise the alignment of services with community social needs <i>(Performance Indicators: Performance of Department of Community Services funded service providers in Dubbo will be reviewed annually)</i>	Department of Community Services (Operations)
1.14 Implement the Aboriginal Child, Youth and Family Strategy to improve the safety, health and well being of children, young people and their families. Specific Programs in Dubbo include: Aboriginal Mothers and Babies Program, Aboriginal Youth Leadership Program Primary Connect: Focus on strengthening the connection to education of disengaged young children (yrs 8-12) and Youth Excel (High School initiative across three high schools in Dubbo) <i>(Performance Indicators: Strategy fully implemented by March 2007)</i>	Department of Community Services (Communities Division), Dubbo City Council, Department of Education and Training
1.15 Continue to provide antenatal and postnatal support to young mothers and early support for young parents in Dubbo through various parenting programs, parenting workshops and Schools as Community Centres. <i>(Performance Indicators: 20% increase in the number of parents accessing the support programs)</i>	Department of Community Services (Communities Division) Greater Western Area Health Service
1.16 Fully implement the Better Futures Strategy targeting young people (9-18yrs). To improve outcomes for young people by increasing the responsiveness by communities and services support systems with the needs of young people. Key projects include school based drug and alcohol education programs, Friends: Resilience building program for Stage 3 children. Employing a Youth worker to work with disengaged young people and link them to education/employment through Community Solutions funded project <i>(Performance Indicators: Project fully implemented by March 2007, 25% increase in the number of young people accessing the programs)</i>	Department of Community Services (Communities Division) Dubbo City Council Dubbo Neighbourhood Centre
1.17 Continue the implementation of the Violence Against Women Strategy, focusing on expanding education campaigns about sexual and domestic violence to increase awareness about violence against women and reduce tolerance of violent behaviour among young men <i>(Performance Indicators: 20% increase in the number of education campaigns delivered in Dubbo)</i>	Department of Community Services (Communities Division) Dubbo City Council
1.18 Each year implement the 16 Days of Activism (25 Nov-10 Dec) to Prevent Violence Against Women will be run and supported by the Senior Regional Strategies Officer Violence Prevention on an annual basis. In Dubbo Reclaim the Night will be held annually. This year the focus will be on impact of sexual assault among young people. In Dubbo March 2007 a Domestic Violence forum will be held to inform on best practice models to address the needs of violence against women <i>(Performance Indicators: More women reporting Domestic Violence to Police and Department of Community Services)</i>	Department of Community Services (Communities Division) Greater Western Area Health Service
1.19 Implement an integrated model for addressing Domestic and Family Violence Build the capacity of all services to address domestic and family violence via implementation of a training strategy <i>(Performance Indicators: Increased number of training sessions held and training impact evaluations. Increased number of participating agencies)</i>	Greater Western Area Health Service

Activities	Lead Agency
<p>1.20 Build community capacity to prevent and respond appropriately to domestic and family violence by raising awareness and developing systems for the community to actively participate in prevention initiatives <i>(Performance Indicators: Communication strategy developed, Number of key community members actively participating with the Domestic Violence against Women and Children Collective (DVAW&CC). Development of an annual action plan for DVAW&CC, Number and type of community awareness events held and numbers of community members participating. Number of women screened for DV during the antenatal period)</i></p>	Greater Western Area Health Service
<p>1.21 Improve safety and support for victims of Domestic and Family Violence <i>(Performance Indicators: Reduce the recruitment time in which the DVLO position is filled. Increase the number of AVO's taken out. Decrease in the number of AVO's being withdrawn. Increased number of referrals to DVCAS (Domestic Violence Court Assistance Scheme). Increased number of referrals followed up by agencies)</i></p>	Greater Western Area Health Service, NSW Police, Violence Against Women and Children Collective
<p>1.22 Continuation of projects like "Bonding Beyond the Divide" that aims to offer extra support to parents and assist them to improve their parenting skills <i>(Performance Indicators: 25 % increase in the number of parents participating in the program)</i></p>	Department of Community Services (Communities Division)
<p>1.23 Continuation of the 'Dubbo Youth Strategy' <i>(Performance Indicators: Increased number of Sports Development Officers engaged. Number of youth participating in sports activities organised by Sports Development Officer's. Number of youth moving into structured sport / sports clubs. Establishment of Sports Foundation to support Dubbo Youth Strategy and wider sports participation)</i></p>	Indigenous Coordination Centre, Dubbo City Council
<p>1.24 Through contracted local service providers continuation of 'Reconnect Dubbo' to support young people experiencing difficulties <i>(Performance Indicators: Measurable impact of the following: More functional families. Reduction in youth homelessness. More engaged youth)</i></p>	Indigenous Coordination Centre,
<p>1.25 Through contracted local service providers Communities for Children (C4C) aims at supporting parents and children through the early years <i>(Performance Indicators: Measurable impact of the following: Strengthening universal points of access. Healthy young families. Supporting families and parents. Early learning and development initiatives. Family and child friendly communities. Family and children services work effectively)</i></p>	Indigenous Coordination Centre,
<p>1.26 Establishment and operation of the East & West Community Centres <i>(Performance Indicators: Measurable impact of the following: More engagement of youth and families. Increased social participation. Awareness of Roles and Responsibilities. Greater self reliance)</i></p>	Indigenous Coordination Centre
<p>1.27 Family Violence Regional Activities Program (FVRAP) to reduce violence within the families <i>(Performance Indicators: Reduction in reported incidents)</i></p>	Department of Families, Community Services and Indigenous Affairs
<p>1.28 Family Violence Prevention Program <i>(Performance Indicators: Reduction in reported incidents)</i></p>	Department of Families, Community Services and Indigenous Affairs
<p>1.29 Support through the provision of Legal Aid services to Indigenous people, National Crime Prevention Program grants, and partnership arrangements through the Prevention and Diversion Program <i>(Performance Indicators: Increased incidence of crime prevention programs in the community)</i></p>	Indigenous Coordination Centre, Attorney Generals Department
<p>1.30 Assist the linkage of after school activities participants to mainstream sport participation with identified youth <i>(Performance Indicators: Increased participation in structured sport within the school system for identified schools, increased attendance by targeted participants)</i></p>	Department of Sport and Recreation

Activities	Lead Agency
1.31 In conjunction with state sporting organisations facilitate access to junior sport in Dubbo by targeted youth <i>(Performance Indicators: Increase in the number of non participating families and managed within an achievable cost structure)</i>	Department of Sport and Recreation
1.32 Provide capacity building programs for young people in the sport and recreation field <i>(Performance Indicators: Increasing attendance at structured training programs)</i>	Department of Sport and Recreation
1.33 Assist with the provision of access to programs for identified athletes, coaches, umpires, and sporting clubs for travel, and resource procurement to strengthen community sport participation, within the organisations policy <i>(Performance Indicators: Increase in awareness of services provided to those requiring services)</i>	Department of Sport and Recreation
1.34 Provide programs for capital development and sport and recreation facility enhancement which leads to increased participation in sport by young people and families, within the organisations policy and guidelines <i>(Performance Indicators: Increase in participation in sport)</i>	Department of Sport and Recreation
1.35 Continuation of Dubbo Aboriginal Community Patrol to target children and young people involved in high risk activities to remove them to a safe location <i>(Performance Indicators: 10% increase in the number of clients transported)</i>	Attorney Generals Department Dubbo Neighbourhood Centre
1.36 Continue to deliver the Dubbo Leadership and Cultural Development Program targeting young people in the community <i>(Performance Indicators: 10% increase in School attendance a 10% reduction in offending rates of program participants)</i>	Mission Australia
1.37 Involve local human services agencies in Department of Housing planning and delivery of housing services. Involve local tenant groups, including the Dubbo Aboriginal Community Working Party <i>(Performance Indicators: Participation of signatory agencies to the Housing and Human Services Accord so that public tenant households have access to support services that are necessary for the tenancies to be sustained)</i>	Department of Housing
1.38 Encourage affordable housing initiatives that provide incentives for investment in new housing and housing designs that keep pace with the changing needs of the community <i>(Performance Indicators: Increased availability of affordable and accessible housing that meets the needs of low income residents)</i>	Department of Housing
1.39 Facilitation of offender management program to address factors contributing to offending behaviours <i>(Performance Indicators: Increase in program delivery targeted at addressing specific offending behaviours including culturally appropriate programs)</i>	Department of Corrective Services
1.40 Continuation of supervision of offenders released to community supervision by Courts or other releasing authorities <i>(Performance Indicators: Increased surveillance of high risk offenders in Dubbo area, continued consultation with other Criminal Justice agencies to develop comprehensive offender profile to assist with supervision objectives. Timely reporting back to Courts/Releasing Authorities on non-compliance issues)</i>	Department of Corrective Services
1.41 Beautification projects undertaken to include Aboriginal Art on Bridge Pylons and River Keeper program <i>(Performance Indicators: Increased incidence of art works exhibited around the city scape)</i>	TAFE Dubbo City Council
1.42 Offenders ordered to perform Community Service Order work continue to work on projects in Dubbo <i>(Performance Indicators: Projects undertaken will continue to benefit the whole of Dubbo and offender compliance is monitored with failures reported to appropriate sentencing authorities in a timely manner)</i>	Department of Corrective Services
1.43 Deliver a range of sporting and recreational activities from the PCYC available for all children and young people with specific focus on identified young people exhibiting at risk behaviours and their families <i>(Performance Indicators: 20% Increased participation by identified youth “at high risk” and their families in the community)</i>	PCYC

	Activities	Lead Agency
1.44	Involvement of local Aboriginal people in Circle Sentencing to reduce rates of Aboriginal re-offending <i>(Performance Indicators: Increase the number of offenders who participate in Circle Sentencing. A decrease in the percentage who re offend whining twelve months)</i>	Attorney Generals Department
1.45	Continuation of the Magistrates Early Referral Into Treatment (MERIT) program to reduce the re offending rates of offenders with drug problems <i>(Performance Indicators: Increase in the number of offenders who successfully complete the MERIT program)</i>	Attorney Generals Department
1.46	Co-ordination of the Aboriginal Community Justice Group to examine crime and offending problems in the community and develop ways to address these issues <i>(Performance Indicators: A 5% reduction in the number of Aboriginal people appearing in finalised local court matters?)</i>	Attorney Generals Department

Strategy Two: Develop whole of government long term planning (2020) around agreed priorities and create time frames and agreements which ensure agencies and other parties can report on achievement annually. Build the future through partnerships

	Activities	Lead Agency
2.1	Ongoing active participation by representatives of all relevant service providers in Interagency meetings and activities to improve the service network's response to community priorities <i>(Performance Indicators: Interagency to meet on a bi- monthly basis and demonstrate how it is activating the Dubbo 2020 plan. Increased number of activities/community priorities supported by Australian Government funding)</i>	All Government and Non Government Stakeholders
2.2	Continue to actively participate with all public and private agencies in planning activities to promote improved social, economic and environmental outcomes for Dubbo. The particular focus on Dubbo being a centre a centre for health delivery <i>(Performance Indicators: Investment by Dubbo City Council aligns with community priorities)</i>	Dubbo City Council Greater Western Area Health Service
2.3	Produce a Shopping Centre Protocol that encourages improved behaviours in public and understanding through partnerships between young people, Centre Management, Security, Police, Youth Workers, Retailers <i>(Performance Indicators: Behaviour standards established and understood by all partners)</i>	Dubbo City Council
2.4	Promote opportunities for multiple agency partnerships to address emerging issues within the Dubbo community through the continuation of the Dubbo Whole of Government meetings <i>(Performance Indicators: Issues dealt with in a prompt, open and transparent manner. Three meetings to be held over the next 12 months)</i>	NSW Premier's Department
2.5	Facilitate partnerships between state and federal sporting bodies to improve the alignment of resources, and programs to the Dubbo Community's needs <i>(Performance Indicators: Maintenance of sport specific development officers targeting youth sport participation in Dubbo, pending available funding procurement, report to community monthly)</i>	Department of Sport and Recreation
2.6	Dubbo City Development Corporation will develop partnerships with relevant government agencies, businesses and industry leaders to foster improved economic outcomes for the city and work with business sector by providing advice and information relevant to their business <i>(Performance Indicators: Dubbo City Development Corporation will work with the Chamber of Commerce to ensure that the business sector is fully aware of its customer base as well as changing trends and emerging markets. Increased number of businesses establishing or relocating to Dubbo)</i>	Dubbo City Development Corporation

Strategy Three: Develop a broad understanding of the concepts of regional leadership and regional service / business hub and introduce this concept into Dubbo planning
Establish Dubbo as a centre for professional services and professional employment for Western NSW
Create the infrastructure to support professional workers

Activities	Lead Agency
3.1 Implement recruitment and retention strategies with public and private partners to increase the number of professional workers choosing to work and stay in Dubbo <i>(Performance Indicators: 10 % decrease in the turnover of professional workers within the public and private sectors)</i>	Dubbo City Council
3.2 Dubbo City Council actively participates with agencies to explore options to make Dubbo city a more attractive place for potential businesses and for professional and non professional workers <i>(Performance Indicators: 10% increase per annum of the number of workers who are attracted to and are willing to live in Dubbo)</i>	Dubbo City Council
3.3 Develop youth leadership programs via the Student Representative Councils for each Government school <i>(Performance Indicators: Quarterly youth leadership forums and training opportunities)</i>	Department of Education and Training
3.4 Continue to deliver regular Priority Schools Program Student Voice forums <i>(Performance Indicators: Student Voice forums held on a regular basis)</i>	Department of Education and Training
3.5 Work to promote Dubbo as a strong economic hub by providing information packages and support to business considering relocating to Dubbo and be proactive in attracting business and industry to the city and region <i>(Performance Indicators: Provide information packages and support for those businesses interested in relocation)</i>	Dubbo City Development Corporation
3.6 In conjunction with Department of Community Services NGO Training Unit, develop new or modify existing training packages to specifically target increasing the capacity and enhancing the skills of the workers in NGO services in the rural and remote communities of Western NSW <i>(Performance Indicators: Department of Community Services funded NGO services have access to a range of training and development options that meet the needs of rural and remote communities of Western NSW)</i>	Department of Community Services (Operations)
3.7 The Department of Housing will employ an Employment and Training Coordinator to increase employment opportunities for public housing residents, particularly Aboriginal residents <i>(Performance Indicator: Employment and Training Coordinator is appointed in 2006/07 and works in partnership with local employment, industry and training groups)</i>	Department of Housing
3.8 Implement Indigenous Leadership Programs <i>(Performance Indicators: Increased number of Dubbo Aboriginal community members actively participating in regional leadership)</i>	Department of Families, Community Services and Indigenous Affairs
3.9 Develop community leadership capacity among public housing tenants to improve the social cohesion of public housing estates and increase the participation of tenants in their housing communities. Work closely with the Dubbo Aboriginal Community Working Party <i>(Performance Indicators: Community Development Plan for public housing tenants is established with the participation of tenants and the Dubbo Aboriginal Community Working Party)</i>	Department of Housing

Strategy Four: Develop Dubbo as a lifelong learning centre. Involve all sectors of the community in continuing learning by integrating planning across government, educational agencies and employers

Activities	Lead Agency
4.1 Continuation of "Get SMAART" Strategy to reduce the rate of school absenteeism and truancy <i>(Performance Indicators: 10% increase in levels of school attendance)</i>	Department of Education and Training
4.2 Continuation of the Joint Attendance Taskforce program to increase parents support in having their children attend school <i>(Performance Indicators: Regular roll out of the program to raise community awareness of the importance of student attendance and services available to support parents)</i>	Department of Education and Training

Activities	Lead Agency
4.3 Continuation of Primary Connect, Schools as Community Centres (2) and the Schools in Partnership Program <i>(Performance Indicators: Increased community awareness of education and involvement in planning and decision making)</i>	Department of Education and Training
4.4 Continuation of Dubbo Suspension Centre to keep suspended children and young people in a structured environment and off the streets <i>(Performance Indicators: Improved behaviour management and social skilling for students at risk)</i>	Department of Education and Training
4.5 Continual development of the Vocational Programs offered through TAFE NSW Dubbo Campus <i>(Performance Indicators: Offer a diverse range of programs from Statement of Attainments through to Diploma courses at Dubbo Campus. Increase the percentage of Aboriginal students enrolling in Certificate III and above courses. Increase the module completion rates of Aboriginal people studying at TAFE NSW Western Institute. Identify opportunities for funding options for specific programs managed through Dubbo Campus)</i>	TAFE
4.6 TAFE in partnership with the Aboriginal Community Working Party and the local industry identify skill shortage areas and align training provision to meet these shortages <i>(Performance Indicators: Hold industry consultation forums 1 per year. To undertake two recruitment campaigns per year. To offer one specific industry CGVE course per year)</i>	TAFE
4.7 Continue the TAFE VET in Schools program <i>(Performance Indicators: Partner with all schools from the Dubbo area to offer the maximum range of options. Hold an educational forum at Dubbo College Senior Campus each year)</i>	TAFE
4.8 Dubbo City Development Corporation will work with all educational institutions to improve the alignment of skills to business and industry needs <i>(Performance Indicators: Hold regular forums with business and training providers to improve alignment of training programs to industry needs. This will include forging partnerships with regional bodies to support their educational and training needs)</i>	Dubbo City Development Corporation
4.9 Continues to develop a systemic approach to literacy among 3-5 year olds encouraging parents to read to their children and provide activities to help prepare children for school <i>(Performance Indicators: 15% increase in parents and children involved in the project)</i>	Department of Community Services (Communities Division) Department of Education and Training

Strategy Five: Develop a multi-skilled, flexible workforce by training both employed and unemployed people and market this workforce as an attraction to business and government

Activities	Lead Agency
5.1 Yarradamarra Centre to continue to expand courses offered to and participation by Aboriginal students <i>(Performance Indicators: Increased attendance rates in the Aboriginal Languages program, the Community Radio Broadcasting program, and the Diploma in Aboriginal Studies)</i>	TAFE
5.2 Work with the Job Network providers to offer work placement for Aboriginal people <i>(Performance Indicators: Work with Birang Industry's and other job network providers to offer work placement opportunities throughout Dubbo TAFE NSW. Provide training options for these work placement participants to improve their ability to obtain work)</i>	TAFE
5.3 Dubbo College, Senior Campus to continue the "Get Real" program which encourages Year 10 students to commit to further study or full time employment at the conclusion of Year 10. <i>(Performance Indicators: Increased numbers of students engaged in full time employment or education)</i>	Department of Education and Training
5.4 Recruitment and training of indigenous employees within the agencies recruitment policy and relevant to service the needs of the community <i>(Performance Indicators: Maintenance, training and retention of Indigenous workforce, to service the needs of community within the agencies service delivery policy)</i>	Department of Sport and Recreation
5.5 Provision of "Youth at Risk" training for Aboriginal Employment Strategy and Aboriginal Community Patrol workers <i>(Performance Indicators: A 10% increase in the number of agency referrals for patrol clients)</i>	Attorney General's Department

Activities	Lead Agency
5.6 Dubbo Youth Interagency training and support for youth workers in developing a training schedule <i>(Performance Indicators: A youth worker training schedule produced and well supported and attended)</i>	Dubbo City Council
5.7 The Dubbo City Development Corporation will continue to work closely with TAFE, AES and other interested parties to ensure that the development of a strong and flexible workforce for the city continues. Specific focus will include the development of key courses that target specific areas of labour shortfalls, as well as addressing the particular areas of high unemployment, including targeted participation by Aboriginal students <i>(Performance Indicators: A series of initiatives implemented over the next 12 months)</i>	Dubbo City Development Corporation TAFE
5.8 Increase the number and proportion of local jobs within Dubbo and surrounds. Conduct a stock take of current and future jobs and Business opportunities in Dubbo and surrounds drawing on existing studies. Develop and implement a Regional Action Plan under the NSW Governments Aboriginal Employment and Development Strategy Jobs marketing campaign Discuss future strategies and opportunities with the Dubbo Aboriginal Community Working Party in partnership with the Chamber of Commerce, Local Government and Job network providers. Conduct a stock take of industries/local organisations with an Indigenous Employment Strategy and identify barriers to implementation <i>(Performance Indicators: Increased number of Aboriginal people employed in local businesses)</i>	Department of Employment and Workplace Relations
5.9 Contribute to concepts of regional leadership and assist with opportunities for employment of the Indigenous community. Capacity to assist in mentor program <i>(Performance Indicators: Implementation of the Mentor Program and increased numbers of Aboriginal people gainfully employed)</i>	Department of Housing

Strategy Six: Consciously develop Dubbo as a centre for culture and as a regional entertainment capital by coordinating the planning, development and marketing of cultural / entertainment centres. Ensure all sectors of our community and cultural groups are fully engaged in this process

Activities	Lead Agency
6.1 Although from different cultural groups, Aboriginal people will understand their culture and others will respect and value what it offers the wider community <i>(Performance Indicators: All Aboriginal young people know their culture and respect their history and traditions and Aboriginal culture is understood and respected in the wider community)</i>	Dubbo Aboriginal Community Working Party
6.2 Dubbo City Council undertakes activities to ensure that the community acknowledges and respects the many different cultures living in Dubbo <i>(Performance Indicators: Respect and understanding for all cultures by continuing to stage a Multicultural Festival and supporting the Red Ochre Festival)</i>	Dubbo City Council
6.3 Dubbo City Council continues to coordinate Dubbo Rock Up Committee supporting Youth entertainment as well as capacity building of young people on the committee <i>(Performance Indicators: Dubbo Rock Up Committee grows, events continue to be organised and run by the committee and well attended by youth of Dubbo)</i>	Dubbo City Council
6.4 Dubbo City Council coordinates a Regional Recreation Precinct in Victoria Park providing recreational activities for people of all ages and cultures incorporating an action sports park, equal access playground, Interactive family zone, fitness centre plus facilities already existing in the park <i>(Performance Indicators: Facilities being able to cater for all ages and demographics)</i>	Dubbo City Council
6.5 Dubbo City Council provision of a BMX park in Powter park to add to the diverse recreational pursuits for young people in Dubbo <i>(Performance Indicators: Support and sense of ownership gained from users of the park with the development of a club structure)</i>	Dubbo City Council
6.6 Engage an Ambassador to promote the City throughout NSW and Australia <i>(Performance Indicators: Visitor numbers to Dubbo increase along with an increase in positive recognition and attitude)</i>	Dubbo City Council
6.7 Continue to stage a Multicultural Festival in Dubbo. Continue to support the Red Ochre Festival and the Multicultural Festival	Dubbo City Council

	<i>(Performance Indicators: Increased evidence within the community of respect and understanding for all cultures)</i>	
6.8	Continue the development of cultural exchange programs with Dubbo sister cities <i>(Performance Indicators: Increased incidence of Student and community exchange visits)</i>	Department of Education and Training Dubbo City Council
6.9	Regular multi-cultural events celebrated in local schools <i>(Performance Indicators: Increased number of celebrations to promote awareness and understanding of other cultures)</i>	Department of Education and Training
6.10	Annual NAIDOC celebrations in all Dubbo Government Schools <i>(Performance Indicators: Community pride in Aboriginal cultural identity)</i>	Department of Education and Training
6.11	Biannual Western Spectacular to celebrate performing arts across Western NSW Region <i>(Performance Indicators: Increasing levels of community involvement and attendance at the event)</i>	Department of Education and Training
6.12	Providing opportunities to young people to develop friendships through cultural, social, and sporting activities <i>(Performance Indicators: Provide high profile support to Dubbo City Council and increase the level of youth participation)</i>	Department of Community Services (Communities Division) Dubbo City Council
6.13	Continue to support cultural programs held throughout the City <i>(Performance Indicators: Increased number of TAFE students participating in the range of cultural events)</i>	TAFE
6.14	Supported by the Violence Against Women Strategy, women from diverse backgrounds are encouraged to participate in events and activities to promote respect and understanding of other cultures, and celebrate the strengths and diversity of women, and the contribution that all women make to the Dubbo Community. Organise annual International Women's Day event <i>(Performance Indicators: Increased numbers of women form diverse backgrounds involved in community events)</i>	Department of Community Services (Communities Division) Dubbo Domestic Violence Against Women and Children Collective
6.15	The Dubbo City Development Corporation is developing a centralized marketing strategy for both economic development and tourism, to ensure that the city is effectively marketed regionally and nationally <i>(Performance Indicators: Conduct a major 'Future Focus' workshop in Dubbo involving business and industry. Prepare a document for Dubbo City Council from that meeting and focus on bringing more ideas to the region)</i>	Dubbo City Development Corporation

Strategy Seven: Continue to promote Dubbo as a regional transport hub with direct rail and road connections to Sydney and inter-modal facilities in the city

Activities	Lead Agency
7.1 Inform the Community on Passenger Transport – The infrastructure exists in the form of train (XPT) from Sydney and Countrylink Bus that links regional towns to Dubbo as well as Air Travel <i>(Performance Indicators: Information on available transport published on Dubbo City Council website on a regular basis)</i>	Ministry of Transport
7.2 Dubbo City Development Corporation and Dubbo City Council to lobby for the proposed Inland High Speed rail route from Melbourne to Sydney being located in close proximity to Dubbo. <i>(Performance Indicators: Ensure freight companies are aware of this. This fact needs to be highlighted when approaching potential businesses to set up in town)</i>	Dubbo City Development Corporation
7.3 The Dubbo City Development Corporation prepare a centralised city marketing program to promote Dubbo as a regional transport hub with direct rail and road connections to Sydney and inter-modal facilities <i>(Performance Indicators: Increase in freight volumes. Increase in industry employment)</i>	

Strategy Eight: Collaborate with the Aboriginal and multi cultural community in developing partnerships which improve cultural diversity, inclusiveness, employment, education and health outcomes for the City

Activities	Lead Agency
8.1 Collaborate with key government and non-government agencies to work with the five established Community / Government sub- committees aimed at targeting the key priorities for the Aboriginal community:	Dubbo Aboriginal Community Working Party
Support the work of the Dubbo Aboriginal Community Working Party to allow participation in Whole of Government planning and other local partnership initiatives <i>(Performance Indicators: The Dubbo Aboriginal Community Working Party continues to be equipped/resourced to participate in planning and community initiatives)</i>	Dubbo Aboriginal Community Working Party
Cultural Pride and Family Involvement Working Party Build cultural pride in the Aboriginal communities in Dubbo and strengthen understanding of Indigenous cultures in the city as a whole <i>(Performance Indicators: All Aboriginal young people know their culture and respect their history and traditions and Aboriginal culture is understood and respected in the wider community)</i>	Dubbo Aboriginal Community Working Party
Highlight and address access issues for Indigenous families and communities to Department of Families, Community Services and Indigenous Affairs programs and services	
Safe Secure Housing Party Sustain, secure safe, good quality accommodation for Aboriginal families, where they have a sense of control and self determination <i>(Performance Indicators: Aboriginal families can identify their preferred housing choices and are able to achieve them. They feel secure in their accommodation)</i>	Dubbo Aboriginal Community Working Party
Quality Education Working Party Progressively improve education outcomes for young people over a 15 year time frame <i>(Performance Indicators: Aboriginal children and young people will be achieving and exceeding education outcomes for the wider community, (retention to HSC, tertiary participation, school achievement, literacy, numeracy, school to work transition)</i>	Dubbo Aboriginal Community Working Party
Good Health Working Party Progressively improve health outcomes and reduce long term health risks over a 15 year time frame <i>(Performance Indicators: The under 24 year old Aboriginal population in Dubbo will have health outcomes, equivalent to national benchmarks (mortality, substance use, life threatening disease, health risks, etc)</i>	
Continued support for Aboriginal Medical Services. Specific focus on child and maternal health, otitis media and chronic disease prevention	Indigenous Coordination Centre Department of Health and Ageing
High Employment Working Party Progressively improve employment opportunities for Aboriginal young people in Dubbo over a 15 year time frame <i>(Performance Indicators: Employment rates of all young people in Dubbo, will be equivalent to those in the wider community in Australia)</i>	
Each Working Party should establish a Shared Responsibility Agreement between the community and government departments involved. Public meetings to be held twice / year to review actions and progress. <i>(Performance Indicators: That the Dubbo Aboriginal Community Working Party provides links to the community through the Dubbo Youth Strategy steering committee in support of the SRA)</i>	
8.2 Actively encourage public and private agencies, community and service groups to participate in cultural awareness training to sensitise their workforce to the issues impacting on Aboriginal people and improve working relations between the cultural groups <i>(Performance Indicators: 10% increase in the number of staff and community members who have participated in Cultural Awareness training)</i>	All agencies / service providers
8.3 Implement and actively promote the Aboriginal Employment Strategy within Council Strategy to ensure Aboriginal representation is indicative of Dubbo's demographic <i>(Performance Indicators: Council's Aboriginal workforce is at least 9%)</i>	Dubbo City Council

Activities	Lead Agency
8.4 Dubbo City Council supports Aboriginal Health Programs with Greater Western Area Health to ensure an improvement in Aboriginal health and wellbeing <i>(Performance Indicators: Programs Implemented)</i>	Dubbo City Council Greater Western Area Health Service
8.5 Continues to coordinate Aboriginal Youth Leadership Project which develops Teamwork, Leadership and Communication skills of Indigenous young people <i>(Performance Indicators: 10% increase in the Participation rate of young people and projects completed by young people)</i>	Dubbo City Council
8.6 Implementation of the Aboriginal Intensive Family Support initiative aimed at increasing Aboriginal families capacity to care for their children with a disability is enhanced through intensive support <i>(Performance Indicators: 20 % increase in the number of Aboriginal children with disabilities who are sustained in the family unit.)</i>	Department of Ageing and Disability Homecare
8.7 Formation of a junior Aboriginal Education Consultative Group (AECG) for Dubbo <i>(Performance Indicators: 10% Increase in the numbers of Aboriginal students participating in meeting)</i>	Department of Education and Training
8.8 Development of an Aboriginal Youth Leadership training program with the support of local Aboriginal Elders groups <i>(Performance Indicators: 10% increase in the number of Young ATSI leaders identified and skills developed)</i>	Department of Education and Training
8.9 Recruitment and training of Indigenous employees and volunteers relevant to the service needs of the sport and recreation needs of the community <i>(Performance Indicators: Maintenance, training and retention of Indigenous workforce and volunteers, to service the need of community within the agencies service delivery policy)</i>	Department of Sport and Recreation
8.10 Encourage participation of Aboriginal children and young people in after school activities in mainstream sporting organisations <i>(Performance Indicators: Increase the participation rate in structured sport within the school system, increased attendance by targeted participants)</i>	Department of Sport Recreation
8.11 Dubbo City Development Corporation to work with relevant agencies especially the Dubbo Aboriginal Community Working Party and other Aboriginal groups to develop Job Compacts to improve the recruitment and retention of Aboriginal people in local jobs. The Dubbo City Development Corporation will work with multicultural groups to improve the employment participation of these groups within the city and the wider community <i>(Performance Indicators: Develop a Job Compacts strategy and work toward three outcomes in 2007. Use the Dubbo City Development Corporation newsletter to promote Aboriginal and multicultural employment especially highlighting the Job Compact achievements)</i>	Dubbo City Development Corporation Department of Aboriginal Affairs NSW Premier's Department
8.12 Work closely and in partnership with the Aboriginal community – Dubbo Aboriginal Community Working Party and assist to grow capacity in planning and achievements of targets <i>(Performance Indicators: Increase number of Department of Housing initiated projects involving the Dubbo Aboriginal Community Working Party)</i>	Department of Housing

Strategy Nine: Actively seek to identify success and achievement in the city and ensure that achievers are recognised and celebrated and the city actively works to create and maintain a positive image

Activities	Lead Agency
9.1 Regular positive media releases which promote the positive aspects of Dubbo, be open about the challenges and communicate to the broader community what service providers are doing to address priorities <i>(Performance Indicators: Regular articles are present in all forms of media)</i>	All public and private agencies
9.2 Encourage staff to nominate students studying VET in Dubbo to TAFE NSW Awards <i>(Performance Indicators: 10 % increase in the number of staff nomination of Aboriginal students for the NSW TAFE Gilli Awards and the TAFE NSW Western Institute Outstanding Graduating Student Awards)</i>	TAFE
9.3 Hold Annual Vocational Education and Training Awards to celebrate student achievement in VET across the Dubbo area <i>(Performance Indicators: Increased involvement of local business in the awards, increased nominations of students for VET Awards in all categories)</i>	Department of Education and Training
9.4 Recognition of sporting achievements within community, (awards) <i>(Performance Indicators: Increased state and national recognition by local participants through achievement. Increased participation in community mainstream sport)</i>	Department of Sport and Recreation
9.5 Promote and coordinate Youth Week with a clear focus on showcasing young people's contribution to the Dubbo community <i>(Performance Indicators: Events held and recognised by the community and media)</i>	Dubbo City Council
9.6 Youth Recognition Awards held bi-annually to recognise achievement of Dubbo's young people <i>(Performance Indicators: Awards held in high esteem by Dubbo's young people and highly celebrated in the community)</i>	Dubbo City Council
9.7 Dubbo City Development Corporation actively works in support of the processes required to clearly identify achievement and success within the city, to market and promote these successes constantly. Achievers need to be celebrated and as a city it is most important to constantly provide positive and productive Public Relations <i>(Performance Indicators: Increase number of Dubbo Community Members who are identified as high achievers)</i>	Dubbo City Development Corporation

Contacts

All members of the community are encouraged to participate in achieving the outcomes captured in the Dubbo 2020 Vision. Should you have any feedback or comments, community members are invited to contact key agencies directly.

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Ministry of Transport (Information Line)
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www.131500.info/realtime/default.asp

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