

STRATEGIC OUTCOME 1 - YOUNG PEOPLE ARE VALUED MEMBERS OF THE COMMUNITY AND ENGAGED IN DECISIONS THAT AFFECT THEM

ACTION	LEADER	PARTNERS	FUNDING	IMPLEMENTATION YEAR				QUARTERLY /ANNUAL REVIEWS
				2013 2014	2014 2015	2015 2016	2016 2017	
1	Update Council's Youth Policy to adopt UNICEF's Child & Youth Friendly Cities Framework.	Community and Cultural Services Unit	Councillors Executive Corporate Governance Unit	Youth Strategy (CSP)		✓		Update in progress.
2	Establish a Youth Council to act as an advisory committee and respond to issues relevant to young people aged 12 to 24 years.	Community and Cultural Services Unit	Local schools	Youth Strategy (CSP)		✓		Engagement with T5 high schools (HS) Student Representative Council (SRC) Forum to include Council's Youth Strategy Action Plan. Approach to 5 private HS to be involved. Draft Youth Council model to be presented to the Executive Management Team (EMT) then Council.
3	Coordinate the Youth Council	Community and Cultural Services Unit	Local schools	Youth Strategy (CSP)		✓	✓	Not scheduled at this stage.
4	Involve young people in the Master Planning process for parks.	Recreation Services Unit	Community and Cultural Services Unit Community stakeholders Government stakeholders Youth Council	N/A	Ongoing			Currently involved with Knox Park consultation - Stage 1, Youth Precinct.
5	Work with local committees, for example, surf life savers, to include young people on boards to develop civic leadership.	Community and Cultural Services Unit	Community stakeholders Youth Council	CDO-Y (CSP)	Ongoing			No action to date.
6	Educate young people about Council's role in the community.	Community and Cultural Services Unit	Communication and Customer Services Section Youth Council	CDO-Y (CSP)	Ongoing			Attend annual school community events to educate students about Council work and career pathways
7	Actively promote positive stories and images of young people in the media.	Community and Cultural Services Unit	Communication and Customer Services Section Youth Council	CDO-Y (CSP)	Ongoing			Support Tweed Youth Times with positive stories and distribution i.e. Kids in Community, Youth Week, Wollumbin Dreaming, Council Press Releases.
8	Implement social media channels to engage young people to connect and share information as identified in Council's Community Engagement Strategy as governed by Council's Online and Social Media Policy 2012.	Communication and Customer Services Section	Community and Cultural Services Unit Youth Council	Not funded	Ongoing			Council is still exploring the resourcing and other issues involved in the adoption of social media channels such as facebook. The organisation is continuing to use social media tools such as online forums on its Your Say Tweed engagement website and is posting videos on its YouTube

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				2013 2014	2014 2015	2015 2016	2016 2017	
								page for Council events, with a view to engaging young residents and other online audiences.
9	Provide youth information and establish a dedicated Youth Council page on Council's website, including links to official social media pages.	Community and Cultural Services Unit	Information Technology Unit Communication and Customer Services Section Youth Council	CDO-Y (CSP)		Ongoing		Not scheduled at this stage. - Refer to the above Action Item 3.
10	Establish a monthly column in the Tweed Link to provide youth and Youth Council information.	Community and Cultural Services Unit	Communication and Customer Services Section Youth Council	Youth Strategy (CSP)		Ongoing		No action to date - will be progressed together with Youth Council.

STRATEGIC OUTCOME 2 - YOUNG PEOPLE FEEL PROUD OF WHERE THEY LIVE WITH ACCESS TO QUALITY PLACES AND SPACES

ACTION		LEADER	PARTNERS	FUNDING	IMPLEMENTATION YEAR				QUARTERLY /ANNUAL REVIEWS
					2013 2014	2014 2015	2015 2016	2016 2017	
1	Develop a Master Plan for Knox Park to include an accessible multi-purpose youth plaza to complement the Murwillumbah Youth Centre.	Recreation Services Unit	Community and Cultural Services Unit Community stakeholders Youth Council	Section 94 – Contribution Plan 5	✓				Master Plan developed and public exhibition period completed.
2	Construct an accessible multi-purpose youth plaza at Knox Park in accordance with the Master Plan.	Recreation Services Unit	Community and Cultural Services Unit Community stakeholders Youth Council	Section 94 – Contribution Plan 5 RDAF	✓	✓	✓		Stakeholder engagement for development design of stage 1 Youth Precinct (skate area) completed.
3	Seek grant funding to improve South Tweed Skate Park as a multipurpose youth plaza linked to other community infrastructure.	Community and Cultural Services Unit	Recreation Services Unit Community stakeholders Youth Council	External - to be sourced	Ongoing				No funding opportunities have been identified.
4	Investigate models for sponsorship of free Wi-Fi in informal youth recreation spaces.	Community and Cultural Services Unit	Information Systems and Technology Unit	CDO-Y (CSP)		✓			Council is liaising with the IT manager's group at NOROC (Northern Rivers Regional Organisation of Councils) to look at Public WiFi options from a regional perspective. The Council is also continuing to: <ul style="list-style-type: none"> liaise with vendors look for viable business models which would enable the introduction of Public WiFi at minimal financial and operational input by Council.
5	Seek external funding for sponsorship of free Wi-Fi in informal youth recreation spaces.	Community and Cultural Services Unit	Information Systems and Technology Unit	External - to be sourced			✓		Not scheduled at this stage.
6	Continue the development of youth-friendly spaces within libraries, including free Wi-Fi.	Community and Cultural Services Unit	Richmond-Tweed Regional Library	Libraries (CSP) External - to be sourced	Ongoing				Proposed expansion of the Tweed Heads Library will include spaces for young people and continuation of free Wi-Fi.
7	Utilise accessible Council-owned facilities for creative arts, social, educational and recreational activities.	Community and Cultural Services Unit	Community stakeholders Youth Council	CDO-Y (CSP)	Ongoing				Facilities activated for young people include Murwillumbah Youth Centre; Banora Point Community Centre; Libraries; Tweed & Murwillumbah Civic Centre.

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ACTION		LEADER	PARTNERS	FUNDING	IMPLEMENTATION YEAR				QUARTERLY /ANNUAL REVIEWS
					2013 2014	2014 2015	2015 2016	2016 2017	
8	Advocate for an accessible indoor youth space as part of the proposed multi-purpose community centre at Terranora (Area E).	Community and Cultural Services Unit	Recreation Services Unit Developer Youth Council	CDO-Y (CSP)		✓	✓		Not scheduled at this stage. Development has not progressed to a point to facilitate these conversations.
9	Seek grant funding for an accessible indoor youth space as part of the proposed multi-purpose community centre at Terranora (Area E)	Community and Cultural Services Unit	Recreation Services Unit Developer Youth Council	Section 94 - Contribution Plan 15 External - to be sourced				✓	Not scheduled at this stage.
10	Explore options for an accessible multi-purpose youth plaza in Kingscliff.	Recreation Services Unit	Community and Cultural Services Unit Community stakeholders; Youth Council	External - to be sourced			✓	✓	Not scheduled at this stage.
11	Advocate for the inclusion of a multi-purpose youth plaza as part of casual public open space for the Casuarina Beach/Kings Forest development, connected to the youth centre and other community facilities.	Community and Cultural Services Unit	Recreation Services Unit Developer Youth Council	CDO-Y (CSP)	Ongoing				CCSU staff advocate for suitable youth facilities in major developments at every opportunity.
12	Seek grant funding for an accessible multi-purpose indoor youth plaza as part of casual public open space for the Casuarina Beach/ Kings Forest development, connected to the youth centre and other community facilities.	Community and Cultural Services Unit	Recreation Services Unit Community stakeholders Youth Council	Section 94 – Contribution Plan 19 External - to be sourced			✓	✓	Not scheduled at this stage.
13	Prepare Les Burger Field Master plan to incorporate an accessible informal youth recreation space.	Recreation Services Unit	Community and Cultural Services Unit Community stakeholders Youth Council	Section 94 – Contribution Plan 15		✓			Discussions being held with Cabarita Youth Service. Project initiation to commence in final quarter of 2015 with Recreation Services Unit.
14	Seek grant funding to construct informal youth recreation space as part of Les Burger Field Master Plan.	Community and Cultural Services Unit	Recreation Services Unit Community stakeholders Youth Council	Section 94 – Contribution Plan 15 External - to be sourced			✓	✓	Not scheduled at this stage.
15	Advocate for the inclusion of an accessible multi-purpose youth plaza as part of casual public open space for the Cobaki development, connected to the youth centre and other community facilities.	Community and Cultural Services Unit	Recreation Services Unit Developer Youth Council	CDO-Y (CSP)	Ongoing				CCSU staff advocate for suitable youth facilities in major developments at every opportunity.
16	Seek grant funding for an accessible multi-purpose indoor youth plaza as part	Community and Cultural Services Unit	Recreation Services Unit Community stakeholders	Section 94 – Contribution			✓	✓	Not scheduled at this stage.

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	of casual open space for the Cobaki development, connected to the youth centre and other community facilities.		Youth Council	Plan 10 External- to be sourced					
17	Seek grant funding to improve the Tyalgum Skate Park to make it a more usable informal youth recreation space.	Community and Cultural Services Unit	Recreation Services Unit Wollumbin High School staff and students Tyalgum Primary School Tyalgum District Community Association Community stakeholders	CDO-Y (CSP)		✓			Sport & Rec grant submitted (October 2014) seeking funds to upgrade existing Tyalgum skate park area (unsuccessful). CDO-Youth and Landscape Architect working on plans with young people for precinct. CDO-Youth to attend Tyalgum Community Consultative Group meeting to discuss proposed plans.
18	Assist in the coordination of youth events, particularly on Friday night and weekends, at the Police Citizens Youth Club (PCYC) and Salvation Army Sports Lifestyle Centre.	Community and Cultural Services Unit	Police and Citizens Youth Club Salvation Army Community stakeholders Youth Council	CDO-Y (CSP)	Ongoing				PCYC - increased youth activities and programs as well as supporting other youth services provide outreach programs. Eg. Recreational/leisure sports, gym expansion and youth justice diversionary programs. Salvation Army - due to change of purpose to space and limited staff unable to implement youth program.

STRATEGIC OUTCOME 3 - YOUNG PEOPLE ARE INVOLVED IN LOCAL EVENTS AND A RANGE OF CREATIVE, SPORTING AND SOCIAL ACTIVITIES

ACTION	LEADER	PARTNERS	FUNDING	IMPLEMENTATION YEAR				QUARTERLY /ANNUAL REVIEWS	
				2013 2014	2014 2015	2015 2016	2016 2017		
1	Seek grant funding for a Youth Projects Officer to coordinate the Youth Council (Strategic Outcomes 1.2 and 1.3 refer).	Community and Cultural Services Unit	St Joseph's Youth Service Community stakeholders Youth Council	Youth Strategy Funding External - to be sourced	✓				Youth Opportunities grant unsuccessful. Continue to research other funding options.
2	Coordinate a Youth Projects Grant to seed-fund young people's initiatives (dependent upon appointment of Youth Projects Officer).	Community and Cultural Services Unit	Corporate Governance Unit Youth Council	Youth Strategy		✓	✓	✓	No action Youth Projects Officer funding unsuccessful.
3	Partner with community service groups to deliver programs and activities for young people in Council halls, parks and youth centres (dependent upon appointment of Youth Projects Officer).	Community and Cultural Services Unit	St Joseph's Youth Service Coolheads Community stakeholders Youth Council	CDO-Y (CSP)	Ongoing				Partnerships with no-for-profits to deliver programs in youth centres and parks i.e. CoolHeads; Skateboarding Australia; Domino Effect.
4	Partner with Tweed Regional Art Gallery and Margaret Olley Art Centre to provide spaces and programs for creative activities for young people.	Community and Cultural Services Unit	Arts Northern Rivers Community stakeholders Youth Council	Art and Culture (CSP) External - to be sourced	Ongoing				CDO Cultural Planning commenced at Council in September 2015.. Discussions commenced with CDO-Cultural Planning to improve young people's engagement with the Gallery.
5	Collaborate with existing groups to establish 'pop-up' creative incubators in suitable locations across the Tweed (dependent upon appointment of Cultural Development Officer).	Community and Cultural Services Unit	Business and Economic Development Communication and Customer Services Section Community stakeholders Combined Chambers of Commerce Youth Council	Art and Culture (CSP) External - to be sourced		✓	✓	✓	Opportunities will be scoped during community engagement for the Cultural Plan.
6	Enhance partnerships to create opportunities for young people to get involved in community events and activities, for example, International Day of People with a Disability, Seniors Week, NAIDOC Week and Youth Week.	Community and Cultural Services Unit	Communication and Customer Services Section Community stakeholders Government stakeholders Youth Council	Community Development (CSP) CDO-Y (CSP)	Ongoing				Existing partnerships provide young people opportunities to participate in events involving a range of target groups, i.e. seniors, disability, Aboriginal, youth.
7	Identify opportunities for youth involvement in local events supported by Council's Event Strategy 2011-2016.	Communication and Customer Services Section	Community and Cultural Services Unit	Communication and Customer Services (CSP)	Ongoing				National Youth Week; Homeless Persons Week; International Day of People with a Disability; Seniors Week.
8	Foster partnerships with local sporting clubs to sponsor youth at risk to participate in a range of organised sport.	Community and Cultural Services Unit	Recreation Services Unit Community stakeholders Government stakeholders Youth Council	CDO-Y (CSP) External - to be sourced	Ongoing				Preliminary work with local sporting clubs; peak sporting bodies; research funding options.

STRATEGIC OUTCOME 4 - YOUNG PEOPLE HAVE ACCESS TO A RANGE OF LOCAL EDUCATION, EMPLOYMENT AND CAREER OPPORTUNITIES

ACTION	LEADER	PARTNERS	FUNDING	IMPLEMENTATION YEAR				QUARTERLY /ANNUAL REVIEWS	
				2013 2014	2014 2015	2015 2016	2016 2017		
1	Support work experience, apprenticeship/traineeships, work placement and internship opportunities for young people within Council.	Human Resources Unit	Department of Education TAFE ACE Community Colleges Universities Skilled	Human Resources and WHS (CSP)	Ongoing				<p>Council received 67 requests for work experience, 27 of which have been successfully placed so far this year. Typically these are all university students, and these figures are current as at 6 November 2014. Placements are throughout the organisation, from in office based positions. Last year (2013), Council received 51 requests, and were able to place 26 students.</p> <p>In relation to Trainees, Council we is currently hosting four, and these include Certificate III (Business), Certificate III (Administration) and Certificate IV in Information Technology (Networking).</p> <p>Council is hosting 17 Apprentices covering trades in Mechanical, Electrical, Arboriculture, Signage, Parks and Gardens, Electrotechnology, Outdoor Power Equipment, Carpentry and Fabrication.</p>
2	Advocate for entry-level positions for young people in local business and the service sector.	Business and Economic Development	Combined Chambers of Commerce Destination Tweed Government stakeholders	N/A			✓	✓	Not scheduled at this stage.
3	Advocate for secondary schools to support students' participation in external learning and training pathways, including cultural and creative industries, for example, TAFE/RTOs/ACE courses.	Community and Cultural Services Unit	Department of Education TAFE ACE Community Colleges RTOs Arts Northern Rivers	CDO-Y (CSP)	Ongoing				In partnership with other service providers, held the annual Connect to Your Future career expo at TAFE Kingscliff
4	Advocate for secondary schools to support young people's engagement in leadership and mentoring opportunities, for example, Youth Council, Kids in	Community and Cultural Services Unit	Department of Education	CDO-Y (CSP)	Ongoing				Engagement with 10 high school students and staff participation in a range of youth leadership programs.

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Community, Max Potential, Wollumbin Dreaming, and Rotary Youth Leadership Awards.								
5 Identify opportunities for Council staff to participate in young people's mentoring and leadership programs, for example, Youth Council, Kids in Community, Max Potential.	Human Resources Unit	Community and Cultural Services Unit	Human Resources and WHS (CSP)	Ongoing				Council supports the Max Potential Program. In 2014, 4 staff participated in the program as mentors. CDO-Youth promote Max Potential and Kids in Community initiatives to Council Officers, Community and Business Sector
6 Create an annual Business Industry Award with a category acknowledging organisations that have provided opportunities for young people, for example, work experience, employment opportunities, sponsorship of youth programs.	Business and Economic Development	Communication and Customer Services Section Combined Chambers of Commerce Destination Tweed	Business and Economic Development (CSP)	Ongoing				Council has given ongoing support to the Business Excellence Awards – Tweed Shire (BEATS). These awards support innovative and new business which has a positive impact on youth employment.
7 Explore a 'Tweed Empty Spaces' initiative by promoting the provision of affordable studio spaces and creative industries incubator facilities in empty shop fronts for young people, artists and craft workers (dependent upon appointment of Cultural Development Officer).	Community and Cultural Services Unit	Business and Economic Development Community stakeholders Arts Northern Rivers	Art and Culture (CSP)		✓	✓		Opportunities will be scoped during community engagement for the Cultural Plan.
8 Advocate for a 'Drivin' 4 Employment' program to support young Indigenous people to get their driver's licence.	Community and Cultural Services Unit	Planning and Infrastructure Section Community stakeholders Government stakeholders	CDO-Y (CSP) External - to be sourced	✓	✓			No funding currently available for this program. Continuing to seek relevant funding opportunities. Supported funding grant for Indigenous Youth Transport Officer. Grant successful - program assists all young people with subsidised transport options.

STRATEGIC OUTCOME 5 - YOUNG PEOPLE FEEL SAFE AND PROTECTED FROM DRUGS, ALCOHOL AND VIOLENCE

ACTION	LEADER	PARTNERS	FUNDING	IMPLEMENTATION YEAR				QUARTERLY /ANNUAL REVIEWS	
				2013 2014	2014 2015	2015 2016	2016 2017		
1	Develop a Memorandum of Understanding with Tweed/Byron Local Area Command (LAC) to undertake Community Safety Audits targeting known hot spots across Tweed Shire, including Knox Park, Tweed Heads and Tweed Coast.	Executive Community and Cultural Services Unit	Recreation Services Unit Regulatory Services Section Tweed/Byron LAC Neighbourhood Watch Community stakeholders Business stakeholders	CDO-Y (CSP)	✓				No action to date on MOU. Community Prevention Through Environmental Design (CPTED) audit and report completed in relation to Knox Park Murwillumbah. Report will inform Stage 1 Youth Precinct design.
2	Develop a Shire-wide Community Safety Plan informed by the findings of a Community Safety Audit	Community and Cultural Services Unit	Recreation Services Unit Regulatory Services Section Tweed/Byron (LAC) Neighbourhood Watch Community stakeholders Business stakeholders	Community Safety (CSP) External - to be sourced		✓	✓		Representatives of NSW Justice Department attended the Northern Rivers General Managers Group meeting to discuss community safety initiatives across the region. An action of the meeting was for staff of respective local government areas to contact a representative of the NSW Justice Department to discuss community safety matters which took place via teleconference on 16 December 2014. Staff stressed the importance of dedicated community safety officers to assist Council's prepare and implement Community Safety Plans and asked if the Department would consider part funding a resource that could be shared across the region. Conversations are continuing.
3	Implement a Shire-wide Community Safety Plan.	Community and Cultural Services Unit	Recreation Services Unit Regulatory Services Section Tweed/Byron (LAC) Neighbourhood Watch Community stakeholders Business stakeholders	Community Safety (CSP) External - to be sourced				✓	Not scheduled at this stage.
4	Advocate for improved education programs in primary and secondary schools to reduce the incidence of alcohol and drug use.	Community and Cultural Services Unit	Planning and Infrastructure Section Tweed/Byron (LAC) School Liaison Officer Community stakeholders School Staff	CDO-Y (CSP)	Ongoing				Risk Program Real Skills (The Family Centre) CDAT (Community Drug Action Teams).
5	Develop a Graffiti Management Policy and related documents that address	Community and Cultural Services Unit	Recreation Services Unit Works Unit	CDO-Y (CSP)		✓			A draft Graffiti Vandalism Management Policy is in

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				2013 2014	2014 2015	2015 2016	2016 2017	
graffiti prevention and management.		Neighbourhood Watch Community stakeholders						development which will inform the preparation of a Graffiti Management Plan or Protocol. The draft Policy is currently being circulated to relevant Units of Council for comment and is expected to be reported to Council for public exhibition in February 2015.
6 Implement a Graffiti Management Policy	Works Unit Recreation Services Unit Regulatory Services	Neighbourhood Watch Community stakeholders Community and Cultural Services Unit	Whole of Council (CSP) External - to be sourced			✓	✓	Not scheduled at this stage.
7 Support 'CoolHeads' after-hours binge drinking program in areas where young people are engaging in anti-social activities at night, including Knox Park, Cabarita Headland and other identified hot spots.	Community and Cultural Services Unit	St Joseph's Youth Service (CoolHeads) Tweed/Byron (LAC) Community stakeholders	Youth Strategy (CSP) External - to be sourced	Ongoing				CoolHeads provides mobile service to whole of Shire; Knox Park activities every 2 nd Friday night; Responds to other identified Shire-wide hotspots as required.

STRATEGIC OUTCOME 6 - YOUNG PEOPLE CAN GET AROUND, HAVE ACCESS TO SERVICES AND HAVE AFFORDABLE PLACES TO LIVE

ACTION	LEADER	PARTNERS	FUNDING	IMPLEMENTATION YEAR				QUARTERLY /ANNUAL REVIEWS	
				2013 2014	2014 2015	2015 2016	2016 2017		
1	Seek grant funding to establish a subsidised youth transport service similar to 'Bat Bus', 'Yaxi' and 'Yowi', which are operating in neighbouring LGAs.	Community and Cultural Services Unit	Planning and Infrastructure Section Tweed Byron Ballina Community Transport Private bus services	CDO-Y (CSP) External - to be sourced	Ongoing				Continuing to seek other relevant funding opportunities; nothing suitable to date.
2	Engage with private bus companies about extending their services to weekends and evenings in areas where there currently is no service.	Community and Cultural Services Unit	Planning and Infrastructure Section Private bus services	CDO-Y (CSP) External - to be sourced	Ongoing				No action
3	Continue facilitating the Tweed Shire Housing and Homelessness Network to find solutions for: <ul style="list-style-type: none"> • youth homelessness • housing affordability • youth crisis accommodation 	Community and Cultural Services Unit	Tweed Shire Housing and Homelessness Network Community stakeholders Government stakeholders	CDO-Y (CSP)	Ongoing				Continue to provide secretariat support to the Tweed Shire Housing and Homeless network. Coordinate cross divisional Council meetings to address homelessness issues in public spaces. Draft Homelessness Policy to be reported to Council in March 2015.
4	Include youth issues in representations made to the Cross Border Commissioner and in discussions with City of Gold Coast Officers.	Community and Cultural Services Unit	City of Gold Coast Youth Council	CDO-Y (CSP)	Ongoing				In collaboration with youth network, and City of Gold Coast Officers a range of issues have been identified. Council representation at Southern Cross University reference group which considers cross border issues in its scope.
5	Advocate for a 'Drivin' 4 Employment' program to support young Indigenous people to get their driver's licence.	Community and Cultural Services Unit	Planning and Infrastructure Section Community stakeholders Government stakeholders	CDO-Y (CSP) External - to be sourced	Ongoing				No funding currently available for this program.. Continuing to seek relevant funding opportunities. Supported funding grant for Indigenous Youth Transport Officer. Grant successful - program assists all young people with subsidised transport options.
6	Advocate for agencies to provide support for young people and their families using an outreach service delivery model.	Community and Cultural Services Unit	Community stakeholders Government stakeholders	CDO-Y (CSP) External - to be sourced	Ongoing				Sector support to deliver outreach services across Tweed Shire in a range of need areas i.e. counselling, support, mental health, drug and alcohol, housing, homelessness etc i.e. Specialist Homelessness Services.