



POLICE CITIZENS
YOUTH CLUBS



PCYC STRATEGY 2017-2022

EMPOWERING YOUNG PEOPLE



PCYC VISION

Australia's pre-eminent youth organisation working with Police and community to empower young people to reach their potential.

PCYC MISSION

We get young people active in life.

We work with young people to develop their skills, character and leadership.

We reduce and prevent crime by and against young people.



THEORY OF CHANGE



THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**



IF WE

- Provide relevant, quality, engaging life skills education and social programs
- Provide fun, cultural, health and fitness-based activities
- Engage local communities and like-minded partners to create a culture of belonging which fosters commitment among staff, volunteers and participants
- Provide a supportive mentorship-based youth case management program
- Provide SAFE, fit-for-purpose, accessible and commercially sustainable clubs and facilities

THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**



THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**

IF WE

- Provide relevant, quality, engaging life skills education and social programs
- Provide fun, cultural, health and fitness-based activities
- Engage local communities and like-minded partners to create a culture of belonging which fosters commitment among staff, volunteers and participants
- Provide a supportive mentorship-based youth case management program
- Provide SAFE, fit-for-purpose, accessible and commercially sustainable clubs and facilities

THEN

- Young people have positive experiences in our clubs
- Young people attend regularly and continue to be positive promoters of PCYC
- Young people and community of all backgrounds register for programs and activities
- Young people connect with Police and the community
- Facilities and programs set new standards for youth engagement and participation



THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**

IF WE

- Provide relevant, quality, engaging life skills education and social programs
- Provide fun, cultural, health and fitness-based activities
- Engage local communities and like-minded partners to create a culture of belonging which fosters commitment among staff, volunteers and participants
- Provide a supportive mentorship-based youth case management program
- Provide SAFE, fit-for-purpose, accessible and commercially sustainable clubs and facilities

THEN

- Young people have positive experiences in our clubs
- Young people attend regularly and continue to be positive promoters of PCYC
- Young people and community of all backgrounds register for programs and activities
- Young people connect with Police and the community
- Facilities and programs set new standards for youth engagement and participation

AND

- Young people become physically and culturally active in life
- Young people make new friends with others from diverse backgrounds
- Families of students and communities are included
- Young people develop appropriate life, behavioural, leadership and citizenship skills



THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**

IF WE

- Provide relevant, quality, engaging life skills education and social programs
- Provide fun, cultural, health and fitness-based activities
- Engage local communities and like-minded partners to create a culture of belonging which fosters commitment among staff, volunteers and participants
- Provide a supportive mentorship-based youth case management program
- Provide SAFE, fit-for-purpose, accessible and commercially sustainable clubs and facilities

THEN

- Young people have positive experiences in our clubs
- Young people attend regularly and continue to be positive promoters of PCYC
- Young people and community of all backgrounds register for programs and activities
- Young people connect with Police and the community
- Facilities and programs set new standards for youth engagement and participation

AND

- Young people become physically and culturally active in life
- Young people make new friends with others from diverse backgrounds
- Families of students and communities are included
- Young people develop appropriate life, behavioural, leadership and citizenship skills

SO THAT

- Young people have new information, skills and educational opportunities to empower them for the future
- Young people benefit from a stronger social support and mentoring system
- Young people develop life, social and citizenship skills to be resilient and make positive life choices
- Communities value the voices and contributions of young people
- Young people invest in PCYC to volunteer, design and deliver innovative contemporary youth activities and programs



THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**

IF WE

- Provide relevant, quality, engaging life skills education and social programs
- Provide fun, cultural, health and fitness-based activities
- Engage local communities and like-minded partners to create a culture of belonging which fosters commitment among staff, volunteers and participants
- Provide a supportive mentorship-based youth case management program
- Provide SAFE, fit-for-purpose, accessible and commercially sustainable clubs and facilities

THEN

- Young people have positive experiences in our clubs
- Young people attend regularly and continue to be positive promoters of PCYC
- Young people and community of all backgrounds register for programs and activities
- Young people connect with Police and the community
- Facilities and programs set new standards for youth engagement and participation

AND

- Young people become physically and culturally active in life
- Young people make new friends with others from diverse backgrounds
- Families of students and communities are included
- Young people develop appropriate life, behavioural, leadership and citizenship skills

SO THAT

- Young people have new information, skills and educational opportunities to empower them for the future
- Young people benefit from a stronger social support and mentoring system
- Young people develop life, social and citizenship skills to be resilient and make positive life choices
- Communities value the voices and contributions of young people
- Young people invest in PCYC to volunteer, design and deliver innovative contemporary youth activities and programs

THEN WE

- Get young people active in life
- Work with young people to develop their skills, character and leadership
- Reduce and prevent crime by and against young people



THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**

IF WE

- Provide relevant, quality, engaging life skills education and social programs
- Provide fun, cultural, health and fitness-based activities
- Engage local communities and like-minded partners to create a culture of belonging which fosters commitment among staff, volunteers and participants
- Provide a supportive mentorship-based youth case management program
- Provide SAFE, fit-for-purpose, accessible and commercially sustainable clubs and facilities

THEN

- Young people have positive experiences in our clubs
- Young people attend regularly and continue to be positive promoters of PCYC
- Young people and community of all backgrounds register for programs and activities
- Young people connect with Police and the community
- Facilities and programs set new standards for youth engagement and participation

AND

- Young people become physically and culturally active in life
- Young people make new friends with others from diverse backgrounds
- Families of students and communities are included
- Young people develop appropriate life, behavioural, leadership and citizenship skills

SO THAT

- Young people have new information, skills and educational opportunities to empower them for the future
- Young people benefit from a stronger social support and mentoring system
- Young people develop life, social and citizenship skills to be resilient and make positive life choices
- Communities value the voices and contributions of young people
- Young people invest in PCYC to volunteer, design and deliver innovative contemporary youth activities and programs

THEN WE

- Get young people active in life
- Work with young people to develop their skills, character and leadership
- Reduce and prevent crime by and against young people

WHICH WILL MAKE US

**Australia's pre-eminent youth organisation
working with Police and community to empower
young people to reach their potential**



THEORY OF CHANGE

**BUILDING ON THE
PROFOUND LEGACY OF
POLICE AND COMMUNITY
PARTNERSHIPS SERVING
OUR YOUNG PEOPLE
THROUGHOUT OUR
80-YEAR HISTORY.**

IF WE

- Provide relevant, quality, engaging life skills education and social programs
- Provide fun, cultural, health and fitness-based activities
- Engage local communities and like-minded partners to create a culture of belonging which fosters commitment among staff, volunteers and participants
- Provide a supportive mentorship-based youth case management program
- Provide SAFE, fit-for-purpose, accessible and commercially sustainable clubs and facilities

THEN

- Young people have positive experiences in our clubs
- Young people attend regularly and continue to be positive promoters of PCYC
- Young people and community of all backgrounds register for programs and activities
- Young people connect with Police and the community
- Facilities and programs set new standards for youth engagement and participation

AND

- Young people become physically and culturally active in life
- Young people make new friends with others from diverse backgrounds
- Families of students and communities are included
- Young people develop appropriate life, behavioural, leadership and citizenship skills

SO THAT

- Young people have new information, skills and educational opportunities to empower them for the future
- Young people benefit from a stronger social support and mentoring system
- Young people develop life, social and citizenship skills to be resilient and make positive life choices
- Communities value the voices and contributions of young people
- Young people invest in PCYC to volunteer, design and deliver innovative contemporary youth activities and programs

THEN WE

- Get young people active in life
- Work with young people to develop their skills, character and leadership
- Reduce and prevent crime by and against young people

WHICH WILL MAKE US

**Australia's pre-eminent youth organisation
working with Police and community to empower
young people to reach their potential**

STRATEGY

STRATEGY

RESPECT

COMMITMENT

RESILIENCE

INTEGRITY

CITIZENSHIP

STRATEGY

RESPECT

COMMITMENT

RESILIENCE

INTEGRITY

CITIZENSHIP

We get young people
active in life

We work with young people
to develop their skills,
character and leadership

We reduce and prevent
crime by and against
young people

STRATEGY

RESPECT

COMMITMENT

RESILIENCE

INTEGRITY

CITIZENSHIP

We get young people
active in life

We work with young people
to develop their skills,
character and leadership

We reduce and prevent
crime by and against
young people

STRATEGY

STRATEGIC THEMES

Provide a safe environment for youth

Our programs and activities reduce youth crime and engage youth in the community

Engage with youth on their terms

Our people want to belong to PCYC and are motivated to serve youth

Deliver our programs to achieve our mission in an ethical, environmental & commercially sustainable way

RESPECT

COMMITMENT

RESILIENCE

INTEGRITY

CITIZENSHIP

STRATEGY



POLICE CITIZENS
YOUTH CLUBS

Australia's pre-eminent youth organisation working
with police and the community to empower young
people to reach their potential

**We get young people
active in life**

**We work with young people
to develop their skills,
character and leadership**

**We reduce and prevent
crime by and against
young people**

**Effective,
Sustainable Club
Operations**

We build safe, sustainable and relevant club business models from a committed and successful team leveraging our network of Youth-aligned agencies, Police and the community

**Empowering
Experiences**

We embrace our heritage and source, curate, partner and deliver engaging experiences that get youth active in life to develop their life skills, character and leadership capacity

**Enduring
Charitable
Engagement**

Sustainable commercial growth through innovative and compliant fundraising, committed partnerships, diversification of revenue streams and exciting events

**Aligned
Culture**

We build a loyal, high-performing and enthusiastic team of employees and volunteers committed to effective leadership, inclusion, belonging and role modelling

**Facilities &
Infrastructure**

We provide safe, secure, sustainable and fit-for-purpose facilities and evolve our portfolio to meet the changing needs of the youth of NSW

**Community, Brand
& Member
Engagement**

We build a positive and wide-ranging perception about our activities, brand and programs, delivering empowering experiences for young people and building a safer community

STRATEGIC THEMES

Provide a safe environment for youth

Our programs and activities reduce youth crime and engage youth in the community

Engage with youth on their terms

Our people want to belong to PCYC and are motivated to serve youth

Deliver our programs to achieve our mission in an ethical, environmental & commercially sustainable way

RESPECT

COMMITMENT

RESILIENCE

INTEGRITY

CITIZENSHIP

STRATEGIC THEMES

OUR IMMUTABLES

FOCUS AREA	STRATEGIC THEME
Safety	Provide a safe environment for Youth
Community	Our programs and activities reduce youth crime and engage youth in the community
Youth	Engage with youth on their terms
Sustainability	We deliver our programs to achieve our mission in an ethical, environmental and commercially sustainable way
Our People	Our people want to belong to PCYC and are motivated to serve youth



EFFECTIVE, SUSTAINABLE CLUB OPERATIONS

We build safe, sustainable and relevant club business models from a committed and successful team leveraging our network of Youth-aligned agencies, Police and the community.

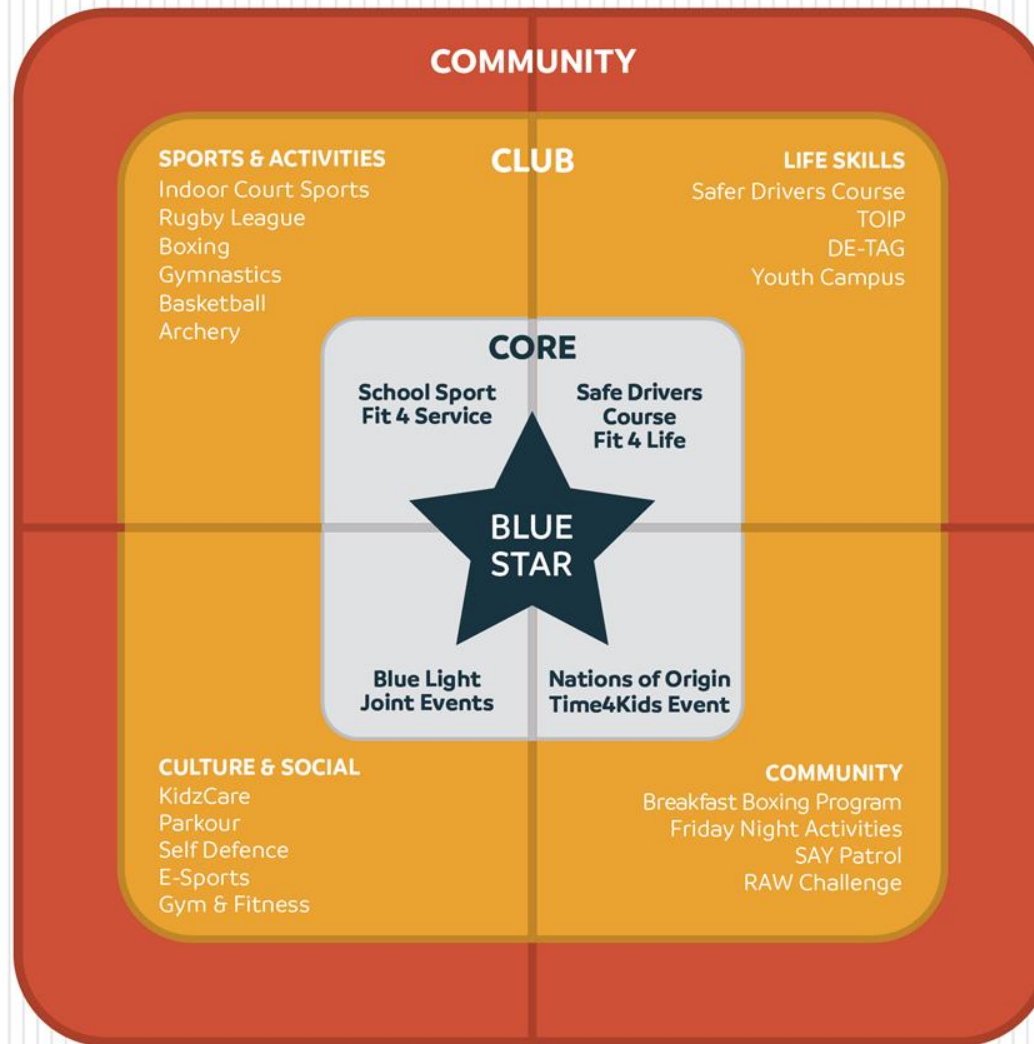
FOCUS AREA	RATIONALE	2022 TARGET
Sustainability and Youth	Develop an industry best practice customer service strategy, measured by friendly and helpful service, activities/program delivery and club atmosphere which engages young people	Customer satisfaction ↑ 90%
Sustainability	Develop a sustainable business model supported by best practice benchmarking, auditing and reporting systems	All clubs have established a year-on-year surplus and ↑ 95% of clubs are self-sustained
Safety and Sustainability	A toolbox of consolidated policies, procedures and guidelines that are relevant and contribute to better organisational governance. Refine and update policies, procedures and guidelines to support decision-making, service delivery and innovation at the club level	100% of policies updated, completed and compliance achieved to support decision-making and service delivery
Our People	Develop a best practice volunteer policy to create a culture of belonging and foster a workforce that performs in line with our organisational values	Achieve independent recognition for PCYC volunteer program
Sustainability	Implement a consistent state-wide digital services capability to respond to a changing business environment ensuring organisational information is readily accessible organisation-wide, thereby enhancing decision-making and service delivery at all levels of the organisation	Integrated reporting systems and effective digital services, including intranet and knowledge management systems

EMPOWERING EXPERIENCES

We embrace our heritage and source, curate, partner and deliver engaging experiences that get youth active in life to develop their life skills, character and leadership capacity.

FOCUS AREA	RATIONALE	2022 TARGET
Sustainability and Youth	Standard delivery systems for core PCYC programs and activities, including boxing, gymnastics, KidzCare, TOIP, SDC, Blue Light events and parkour	Establish a core set of activities that reinforces PCYC brand identity
Sustainability	PCYC's premier cultural sporting event engaging all clubs	Inter-PCYC competitions across four competing sports
Sustainability	New and improved gym and fitness centres expanded across the club network, with a range of PCYC fitness programs delivered to the local community	75% coverage of PCYC with sustainable gym and fitness centres
Youth and Community	Delivering key life skills and leadership programs for young people, and supported by all clubs across the network	↑ 100 young people graduated annually and programs integrated into school-based leadership programs
Sustainability	Develop evidence-based intervention services to build the reputation of the organisation and attract funding	Tertiary-aligned partnership to provide evidence-based reports on program effectiveness

EMPOWERING EXPERIENCE



ALIGNED CULTURE

We build a high-performing, passionate and enthusiastic team of employees and volunteers committed to effective leadership, inclusion, belonging and role modelling.

FOCUS AREA	RATIONALE	2022 TARGET
Our People and Safety	To align PCYC culture to demonstrate the organisation's values which would be measured by a reduction in employee turnover and improvements in employee opinion surveys	↓ 10% staff attrition 70% employee satisfaction
Our People and Safety	To foster a workforce that performs in line with our organisational values: resilience, commitment, citizenship, respect, integrity	Employee ratings to be 3 or above on annual performance reviews
Youth and Sustainability	To foster a culture of learning and creativity by designing and delivering PCYC programs and activities	Measured by attendance, reach and sustainability
Sustainability	The PCYC Institute (RTO) to become financially sustainable and profitable by marketing the courses to the public. Financial gains would result in funding youth leadership and employment programs	Delivery of four separate independently funded educational programs
Youth and Community	Expanded base of diversionary and educational programs delivered across the network to address local community needs	Youth Campus and youth development programs established in each zone

ENDURING CHARITABLE ENGAGEMENT

Sustainable commercial growth through innovative and compliant fundraising, committed partnerships, diversification of revenue streams and exciting events.

FOCUS AREA	RATIONALE	2022 TARGET
Sustainability	A co-ordinated approach to evidence-based information gathering and management is established	An established and proven evidenced-based practice of collecting and using information to achieve improved funding streams
Sustainability	Supported by enhanced evidence-based data and further enhance grant and tender governance leading to “first call” reputation and credibility. Increased successful grant and tender submissions, leading to preferred service provider status	↑ 70% success rate in grant and program tenders
Sustainability	Develop an enhanced fundraising strategy that diversifies the revenue opportunities and builds a sustainable revenue stream to support investment in facilities and emerging youth programs	Year-on-year increase in fundraising where fundraising and grants equal community awareness unit revenue
Sustainability	Develop a calendar of signature “must attend” fundraising events	Establish two annual “must attend” gala events
Sustainability	Develop a best practice alumni, benefactor, patron and corporate partnership model to establish sustainable fund of corporate beneficiaries and relationships to fund new and emerging programs	An established patron and corporate partnership program

FACILITIES & INFRASTRUCTURE

We provide safe, secure and fit-for-purpose facilities and evolve our portfolio to meet the changing needs of the youth of NSW.

FOCUS AREA	RATIONALE	2022 TARGET
Safety and Sustainability	Develop a property and asset management strategy that supports the aspiration to achieve at least one superclub per zone, delivers at least two additional clubs and identifies options for investment in a new Camp MacKay	At least two additional clubs, one superclub in each zone, feasibility and options for new Camp MacKay
Sustainability	The property and asset management strategy will also identify facilities upgrades and empowering experiences	
Youth and Sustainability	Develop a corporate social responsibility program to support youth pathways in building our clubs and developing sustainable youth cafes which complement our offerings and offer training and education programs to empower youth	Building industry youth engagement program and five sustainable youth cafes
Youth, Community and Sustainability	Develop the environmental and social responsibility policy for PCYC to govern and support club operations	Achieve recognition for not-for-profit environmental commitment



COMMUNITY, BRAND & MEMBER ENGAGEMENT

We build a positive and wide-ranging perception about our activities, brand and programs, delivering empowering experiences for young people and building a safer community.

FOCUS AREA	RATIONALE	2022 TARGET
Sustainability	Develop a marketing and communications strategy that builds brand awareness, attracts sustainable funding opportunities and builds long-term relationships with media and publicity agencies	
Sustainability	The property and asset management strategy will also identify facilities upgrades and empowering experiences	150,000 members 80% brand recall
Sustainability	PCYC NSW is known as a credible and informed organisation that provides commentary and specialist opinions and views on young peoples' development within our sphere of knowledge	Media partnership and consistent youth commentary
Sustainability	Create an annual media events program that creates opportunities for regular editorial and promotional media and publicity opportunities	Major media activity in each quarter annually



NSW Police Force



A Charity
empowering young people
through police and
community partnerships

