

# Better Together

## 2022-2027 Strategy





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# From PCYC NSW Chair and CEO

## We are proud and pleased to present the PCYC NSW 2022-2027 Better Together Strategy.

Following the successful achievement of the 2017-2022 Empowering Youth Strategy we are excited to continue to grow and extend our Life Changing impact on the youth and community of NSW.

As a values-based organisation it was inspiring to witness the resilience and commitment of our PCYC and NSW Police Force partnership rebound from the natural and health disasters of 2021/22. This gives us a strong foundation to continue our journey to becoming Australia's preeminent youth organisation.

The key objectives of the Better Together Strategy are to:

1. Make an impact by being recognised for the life changing programs we deliver and the health and well-being benefits to the communities we serve.
2. Drive Sustainability through the effective commercial operations of our clubs and delivering activities that matter to the communities we serve.
3. Be an effective Charity by driving the fundraising and philanthropic support needed to deliver life changing programs.
4. Build our reputation as a trusted youth organisation that delivers measured impact while operating exceptional sport, health and wellbeing facilities.

We are committed to the vision of our founding forbears who in 1937 established the first PCYC at Woolloomooloo as a partnership between NSW Police Force and Rotary. That partnership proudly continues today and we will look to achieve outcomes for youth and the community that honour that legacy.

Our aspirations reflect the significant reach and connection to community of our network of clubs served by dedicated staff and volunteers who believe that youth are important.

We look to the next five years with great anticipation and an unwavering commitment to PCYC NSW, its people and volunteers, its charity partners and importantly its partnership with NSW Police Force.

Better Together,



**Nicole Sorbara**  
Chair PCYC NSW



**Dominic Teakle**  
Chief Executive Officer PCYC NSW

## Values & Definitions



### Resilience

We face adversity head on.

We adapt, refocus and move on.

We foster a positive mindset and find a way to succeed.



### Respect

We support diversity, inclusion, equity and value the views and contribution of others.

We do what is right.

We have the courage to speak up when we make a mistake or see something that doesn't seem right.



### Integrity

We act honestly and fairly.

We honour our commitments.

We build trust with people, partners and our community by being ethical, transparent and accountable.



### Commitment

We are accountable for all our actions, to our mission and to each other.

We do not compromise our standards.

We take responsibility for our actions and adhere to the code of conduct.



### Citizenship

We go the extra mile to serve our community.

We honour the legacy of PCYC by our actions.

We listen, act and advocate on behalf of children and young people, always showing compassion and inclusion.

# 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.

# In 2027 PCYC will

1. Be recognised by Government and Supporters as NSW's go-to provider of research based, impact proven life changing youth programs which in partnership with NSW Police reduce youth crime, reduce recidivism and close the gap.
2. Deliver a sustainable surplus for purpose across its club network, increasing the utilisation of its asset base through the delivery of inclusive, accessible and community driven activities.
3. Be recognised as a NSW's leading youth charity based on established credibility with donors, and a diverse range of growing revenue streams.
4. Have a reputation as a trusted Sport and Recreation facilities manager that delivers health, wellbeing, education, life skills programs to the communities we serve, which results in tangible social impact and commercial benefit.



# Strategic Themes

Focus Area	Strategic Theme
Impact	Recognised by Government and Supporters as NSW's go-to provider of research based, <b>impact</b> proven life changing youth programs which in partnership with NSW Police reduce youth crime, reduce recidivism and <i>close the gap</i> .
Sustainable	Delivering a <b>sustainable</b> surplus for purpose across its club network, increasing the utilisation of its asset base through the delivery of inclusive, accessible and community driven activities.
Charity	Recognised as a NSW's leading youth <b>charity</b> based on established credibility with donors, and a diverse range of growing revenue streams.
Reputation	Have a <b>reputation</b> as a trusted Sport and Recreation facilities manager that delivers health, wellbeing, education, life skills programs to the communities we serve, which results in tangible social impact and commercial benefit.



# 2022 – 2027 Better Together Strategy

Vision		
Australia's preeminent youth charity working in partnership with NSW Police and the Community to empower young people to reach their potential.		

Mission		
Get young people active in life.	Build skills, character and leadership.	Prevent crime by and against young people.

Strategic Themes			
Impact	Sustainable	Charity	Reputation

<p><b>Trusted, authentic and accountable</b></p> <p>PCYC's governance ethos is based on best practice safety, risk and management frameworks. Our finance and Information Technology team provides seamless back-office support. Our People and Culture Team are focused on enabling an authentic people focused workplace to ensure we role model the best behaviours and values to the youth and community we serve.</p>	<p><b>Safe, Connected and Sustainable</b></p> <p>We provide a safe, inclusive and welcoming place for youth and the community to belong. Our teams are enthusiastic and passionate about changing lives. We are recognised as a leading sports and recreation provider engaging young people and the community with activities that are important to the communities we serve. We are cost effective in everything we do and accountable for the sustainability of our legacy.</p>	<p><b>Australia's Leading Youth Charity</b></p> <p>Recognised as NSW's leading youth charity based on program reach and impact, supporter trust, brand awareness, and sustainable revenue streams leveraging our club network to build connection from the local community to major corporates and individual donors.</p>
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<p><b>Delivering Life Changing Youth Programs</b></p> <p>Our programs will be recognised for their life changing impact and best practice framework and delivery model.</p>	<p><b>Delivering activities and programs that matter</b></p> <p>Through close community relationship and engagement with local stakeholders, we will deliver activities that matter to our local community. Our activities will reflect the community we serve, and we deliver quality services that attract engagement and honour the legacy of 85 years service to get Young People active in life.</p>	<p><b>Develop facilities that build healthy, resilient communities</b></p> <p>Our facilities sit at the heart of the communities we serve. We create facilities that are fit for purpose, engaging and welcoming. Our design philosophy creates multi purpose community and youth spaces that amplify social impact, present opportunities to enhance health and wellbeing thus building community resilience.</p>
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Commitment	Respect	Integrity	Citizenship	Resilience
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## Trusted, Authentic and Accountable

PCYC's governance ethos is based on best practice safety, risk and management frameworks. Our finance and Information Technology team provide seamless back office support. Our People and Culture Team is focused on enabling an authentic people focused workplace to ensure we role model the best behaviours and values to the youth and community we serve.

Focus Area	Strategy	Success
Sustainable	Optimise resources by eliminating duplication and increasing automation and system functionality.	Integrated P&L, HR & business processes system.
Sustainable	Develop business intelligence tools and subject matter experts to increase reporting and analytical data-driven decision making.	Real time controls and reporting.
Reputation	Implement best practice initiatives to attract, engage, retain and develop talent to succeed in a diverse and inclusive operating environment.	<15% turnover of FT/PT Award recognition in sector.
Reputation	Enable an environment that recognises and supports the importance of employee engagement.	Annual Employee survey.
Reputation	Implement and maintain a culture of compliance, safety, integrity and responsible behaviour across the organisation through targeted audits, education and systems.	>95% Audit Compliance Zero tolerance for child safety.

## Safe, Connected and Sustainable

We provide a safe, inclusive and welcoming place for youth and the community to belong. Our teams are enthusiastic and passionate about changing lives. We are recognised as a leading sports and recreation provider engaging young people and the community with activities that are important to the communities we serve. We are cost effective in everything we do and accountable for the sustainability of our legacy.

Focus Area	Strategy	Success
Reputation	We are trusted because we put safety and compliance first. We set clear expectations and consequences for non-compliance. Safeguarding children and youth is our priority at PCYC. Embedding the Child Safe Standards into our clubs and programs is our commitment.	Audit result > 95%.
Sustainable	Increase the utilisation of our clubs by volume, visitation and space to drive optimal Staff : Activity : Space : Cost ratios.	Grow operating margins by +5% pa.
Sustainable	Increase delivery of PCYC activities, beyond current club facility boundaries through partnerships with State Government agencies, Schools, SSOs, Councils and NFPs.	At least two activities per club per annum.
Sustainable	We will commit to club based Sustainability plans and achieve our KPI's which drive our sustainability outcomes to consolidate our program impact in the long term.	Annual POP. Annual KPIs.
Sustainable	We will commit to delivering a youth co designed sustainability plan to manage the environmental and social impacts associated with our services.	Achieve objectives in PCYC Sustainability Plan.

## Australia's Leading Youth Charity

Recognised as NSW's leading youth charity based on program impact and reach, supporter trust, brand awareness, and growing revenue streams. Promote a compelling impact narrative that leverages our club network to build connection from the local community to major corporates and individual donors. Delivering Life Changing Youth Programs.

Focus Area	Strategy	Success
Sustainable	Achieve growth through enhancing existing and delivering new diverse revenue streams.	10% YOY growth in club revenue.
Charity	Develop and deliver an annual marketing and communication plan that promotes PCYC as the No1 Youth Charity with a compelling narrative and demonstrated impact of its life changing programs and impact in local communities.	Industry Surveys Industry Recognition.
Charity	Build a sustainable corporate partnership plan that leverages PCYC's Program impact to realise the partner Company's social benefit outcomes.	At least 6 Corporate Partnerships delivering \$3m per annum.
Charity	Build Star Jump Challenge into an annual "must do" youth fundraiser by leveraging local connections and relationship with Schools.	10% YOY growth every club.
Sustainable	Building PCYC networking and fundraising capability to leverage PCYC's local connection and fundraising to maximise revenue to offset program and capital costs.	10% YOY growth in club fundraising revenue. 10% YOY growth in participation.



# Delivering Life Changing Youth Programs

Our programs will be recognised for their life changing impact and best practice framework and delivery model.

Focus Area	Strategy	Success
Impact	Deliver GRIT, PCYC's co designed early intervention, well being and resilience program.	All Clubs Schools.
Impact	Build relationships and identify partnership and collaborative opportunities that leverage PCYC's scale and reach to deliver co designed/best practice programs to address local needs and issues either independently or in partnership with relevant Government and NGO.	At least one additional program across all Clubs each year.
Reputation	Empower and amplify young people's voices through systemic and individual advocacy.	PCYC Youth Committee Youth delegates - ACYP & Regional Youth Councils.
Impact	Partner with NSW Police to expand and deliver the RISEUP program with co-designed/best practice programs that change lives through proven measurable outcomes including YLSCMI, increased school attendance, employment, disengagement and recidivism.	FFL in all clubs at least 2 per week FFW in 5 clubs per term At least one other RISEUP program in every club.
Impact	Deliver job ready programs that provide life skills and wellbeing outcomes that empower young people to positively engage with employment.	At least 100 jobs per year.
Reputation	Underpin our impact with proven, benchmarked evidence based measurement.	All programs include TOC, Program Logic and Outcomes.

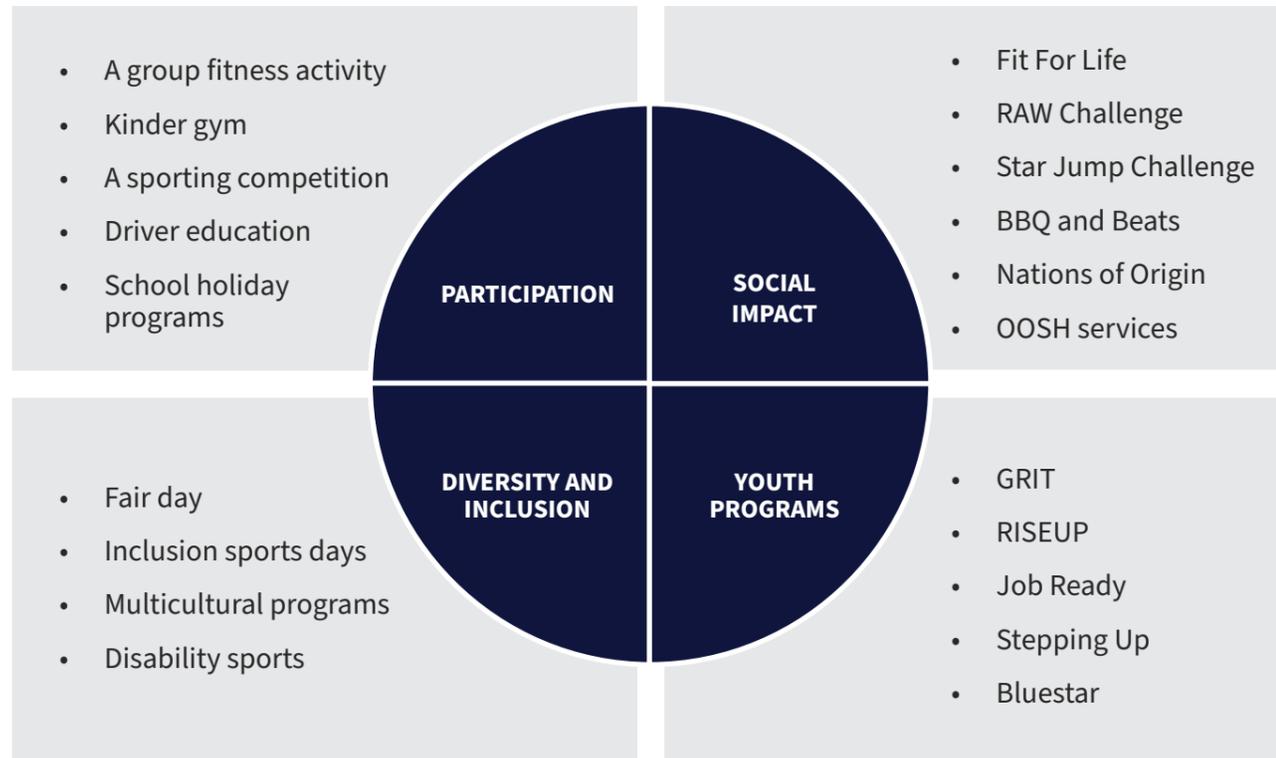
# Delivering activities and programs that matter

Through close community relationship and engagement with local stakeholders, we will deliver activities that matter to our local community. Our activities will reflect the community we serve, and we deliver quality services that attract engagement and honour the legacy of 85 years service to get Young People active in life.

Focus Area	Strategy	Success
Sustainable	Every club will be delivering the core programs that matter.	100% across all Clubs every year.
Reputation	We will develop comprehensive relationships within our communities that creates a connection to our club and mission outcomes to build participation, support and local funding.	Stakeholder Engagement KPI's.
Impact	We will deliver life skills and leadership programs that build community resilience and inclusion (Nations of Origin, Blue Star and Raw Challenge).	100% Across all clubs.
Sustainable	We will develop a volunteer program that motivates young people and the community to serve.	At least 10 volunteers per club.



# Our purpose and mission is underpinned by delivering life changing programs that matter



# Develop facilities that build healthy, resilient communities

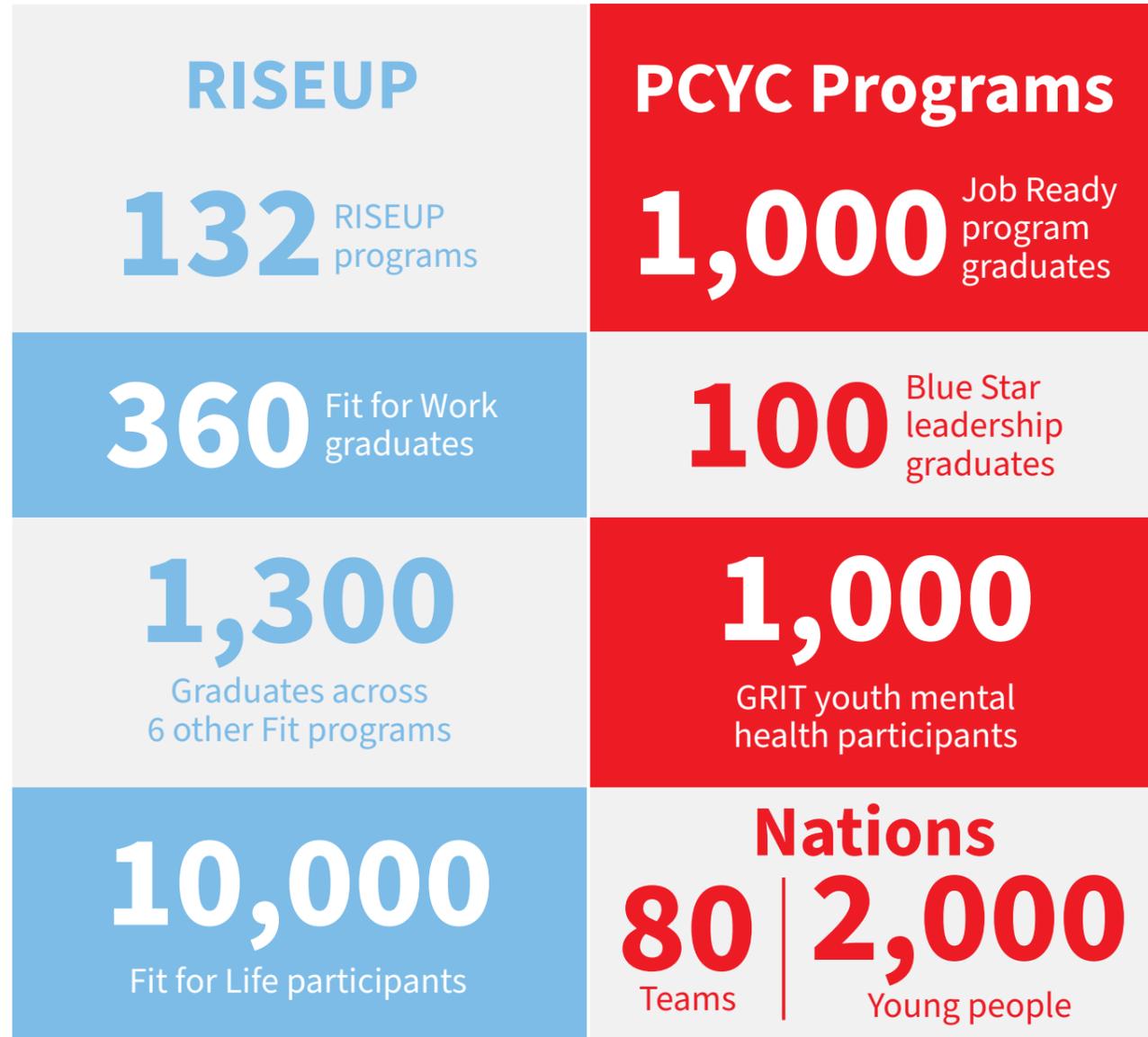
Our facilities sit at the heart of the community we serve. We create facilities that are fit for purpose, engaging and welcoming. Our design philosophy creates multi purpose community and youth spaces that amplify social impact, present opportunities to enhance health and wellbeing thus building community resilience.

Focus Area	Strategy	Success
Sustainable	Deliver innovative and community led new and renovated clubs that meet mission outcomes in a sustainable facility.	All clubs renewed and Fit for Purpose. Each club funds its R&M.
Sustainable	Property strategy continues to be adaptive and relevant to support PCYC, NSW Police and community needs.	A strategy that validates investment.
Reputation	Build strategic relationships across the Federal, State and Local government social and commercial infrastructure portfolios to promote PCYC's reputation as a sport and recreation facility manager that delivers social, health and well being outcomes for youth and the community.	Funding and partnership opportunities.
Sustainable	Investigate options to expand the portfolio in areas that meet sustainability and emerging Police, youth and community need.	Up to 70 Clubs Camp Mackay.



# Strategic Outcomes

We will measure our success by the impact we deliver and the outcomes we achieve. We will have honoured our legacy if by 2027 we achieve...





A charity empowering young people  
through Police and community partnership

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