



Executive Brief

ORGANISATION:	PCYC NSW
POSITION:	Chief Executive Officer
CONSULTANT:	TBA
DATE:	June 2023

Position Details

Position Title:	Chief Executive Officer (CEO)
Location:	Level 2, 6B Figtree Dr, Sydney Olympic Park
Reports to:	Chair of the Board
Capacity:	Fulltime
Direct Reports:	Chief Financial Officer GM, Strategic Development & Assets GM, Club Operations GM, Programs & Social Impact GM, People & Culture GM, Brand & Philanthropy Head of Audit, Risk and Compliance Executive Officer, CEO

Organisation Overview

The Police Citizens Youth Clubs (PCYC) NSW is NSW's pre-eminent charitable youth organisation working with NSW Police, local communities, and the NSW government to help young people reach their potential. PCYC helps young people get active in life and develop their skills and character and helps reduce and prevent crime by and against them. For more than 86 years, PCYC has been building capability in the communities they serve across regional and metropolitan NSW. With a robust network of 66 clubs and centres across the state, over 100,000 members with more than 140 different activities, PCYC is the largest provider of sport and recreational facilities in NSW, delivering a wide range of sports, music activities, life skills, self-development projects, homework clubs and much more on a daily basis. Through their work, PCYC is equipping the next generation of Australians with the skills, and attitudes fundamental to navigating the challenges they face both today and in the future.

In 2022, PCYC launched their *Better Together 2022 – 2027* strategy with a focus on sustainability and accountable impact. They have set themselves an ambitious goal to have a network of 69 clubs, impacting over 10,000 young people through programs such as Rise Up, Job Ready and GRIT (Growth Resilience Intervention for Teenagers), targeting over 20,000 young people in early intervention and diversionary programs.

PCYC is at an exciting time in their evolution; with a dedicated Board, a proven track record for excellence in community engagement, and is well positioned as a leading charity to grow and expand their reach under the guidance of an emotionally intelligent and commercially astute leader.

Role Purpose

The Chief Executive Officer (CEO) of PCYC is a strategic executive leadership role critical to the achievement of the organisation's mission and goals. The CEO works closely with the Board to guide the organisation's vision and strategy, leading day-to-day operational management and maintaining a strong financial foundation to underpin continued growth, sustainability, and impact.

Importantly, the CEO champions delivery on PCYC's key strategic objectives – growing impact, driving sustainability, fundraising and philanthropic support and building on PCYC's reputation as a trusted youth organisation delivering measured impact.

The CEO has ultimate responsibility for the performance of the organisation, ensuring PCYC continues to be the organisation of choice for youth services, and a leading voice in NSW in relation to youth programs aid and related services.

Key Responsibilities

Leadership

- Provide clarity of mission and inspirational leadership to optimise performance, empower teams and embrace an integrated, focused, and united organisation.
- Role model PCYC's Mission, Vision and Values, ensuring they are maintained and are at the core of all the organisation's activities.
- Foster a positive, respectful, healthy, and safe work environment, reinforcing the legacy and culture of PCYC and its important relationship with NSW Police.
- Strengthen and motivate organisational member engagement and volunteering.
- Build the PCYC's profile and brand and actively market its programs, clubs, services, events, and activities.
- Serve as spokesperson and advocate for PCYC, including media representation.
- Lead an integrated partnership with NSW Police.
- Ensure PCYC's work is evidence based, underpinned by a Theory of Change, and ensure impact is appropriately measured and clearly communicated.

Strategy and Growth

- Work with the Board and leadership team to design, develop and articulate the strategic direction of PCYC.
- Lead and guide the development and implementation of each ELT portfolio's Strategic, Operational/Business and Risk plans within Board-approved timeframes and financial parameters.
- Enable growth by identifying business opportunities, designing, and developing new growth strategies aimed at achieving sustainable growth through diversified income streams.
- Prepare periodic reports on operational performance and progress against strategic objectives.

Financial Management and Business Development

- Work with the Board to responsibly manage regulatory compliance and PCYC's overall financial health; ensuring that expenditure is controlled in line with budgets as approved by the Board.
- Drive the organisation's financial strength through fundraising initiatives, including (but not limited to) funding from governments, corporate donors, and philanthropic supporters.
- Ensure ongoing review of resource allocation across the organisation to balance out the achievement of commercial and charitable objectives.
- Balance the competing demands of commercial success with those of a charitable mission along with the various stakeholder demands.
- Manage timely reports to funding bodies including the ATO, ASIC, ACNC and others, ready for the approval of the Board.

- Identify and manage operational and funding risks for PCYC, formulating strategies for managing and mitigating those risks.
- Drive operational efficiency, through customer focus and continuous improvement.

Stakeholder Engagement, Relationship Management & Advocacy

- Build and maintain a strong and aligned relationship at all levels with NSW Police.
- Communicate a clear vision of an engaging and relevant future for PCYC.
- Continually build on sound and mutually supportive and beneficial relationships with all stakeholders.
- Develop an advocacy and public relations plan to actively promote and market PCYC and its benefits to stakeholders and the community for impact.
- Represent and promote PCYC at relevant meetings, symposiums, and functions to build brand awareness and presence.
- Identify, lead and leverage opportunities for Government and corporate funding.
- Build and maintain a wide network of relationships across Federal, State, and Local Government; NFP bodies; Corporates and across Government departments that have any impact or association with youth.
- Ability to work closely with Government Ministers and Ministerial Officers

Governance, Compliance & Risk

- Ensure an appropriate compliance framework is in place across the organisation.
- Continually monitor and be aware of potential risks to PCYC.
- Ensure the Chair, and Board more broadly, are kept appropriately informed of operational risks and opportunities.
- Provide high-level executive guidance and advice to the Chair of the Board and Board Committees.
- Provide child safety leadership and support to protect all children and young people in PCYC in accordance with the Child Safety Policy, Code of Conduct, and related procedures and practices.
- Ensure all operations are carried out in compliance with the relevant laws, regulations, legislation and PCYC policies and procedures including:
 - Child safety
 - Work Health and Safety
 - Risk Management
- Promote a culture that is inclusive and fosters an open, transparent, and values-based approach to the objectives of PCYC.

Skills and Experience

- Commercially astute leader with a multi-dimensional approach, adept at leading a diverse, complex, dispersed and purpose driven organisation.
- Visionary, adaptive, and impactful leadership style in a collective leadership environment.
- Demonstrated success of strong communication and interpersonal skills, able to work effectively with the PCYC Board, staff, police, members, volunteers, media, and other external stakeholders.
- Results-oriented with a proven track record of increasing revenue by implementing growth strategies.
- A strong commitment to ensuring data driven, evidence-based decision making.
- Demonstrates a sound understanding of not-for-profit/for-purpose social enterprise principles and practices.
- Proven ability to work with a Board of Directors and strong knowledge of Good Governance Standards and Practice.
- Demonstrated experience and presence, and proven networks working across a blend of business, government, corporate and/or community groups.

- Experience in successfully leading a multi-dimensional business that achieves financial objectives and remains sustainable in a complex, partnership-driven business.
- Proven understanding of fundraising and ability to grow and diversify income sources.
- Strong operational and financial experience, able to understand sustainability and risk mitigation.
- Superior communication, stakeholder, and advocacy skills.
- Highly developed emotional intelligence able to lead and motivate diverse groups.
- Evidence of a strong and clear understanding of the needs of the PCYC community, NSW Police, and government relations.
- Evidence of successfully building and articulating clarity of mission.

Qualifications, Memberships, Licences:

- Relevant degree and equivalent experience in executive management, social/community services, education, finance, governance, or related field.
- Probity: Satisfactory completion and maintenance of Police and Working with Children's Checks.
- Current NSW Driver's licence and safe driving record.
- The ability to travel as required and frequently across the State.

Key Stakeholders

Internal

- Chair of the Board of PCYC
- Board Directors of PCYC
- NSW Police (Principally DCoP Regional, AC CPYC, Comd Youth Comd)
- Direct Reports
- PCYC Club Managers
- PCYC members (employees and volunteers)

External

- Government Agencies and Ministers
- Business Partners
- PCYC (Blue Light) bodies in other States & Territories and overseas as required.
- Corporate Partners, Funders and Suppliers
- State and Local Government Officials
- Industry Associations
- Media

PCYC NSW cares about keeping children and young people safe. Protecting and promoting the emotional, physical, cultural, and spiritual well-being of children and young people is central to all aspects of the operations and culture of PCYC NSW. PCYC NSW commits to creating and maintaining an environment where members act in the best interest of children and young people and has zero tolerance to any form of abuse.

Useful Links

[Better Together 2022-2027 Strategy](#)

[Annual Statement of Impact Report 2022](#)

[Annual Financial Report 31 December 2022](#)