A woman in a police uniform is sitting on a wooden bench, leaning forward and talking to a young woman who is also sitting on the bench. The scene is outdoors, with a wooden fence in the background. The entire image has a blue tint.

EMPOWERING YOUNG PEOPLE

Annual Report



POLICE CITIZENS
YOUTH CLUBS NSW

2016

A Long History of Dedication



The first Police Rotary Boys Club opened in a disused police lockup in Woolloomooloo on April 1 1937, following initiatives of Police Commissioner William J MacKay and the Rotary Club of Sydney.

Today there are 62 clubs across NSW and a workforce of approximately 850 full-time and part-time staff, 1500 active volunteers and 180 police officers.

PCYC is a company, limited by guarantee, which operates under the control of a board of directors. The board sets key policies and appoints the CEO to provide operational and management control. PCYC works in partnership with the Youth Command of the NSW Police Force and supports the work of the youth case managers in their work with young offenders and "at risk" youth.

Our mission is to get young people active in life, work with them to develop their skills, character and leadership and reduce and prevent crime by, and against, young people. PCYC is looking to build on its long history of community service with renewed focus on the engagement and development of young people as we prepare for our 80th year.

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GOVERNMENT HOUSE
SYDNEY

Message from

**His Excellency General The Honourable David Hurley AC DSC (Ret'd)
Governor of New South Wales**

In the 80th Anniversary year of the Police Citizens Youth Clubs (PCYC) NSW, I am delighted to convey a special message for the 2016 Annual Report.

This anniversary is, indeed, a cause for celebration. PCYC has been an integral and significant part of our community life in New South Wales through an extensive period of our history as a nation.

The PCYC reputation relies on the commitment to bringing young people and the community together in friendship, in sport and in guided activities across all areas of our State – from remote towns such as Walgett to inner Sydney Redfern.

The PCYC approach is unique and empowering, providing vital services, skills classes and facilities for young people and their families, and additionally, the dedicated guidance of NSW Police to young people who have offended or who are at risk of offending.

As our pre-eminent youth organisation, I congratulate you on another busy and fulfilling year as you work with young people to engage them in active participation, citizenship and leadership in our community.

I was delighted to open the new Auburn PCYC Club in June 2016 and witness outstanding youth initiatives in a multicultural region of Sydney that caters to members and families of very diverse backgrounds. I was also pleased to call in to Wagga Wagga PCYC for an impromptu fitness session on one of my regional visits!

As Patron of PCYC NSW, I congratulate you on 80 years of making a difference to the lives of young people in New South Wales.

**General The Honourable David Hurley AC DSC (Ret'd)
Governor of New South Wales**

Government House, Macquarie Street, Sydney NSW 2000
telephone: 02 9228 4111 | website: www.governor.nsw.gov.au

Chairman's Message



I have much pleasure in presenting the 2016 annual report for PCYC NSW, Ltd.

2016 was a year of transition and change as we farewelled our CEO Darren Black and welcomed his successor Dominic Teakle. I would like to thank Darren for his service and look forward to working with Dominic to develop a new strategy for PCYC to expand the mission and increase the reach of PCYC's positive impact on youth.

In the dawn of our 80th year, it is pertinent to reflect on 80 years of service and commitment of the NSW Police, Rotary and the community who have established such a significant legacy from which PCYC is positioned to be Australia's pre-eminent youth organisation.

PCYC achieved several major milestones in 2016, including the centralisation of accounts to continue our program of best practice management and the prudent sale of properties to provide the capital necessary to reinvest into new clubs with improved scale and quality of facilities. As you will see from this annual report, PCYC NSW and the police of the Youth Command have continued their remarkable track record of working with young people to get them active in life, prevent youth crime and provide young people with the skills, character and leadership to make positive choices.

It was also pleasing that towards the end of the year PCYC and the Youth Command came together to establish a new vision for PCYC to empower youth. In the coming year, PCYC will launch its five-year strategy to 2022. Central to this will continue to be empowering the youth of NSW to reach their full potential in partnership with the NSW Police Force and our local communities.

On behalf of the board I would like to thank our staff, police, volunteers, government, business and community sponsors and our thousands of donors at the state and local level who all contribute to making PCYC NSW one of Australia's most effective youth organisations.

Alex Harvey, Chairman.

Board Members

Chairman: **Alex Harvey** (from August 2015)

Alex Harvey is the executive chairman of Macquarie Group in Asia. He is also global head of principal transactions group in Macquarie Capital.

Alex was the first chief executive officer of Macquarie's operations in Asia where he was responsible for a business with more than 3400 staff across 14 locations.

Alex has more than 20 years' experience in the financial services industry across Australia, Asia, Europe and the US.

Before being appointed CEO Asia, Alex was global head of the telecommunications, media, entertainment and technology group in Macquarie Capital and a member of Macquarie Capital's operations committee.

Alex holds master of commerce and bachelor of economics degrees from The University of Sydney.

Director: Deputy Commissioner **Naguib "Nick" Kaldas** (to October 2016)

Nick joined the NSW Police Force Academy in 1981. He spent most of his career in organised and major crime investigations.

In 2007, Nick obtained his final rank of deputy commissioner.

Nick holds a masters degree in public policy and administration. He has been awarded five Commissioners' commendations, the Australian Police Medal, the Humanitarian Overseas Service Medal, the National Medal and clasp, the NSW Police Medal and the National Police Service Medal.

Director: Deputy Commissioner **Jeffrey Loy** (from October 2016)

Jeff is the Assistant Commissioner, Region Commander Northern Region.

He is currently the NSWPF Corporate Sponsor for Youth, a Commander for Pioneer Cadre, Counter Terrorism Command and a member of the NSW Police Force Women in Policing Strategic Group.

Jeff joined the Police Force in February, 1982 and has extensive investigation experience as a Detective in the Drug Law Enforcement Squad, Homicide Squad and Major Crime Squads. He then led proactive Target Action Groups in Northern New South Wales until appointed to Detective Inspector, Crime Manager, Shoalhaven. He continued his career progression and has previously been Detective Chief Superintendent, Director Operations, Professional Standards Command, Local Area Commander, Campsie, Far South Coast, Albury and Shoalhaven, as well as Commander, Forensic Services Group.

Director: **Errol Whiteley**

Errol currently works as a senior financial planner within the National Australia Bank. He is also a certified financial planner, which is the highest designation for a financial planner worldwide. Errol has been a member and volunteer for the PCYC movement for more than 40 years. In this time, he has moved from instructor to president and life governor of PCYC Blacktown, as well as a current life governor of the PCYC movement.

Director: **Ike Ellis**, APM

Ike Ellis retired from the NSW Police Force in 2000 at the rank of assistant commissioner and then as the director of safety and security for the Department of Education and Training in 2006.

He was responsible for the project development of the NSW police youth policy statement and for the introduction and training of youth liaison officers for the NSW Police Force. Ike was the chairman of the youth issues working party responsible for the implementation of the Young Offenders Act.

He was awarded the Australian Police Medal in the 1997 Australia Day honours list and was awarded the Police Commissioner's Olympic commendation and citation, in addition to the Deputy Commissioner's commendation for youth issues and the Defence Force medallion for Operation Gold Sydney Olympics. Ike has also held ministerial appointments to the juvenile justice advisory council, is a life governor of PCYC and is the ministerial appointment to the board of directors of PCYC NSW.

Board Members

Director: **Paul MacMillan**

Paul joined the NSW Police Force 1981. During Paul's 30-year police career, he performed roles in general duties and traffic and highway patrol before transferring to PCYC in 1990 as a senior constable performing PCYC youth programmer and club manager duties at several Sydney PCYCs.

He performed the role of education and research officer and zone commander for the youth command. Paul retired from the NSW Police Force in 2009 and, at the time of his retirement, held the position of inspector – state co-ordinator of youth command. After retiring from the police, he joined PCYC Mudgee. He has been the vice-president of the PCYC Mudgee advisory committee since 2010 and has been a board member of PCYC NSW since 2011. He worked with homeless youth with Barnardos for four years and continues to work in the not-for-profit sector with children and young people on a daily basis. He is currently working for the Samaritans Foundation in the Out of Home Care program.

Director: **Simone Deane**

In 1991, Simone was selected to be in the Australian gymnastics team and was chosen to represent Australia at the ninth World Gymnastrada in Amsterdam and the 10th World Gymnastrada in Berlin, Germany. Simone was a member of the PCYC Sutherland advisory council from 1999 to 2001. Simone has been back at PCYC Sutherland for the past two years volunteering and on the committee. She is currently studying a certificate IV in youth work.

Director: **Diane Scobie**

Diane has been a member of PCYC since 2003. She held the position of vice-president of PCYC Port Stephens from 2003 to 2013 and president 2013 to the present. Diane has served as a director since 2005. Diane has a life-long commitment to young people demonstrated through her career as a secondary school teacher and principal in the ACT, and continued through her involvement in PCYC as a volunteer in many aspects of the club. Diane has worked closely with club managers at PCYC Port Stephens on management and administrative tasks, providing them a sounding board for their ideas and club development scenarios.

Director: **James Dack**

James grew up in the Woolloomooloo area in a department of housing home with his mother and two siblings. He has been involved in the PCYC in various roles for more than 40 years – as a teenager being an active member of the historic Woolloomooloo PCYC and later committee member, vice-president, life governor and president.

After nine years working in the health sector James became a founding member of one of the largest and most successful real estate agencies in Australia. He left the real estate industry in 2014 to start his own private investment company to give more time to work in the community which brings him great satisfaction. His vast business and real estate experience is helping guide the PCYC into the future so that it will remain relevant and strong both financially and in its core youth membership.

Director: **Kim Schaefer**

Kim is a former serving NSW Police Officer (13 years) with 23 years' law enforcement experience and currently working for a commonwealth law enforcement agency. She was a Matilda representative (football) in both youth and senior teams from 1986-1992 and is now a volunteer football coach with programs that are inclusive of all youth (CALD and disability). She was appointed to the PCYC board in 2012.

Director: **Samantha Davis**

Samantha is currently working as a lead business analyst at the National Broadband Network. Samantha has been involved with PCYC Hornsby/Ku-ring-gai for 15 years as a volunteer, committee member, coaching and fundraiser. She has represented PCYC NSW in a number of capacities, including internationally at the One Young World conference. She holds a master of business (international management).

Director: **Josh Park** (from August 2015)

Josh has been involved with PCYC Sutherland as an employee and volunteer for more than seven years. He attended the Blue Star leadership program in 2012 and returned as a mentor in subsequent years. Josh has represented PCYC at the One Young World summit in Johannesburg and Dublin and graduated from the Rotary Youth Leadership Award program in 2015. In his spare time, he volunteers as a guide on overnight hikes and as a surf lifesaver at South Cronulla SLSC and is completing a bachelor of psychology degree at the University of Wollongong.



96

YOUNG PEOPLE

Successfully completed the Blue Star program in 2016

**CLUB
NUMBER 62**

was opened at
AUBURN

PCYC provides

MORE THAN

100

**DIFFERENT
ACTIVITIES**

**116 POLICE
PROGRAMS**

for youth at risk

KidzCare

attracted more than

66,000

ATTENDANCES

Chief Executive Officer's Report



It was a privilege to be appointed CEO of PCYC on October 31 2016. It is a humbling experience to have the opportunity to lead an organisation so steeped in a history of service to youth and community, working alongside the NSW police officers in the Youth Command. I look forward to the challenge and trust that I will be able to live up to and exceed the expectations that such a legacy provides.

I would like to acknowledge the work of my two immediate predecessors Chris Gardiner and Darren Black. Their work in establishing this unique but exemplar model of PCYC and Youth Command partnership is duly recognised and appreciated. I would also like to recognise and thank the dedicated police officers of the Youth Command - their work is critical to our mission and provides a backdrop of so many remarkable stories of young people changing the course of their lives.

2016 was a busy and productive year despite a number of changes in management. Consistent with PCYC values, the organisation's resilience shone through and 2016 marked a year of significant achievements such as:

- The opening of a new club at Auburn and the commencement of new club construction in Hornsby and Dee Why, while establishing the pre-conditions for construction of a new club in Wagga Wagga
- Successfully centralising the finance and accounting systems
- Successfully negotiating a new and improved digital services provider
- Successfully moving to a new mobile service provider with improved functionality and mobile phones
- Successfully outsourcing the day-to-day management of the vehicle fleet
- Major property improvements, asset management and audit that begins a concerted effort to contemporise and build facilities that attract young people and enable an expansion of programs and activities
- Improvement to digital marketing to improve functionality, expertise and visitation to PCYC's digital front door and the conducting of marketing camps to enhance the proficiency of staff
- Introduction of an online training system and volunteer training and induction
- Fundraising of more than \$10 million and more than \$4 million in grants while implementing a new fundraiser - the PCYC corporate golf day which raised \$33,000 for Blue Star.

Importantly, 2016 also marked a key milestone for PCYC with the respective leaderships teams from the NSW Police Youth Command and PCYC coming together to establish a vision for the organisation that will enable us to build on the profound legacy provided by NSW Police and the community nearly 80 years ago.

PCYC's vision to be "Australia's pre-eminent youth organisation working with police and the community to empower young people to reach their potential" provides the inspiration for the partnership between PCYC and the Youth Command to achieve our mission through expanded activities and programs across our network of clubs in the service of young people.

While 2016 was a year of significant change, we look to 2017 to consolidate a sustainable commercial operating model at each club. Charities face the same tough competition that other businesses do. PCYC needs to stand on its credentials for delivering exceptional programs and activities to achieve our mission, while ensuring our reputation for delivery is based on responsible, accountable and sustainable commercial practices.

As I look forward to 2017 to set a strategy for PCYC to deliver our vision and mission, I would like to formally recognise and thank the staff, volunteers and community of PCYC and the police of the Youth Command for their exceptional commitment and service to youth. I am energised by the challenges ahead to achieve the mission and establish PCYC as the pre-eminent youth organisation in Australia.

Dominic Teakle, CEO

Commander's Report



In conversation with the Commander

2016 was a year of growth and consolidation.

If you look at the eight clubs which were promised by the government, five of those clubs are now open and the sixth will be open in 2017. That means that youth command itself has grown.

With two officers per club, we've gone from 170 officers to just over 180 officers working with young people in NSW and that growth will continue with another two clubs to come in the future.

There are 40 school liaison police working in high schools around NSW and we are currently realigning the partnership with the school safety response unit with three officers attached to youth command but housed within the Department of Education.

Research

The NSW Bureau of Crime Statistics and Research published a study during the year which examined raw reoffending rates among young people in our programs, but a PCYC/Youth Command study currently underway in association with the University of Sydney will give us qualitative research on the impact that case management has on the young offenders and youth at risk with whom we deal.

Case management isn't as highly refined or structured across the state as we would like it to be and part of what we will examine is what is "best practice" when it comes to case management with the aim of creating modules for our case management so that when a young person is assessed as having risk factors that are able to be influenced, we'll have a set of tools there for our police case managers to address that risk factor. So, for example, it might be tendencies towards violence, so we'll have some anger management modules that will be age-specific and/or developmentally specific.

School liaison police

Around NSW, our school liaison police officers have been delivering messages that are crime prevention-focused.

Across more than 2000 separate classroom talks, more than 200,000 school pupils received advice and direction from our officers, particularly during 2016 in the area of cybercrime, sexting and the associated pitfalls for young people.

This program, in association with the Australian Federal Police, is unique in Australia and further details can be read in the focus on police programs later in this annual report.

Case management programs

During the course of 2016, police worked with 1575 young offenders or youth at risk.

Just under 1000 of those young people were case managed and many of those, along with another 600 young people, took part in 116 police programs across NSW.

Our definition of a police program is that it includes activity, a nutrition element and it must have an education component relevant to its crime prevention focus.

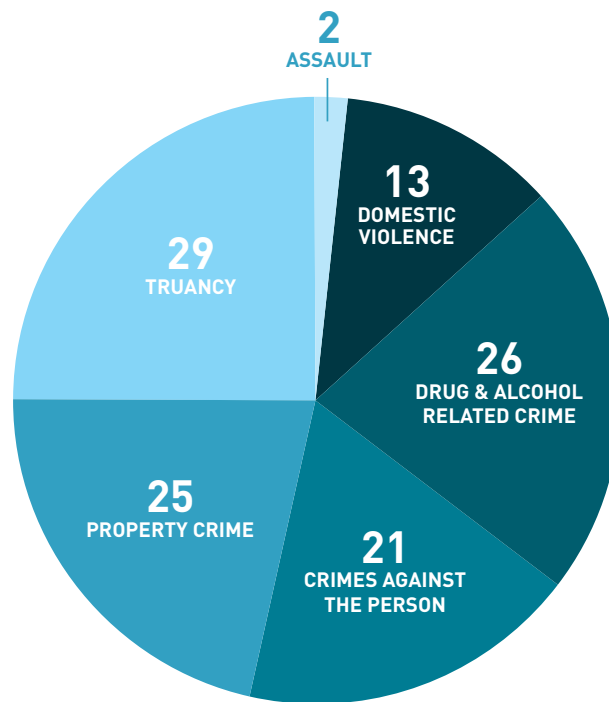
Nutrition is not necessarily just a feed, but teaching about food, hygiene, preparation and healthy lifestyles and, yes, it may well be to give them breakfast in those early morning programs. Hopefully, they also begin to make their own breakfast and then lunch to take with them to school.

The whole idea is that we're preparing them for a better educational start – getting them out of bed, getting them up and getting exercised and getting their metabolism going, giving them some nutrition so it keeps their body chemicals right for the day and then give them something healthy to take with them for school during the day.

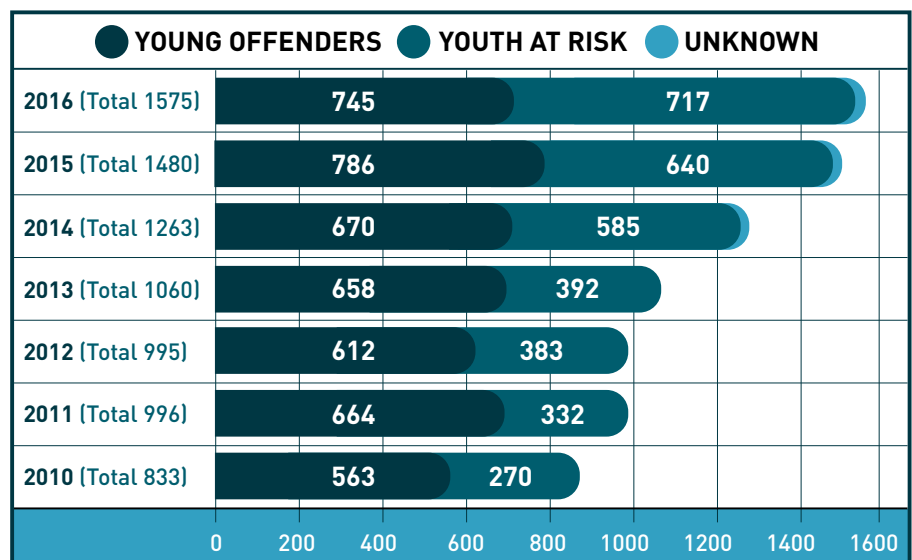
It gives them a much better chance of getting through a school day because their bodies are balanced nutritionally and concentration improved. We physically drop them at school in some programs – it is all about giving them the best chance to change their behaviour and prevent young people getting involved in crime.

David Scrimgeour, Commander, Youth Command

PROGRAMS FOR 2016



TOTAL - 116



Police Program Case Studies



TACKLING THE PERILS OF CYBERSPACE

PCYC NSW, through the youth command and its school liaison police officers, delivers a program to school children that is unique in Australia.

"Friends and Followers" is a program for students about social media and managing reputations online.

More than 200,000 students attended discussion sessions with school liaison police, covering topics such as mobile devices, privacy settings, cyberbullying, selfies, digital ethics and "reputation and your online CV".

Presentations, particularly in relation to "sexting" and other associated problems, focused on teaching resilience to young people, resistance to falling foul of cybercrime and making them aware of the consequences.

"Friends and Followers" is delivered in association with the Australian Federal Police, stemming from a national program called "ThinkUKnow [what your kids are doing?].

It was modified specifically for the NSW youth command because the NSW Police Force is the only one in Australia with a school liaison police unit capable of delivering the program through its 40 dedicated officers.

The program is reviewed annually to ensure officers are delivering the most up-to-date responses to the quickly changing world of cyberspace.



PCYC SUTHERLAND GRIP – GRAFFITI REMOVAL AND INTERVENTION PROGRAM

The graffiti removal and intervention program was conducted at PCYC Sutherland and 25 young males successfully completed the program with a total reduction of 91 per cent in malicious damage offences/graffiti for the group.

The GRIP program aimed to educate and provide a work environment where young people caught for graffiti crime or possessing graffiti implements participate in a 12-hour program.

The program was conducted for three days over three weeks and involved four hours of face-to-face education after school, as well as a graffiti paint-out day.

A youth case manager first discussed the crime, explained the program and its outcomes and delivered education through five DVDs and accompanying worksheets.

The next session of the program involved graffiti removal and paint-outs for about six hours. A group of three to six young people can participate in one program and the small number supports intervention strategies and opportunities to engage with the group to work on prevention strategies for the future.

The third session of the program was about self-reflection and behaviour modification. The group then completed the final program evaluation and were encouraged to continue involvement with their local PCYC club.

Police Program Case Studies



PCYC CITY OF SYDNEY 'CHAMPS IN YOUR CITY'

This project was developed by Senior Constable Diana Ucles after meeting with City of Sydney Council and local youth agencies from the Woolloomooloo area.

A need was identified to establish a program where regular involvement of local police and the community could help tackle serious bullying and assaults among girls in the area.

The program was based on three components:

- Fitness – the girls aged 12 to 17 completed a structured program with a boxing trainer, teaching them self-defence, discipline, teamwork, respect, fitness and a healthy lifestyle.
- Nutrition – healthy options were provided during and after the training
- Education – during the program, education modules were also presented by the youth case managers and school liaison police, consisting of bullying, anger management, alcohol use, schooling, relationships and policing.

The program ran once a week and exceeded its attendance with approximately 20 young people attending the program. Five were case-managed young offenders, who displayed a considerable improvement in their awareness in relation to bullying and assaults.

No assault offences were committed by the participants during the entire program and the girls built up their skills in self-defence and teamwork and increased their discipline and respect for themselves, as well as others.

Australian female martial arts star Nadine Champion attended the program and gave a practical demonstration and instruction to the girls, along with a motivational talk.



PCYC SINGLETON AVENUES TO ARMY

The Avenues to Army program targeted malicious damage by case-managed young offenders and youth at risk in the Singleton and Muswellbrook areas.

The program represented the successful development and evolution of the former Singleton Army Base Phoenix Program, but was especially targeted at employment and modern issues such as self-esteem and capacity-building.

The program participants were identified through case management and local schools.

It provided the participants with an overview of the career opportunities and pathways into the Australian Defence Force, as well as the physical and educational requirements for defence force entry.

The participants obtained a formal qualification in the building and construction industry (white card) and undertook a workshop on improving self-esteem.

Police Program Case Studies



PCYC WAGGA WAGGA YOUTH EDUCATION PROGRAM

Our youth case managers from PCYC Wagga Wagga were approached by Wagga Wagga local area command to assist in addressing a spike in stealing and break and enter offences involving young offenders, some believed to be as young as six years old.

The program ran one day a week targeting 10 young offenders who were brought to the PCYC club and received presentations from LAC police, Juvenile Justice, Housing NSW, Greater Southern Area Health Service and Aboriginal elders.

The presenters spoke to the youth about the penalties, consequences and costs to the community associated with breaking, entering and stealing.

The young people then helped with the preparation of lunch before finishing the day with a sporting activity – a different one introduced each week.

Seven out of the 10 young people achieved the designed reduction in offending of at least 55 per cent.



PCYC KEMPSEY - HEALTHY MINDS PROGRAM

Eleven high-risk offenders were involved in the Healthy Minds program run by Senior Constable Adam Fathers.

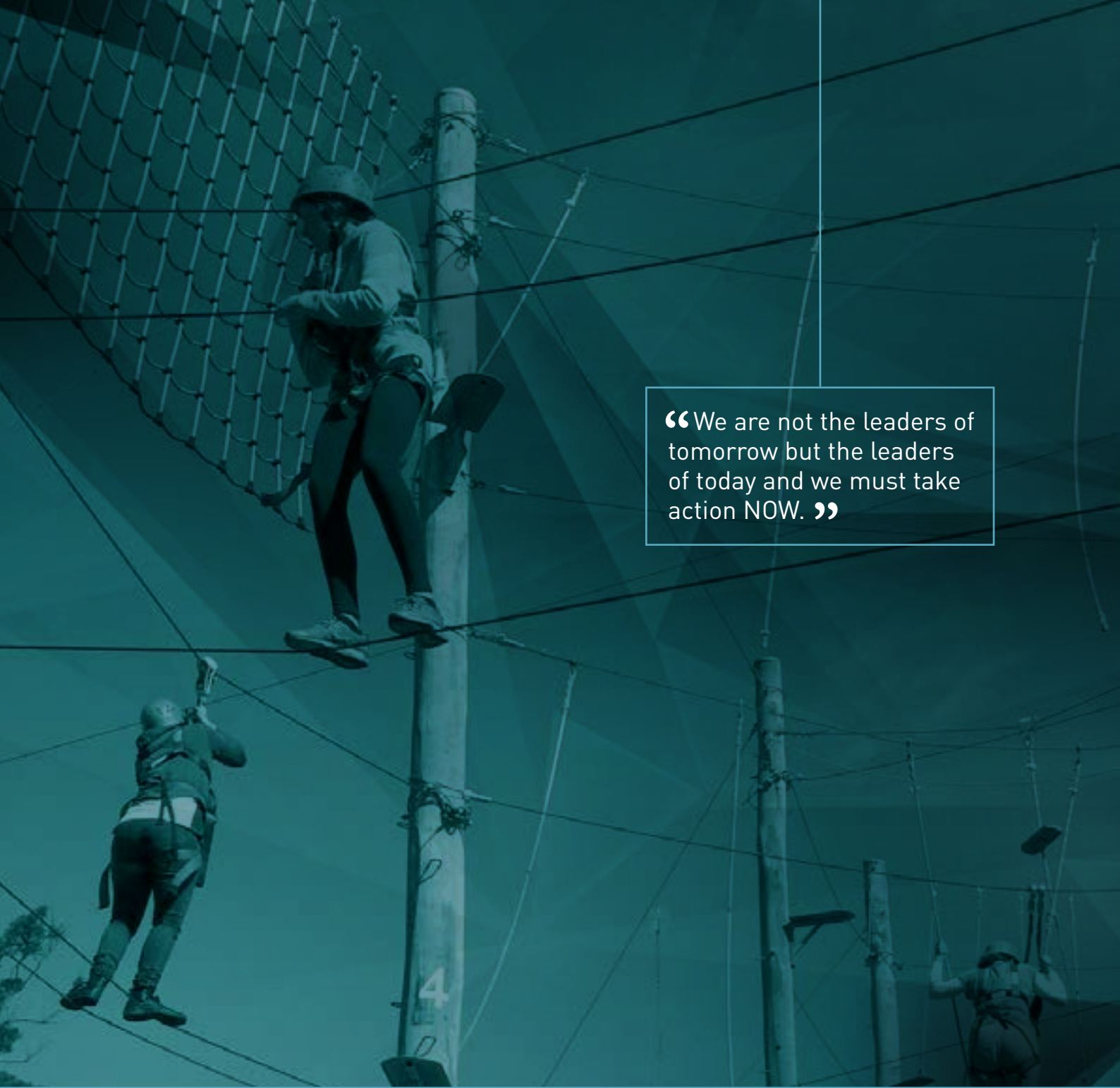
They were involved in boxing and exercise activities, crime prevention talks and cooking and nutrition sessions. The program was supported each week by retired magistrate Wayne Evans, who shared life experiences and court room scenarios, and representatives from Rotary.

Talks were also delivered on drugs and alcohol, domestic violence, assault legislation, social media, cybercrime and the one-punch legislation.

The program targeted assaults, violence and offences against people.

In the six months prior to the program occurring, the participants committed a total of 24 offences. During the program, this figure was reduced to 12, a 50 per cent reduction in recorded offences.

It was considered that Senior Constable Fathers did an excellent job recruiting high-profile people in the community to address the needs of some of the most serious juvenile offenders in Kempsey.



“We are not the leaders of tomorrow but the leaders of today and we must take action NOW.”



Our Youth Representatives Report



In 2016, the two youth leaders who represented PCYC at the One Young World global forum in Ottawa, Canada, were Emillie Cullen from PCYC Taree and Corey Phillpott from PCYC Sutherland.

"One Young World is a four-day, awe-inspiring, emotional and absolutely brilliant youth summit," Emillie said.

"We have listened to delegates speak about issues that face our communities, including climate change, gender equality, LGBT rights, entrepreneurship, the rights of those with disabilities and have listened to those who need our help to combat terrorism and extremism.

"These are just a few topics that were covered and all left me mentally exhausted from trying to absorb everything...but I wouldn't change it for the world.

"We were told that we are not the leaders of tomorrow but the leaders of today and we must take action NOW.

"Previous One Young World ambassadors have gone out within their communities and have made that change. I hope that I can do the same."



Our 2017 youth representatives were selected from the Blue Star leadership group of 2016. Francis Elliott-Rudder (PCYC Wagga Wagga) and Kaitlin Lawlor (PCYC Tamworth) were awarded those roles. Their dedication and commitment to their local PCYCs, as well as their growth and development through our Blue Star citizenship and leadership programs, was remarkable.

They will be returning as mentors to each Blue Star camp in 2017. They will attend PCYC NSW board meetings and will also represent PCYC NSW at the One Young World summit which is being held in Bogota, Columbia in October. They are both still active members of their local PCYCs, and will assist at other events, including Nations of Origin.

PCYC Boxing Academy



In a busy 2016, PCYC boxers gained some of the best international results in recent history, and further cemented their outstanding reputation within the boxing community, with a development program that continues to support all PCYC clubs, coaches and boxers.

Kaye Scott (PCYC Hornsby/Ku-ring-gai) and Anja Stridsman (PCYC Umina Beach) gained selection in the Australian team to compete in the 2016 AIBA Female World Championships in Astana, Kazakhstan. Kaye had a remarkable tournament, winning Australia's first-ever silver medal at a world championships in the 81kg division. She has represented her country numerous times with distinction, including the Glasgow Commonwealth Games, but found a new level in Astana, where she could easily have taken the gold medal with some more luck. It was a fantastic reward for Kaye, whose strong will and dedication has been the backbone of many NSW and Australian teams in the past.

Anja Stridsman was also very impressive in Kazakhstan, stopping her first opponent from Croatia. Stridsman's second round bout was against the might of Russia, and despite a decisive first round and the most even of bouts, Stridsman was unable to get the decision from the highly fancied opponent.



Young Sam Goodman, a relentless and determined boxer/athlete from PCYC Sutherland, went to St Petersburg Russia for the 2016 AIBA Men's Youth World Championships with a very clear goal - he wanted a medal. This tournament was a massive gathering of tomorrow's superstars, and Sam was thriving in it, winning all of his preliminary bouts with style and flair. He was very confident going into his semi-final match against boxing powerhouse Kazakhstan. It was not to be, however, and despite Sam having some great exchanges and looking to be the more skilled boxer, the Kazakhstani boxer won a very tough bout. Sam had won a bronze medal, though, and was a clear leader among the young men, in his attitude and behaviour as part of the Australian team.

All three Australian representatives in 2016 were great examples of how PCYC gets it right. Their coaches, Danny Fleming (PCYC Hornsby/Ku-ring-gai), Sean Fitzpatrick (PCYC Sutherland) and Luke Phipps (PCYC Umina Beach) showed amazing commitment and passion to develop their boxers to elite world class levels, while still maintaining a boxing program that was focused around community engagement.

Likewise, all three boxers were an indication of the success the PCYC Boxing Academy has been in assisting these coaches at club level to develop and support their young achievers.

The academy ran a very successful nine-day camp up in Queensland in 2016, combining training with competition. We were able to expose many of our younger academy boxers to some of the very strong gyms, as well as secure the team some tremendous competition at two different tournaments.

At the Australian championships held in Queensland, there were again many outstanding performances. Sam Goodman and Kobe Rugless (PCYC Redfern) were clearly dominant in their gold medal performances.

PCYC club tournaments continued to be a great platform for grass roots development, and vital fundraising. Clubs that ran tournaments in 2016 included Umina Beach, Parramatta, PCYC academy, Shoalhaven and Kempsey. PCYC clubs also hosted NSW titles and selection events for Boxing NSW. These PCYC tournaments are a vital framework for our boxing community to develop and expand the sport.

PCYC Gymnastics Academy



OUR GYMNASTICS EXCHANGE

Since 2012, PCYC NSW has had a reciprocal training and coaching relationship with the renowned Danish Academy of Physical Fitness in Ollerup.

For a year until July 2017, PCYC Taree has been hosting academy member Louise Mose for coaching instruction of PCYC members in Taree and from around the state.

As part of the partnership, Ivan Jarvis from PCYC Taree and Ashley Cox from PCYC Dubbo trained and honed their skills in Ollerup during 2016.



PCYC ON THE WORLD TOUR SCHEDULE

PCYCs in remote, country and regional communities hosted members of the elite national Danish gymnastics performance team (NDPT) for a series of workshops and performances in October and November 2016.

The NDPT consists of 28 selected and highly skilled gymnasts from all over Denmark. The athletes are 19 to 28 years old and they participate as volunteers.

They spent three weeks undertaking a similar program at the PCYCs at Newcastle, Taree, Dubbo, Orange, Bourke and the remote community around PCYC Walgett with up to 400 people attending their performances.

The national Danish performance team has toured the world since 1994 and is renowned around the world for its inspiring workshops, dazzling shows and performances. More than two million people from nearly 60 countries have seen their shows and PCYC was thrilled to be part of the international tour.

PCYC Programs and Activities

While PCYC's high-profile boxing and gymnastics academies continue to produce national and international champions and provide a sporting outlet for thousands of young people, many other sports and activities are producing the champions of today and tomorrow and cementing their place as a valuable community asset.



A FOUNDATION ACTIVITY

PCYC continued to expand and improve its gym and fitness programs and facilities across the state in 2016.

Notable launches of Gym + Fitness facilities occurred at PCYCs at Coffs Harbour, North Sydney and the new club at Auburn. Significant refurbishment of gym facilities was completed at PCYC City of Sydney and begun at PCYC Maitland.



OLYMPIC STANDARD

Zubin Weightlifting Club within PCYC Blacktown is that area's only Olympic weightlifting club and its reputation and that of the PCYC as a centre of sporting excellence boomed during 2016.

The club now has a state and national junior gold medallist and a senior state and national silver medallist in its fold.



WELLINGTON WONDERS

PCYC Wellington teenager Alexandra Lindsay (pictured above in white) achieved the national title for her division in the Australian judo nationals in June and gained the number one national ranking.

She was selected to represent Australia as part of the "Next Generation Judo" training program in Tokiwa, Japan. Only one player from each division was selected for the exclusive under-18 training course.

The 2017 judo cadet world titles are next in her sight.

PCYC Programs and Activities



JIU JITSU SHINES IN ARMIDALE

PCYC Armidale's Brazilian jiu jitsu fighters achieved a massive tally of medals at the Queensland state championships.

Twenty-one competitors fought it out under the training of Brazilian-born Felipe Faria, and came home with nine gold medals, 13 silver and three bronze.



WATCH THESE JUNIORS

PCYC Fairfield/Cabramatta's junior table tennis stars, 15-year-old Alex Lee, 11-year-old Hwan Bae and eight-year-old Won Bae clean-swept the singles titles at the 2016 NSW junior close table tennis championships.

The three boys replicated the good form they had shown at the earlier 2016 Australian junior table tennis championships.

Representing NSW in the under-15 boys' A team, Alex carried his team to victory by winning 100 per cent of his team matches and then went on to claim another gold medal by winning the under-15 boys' singles event.

Ranked number one in the under-15 boys' team order of merit, winning two gold medals and one silver medal, Alex was awarded "best player" for under-15 boys' age category.



A NEW DISCIPLINE EMERGES

PCYC NSW is constantly evolving to suit the times and passions of its members and 2016 was no exception.

During the year, several clubs took advantage of a new state-approved activity – parkour.

From Armidale to Coffs Harbour, South Sydney to Auburn, hundreds of teenagers, mainly boys, have been embracing the new sport enthusiastically

Using only their bodies to navigate obstacle courses, parkour takes in running, climbing, swinging, vaulting, jumping, rolling and other movements, providing a swift and challenging athletic exercise.

Driver Education



PCYC continues to be the largest provider of driver education programs in NSW. The driver education portfolio of the traffic offenders intervention program (TOIP) and the Safer Drivers Course for Learner Drivers continues to make considerable inroads around driver safety and the promotion of safe and low-risk driving messages.

In 2016 more than 14,200 people heard PCYC road safety messages.



ROAD REALITIES

Road Realities has been revamped over the past couple of years with programs continuing to be delivered for the tertiary and corporate market. Educational, hard-hitting and real, the new Road Realities program further expands the driver education message to an even wider community audience.

SAFER DRIVERS COURSE FOR LEARNER DRIVERS

The most crash "at risk" time for any driver is the progression from their learners' permit to a provisional licence. The first six months of driving solo is when young drivers are most vulnerable. The Safer Drivers Course for Learners Drivers is a world-first course designed to spread the word that driving at a low risk is easy to achieve, life-long and does make a real difference to young driver safety.

PCYC is an approved provider across all seven delivery regions in NSW. From delivery of the first course in July 2013, PCYC has continued to be a top-two provider of this important Transport for NSW and Roads and Maritime Services initiative.

Along with our partner organisation the NSW Driver Trainers Association, PCYC's delivery of the course has grown steadily since its introduction. Some of our milestones include:

- **First course at PCYC Campbelltown on July 22 2013**
- **32 locations established in 2013**
- **49 locations by the start of 2015**
- **10,000th PCYC safer driver at PCYC Campbelltown on August 22 2015**
- **15,000th PCYC safer driver at PCYC Sutherland on June 25 2016**
- **64 locations in 2016**

In 2016, the Roads and Maritime Services introduced the disadvantaged learner initiative. This initiative provides 1000 fully subsidised Safer Drivers places annually for disadvantaged learners across NSW. This course fee exemption helps to improve access to the course for learners with limited financial means. Thirty learners were enrolled in the course in the second half of 2016.

Just under 6000 young drivers were trained in safer driving during 2016 and the milestone of 20,000 young people is expected to be reached early in 2017.

PCYC | POLICE CITIZENS YOUTH CLUBS NSW

TOIP Traffic Offenders Intervention Program

The traffic offenders intervention program continues to change lives.

As an educational and experience-based program, TOIP continues to challenge driver preconceptions on key areas of road safety and safe driving.

TOIP addresses the reality of the impact of road trauma through factual and challenging sessions. Ultimately, the purpose of TOIP is to reduce the number of traffic offences by providing TOIP participants with appropriate and relevant information on road safety and low-risk driving.

PCYC continues to be the largest approved provider of TOIP programs with more than 8000 participants at 55 locations across NSW.

In 2015, the Department of Justice announced a review of TOIP in conjunction with Transport for NSW. The review centred on TOIP program legislation, curriculum and operating guidelines. The outcome of the review is expected in 2017.

In 2016, a further referral pathway for TOIP was opened up with the introduction of the increased traffic offender penalties (ITOP) scheme.

TOIP



Unrestricted licence holders who exceed their demerit points twice in five years are now required to re-sit and pass the driver knowledge test. On successful completion of the driver knowledge test, ITOP participants are then required to attend a TOIP program. On successful completion of TOIP the driver has his/her licence suspension lifted and can return to driving.

Research by the Centre for Road Safety has shown that the presence of illegal drugs is involved in the same number of fatal crashes as alcohol.

The mobile drug testing campaign started in November 2015, and in 2016 PCYC had triple the number of TOIP referrals from prohibited drug offences. While still only a small proportion of overall referrals, TOIP will continue to do its bit to reinforce the message of safe and low-risk driving and the dangers involved in taking illegal drugs, or drinking alcohol, and driving.

Distractions such as mobile phone use while driving continues to be a growing problem. From July 2014 to June 2015, 35,300 fines were issued for using hand-held mobile phones while driving.

TOIP also educated participants on the dangers of using mobile phones either hand-held or hands-free. From the increase in reaction time to the salient effects on driving, distractions have a big impact on driver and passenger safety on our roads.

At the invitation of our sister organisation PCYC Canberra, PCYC NSW also began TOIP classes in the nation's capital in June 2016.

All PCYC driver education programs continue to receive good consistent feedback from participants as to the programs' values and effectiveness.

"All drivers should be required to do this course" continues to be common feedback. Whether our participants attend Safer Drivers, TOIP or Road Realities, PCYC driver education programs continue to change lives, instil safe and low-risk driving behaviours and improve driver and passenger safety – one participant at a time.



Community Engagement



NATIONS OF ORIGIN

2016 was another big year for PCYC's annual Nations of Origin event. The event focuses on reconciliation, education and cultural identity through sport and leadership. Ninety-two teams competed in the Hunter region tournament from July 12 to 14. For the second consecutive year, the football fives tournament was held in Lake Macquarie and rugby league tournament at Raymond Terrace. This year's inaugural Nations of Origin netball event also took place in Raymond Terrace.

Annually, more than 1000 young people and their support teams travel from across NSW and the ACT to participate in the event as players, mentors and volunteers. All teams competed representing their Aboriginal nation wearing jerseys that were designed locally featuring their nation's totem. All sporting teams consisted of indigenous and non-indigenous youth with a ratio of 70:30 in the formation of the teams. There were 27 Aboriginal nations from across NSW represented, with 92 teams competing across the three sports and attending the cultural evening held at Murrook Cultural Centre.



In addition to this year's event, 26 participants from Nations of Origin were selected to take part in further development opportunities with NSW Rugby League and 50 participants attended Blue Star camps and various other PCYC leadership opportunities. Blue Star leadership and citizenship participants also attended the event for the first time and took part as lead volunteers in all aspects of the Nations of Origin event operations.



SAY (SAFE ABORIGINAL YOUTH) PATROL

SAY Patrol successfully operated at Bourke, Kempsey, Taree and Newcastle in 2016 with more than 18,200 young people taking part.

The program operates on a Friday and Saturday night and is funded by the Department of Justice. The program focuses on the transportation of young Aboriginal people on the street at night to a safe home or safe activity. In 2016 there was a particular focus within the program for providing activities aimed at introducing youth into programs at their local PCYC club on Friday and Saturday evenings in addition to safe transport home.

Community Engagement



REAL PROGRAM

The early morning REAL (respect, education, assertive leaders) program was run in Walgett and Taree. The fitness and leadership program is designed to address crime-related issues and disengagement from education in young indigenous youth at risk. The program aims to increase self-esteem, discipline and confidence of the young people and to improve school retention through the development of positive relationships with NSW police, PCYC, community and school.

In Walgett, school attendance by participants increased by 23 per cent.



TARGETED FUNDING

PCYC again provided funding to clubs to enable various engagement programs. Programs funded for 2016 had an emphasis on engaging young Aboriginal people into clubs to participate in programs with a focus on healthy lifestyle, fitness and well-being, school engagement and Friday night activities.



100 POINTS CLUB - WALGETT

PCYC Walgett, in association with the Walgett Community College in which it is located, developed a program aimed at increasing school participation through a school attendance strategy plan called the 100 Club. Students gain points by attending the REAL program on a Monday, Wednesday and Friday, as well as attending school each day and completing school activities.

Students who succeeded in reaching 100 points were rewarded with an educational and self-development trip to Sydney. Through the REAL program, a basketball competition was set up with students picking their teams and competing before breakfast. Forty students were on track to attend the 2017 Sydney trip which would include a training day with the Wests Tigers rugby league team, a trip to Bondi Beach, the opportunity to attend the tribal warriors indigenous dance groups performance at the Sydney Opera House, a day at Wet 'n' Wild and bowling and laser tag.

Community Engagement



SAY PATROL - KEMPSEY

Safe aboriginal youth (SAY) patrol was a key part of PCYC Kempsey's operations. Run on Friday and Saturday nights and catering for up to 100 young people per night, participants came from disadvantaged areas in Kempsey and surrounds. The primary focus of SAY Patrol is to provide a safe environment for young people to interact and to learn new social and life skills and, most importantly, to just have fun.

It is a program designed to prevent crimes by and against young people and has had a significant impact on juvenile crime figures in the local area command. Participants are bussed to the club by staff where they participate in team and skill-building activities such as basketball, netball, cooking, craft and table tennis. One of the most popular activities is the healthy eating program which involves SAY participants learning about food safety and hygiene and healthy eating on a budget. Students prepare and serve food for their peers and children eat a meal together with staff and volunteers.



VISION PROGRAM - KEMPSEY

Vision program is a Benevolent Society-funded school engagement program designed and run by PCYC Kempsey. It is for predominantly Aboriginal students who are disadvantaged and disengaged from school through circumstances out of their control, including family violence, substance abuse, economic disadvantage, having a parent incarcerated, or self-esteem issues.

It is designed to give the children a feeling of belonging, both among their peers and at school, as they improve their attendance, literacy and numeracy levels.

Children of primary age are picked up from their home by club staff in the mornings and brought to the club for a fun fitness class. They then shower, have breakfast, pack their lunch and are dropped to school on time. On alternate days they are picked up from school in the afternoon and read with staff, are helped with their homework in the club's homework centre, play some games, have a meal and are dropped home.

The program began in the second half of 2016 and received overwhelmingly positive feedback from the community and the Benevolent Society, which has committed additional funding to the project.

It has proved a very rewarding experience for the children involved, their families and PCYC staff.

KidzCare



PCYC's quality and affordable after-school care and vacation care program nurtures and supports children's development, providing time for homework, time to relax, educational activities and a healthy snack.

Open in 26 locations for vacation care, with 12 after-school care services operating across NSW, more than 66,000 children came through our KidzCare doors in 2016, an increase of 15,000 on 2015.

In a saving for many families, the cost for special excursions and presentations was rolled into the daily price, meaning no out-of-pocket expenses for families claiming the child care benefit and rebate. This increased both attendances and income from the previous year.



PCYC Parkes' KidzCare dramatically improved its previous assessment and rating and was the first PCYC KidzCare to receive an "exceeding national quality standard" rating on one of the seven quality areas.

Overall, attendance increases across the state also meant larger spaces to run KidzCare. Notably, PCYC Griffith's KidzCare moved from the club into a nearby local school because of its popularity. Newcastle and Kempsey will begin after-school care in 2017 and new services will be established in Orange and Cessnock.

Every children's service has to have its own fluffy toy, and PCYC launched its KidzCare mascot "Billy Mac", a nod to PCYC founder, police commissioner William MacKay. Billy Mac was out in full force at the PCYC state conference in Port Stephens in June, and has since travelled to many of our clubs promoting KidzCare in the local community.



Blue Star



PCYC's flagship Blue Star citizenship and leadership programs continued to blossom in 2016 with more than 100 young people taking part in activities, camps and courses.

Blue Star camps were run at the Myuna Bay sport and recreation centre and at the Sydney Academy of Sport at Narrabeen. These facilities complement the programs significantly because of the ability to organise activities and challenges that work specifically on teambuilding elements, communication, problem solving and leadership. There were also a number of activities that challenged the groups on an individual level – pushing personal boundaries, overcoming fears and building mental strength.



There were 96 young people referred to our Blue Star programs in 2016. Of those, 74 attended our Blue Star citizenship programs, with 49 successfully graduating. Meanwhile, 13 young people who had completed Blue Star citizenship in 2015 moved into the Blue Star leadership program in 2016 with 10 successfully reaching the higher level.

Nominated by and voted for by their peers, Blue Star supervisors and police, our 2017 youth representatives, Francis Elliott-Rudder from PCYC Wagga Wagga and Kaitlin Lawlor from PCYC Tamworth, were selected from the Blue Star leadership group of 2016.

Blue Star provided many opportunities outside the formal camps and programs for our young people, including welcoming 87 into our clubs as volunteers. After the July Blue Star camp, a mix of citizenship and leadership participants helped as volunteers at the Nations of Origin tournament.

Another combined group attended the Speak for Yourself Youth Summit at the Sydney Opera House, participating in the consultation and creation of a "Charter for children and young people engaged in decision-making". This has resulted in enthusiasm for a PCYC NSW youth committee, and the formation of such a group will be considered in 2017.



PCYC also linked in with the Outward Bound organisation for a combined camp in October, which further stretched their fortitude and dedication.

On completion of each two-camp citizenship program, participants earned their first aid certificate and certificate I in active volunteering. Both camps included hiking with an overnight stay in tents, learning sessions on citizenship and recreational activities that challenged them both in a team environment and on an individual level. They met other young people from around the state in a fun and safe environment, forming new friendships that will last well into the future. Participants may also use the experience to qualify for the Duke of Edinburgh bronze award.

At each camp, the supervisors include police officers, PCYC club managers and staff and previous Blue Star participants returning as volunteer mentors.

Blue Star leadership participants were required to carry out an activity and/or project within their local club, completing a minimum of 30 hours of volunteer work.

Examples of activities included a very successful open day/fundraiser at PCYC Tamworth and the introduction of archery to PCYC Wagga Wagga which has since become extremely successful.

Through Blue Star, our young people will continue to build positive relationships with our police, PCYC managers and staff, while also contributing to their local communities through their involvement at their club.

Clubs

PCYC NSW's unique club structure offers security, safety, flexibility and a welcoming hub for the whole community.

More than 100 different activities are available in clubs throughout the state, with programs developed and sports and recreational pursuits tailored to each suburb and township in which a club operates. This ensures that communities are served as most appropriately and as economically viably as possible by their PCYC club.

The protection of our members and guests, particularly those under 18, is of utmost importance, and every PCYC staff member (full-time or otherwise) and volunteers must pass police and (if 18 or older) working with children checks before they are allowed entry to a club.

In addition to this, venue users and their staff and volunteers, canteen staff, contractors and Safer Driver professionals and anyone else involved in activities with children must also pass working with children and police checks. Those people who aren't involved in working with children are, nevertheless, required to pass a police check.

Club members are also issued with their own membership card (which can be used to gain entry to any club in the state). Cards must be scanned at reception for each visit as an additional way of ensuring each of our centres is well supervised and "risk compliant".

Through the employment of club staff and police officers, our clubs network injects more than \$25 million into local economies, half of which are in regional and rural NSW.

Coupled with the delivery of activities to more than 92,000 members and the charitable involvement of more than 1500 volunteers, it can be seen that the PCYC club network provides a remarkable service to the people and communities of NSW.

Throughout the year, our clubs network, through our regional general managers, club managers and their committees, constantly sought ways to improve, refurbish and expand clubs, with the following four case studies demonstrating work which is being undertaken right around NSW.



PCYC AUBURN

PCYC Auburn opened on April 15 2016 and by December had reached 2365 members, with 76 per cent falling within the youth age bracket.

Programs that have been particularly successful include:

- gym + fitness: 300 members;
- gymnastics up to 300 visits per week;
- school holiday camps more than 500 registrations in the final school holidays alone;
- multisport program more than 100 visits per week;
- nearly 200 school sport visits per week; and
- completion of the club's first police program in term 4 2016.

PCYC NEWCASTLE

A grant of more than \$30,000 enabled extensive remodelling of the PCYC Newcastle reception area and an adjacent room to create a new "youth hub" – a safe, modern and supervised space offering a wide range of activities for young people, enabling them to "hang out", do homework, use technology and play games and participate in PCYC activities.

PCYC Newcastle has more than 1300 youth members and the new zone, taking advantage of the club's free Wi-Fi, has computer access, PlayStation and Xbox setups, free-to-air and cable television, pool and other games and study/meeting desks and lounges.

The overall "first impression" on entering PCYC Newcastle is now a vibrant and welcoming space, not just for young people, but for any member, freshly painted with polished concrete floors and the historic "Federation of N.S.W. Police Citizens-Boys Clubs" floor logo reinstated as a nod to the club's history as the third PCYC established in NSW.

In 2017, a "coffee cave" will be constructed to offer further hospitality to members and visitors.

Clubs



PCYC BLACKTOWN

This club continued to improve its standing in the community through the hard work of its passionate staff and volunteers.

Membership numbers increased by 15 per cent, with membership and activity costs kept low due to the socio-economic stress that is already placed on families and people within the community.

There were many highlights for club activities, including boxing where classes averaged 35 participants in the open classes and 10 in the junior classes consistently. The activity remained on the rise with achievements in growth in memberships, registered amateur fighters and NSW state title achievements.

PCYC Blacktown broke new ground by engaging for a full year with two local schools – Coreen Junior and Senior School and Kings Langley Primary School, bringing a new dynamic during day operations with the club coming to life from early morning during school weeks.

Practical improvements included:

- repainting of education room, dance room, club manager and YCM offices, basketball office and multipurpose room upstairs;
- the painting of inspirational artwork throughout the complex, including Michael Jordan (basketball hall), Mohammad Ali (external), Nelson Mandela (education room) and Paris Gobel (dance);
- a revamp of the front and rear outdoor areas with new paving, garden beds and seating and installation of CCTV for added security and monitoring; and
- purchasing of a new boxing ring and flooring.



PCYC BATHURST

Child protection and the safety of members and visitors were at the forefront of improvements to PCYC Bathurst.

Making the club's activity spaces as open and safe as possible for young people resulted in knocking down a foyer wall and opening up the activity hall allowing viewing straight into the gymnastics court.

From the moment people enter the club, they are able to see that it is about young people and activities. A security camera system was also installed throughout the club.

New seating and other furniture, improved lighting, sliding doors to allow the foyer to be airconditioned and refurbishments to the foyer cafe further enhanced PCYC Bathurst's reputation as one of the city's top sporting, recreational and community facilities.



REGISTERED TRAINING ORGANISATION (RTO) AND THE PCYC INSTITUTE.

PCYC's professional training services expanded their scope in 2016, adding a diploma of leadership course and certificate IV in training and assessment involving both internal and external students.

The development of online learning, which was trialled with 20 students, will allow the PCYC Institute to move to a higher commercial level, offering expanded programs for staff and also attract external students, providing an added income stream for the organisation.

As part of PCYC's commitment to child protection and safety, the institute introduced a new, nationally recognised accreditation called "Identify and respond to children and young people at risk". All child care workers were taken through this course in 2016 and all staff will complete this program in 2017.

More than 200 young people received formal qualifications through the PCYC Institute as part of the Blue Star program. This included their first aid certificate and certificate I in active volunteering.

Preliminary work was also completed for the introduction, in 2017, of new retail and warehousing courses and other programs associated with the Project Booyah for young offenders or youth at risk who had completed their time with PCYC's police youth case managers.

Courses offered through the PCYC Institute are:

- BSB51915** - Diploma of leadership and management
- CHC40413** - Certificate IV in youth work
- SIS20113** - Certificate II in community activities
- SIS30313** - Certificate III in fitness
- TAE40110** - Certificate IV in training and assessment
- CHC10212** - Certificate I in active volunteering



Properties

The PCYC properties department is responsible for all land and buildings asset management and development.

This includes management of the considerable steps towards the first day of a new club – sometimes taking years from concept to approval to sod turning to opening – and the continued reinvigoration and refurbishment of existing buildings to ensure that they meet contemporary community expectations, compliance and national standards.

Some of this work during 2016 included:

- construction and completion of projects under the state community building partnership and reserve trust grants (including, \$35,000 for PCYC Wellington for a youth hub and comfort project, \$13,000 for PCYC Mudgee for a front entrance and foyer upgrade and \$17,042 for PCYC Mudgee to replace the roof after many years of leaking);
- completion of PCYC Cessnock stage two sports fitout;
- the opening of PCYC Auburn at Lidcombe; and
- working with the Dee Why and new Northern Beaches Council for the construction of PCYC Northern Beaches at Dee Why and the start of construction of the new PCYC Hornsby/Ku-ring-gai following the sale of its 48-year-old building.

The ageing of club buildings is a concern for any organisation as long-lived as PCYC NSW.

The original disused, but now much-renovated, Woolloomooloo police station still houses PCYC City of Sydney, but nearly one-third of the 63 club buildings around the state are now between 47 and 65 years old, thanks to an explosion in club establishment in the 1950s and '60s.

During the year, serious consideration was given to the future and longevity of several sites.

This resulted in the sale of the PCYCs at Parramatta and Burwood.

PCYC is seeking state government commitment for the development of a new PCYC Parramatta club building as part of the major Parramatta stadium precinct development and, in a move which would result in the re-establishment of the PCYC Burwood operation less than 1000 metres away from the old club building, a joint venture partnership has been established with the Canada Bay Council and West Tigers NRL club. We are in the planning phase for a new Concord PCYC with an integrated Wests Tigers "centre of excellence" and including existing Concord oval users, such as the West Harbour rugby union club.

We are also working with the state government on the relocation, a short distance away, of PCYC South Sydney at Redfern as a solution to another ageing club premise.

Significant improvements have been carried out or were underway at many clubs, including:

- completion of front entry cafe refurbishment at PCYC Bateau Bay;
- submission of a development application for a new PCYC Campbelltown boxing and box fit room;
- refurbished of PCYC North Sydney's gymnasium to a state-of-the-art gym and fitness centre;
- finalisation of planning for a major refurbishment of PCYC Maitland and the start of gym renovations at the club;
- a new youth command area at PCYC Morisset; and
- the finalisation of plans for additions, alterations and refurbishment at PCYC Umina Beach.

In December 2016, PCYC received final joint regional planning panel approval for the new PCYC Wagga Wagga.

This has been a community dream more than 10 years in the planning and, while the official opening of the new PCYCs at Dee Why and Hornsby will be major highlights of our 80th anniversary year in 2017, the community celebrations planned around the 2017 sod turning at Wagga Wagga will signal PCYC NSW's commitment to continual community involvement and improvement and serve as a landmark club as we move towards a centenary when club members attending KinderGym in many of our 63 clubs in 2017 may well be the Blue Star leaders of 2037.



Marketing and Communications

The marketing and communications team continued to support all aspects of PCYC NSW, from the promotion and co-ordination of club openings and major events and the continued development of PCYC branding to media relations, bespoke marketing plans for many clubs and the enhancement of social media initiatives.



OPENINGS, EVENTS AND NEW BEGINNINGS:

- The first sod was turned on May 25 to mark the construction of a new, \$15 million PCYC Hornsby/Kur-ring-gai adjacent to the famous Mark Taylor Oval.

The state-of-the-art sporting and community centre will replace the George Street club, which is nearly 50 years old.

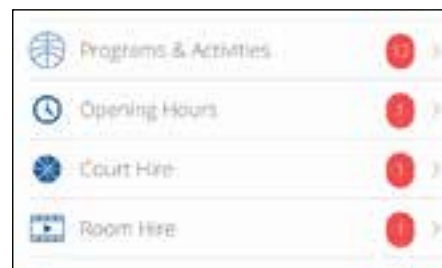
- On June 8, the Governor of NSW and patron of PCYC NSW, His Excellency General The Honourable David Hurley AC DSC (Ret'd), officially opened the newest Police Citizens Youth Club at Lidcombe.

PCYC Auburn is on the site of the former Anne Clark netball centre at Lidcombe.

- More than 300 representatives from Police Citizens Youth Clubs from around NSW gathered at Port Stephens on June 3 for their annual conference.

The day conference was followed by the annual awards dinner attended by General Hurley.

- The 63rd PCYC centre opened at Raymond Terrace in the Hunter Valley on October 4.



THE PCYC APP

In 2016, PCYC NSW began a quest to move ahead of the national pack with the launch of its own mobile phone app.

We aim to be Australia's first youth-oriented organisation with a consistent, sophisticated app across the entire organisation, serving our more than 90,000 members, our staff, volunteers and police and providing a boon to parents and family members.

With one simple app, each club will be able to list and communicate its programs, venue details, new and important messages.

Young people are the heaviest users of social media/apps/mobile devices with significantly more than 50 per cent of PCYC's electronic visitors using mobile devices to gain PCYC information.

Marketing and Communications

MARKETING CAMPS

Every PCYC club and its community is different.

With this in mind, the marketing and communications department developed an initiative in 2016 to build on the strengths and address the challenges of clubs.

Marketing camps were held at 17 clubs, from Wagga Wagga to Coffs Harbour, Lake Macquarie to Mudgee.

At each day-long event, senior and junior groups took part in brain-storming sessions to look at the place of the club in the local community, what services it offered and what could be achieved in the future.

Comprehensive 18-month strategies were then developed for each club, with the marketing and communications team maintaining regular contact with club managers to steer and enhance the plan.



VISUAL IMPACT

The public perception of any organisation depends on, among other things, its presentation and public face.

The communications and marketing team co-ordinated improved corporate uniforms, conducted a comprehensive signage audit of clubs which will form the basis for major visual improvements in 2017, and developed a livery make-over for the two police/PCYC mobile entertainment trucks and other large vehicles and our car fleet.

Another small, but significant, visual improvement was the development of new membership cards, continuing the tradition since 1937 of refreshing the movement's image to meet the times.



CITIZENSHIP

One of the five cornerstones of PCYC's federation star logo is "citizenship".

Our major initiative to encourage this important part of life in Australia is our flagship Blue Star citizenship and leadership programs.

A small, but significant initiative, was restoring the long-standing tradition of displaying the flag in all PCYCs.

We would like to thank local state and federal members who have been only too willing to meet a request for the three Australian national flags and the NSW state flag.

Visitors to our clubs and members will eventually see the proud display of our national symbols in every club.

Marketing and Communications



OUR MEDIA PROFILE

One of the strengths of our clubs state-wide is the solid relationships managers, staff, police and members have with their local communities.

This has led to close co-operation between clubs and their local media and PCYC has been grateful for coverage of events, personalities and initiatives big and small, resulting in at least a couple of mentions of PCYC each day in the media somewhere in the state.



WEBSITE UPDATE

We successfully launched our new corporate and club websites on May 1 2016. These websites were redeveloped to reflect the PCYC mission, are easily navigable and can be tailored to individual clubs.

In July, a new donation page was developed for an easier payment system, particularly for recurring donations, with PayPal added in so that all payment methods are now accepted.

In August, a full redesign of the KidzCare and TOIP websites was developed. The websites now have easier buttons to check program locations and information about what the programs entail. Online registrations is planned to be added in 2017.

Since updating our Safer Driver website, which was launched in October 2015, visits to the site have more than doubled.

We are looking at further developing our other program websites Blue Star, Nations of Origin and the PCYC Institute in 2017.



SOCIAL MEDIA

PCYC NSW, through corporate and club accounts, maintains a strong presence on social media, including Facebook, YouTube, Instagram and Twitter.

PCYC NSW has far and away the largest Facebook following of any comparable organisation in Australia, with 103,357 "likers" of our corporate, club and activity pages (including 16,355 for the PCYC NSW page), providing a huge potential audience, not just for promoting the work of PCYC, but as a tool to engage our followers and to thank and acknowledge our community, corporate and government partners.

Marketing and Communications

GOOGLE GRANT

We were successful in obtaining a Google grant, providing up to \$US10,000 of free search engine ad words per month, which helped to elevate our Google ranking for club activities.

Our safer drivers ranking has moved from not even being on the first page to the coveted number two, first page ranking.

VIDEOS

In 2016, we decided to create some videos in association with the clubs at Bankstown, Campbelltown, Hornsby and Blacktown securing good content to appeal to the heart of what we do in our clubs. These videos feature our fellow club members, coaches, police and staff.

In anticipation of our 80th year, further videos will be produced, particularly highlighting the history of PCYC and our foundation sports.

You can view these videos on our YouTube page.



RELATIONS WITH THE PUBLIC

The communications team also provides a valuable information and help service through its responsibility for monitoring and answering submissions from the public through the inquiry service on the corporate website.

During 2016, 825 inquiries had been dealt with, ranging from requests for club or program information and assistance with getting children involved with PCYC activities to detail changes for donors, TOIP or Safer Drivers program locations and times and contacts for police programs to help young people.

In June 2016, a new inquiry section allowed people who wished to become PCYC volunteers to provide their details for assessment by club managers. Over a six-month period, 147 people had offered their voluntary services at clubs right around the state.



EXTERNAL COMMUNICATIONS

The marketing and communications team is also responsible for the preparation and publication of the quarterly *Youth News* newsletter for distribution to donors, members and the general public, along with the PCYC annual report and the development of corporate brochures, pamphlets, posters and promotional material, much of which was refined, redesigned and reinvigorated during 2016.

Fundraising

PCYC NSW had a sound year across all fundraising streams, which contributed to an increase on the previous year's fundraising total.

TIME4KIDS

PCYC NSW conducted numerous fundraising events around the state as part of the Time4Kids campaign during April and May. These events were focused on engaging the community and raising funds for police programs and club equipment. The event concept started as a "jail time" event where community members were "locked up" in a mock jail and asked to raise a set bail amount to be released.



While this format is still popular, with 23 PCYCs conducting a jail time event in shopping centres, malls, sporting precincts, markets and tourist attractions, there was a growth in popularity in 2016 in "sport time" events, including boxing tournaments, golf days, colour/fun runs, mud obstacle runs and sporting and fitness challenges. These larger-scale events highlighted PCYC's mission of "getting people active in life" with more youth and community participation.

PCYC state office hosted the inaugural PCYC Raw Challenge mud obstacle event to launch Time4Kids on April 2. Clubs, police, PCYC members and the wider community were invited to participate in this great team-building event. More than one quarter of clubs entered teams in the six-kilometre event, followed by a short course championship event which was dominated by PCYC Walgett. PCYC Eastern Suburbs won the police and youth wave of the championship course.



CHARITY GOLF DAY

PCYC NSW held a charity golf day in November at Bonnie Doon Golf Club in Pagewood in Sydney. Just under 100 people teed off in the four-person Ambrose competition, followed by a presentation lunch.

The support shown by Schweppes, through their major sponsorship, together with gold and silver hole sponsors and trophy sponsors really contributed to the fundraising total. The event was a great success raising more than \$33,000 for the Blue Star leadership and citizenship programs.

- Platinum sponsor: Schweppes
- Gold hole sponsors: Toshiba, Telstra, CBRE, Carfax Commercial Constructions, Fleetcare and Macquarie Group
- Silver hole sponsor: Synergy Fitness, West Tigers Rugby League, Sports Apparel Australia and Quality Vend.

PCYC ART UNION

Art union revenue is the largest fundraising stream for PCYC NSW, generating just over half of the fundraising income. There are six art unions held each year with more than \$160,000 in prizes won each draw. These include a Toyota Prado, world trip, Toyota Corolla, short-trip holiday package and three prizes of "a year's supply of groceries". PCYC is grateful to supporters who buy these tickets, especially the continuing assistance from VIP supporters who contribute on a monthly basis.

WORKPLACE DONATION SCHEME

The PCYC workplace donation program has been in operation for more than 20 years with steady growth in revenue occurring each year. Our community awareness unit travels around businesses and organisations, including schools, addressing employees.

In 2016, the team of four made 773 presentations and addressed 16,739 people. These daily presentations are integral to promoting the work of the PCYC and the youth command.

2016 AWARDS DINNER CITATIONS

2015 POLICE OFFICER OF THE YEAR – YOUTH CASE MANAGER

Senior Constable Greg Curry - PCYC Far South Coast

Senior Constable Greg Curry is currently the only YCM at Far South Coast. During this time, he has, at times, had no club manager. Following the appointment of a new manager in 2015, the two of them have been running mobile activities up and down the entire south coast. He is the most passionate member of the southern zone. He engages with the community, local radio and newspapers, the kids, Aboriginal elders and the local area command to participate in PCYC events and programs. He runs a lot of the fundraising events and is the first to support any other clubs in need.

Senior Constable Darren Martin - PCYC Lake Macquarie

Senior Constable Darren Martin is passionate towards the success of PCYC Lake Macquarie. He is always the lead in seeking grants for club improvements and ran a successful program targeting school students with social issues and parents affected by drug issues. The program introduces them to club activities, fitness, nutrition and education. This program was well supported by schools and the LAC. Darren was sought by the Lake Macquarie LAC to help create activities calendars for its inaugural Tunbilliko program. He devised the program's risk assessment, provided activities from within the PCYC premises and assisted with outings around Newcastle/Lake Macquarie.

2015 POLICE OFFICER OF THE YEAR – SCHOOL LIAISON POLICE

Senior Constable Rachael Martin – Botany Bay LAC

Senior Constable Rachael Martin has an excellent relationship with her schools, and this is evident in the number of positive letters the command has received.

Senior Constable Martin is also an active presenter of the educational components, within many PCYCs across Sydney and constantly provides advice, guidance and support to her peers.

2015 YOUNG ACHIEVER OF THE YEAR

Oliver Ajaka

Oliver came to PCYC Eastern Suburbs in March 2015. Due to his dedication and attitude on the Back on Track program, he was offered a position as a mentor for other youths referred to the program and will assist in leadership and training.

As a sign of gratitude to the club, Oliver and his mother participated in the City2Surf fun run to raise funds for the PCYC police programs. Both of them raised \$1800.

2015 PROGRAM EXCELLENCE

Champs in the City

Senior Constable Diana Ucles - PCYC City of Sydney/Woolloomooloo

Champs in the City program involves police and the community helping to tackle serious bullying and assaults among female teenagers.

This program taught girls between the ages of 12 and 17 about fitness, nutrition, education bullying, anger management, alcohol, school, relationships and policing.

The program was run once a week and exceeded its attendance goals. Martial arts star Nadine Champion attended the program in November and gave a practical demonstration and motivational talk about self-defence.

The youth involved in this program learnt the importance of respectful behaviour and benefited both physically and mentally.

2015 CLUB OF THE YEAR

PCYC Muswellbrook

PCYC Muswellbrook was nominated for its large number of youth members, volunteers, young offenders case managed and variety of community and youth-based programs.

PCYC Muswellbrook made drastic cutbacks in 2015 after two years of financial losses and finished the year above budget, but still maintained all activities and programs to the highest standard to community.

People and Achievements

2015 CLUB ACHIEVEMENT OF THE YEAR

PCYC Mt Druitt

In 2014, PCYC Mt Druitt's building was considered damaged and unsafe and had to be closed until repaired.

Club manager Lance Chaloner started in late 2014 and instilled pride back into the club and community and, in partnership with the club police, it was re-opened.

The PCYC Mt Druitt team and Lance showed passion, dedication and determination to make sure that the club was repaired and the PCYC brand was once again a fundamental part of the community.

2015 YOUNG PERSON OF THE YEAR

Samantha Hurford

Samantha is the shotokan karate NSW champion in her age category. She is a committed and enthusiastic karate student who mentors and assists the younger students in her class.

She helped in a voluntary capacity as a youth leader in 2015 with the KidzCare vacation care program.

She spends her spare time helping with the fundraising events for PCYC Lismore and in 2016 she was part of the Blue Star citizenship program.

2015 YOUNG PERSON OF THE YEAR

Joshua Park

Josh has been involved since the age of 13 and in 2015 he was appointed to the board of PCYC NSW.

He started his time with PCYC participating in numerous programs, in particular boxing, and started volunteering for fundraising events and running youth-based programs.

In 2012 he was part of the Blue Star leadership program, and in 2013 was the Blue Star youth representative for PCYC.

2015 EMPLOYEE OF THE YEAR

Justine Russell

Justine began working with PCYC at Singleton in 2011. Over the past five years she has contributed greatly to each of the clubs and communities with which she has been associated.

Justine's resilience was demonstrated during her effective management of the severe storm damage the Maitland club suffered in the 2015 April storms. Throughout this chaotic period, she always ensured the safety of patrons and club assets. Justine is a mentor to many of the young people and employees within PCYC Maitland and has encouraged the development of Rotary young leaders and Blue Star representatives into active roles within PCYC.

Justine demonstrated the capacity to handle multiple roles and new challenges then she took on the additional roles of supporting PCYC Cessnock and as relieving executive assistant to the CEO.

2015 LIFE MEMBER

Rowena Parkes

Rowena has been a gymnastics coach for 20 years and in that time she has been at PCYC Maitland and now Newcastle. She has conveyed the beauty and enjoyment of gymnastics to every student who walks through the door. Over the past two years, gymnastics numbers have increased dramatically and this number will continue to grow.

Her recent achievement was turning around the participant levels for KinderGym. This activity was on the verge of being cancelled in Newcastle due to a lack of numbers. Since Rowena took over, some classes are now booked out, due to the excitement and love she has for both the parents and their children.

Volunteers

2015 VOLUNTEER OF THE YEAR



Teresa Wrightson

Teresa has been a volunteer with PCYC Cessnock for 20 years. She is a selfless contributor to fundraising, sponsorship and club operations.

Prior to the club's move to its new site, Teresa performed many operational roles at the old Wollombi road club and assumed the leadership role in the volunteer group that worked closely with the club manager.

Teresa continues to be a strong advocate in the local community for PCYC Cessnock, attracting volunteers to the club, getting donations from local businesses and finding "in-kind" labour.

LIFE GOVERNORS (CLUB)



Ronald Barney

Ron started his association as a volunteer with PCYC Campbelltown in 1990, helping with the club's judo program. Over the past 26 years, Ron has contributed to various club events, including fundraising, Bunnings barbecues and promotional events.

Ron has been involved in many activities, such as rock climbing, archery, school sport, judo and volleyball and with every sport he shows passion and love for the activity.



Steven Foord

Steven has been an active volunteer and member at PCYC Shoalhaven for 31 years. He is very passionate about PCYC, its brand and what it stands for. He works tirelessly both at the club and within the community to support PCYC's mission and maintain and develop partnerships and networks.

Steve is the first volunteer to offer to help with fundraising, undertakes the club's maintenance and repairs and never needs to be asked to complete a task. He currently runs the archery program and previously co-ordinated indoor soccer.

LIFE INSTRUCTOR (CLUB)



Ruth Mitchell

Ruth has been a volunteer at PCYC Newcastle for 30 years. During this time, she has been an instructor for 25 years as a Duke of Edinburgh Award co-ordinator, helped the club police in programing work for 18 years, supported the Blue Star candidates and has spent 15 years on the club committee, the past nine as president.

MASTER CHUNG, A SPECIAL VOLUNTEER



Already honoured by a life governorship of the movement, in December PCYC Bankstown recognised Master Chung Dang's 30 years of voluntary service to the club, by naming the martial arts room in his honour.

He has volunteered at the club as a Viet quyen dao instructor since 1986, with hundreds of locals benefitting from his tuition in the past three decades.

Master Chung said he was very humbled by the award and that, as an immigrant from Vietnam, he was first drawn to the PCYC for its values in citizenship, saying "I think that what our country needs is good citizens, as this helps us to build a strong community".

Supporters and Donors

PCYC NSW WOULD LIKE TO THANK ITS SUPPORTERS AND DONORS, INCLUDING:



- Ministry for Justice
- Family and Community Services
- Primary Industries
- Attorney General
- Office of Sport
- Aboriginal Affairs
- Multicultural NSW
- Department of Transport
- NSW Ombudsman



Australian Government

- Infrastructure and Regional Development
- Social Services
- Prime Minister and Cabinet (indigenous advancement strategy)
- Attorney General's

FOUNDATIONS

- ANZ Foundation
- Benevolent Society
- CommBank – Community grants
- Dick and Pip Foundation
- Ha-Ke-Na Foundation
- Inger Rice Foundation
- Mantana Foundation
- Newcastle Permanent Charitable Foundation
- NIB Foundation
- Property Industry Foundation
- Sidney Myer Foundation
- St George Foundation
- Vernon Foundation
- Vincent Fairfax Family Foundation

THE COUNCILS OF NSW

Supporters and Donors

PCYC NSW WOULD LIKE TO THANK ITS SUPPORTERS AND DONORS, INCLUDING:



Financials

Income & Expenditure Summary - 2016, 2015 & 2014

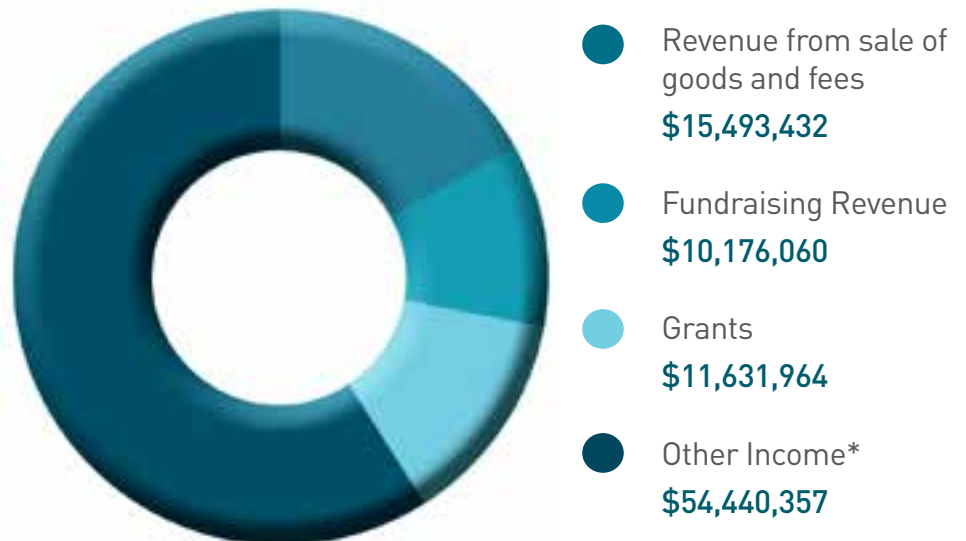
TOTAL REVENUE	2016	2015	2014
Total Revenue from Sale of Goods & Fees	\$15,493,432	\$13,994,517	\$12,824,324
Grants	\$11,631,964	\$12,729,527	\$11,650,813
Fundraising revenue	\$10,176,060	\$10,088,347	\$10,717,353
Other Income*	\$54,440,357	\$763,115	\$714,351
Total Revenue	\$91,741,813	\$37,575,506	\$35,906,841

**Other Income is the settlement of property sales to reinvest in the development of modern, enhanced PCYC clubs to meet the emerging needs of youth.*

TOTAL EXPENDITURE	2016	2015	2014
Club & Blue Light Operational expenses	\$31,479,360	\$29,003,560	\$27,326,772
Fundraising expenses	\$3,317,310	\$3,452,618	\$4,009,927
Administration expense	\$6,942,369	\$6,782,664	\$5,372,507
Total Expenses	\$41,739,039	\$39,238,842	\$36,709,206
Total Surplus (deficit)	\$50,002,774	(\$1,576,327)	(\$802,365)

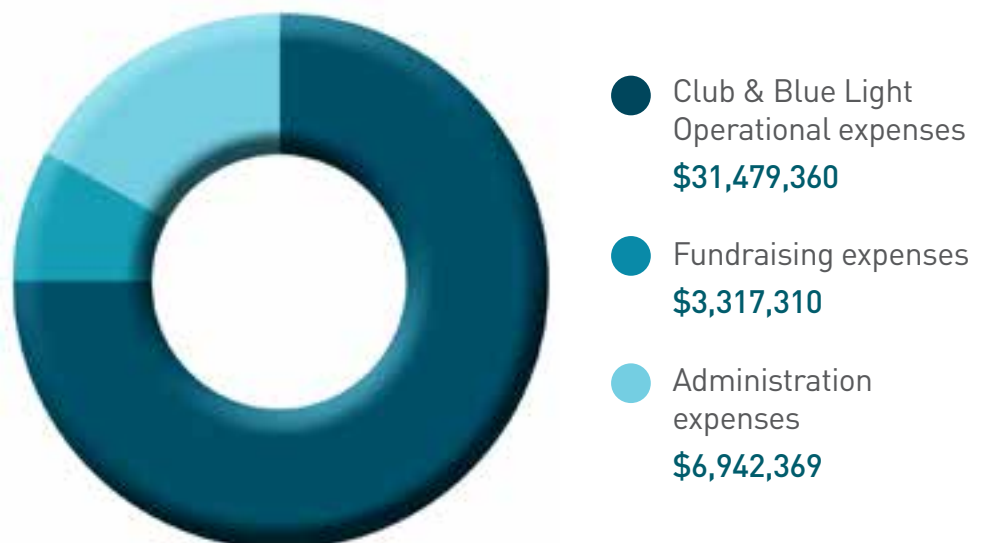
Financials

Total Income - 2016



**Other Income is the settlement of property sales to reinvest in the development of modern, enhanced PCYC clubs to meet the emerging needs of youth.*

Total Expenditure - 2016



Financials

Income & Expenditure Analysis - 2016, 2015 & 2014

OPERATING ACTIVITIES	2016	2015	2014
Sale of Goods & Hire	\$602,315	\$530,957	\$529,207
Fees	\$14,891,117	\$13,463,560	12,295,117

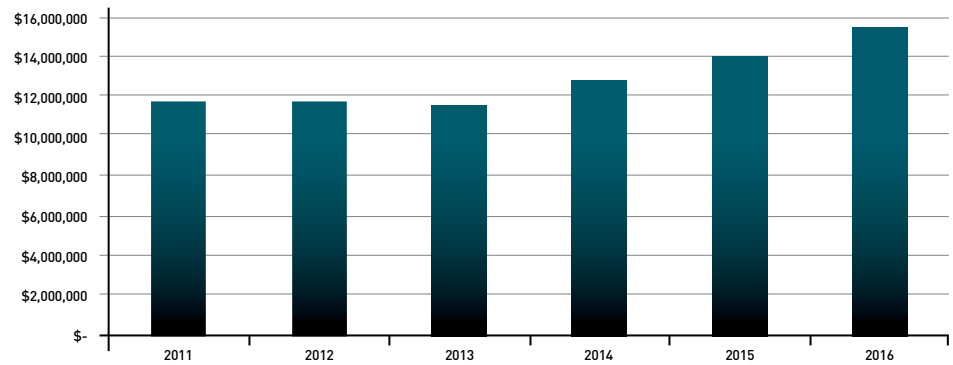
GRANTS	2016	2015	2014
Total Grant Revenue	\$11,631,964	\$12,729,527	\$11,650,813

FUNDRAISING	2016	2015	2014
Housie	\$49,849	\$58,848	\$91,386
Donations	\$3,437,713	\$3,483,607	\$3,187,587
Raffle	\$5,820,663	\$5,595,688	\$6,049,861
Other Fundraising	\$867,835	\$950,204	\$1,388,519
Total Fundraising	\$10,176,060	\$10,088,347	\$10,717,353

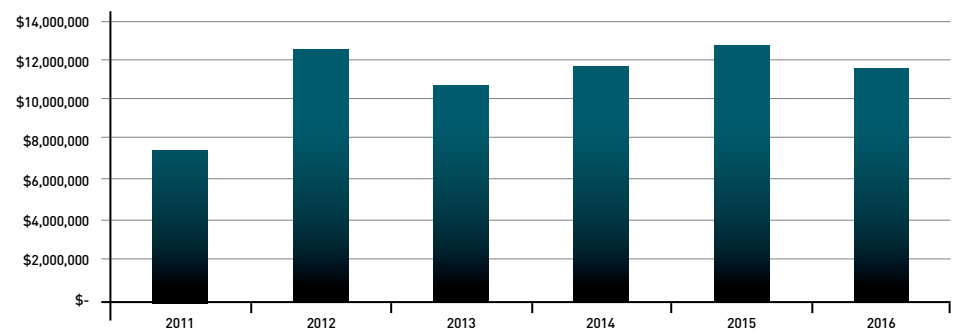
NET FUNDRAISING	2016	2015	2014
Total Revenue	\$10,176,060	\$10,088,347	\$10,717,353
Total Expenses	\$3,317,310	\$3,087,523	\$4,009,927
Net Fundraising Surplus	\$6,858,750	\$7,000,824	\$6,707,426
	67%	69%	63%

Financials

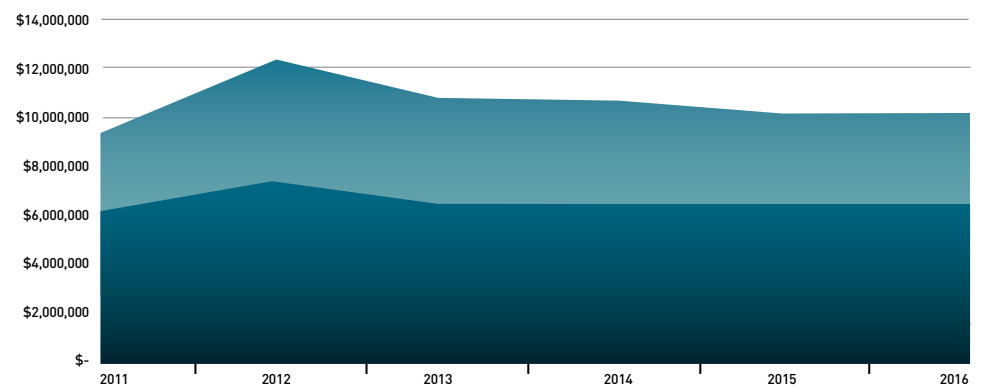
Revenue from Sale of Goods and Fees



Total Grant Revenue



Total Fundraising Revenue and Net Fundraising Surplus





INFORMATION AND INQUIRIES

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