Information for Club Managers

2012

(This document is for information only and does not constitute part of any offer, contract or conditions of employment. It is subject to PCYC Policy in place from time to time, and in any case of inconsistency with a Manager’s employment contract, the terms and conditions of that contract shall have effect.)

This document provides background information to existing and new Club Managers on PCYC and on the role and responsibilities of the Club Manager. Queries can be directed to the General Manager Human Resources.
1. **PCYC’s Mission**

1.1. In a restatement of mission approved by the Board of PCYC in October 2006, PCYC describes its mission as follows:

- **We get young people active in life**
- **We work with young people to develop their skills, character and leadership**
- **We prevent and reduce crime by and against young people**

1.2. The mission statement reflects the three core elements of PCYC’s work: its significant sports, arts and recreation activities focused on young people; the values approach we seek to bring to the individual lives of young people involved in our leadership program and Police Programs; and the unique partnership we have with NSW Police in its work with young offenders and ‘at risk’ young people.

1.3. The ‘we’ in the mission statement reflects a partnership at the heart of PCYC between the organization, community members and the NSW Police.

2. **PCYC’s History**

2.1. The first PCYC – then known as a Police Boys’ Club – was established in 1937 in Woolloomooloo, Sydney. The Club was the initiative of a community business leader and Police Officer to tackle the needs of and promote the welfare of disadvantaged young people. The intention to steer young people away from actual or potential involvement in crime was a significant aspect of the initiative. A ‘movement’ development of community members and Police Officers that has seen 59 Clubs in place in 2007. The Police Boys Clubs became the Federation of Police Boys Clubs, the Federation of Police Citizens Youth Clubs, and then the Police & Community Youth Clubs NSW. Sister organizations exist in all States and Territories excepting Sth Australia.

2.2. The organization is a non-government organization and company limited by guarantee. It is a public benevolent institution and has charitable organisation status, with donations $2 and over being tax deductible.
2.3. In many communities, PCYC was the principal provider of sporting and cultural activities for children and young people. It was a major auspice organization for various football code clubs in local communities, and the major provider of sports such as boxing, gymnastics, basketball, wrestling, and judo. Bands and dance events were also associated with the local PCYC.

2.4. In the 1980s and early 1990s PCYC lost many of its sporting clubs and activities as a result of a perception that these were not ‘core business’ and to newer sporting facilities being developed by local Councils. PCYC is today renewing its involvement in mainstream sports and arts activities, seeing this involvement as central to strategies to get young people active in life, with a focus on disadvantaged young people, and to provide Police Officers with activities to draw on for their Programs with young offenders.

2.5. Until 2002, Police Officers were responsible for the administration and management of Clubs and for programs targeting young offenders. As a result of a Government inquiry, and a determination by the NSW Government to better resource front-line Police engagement of young people, Government funding was provided to ‘civilianise’ Club Management. The pilot program was positively evaluated in 2003, and full funding provided in 2004. Civilian Club Managers employed by PCYC now manage all Club operations, freeing Officers for direct work with young people.

2.6. Community engagement and partnerships has always been a fundamental aspect of PCYC. Each Club traditionally operated with a volunteer committee to oversee operations and with volunteer instructors and supporters to provide activities. Club committees and volunteers are still seen as fundamental to the character of Clubs, although changes in governance and public liability frameworks now sees Club committees as advisory rather than operational.

3. ‘Targeted Programming’

3.1. Work to reduce crime by and against young people is central to PCYC mission and identity. PCYC is the only organization that combines formal crime reduction and prevention, and formal case management of young offenders, into its activities. The release of Police Officers to do this work is the principal purpose of funding for Club Managers, with the funding coming from the NSW Police budget.

3.2. The work of crime prevention and crime reduction is undertaken by the Police Youth Command, a Command within NSW Police. Police Youth Command leadership is based alongside PCYC’s leadership at State Office, with its Officers – referred to as Youth Case Managers (YCM)s – based in each Club. The work of the YCMs comes under a planning and evaluation philosophy and approach.
called ‘Targeted Programming’. Targeted Programming provides for three types of juvenile crime interventions:

3.2.1. **Young Offender case management**, with personalized and group programs designed to stop and prevent offending behavior by those involved, usually involving 6 young persons at any one time

3.2.2. **Hot Spot interventions**, with activities delivered at locations with anti-social behavior problems, usually involving a single hot spot priority at any one time

3.2.3. **Other community policing work**, such as community crime prevention and school activities

3.3. The YCM liaises with the NSW Police Local Area Command to identify young offenders and hot spots for programs. Each YCM reports to a Zone Sergeant responsible for Program quality and to a Zone Commander (S/Sgt) responsible for general Police Officer policy and management

4. **Key Club Manager Stakeholder Relationships**

4.1. The principle group served by the Club Manager is the group served by PCYC – young people.

4.2. The primary responsibility of the Club Manager is to ensure that the Club’s human, material and financial resources are focused on effective and efficient growth of safe, fun and sustainable activities for young people.

4.3. The key stakeholders for the Club Manager are:

4.3.1. The YPM(s) with whom he/she works at Club level: a close understanding of the YPM’s programs and needs, an ability to promote the YCMs work to the Club Committee and the community, and a willingness to support the YPM in accessing Club activities and resources for his/her work are crucial to this relationship

4.3.2. The Club President and Committee: no Club can operate to its full potential and with the most efficient use of resources without a strong volunteer base. The Club Committee is a vital link to the local community, to advice and support in Club management and development, and in identifying and utilizing volunteers in club activities

4.3.3. PCYC State Office: The Board of PCYC, through the CEO and State Office team, is responsible for ensuring the resources made available to PCYC by the community and Government are well used, that the
organization complies with its legal obligations, and that the organization, as a whole, is sustained into the future. The Club Manager is the key connection between the broader organization and the local Club, and is employed ultimately by the Board in terms of its overall responsibilities.

4.4. Each year, a Club Manager’s performance is in large part assessed against the feedback from these three stakeholders – the Police Zone Commander, the Club President, and the General Manager, Club Operations.

5. **Overview of the Club Manager Role**

5.1. There are a number of specific duties outlined in Attachment One that come under the Club Manager position.

5.2. In general, though, the key areas of role responsibility are as follows:

5.2.1. Establishing and maintaining positive working relationships with the Youth Case Manager(s), Club Committee President and General Manager, Club Operations that will support a collaborative approach to delivering the management plan for the Club.

5.2.2. Developing and implementing a management plan and budget that reflect the mission and goals of the organization in the local community and that are sustainable financially, with sustainability meaning not only **not** losing money, but generating providing sufficient net income to provide for future building and equipment needs and Club growth.

5.2.3. Being responsible for the maintenance of a safe workplace, with responsibilities in the areas of occupational health and safety, child protection and emergency management, not least through arranging training of staff and volunteers, properly rostering to provide capable staffing (whether by paid or volunteer staffing), and regularly auditing the building, equipment and practices from a safety perspective. The Manager is, for example, the Chief Warden in emergency situations, and is provided training for this role and to provide or ensure provision for first aid.

5.2.4. Identifying young people with potential to participate in the PCYC Youth Leadership Program, Blue Star, or as Youth Members on the Club Committee, and supporting these young people in these activities.
5.3. It is important that a Club Manager understand the scope of this role and its responsibilities. The role is not one of a youth worker, or fundraiser, or venue administrator, or activities coordinator, although it may involve each of these roles from time to time. It takes someone with the personality and competence to hold all aspects of this management and leadership role together to be an effective Club Manager.

6. **Club Operations & Delegations**

6.1. The Club Manager is responsible for Club operations consistent with the approved Club business plan and budget, and in consultation with the Club Committee and Youth Case Manager: Operating hours, roster allocations, staff and volunteer appointments (excepting volunteer appointments in Police Programs), room allocations and venue hire, and activity initiatives are determined by the Club Manager.

6.2. Delegations for Club Managers to allow them to implement their plans and manage operations are provided in Attachment Two.

6.3. PCYC is currently committed to growing PCYC activities and favoring such activities over potential external service providers. In activities such as boxing, indoor soccer, tae kwon do, dance events, gymnastics, and gym operation, Club Managers must first check with State Office whether an opportunity for such an activity is to be established by PCYC as either a Club activity, or, where the Club Manager is not able to establish the activity, as a State Office run PCYC activity.

7. **Club Committee, Volunteers & Young Leaders**

7.1. Each Club Manager is expected to maintain a strong Club Committee and volunteer involvement. Volunteer involvement provides not only for community engagement, but potentially more resources for youth activities.

7.2. Whilst the Club committee is elected by members, the Club Manager should be working to renew club membership by attracting new members who may be interested in bringing skills to the Club committee in areas such as business networking and fundraising.

7.3. The involvement of the Committee in the annual business plan development, and the provision for reports to the Committee to keep it informed of club performance against the plan provide for significant potential support to the Manager. The Club President and Committee should be used to test ideas and gain support for change or new initiatives. The President should be consulted on major decisions, along with the YPM, even though, ultimately, the decision may rest with the Manager.
7.4. A number of Clubs have established formal volunteer recruitment, selection and development programs for volunteers and benefit from significant volunteer hours as a result. PCYC is providing access to its safety training for all volunteers (fire, first aid, child protection), which should be used to promote the benefits of participation in PCYC volunteering.

7.5. Each year Clubs are asked to nominate volunteers for recognition of service and for the annual male and female volunteer of the year award, and Managers are encouraged to put their volunteers forward for this recognition.

7.6. Each Club Committee must have a young male and female member to provide the views of young people. It is important that the Club Manager, with the President, supports their involvement.

7.7. Clubs have the opportunity to nominate young people to the Blue Star program each year. This program gives young people the chance to propose, with the Club’s support, a practical volunteer project to benefit young people at the Club or in the area. Past participants benefited greatly themselves from Blue Star, and Managers are encouraged to identify potential participants, and then actively support them through their project and into ongoing volunteering and leadership at the Club

8. Reporting & Accountability

8.1. The Club Manager reports and is accountable to the General Manager, Club Operations in terms of Club operations.

8.2. Given the close working relationship of the Club YPM and the operation of Police Programs in the Club, the Zone Commander has authority to require compliance in terms of safety and general policies.

8.3. The Chief Financial Officer has authority to seek information from the Club regarding the financial operations of the Club.

8.4. The Internal Auditor has the right to access all Club information and authority to obtain such information

8.5. The Safety Manager has the right to audit Club facilities and practices and to obtain access to risk management documentation

8.6. The Properties Manager has control of property maintenance and upgrade projects and must be advised of minor maintenance projects and give approval for major work
9. Staffing and Management Structures

9.1. PCYC has at the end of 2006 established an agreed central staffing and management structure relating to Clubs. Its core elements are as outlined in Attachment Three

10. Support for Club Managers

10.1. PCYC provides support for Club Managers through:

10.1.1. Initial induction orientation, training and review

10.1.2. involvement of the General Manager, Club Operations in a Club entry audit with the new Manager

10.1.3. Provision of training in safety skills including fire and emergency, first aid and child protection

10.1.4. Provision of a Senior Manager in each Zone to provide advice and support

10.1.5. Provision of a General Manager, Club Operations for business performance and development support

10.1.6. Provision of a General Manager Member Services, Institute Manager and a Property Manager, for advice and support in compliance, building maintenance and development, and youth activity initiatives

10.1.7. Access to Learning Seat and Franklin Covey 7 Habits of Highly Effective People training for personal development

10.1.8. Access to additional Financial and POS training and advice as required

10.1.9. Access to an employee assistance program for personal or team support in contexts requiring counseling

10.1.10. Opportunities for career development through promotion to Dual Club Manager, Senior Club Manager, or General Manager, Club Operations positions
Key Elements of PCYC Governance

10.2. The key elements of organizational governance within PCYC are the Board, the CEO, the Commander, the Club Committee, the Presidents’ Forum, the Youth Forum and PCYC Policy & Procedures

10.3. The Board operates under the PCYC NSW Constitution. It consists of 7 Directors appointed by the Minister for Police, one of whom is also appointed Chairperson. 4 additional Directors are elected from Club Committees. The Directors are responsible for the strategic direction of PCYC, the overall compliance of PCYC with its legal obligations, oversight of finances and operations and the appointment of the CEO. The Board has a formal agreement in place with NSW Police governing its collaboration. The Chairperson of the Board is Mr Nicholas Moore.

10.4. The CEO is appointed by the Board of PCYC as its principal officer to manage and lead the operations of PCYC, to make recommendations concerning strategy, and to represent the organization to the community. The CEO is Mr Chris Gardiner. The State Office Executive is outlined in Attachment Four.

10.5. The Commander of Youth Command is appointed under NSW Police selection and appointment processes to manage and lead the Command and to ensure it pursues the goals of the NSW Command Management Framework in place from time to time. The rank of the Commander is Superintendent. The Commander reports to an Assistant Commissioner. The Acting Commander is Inspector Colin Moore.

10.6. Club Committees operate for all Clubs, either by appointment by the CEO in new Clubs or after reconstitution, or by election of Club Members to the Committee. The Committee provides advice on youth needs and on the Club management plan and its implementation, and supports the club with fundraising, volunteer recruitment, and advocacy. The Committee has the right to determine how funds its members directly plan and raise are spent at the Club.

10.7. Each Club President is eligible to participate in the Presidents’ Forum, a body that meets at least twice a year to receive a briefing from and consult with the CEO about the direction and priorities of PCYC as a whole and from Club perspectives.

10.8. PCYC operates a youth leadership program called Blue Star. Participants in the program constitute the annual Youth Forum at the Annual Conference, which meets to discuss the direction and priorities of PCYC from a youth perspective. Two young persons, one male and female, are chosen from Blue Star participants to be representatives to the Board, and meet at least twice with the Board to communicate their views.
10.9. PCYC Policy & Procedures are in place to ensure PCYC’s legal compliance and consistent and effective operations within and across Clubs. The policies include delegations to senior staff, including delegations to the CEO to develop and adopt policies in areas other than governance, child protection, occupational health & safety, risk management, and accounting, all of which he must make recommendations on for Board approval.

11. Club Manager Selection & Induction

11.1. Recruitment for Manager is undertaken internally to PCYC in the first instance to promote internal career paths and rewards. Club Managers wishing to transfer to another Club must have been in their position for at least twelve months and may apply for a transfer. They may undergo a selection panel interview with key stakeholders.

11.2. The process of selection involves an initial cull of applicants against selection criteria and role description, followed by a single interview. Candidates to be interviewed are given the opportunity to visit the Club they are interested in prior to the interview. Any such visit must be undertaken through PCYC and in the company of an authorized staff member. In most cases, the interview panel will consist of the General Manager Club Operations, Zone Commander, Club President or Independent. All appointments must have unanimous support.

11.3. All appointments are subject to employee screening, including an initial Police check and subsequent working with children check.

11.4. Potential employees may be asked to undertake a psychological assessment and/or provide a health check prior to any final offer of employment.

11.5. Selection decisions are based on screening, application, interview, reference check, and, where relevant, psychological assessment or skills or health check. Selection decisions are final, and are not subject to discussion or appeal.

11.6. Candidates unsuccessful for their preferred Club may be given the opportunity to apply for and/or work in an alternative club.

11.7. PCYC has developed a detailed induction program that includes orientation at State Office, training in PCYC accounting and point-of-sale systems, and a one week Club placement with another Manager prior to commencement at the Club of appointment. The induction process includes an entry audit by the Manager, a follow-up meeting after 6 weeks, and a review and skills assessment prior to completion of a six month probation and qualifying period.
11.8. At any time a Manager feels that he/she is not suitable for the position, he/she should discuss with the General Manager Human Resources what assistance may be available to transition from the role into an alternative PCYC role or into another organisation.

12. Selection Criteria

12.1. The specific selection criteria for a Manager are:

12.1.1. a commitment to the mission of PCYC

12.1.2. proven management experience including planning, project management, staff supervision, and occupational health & safety

12.1.3. experience in business marketing and development

12.1.4. capacity to establish network and build positive relationships with a wide variety of stakeholders including volunteers

12.1.5. sound financial management skills, including preparation, management and reporting of budgets

12.1.6. highly developed communication and interpersonal skills

12.1.7. sound computer skills

12.1.8. a current driver’s license

12.2. Desirable qualifications include:

12.2.1. qualifications in business or leisure/sports management

12.2.2. experience in working within a not-for-profit organization

12.2.3. first aid certification

12.2.4. experience in Financial software

13. Manager Remuneration

13.1. Club Manager remuneration consists of the following:

13.1.1. A base taxable salary commencing at $45,050.32 for a Club Manager
13.1.2. Non-taxed benefits of $16,050
13.1.3. A bonus of up to 20% of the total value of the remuneration (excluding superannuation) paid annually if basic policy compliance is satisfactory, budget and youth membership targets are met, and each stakeholder rates performance as satisfactory. Eligibility for a bonus payment will also include goals set by the General Manager Club Operations.

13.1.4. Superannuation set at 9% of the total salary package

13.1.5. Manager bonus payments are determined in February each year based on assessment of the previous year. A Manager is not eligible for a bonus payment unless he/she has worked a minimum of six months in the previous year, and may then receive a pro rata bonus payment if criteria are met.

14. Conditions
14.1.1. Appointment is by way of an individual standard contract (until such time as any comprehensive workplace agreement is established).

14.2. Conditions and entitlements are set down in that contract, but a summary is provided as Attachment One.

14.3. Working hours are flexible and may include evenings, public holidays and weekends to ensure club needs are met. Each Manager is expected to manage his/her time accordingly. No overtime is paid, but time-in-lieu may be agreed in advance in consultation with the General Manager, Club Operations.

14.4. All leave must be submitted for approval to the General Manager, Club Operations prior to leave being taken

14.5. Where a Manager does not have a vehicle as part of his/her package or does not have a club vehicle available to them and uses his/her vehicle for Club business, reimbursement is available at Australian Taxation Office rates.

14.6. Where a vehicle is provided as part of remuneration, the Manager may use the vehicle for personal uses and may allow family members to use the vehicle. While the Manager is on duty at the Club, and the vehicle is not in use, it must be available for club purposes

15. Manager Corporate Dress & Standards
15.1. Managers are required to be dressed neatly at all times, in attire suitable to the occasion or activity, and, in most circumstances, to be wearing PCYC corporate clothing
15.2. Managers are required to wear the PCYC identification provided upon employment at all times they are on duty
Attachment One

Manager (Club)

A Manager is an employee who performs the following and related duties (or other duties set down in an individual appointment letter) involving substantial independent initiative and judgement, significant accountability for operational standards and outcomes, and previous proven experience and success in supervision and management, usually involving formal qualifications in management (or equivalent):

(a) all the duties of a Relief Manager, Activities Officer and Senior Activities Officer
(b) scheduling Club operating hours to maximise facility usage and satisfy community needs
(c) negotiating contracts with local service providers in accordance with delegations and policies
(d) recruiting appropriate support staff in accordance with delegations and policies
(e) ensuring all staff are appropriately inducted into the organisation and receive appropriate development
(f) identifying volunteers with specific skills or talents to satisfy cultural and/or environmental issues or general Club requirements
(g) establishing committees to work with specific community groups
(h) inducting, training and developing volunteers
(i) in conjunction with Senior Youth Programmer, and where appropriate Club Committee, identifying areas for improvement within Club operations and develop recommendations for endorsement by either the Zone Commander and/or Area Manager
(j) developing, implementing and effective management of budgets and business plans and participate in budget reviews
(k) developing and implementing local fund raising events and activities for Club
(l) actively seeking donations and sponsorship from the local community
(m) identifying opportunities for funding grants, making submissions, managing reports and completing evaluations
(n) establishing and maintaining local membership promotion and renewal programs
(o) developing local innovative programs to attract, retain and service members
(p) initiating community awareness of Club programs and activities
(q) identifying and liaising with business partners for local Promotional and Sponsorship support
(r) purchasing new equipment in accordance with delegations and policies
(s) establishing local processes to enable the organisation to realise quality accreditation
(t) establishing and encouraging Continuous Quality Improvement
(u) resolving and effectively managing all local complaints and disputes, in consultation with the General Manager and Zone Commander, and
(v) managing confidential staff records.

2 **Senior Manager I**

A Senior Manager I is a Manager with responsibility for management of two fully operational Club sites (or other duties set down in an individual appointment letter).

3 **Senior Manager II**

A Senior Manager II is a Manager with responsibility for management of more than two fully operational Club sites (or other duties set down in an individual appointment letter).
## Manager Conditions Summary

### Hours of Attendance
38 hours per week, with Managers expected to work hours and days necessary to meet position, Club or State Office operating requirements.

### Work Flexibility
Managers are expected to carry out duties outlined in their job description, along with work incidental or peripheral to main tasks.

### Job Review
Review of work undertaken against the job description and annual goals will be ongoing, but will include at least one annual formal review for appraisal, duties review, development and goal setting purposes.

### Payment of Bonus
Where a Contract provides for the payment of a bonus, a bonus payment will be determined by an assessment of key stakeholder satisfaction, management appraisal of job performance and achievement of agreed performance targets. Bonus is calculated on the rate of pay as at 31 December and not inclusive of the January CPI figure.

### CPI Adjustment
As per the PCYC Enterprise Agreement 2012-2014.

### Annual Leave
4 weeks paid annual leave, with leave to be taken at a time convenient to the PCYC and employee, and within six months of entitlement based on the anniversary of employment. Leave should be planned and approved at least one month in advance.

### Sick Leave
10 working days per annum allocated on the anniversary of employment, with the first year’s allocation made after 3 months of employment. Sick leave may be accumulated.

A sick leave form will be required for each absence and a medical certificate or statutory declaration for more than 2 days sick leave.

### Long Service Leave
As per the relevant legislation.

### Public Holidays
New Year’s Day, Australia Day, Good Friday, Easter Monday, ANZAC Day, Queen’s Birthday, 8 Hour/Labour Day, Christmas Day and Boxing Day. One working day between Boxing Day and New Year’s Day will be allocated as a leave day in substitution for August Bank Holiday.
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<tr>
<th>Category</th>
<th>Details</th>
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<tbody>
<tr>
<td><strong>Family &amp; Study Leave</strong></td>
<td>Up to 10 days per annum (not cumulative) allocated on the anniversary of employment, to be used at the discretion of the General Manager, Human Resources.</td>
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<td><strong>Parental Leave</strong></td>
<td>As per relevant legislation and PCYC policy</td>
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<td><strong>Compassionate Leave</strong></td>
<td>Up to 3 days per annum (not cumulative) allocated on the anniversary of employment for death, serious illness or incapacity in the immediate family or relationships, or for care of a child or parent in exceptional circumstances.</td>
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<td><strong>Leave Without Pay</strong></td>
<td>Leave without pay may be approved in exceptional circumstances after discussion with the Manager and approval by the General Manager, Club Operations. Where leave without pay exceeds 28 days, the entire leave without pay will not count as recognised service for long service leave, sick or annual leave purposes.</td>
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<tr>
<td><strong>Attendance at Meetings &amp; Compulsory Education/Training</strong></td>
<td>Managers may be required to attend management meetings, education sessions, conferences and OH&amp;S training outside normal hours. Time-in-lieu may be taken where such attendance is required if approved by the General Manager, Club Operations.</td>
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<td><strong>Work Breaks &amp; Meals</strong></td>
<td>Managers should take, during a normal working session, 2 ten minute unpaid breaks, and an unpaid break of between 30 and 60 minutes for lunch or dinner, with the timing of the breaks to be determined by operational needs.</td>
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<td><strong>Travel Breaks</strong></td>
<td>Managers are required to take a 15-minute break after every two hours of driving when undertaking long trips as part of their duties.</td>
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<td><strong>Clothing/Uniforms</strong></td>
<td>Managers are expected to dress according to the professional level of their position.</td>
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<tr>
<td><strong>Motor Vehicle</strong></td>
<td>Managers may be eligible to take a company vehicle, as a lease. Please refer to the PCYC Enterprise Agreement 2012-2014 for more information.</td>
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Attachment Two

Delegations to a Club Manager

Develop Club Management Plan & Budget
Implement Approved Management Plan & Budget
Recruitment & Appointment of Club Staff
Determine Club operating hours
Set Club rosters
Appraisal/Review of Club Staff
Approval of Leave for Club Staff
Accept Club Membership Applications
Suspend Club Membership
Develop & submit Club grant applications
Seek and accept Club sponsorships
Seek and liaise with Club donors
Hold Club events and raffles
Deal with Club event/success related media contacts
Represent the Club to the local community, other agencies
Operating expenditures up to $5,000
Petty Cash use up to $50
Sign-off Club cheques
Sign-off standard PCYC service and license agreements
6. PCYC’s Evolving Club Management Structures

6.1. PCYC has been involved in the transfer of Club management from the direct administrative involvement of Police Officers to civilian management since mid 2002. The challenges of the transfer have included:

6.1.1. The time involved in implementation – with the process including a pilot period and evaluation with the funding for full roll-out in July 2007, and the time involved in recruiting to fill all positions

6.1.2. The cultural changes involved and the learning process for local club Officers, new Managers and Club Committees

6.1.3. Additional challenges occurring at the time of this change process, including significant new policy introduction and serious club viability issues

6.1.4. The lack of funding for civilian middle management to oversee civilian club managers, for replacement costs (such as staffing to cover leave), and for positions in new PCYCs

6.2. As net revenues have been generated within PCYC over the last two years, additional resources have been allocated to expand support to club managers through new General Manager, Club Operations positions

6.3. Experience in operating clubs under civilian managers has also allowed for trials of new positions such as Relief Manager, and dual Club Manager

6.4. Following consultations in 2006, a decision has been made to provide for a structure of civilian management that expands support to Club Managers, allows for career development, and is sustainable given current and expected revenues.

6.5. This document outlines in brief the elements of that structure. The structure consists of the positions outlined in Attachment One

7. Activities Officers

7.1. PCYC Club staff are employed as ‘activities officers’, with roles that cover the range of duties needed in Clubs with few staff including helping set-up and oversee activities, helping keep facilities clean and safe, providing office support and coverage, overseeing the young people and visitors in the facilities.
7.2. In general, a person capable and required of supervising a Club and the full range of its activities and administration should be employed at Senior Activities Officer under the PCYC Collective Agreement 2008. This position at this level will be used to assess staff with potential for future promotion to management positions. It will also be the base level for a person appointed to the position of Relief Manager. It is assumed that a person in this position will operate under the direction of a Club Manager.

8. Relief Manager

8.1. Persons seen as capable of managing a club during periods where a Manager is absent (for a period of weeks) as a result of leave being taken or in the period between the departure and arrival of a Manager, will be offered appointment as a Relief Manager. It is intended that at least one such person will be appointed in each Zone. The person will have a substantive appointment to a Senior Activities Officer, but will have remuneration increased during periods acting as a Relief Manager. Reimbursement of vehicle use, or in certain circumstances, use of a PCYC vehicle, will be provided during periods acting as Relief manager. Periods acting as a Relief Manager are temporary, with the person returning to his/her substantive position once a Manager returns or is appointed. Subsequent appointments to act as Relief Manager are dependent on performance in the periods of appointment. The person appointed to this position reports to his/her Club Manager whilst acting as a Senior Activities Officer and to the General Manager, Club Operations during the period acting as a Relief Manager from time to time. The use of a Relief Manager is the decision of the General Manager, Club Operations based on assessment of Club and Zone needs, and the availability of other Managers, the Relief Manager, and back-up staff in the Relief Manager’s own Club.

8.2. Relief Manager Position Description

A Relief Manager is an Employee, usually employed within PCYC as a Senior Activities Officer, who from time to time under specific appointments performs the following and related duties, involving substantial responsibility for activity operating standards and for the working relationships of staff, police, volunteers, and venue hirers:

(a) all the duties of an Activities Officer and Senior Activity Officer
(b) maintaining Club operating hours to maximise facility usage and satisfy community needs.
(c) rostering Club staff (non police) in accordance with operating hours to ensuring effective club coverage.
(d) facilitating and supporting Club Committee meetings as appropriate
(e) managing venue user agreements and venue usage
(f) overseeing Club Security including dealing with Call Outs
(g) managing staff and volunteer performance in accordance with delegations and policies
(h) undertaking or ensuring money handling, accounting and banking procedures
(i) ensuring all expenditure approval and documentation is in accordance with delegations and policies
(j) facilitating fund raising events and activities for Club (where required)
(k) maintaining local membership promotion and renewal programs
(l) liaising with local Media
(m) ensuring assets, property and equipment are properly maintained and documented
(n) ensuring compliance with PCYC delegations and policies
(o) ensuring appropriate licensing including fund raising and housie are obtained and that users receive proper instruction
(p) advising PCYC’S State Office of all local complaints and disputes and incidents
(q) managing database creation for members, volunteers, community, potential sponsors and service providers
(r) Maintaining Club Registers
(s) Ensuring all computer systems are effectively backed up, and
(t) Providing monthly reports to state office.

4 Club Manager Position Description

A Manager is an employee who performs the following and related duties (or other duties set down in an individual appointment letter) involving substantial independent initiative and judgement, significant accountability for operational standards and outcomes, and previous proven experience and success in supervision and management, usually involving formal qualifications in management (or equivalent):

(a) all the duties of a Relief Manager, Activity Officer and Senior Activity Officer
(b) scheduling Club operating hours to maximise facility usage and satisfy community needs
(c) negotiating contracts with local service providers in accordance with delegations and policies
(d) recruiting appropriate support staff in accordance with delegations and policies
(e) ensuring all staff are appropriately inducted into the organisation and receive appropriate development

(f) identifying volunteers with specific skills or talents to satisfy cultural and/or environmental issues or general Club requirements

(g) establishing committees to work with specific community groups

(h) inducting, training and developing volunteers

(i) in conjunction with Senior Youth Programmer, and where appropriate Club Committee, identifying areas for improvement within Club operations and develop recommendations for endorsement by either the Zone Commander and/or Area Manager

(j) developing, implementing and effective management of budgets and business plans and participate in budget reviews

(k) developing and implementing local fund raising events and activities for Club

(l) actively seeking donations and sponsorship from the local community

(m) identifying opportunities for funding grants, making submissions, managing reports and completing evaluations

(n) establishing and maintaining local membership promotion and renewal programs

(o) developing local innovative programs to attract, retain and service members

(p) initiating community awareness of Club programs and activities

(q) identifying and liaising with business partners for local Promotional and Sponsorship support

(r) purchasing new equipment in accordance with delegations and policies

(s) establishing local processes to enable the organisation to realise quality accreditation

(t) establishing and encouraging Continuous Quality Improvement

(u) resolving and effectively managing all local complaints and disputes, in consultation with the General Manager and Zone Commander, and

(v) managing confidential staff records.

5 **Senior Manager I (Club Manager)**

A Senior Manager I is a Manager with responsibility for management of two fully operational Club sites (or other duties set down in an individual appointment letter).
6. Senior Manager II (Club Manager)

A Senior Manager II is a Manager with responsibility for management of more than two fully operational Club sites (or other duties set down in an individual appointment letter).

In general, each Club will have a Club Manager appointed to oversee its operations and to ensure support to Police Programs operating at the Club. The Club Manager’s role is outlined in the document ‘Information for Club Managers’, the basic orientation document for Club Managers, which should be read in conjunction with this document.

7. General Manager, Club Operations

The position of General Manager, Club Operations has evolved from the previous positions of Assistant General Manager and Regional General Manager positions.

All Club Managers report to the General Manager, Club Operations responsible for their Club. The General Manager, Club Operations report to the CEO and constitute part of the joint executive group between Youth Commander. The CEO meets regularly with the General Manager, Club Operations and General Manager Financial and Corporate Services as the State Office ‘Club Operations Committee’. Club Manager support and performance are the key areas of responsibility for General Manager, Club Operations, whose specific duties include those outlined in Attachment Two. Delegations to General Manager, Club Operations are outlined in Attachment Three.

8. Zone Commanders & Zone Sergeants

PCYC as a movement has as one aspect of its mission a focus on juvenile crime reduction and management. Its partnership with NSW Police distinguishes it from other youth organizations. The partnership is expressed primarily by support for the work of Police Officers in and through local Clubs. Given that Police Officers work in Clubs, the partnership between PCYC and Youth Command is also expressed at middle management level through work with Zone Commanders (S/Sgt) and Zone Sergeants. Zone Sergeants are responsible for the quality of Police Programs in Clubs and report to the Zone Commander. Zone Commanders are responsible for overall program management and compliance and for the general management of Police Officers and their resources, and report to the State Coordinator. The Zone Commander works closely with the General Manager, Club Operations if and when matters require resolution at Club level between a Programmer and Manager. As PCYC and Youth Command share Occupational Health and Safety responsibilities for our shared workplaces, the Zone Commanders and Zone Sergeants have authority to require action to achieve OH&S compliance. As PCYC provides resources to Police Programs under grants obtained for that purpose, Zone Commanders and
Sergeants also have the right to check and monitor asset allocations at Club level. Club Business Plans are jointly assessed between General Manager, Club Operations and Zone Commanders and Club Manager Performance assessment includes the Zone Commander.

9. Club Committees and Presidents

9.1. Each Club should have a volunteer Club Committee in place under the leadership of a Club President. The Club Committee has an advisory role in regard to the needs of young people in their community, and fundraising, volunteer recruitment and advocacy support roles. PCYC has a specific policy governing Club Committees and how they are constituted which should be read in conjunction with this document. It is important to note, however, that:

9.1.1. The Committee must be consulted in October each year regarding the proposed annual business plan and budget prior to submission

9.1.2. The Committee has authority to direct where funds raised primarily through its efforts are allocated

9.1.3. The Club Manager and Programmer are expected to meet regularly with the Committee to keep them informed on Club and Program progress

9.2. The Club President is a source of advice to the CEO regarding Club needs and Manager performance. “Presidents’ Forums” are held at least twice a year to allow the CEO to hear from and consult with Presidents. Whilst Presidents should liaise directly with Club Managers, Programmers, Zone Commanders and General Manager, Club Operations, where issues that they raise at those levels are not resolved, contact can be made with the CEO.

9.3. Club Managers should see the Club President as a vital part of the management of a Club and ensure, along with partnership with the Police Programmer, positive and strong communication and consultation.
Attachment Two

General Manager, Club Operations Duties*

- Lead the recruitment of Club Managers
- Provide advice to Club Managers on Club operations and development
- Manage the performance of Club Managers
- Manage disciplinary processes for Club Managers
- Assess the training and development needs of Club Managers and make recommendations to the CEO
- Review and recommend, in consultation with the Zone Commander, Club annual business plans and budgets
- Monitor and intervene to ensure Club business plan implementation
- Make recommendations to the CEO regarding development opportunities at Club level
- Support the promotion of PCYC Sports, Arts and Youth Development initiatives to Clubs
- Monitor and ensure adequate staff coverage at Club level
- Resolve, in consultation with the Zone Commander as appropriate, conflict at Club level
- Represent the CEO at Club and Community level
- Monitor Club Committee performance
- Oversee establishment of Club Committees as required by the CEO
- Approve expenditures as provided by delegations
- Monitor and intervene to ensure compliance with policies
- Monitor and intervene to ensure implementation of audit recommendations
• Identify risk at Club level and make recommendations to the CEO as appropriate

• Participate in State Office Executive Committees as required by CEO

• Maintain positive working relationships with colleagues and stakeholders

* The above applies to Child Care operations in regard to the General Manager, Club Operations responsible for those operations.
Delegations to General Manager, Club Operations

All delegations to the Club Manager

Appraisal/Review of Club Managers and Staff

Authority to direct to ensure policy compliance

Access to all Club staff, areas and documentation

Approve purchase of equipment to $5,000 consistent with business plan

Office allocation at Club level (in consultation with Zone Commander)

Operating/consumables/services up to $15,000 consistent with business plans

Club/Service cheque signatory

Approval of leave for Club Managers/Service Coordinators
Sample PCYC Activities Officer Role Descriptions

6 Activities Assistant
An Activities Assistant is an Employee aged 19 years and under, performing the following and related duties involving minimal judgement and under supervision:

(a) reception and clerical duties
(b) canteen, merchandise, membership and activity sales and receipting
(c) setting up of activities and rooms
(d) general cleaning of rooms, amenities area, activity areas and equipment and grounds maintenance, and
(e) non-technical assistance in activities delivery, including children’s activities and sporting, fundraising and community activities and events.

7 Senior Activities Assistant
A Senior Activities Assistant is an Employee aged 19 years and over, performing the following and related duties involving minimal judgement and under supervision:

(a) reception and clerical duties
(b) canteen, merchandise, membership and activity sales and receipting
(c) setting up of activities and rooms
(d) general cleaning of rooms, amenities area, activity and amenities areas, and equipment and grounds maintenance, and
(e) non-technical assistance in activities delivery, including children’s activities and sporting, fundraising and community activities and events.

8 Activities Officer
An Activities Officer is an employee performing the following and related duties involving independent work and judgement:

(a) all the duties of a Senior Administrative Assistant as required
(b) supervision of Administrative Assistants, Senior Administrative Assistants, Instructors and Volunteers
(c) reconciliation of cash transactions and provision of monthly financial statements
(d) banking
(e) administration of activity risk checklist processes, including routine testing of equipment and pools, and ensuring compliance with regulatory, OH&S and policy requirements as related to activities

(f) demonstration and instruction of the operation and purpose of Club equipment

(g) security work (if the Employee is appropriately licensed)

(h) coordination of delivery of general activities and instruction or coaching where appropriately accredited

(i) general supervision of PCYC Members and visiting young people

(j) administration of first aid if required

(k) general cleaning of rooms, amenities area, activity areas and equipment and grounds maintenance, and

(l) coordination of evacuation procedures in an emergency.