

**COMMUNITY DEVELOPMENT AND JUSTICE  
STANDING COMMITTEE**

**INQUIRY INTO BUILDING RESILIENCE AND ENGAGEMENT  
FOR AT-RISK YOUTH THROUGH SPORT AND CULTURE**

**TRANSCRIPT OF EVIDENCE  
TAKEN AT PERTH  
WEDNESDAY, 22 JUNE 2016**

**SESSION ONE**

**Members**

**Ms M.M. Quirk (Chair)  
Dr A.D. Buti (Deputy Chair)  
Mr C.D. Hatton  
Ms L. Mettam  
Mr M.P. Murray**

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**Hearing commenced at 9.38 am****Mr JOHN GILLESPIE****Chief Executive Officer, WA PCYC, examined:****Mr GORDON MUSULIN****Field Support Manager, WA PCYC, examined:****Mr DUANE BELL****Assistant Commissioner, Western Australia Police, examined:**

**The CHAIR:** Good morning everyone. Thank you for coming. On behalf of the Community Development and Justice Standing Committee, I would like to thank you for your interest and appearance before us today. The purpose of this hearing is to assist the committee in gathering evidence for its inquiry into building resilience and engagement for at-risk youth through sport and culture. I am Margaret Quirk, member for Girrawheen. On my right is Dr Tony Buti, member for Armadale. On my left is Libby Mettam, member for Vasse. On her left is Chris Hatton, member for Balcatta. Mick Murray, member for Collie–Preston, should be arriving shortly. We are a committee of the Legislative Assembly. This hearing is a formal procedure of the Parliament and therefore commands the same respect given to proceedings in the house itself. Even though the committee is not asking witnesses to provide evidence on oath or affirmation, it is important that you understand that any deliberate misleading of the committee may be regarded as a contempt of Parliament. This is a public hearing and Hansard will be making a transcript of the proceedings for the public record. If you refer to any documents during your evidence, it would assist Hansard if you could provide the full title for the record.

Before we proceed, would you please respond verbally to the following questions. Have you completed the “Details of Witness” form?

**The Witnesses:** Yes.

**The CHAIR:** Do you understand the notes at the bottom of the form about giving evidence to a parliamentary committee?

**The Witnesses:** Yes.

**The CHAIR:** Did you receive and read the information for witnesses briefing sheet?

**The Witnesses:** Yes.

**The CHAIR:** Do you have any questions in relation to being a witness at today’s hearing?

**The Witnesses:** No.

**The CHAIR:** Before we commence, could you maybe explain your respective roles in relation to the PCYCs?

**Mr Gillespie:** Mine is quite detailed but I will give you a quick overview of what we actually do. About three years ago, I was appointed the new chief executive officer of WA PCYC to implement the Browne report, the state government review into the Federation of Western Australian Police and Community Youth Centres back in 2012. Part of that has been to undertake quite a significant transformation of PCYC after the transition of police managers moving out of PCYC and back into mainstream policing. Over the last three years, I can safely say here that we have implemented the 43 recommendations of the Browne report. That has been done with close support by WA Police in terms of financial support, but also, more importantly too, maintaining momentum in terms of

where PCYC is heading. The main objects of WA PCYC are to assist with the management of juvenile crime. That also contributes towards community safety, but, more importantly, it is a tool of community engagement, which can assist WA Police throughout the state of WA. Over the past three years, as I said before, we have had to restructure our organisation. We have strengthened the governance. We have brought in new policy and procedure, a strategic planning cycle and a number of controls. We have looked at risk management. More importantly, we are starting to get more professional personnel into the organisation in terms of managing the centres and having appropriate people who are able to engage appropriately with young people and the general community. We have had to build a number of relationships with the local government authorities. I have to say that they have been really good with the exception of maybe a couple. Overall, the support that we have from local communities, especially in the regions, has been insurmountable. The same has happened with the metropolitan area. We have had considerable support coming through verbally, and also getting that sort of recognition publicly as well. However, PCYC still has some way to go in terms of really resting on its reputation. I believe that WA PCYC can be the organisation that it was intended to be back in 1941 and still play an integral role in our community and assist the WA Police in attaining its outcomes, but, more importantly, the outcomes of local government and state government as well.

**The CHAIR:** Thank you.

**Mr Musulin:** I am the field support manager for PCYC. I have been involved with PCYC for over 20 years now in the capacity of a police officer, and now working for the Federation of Western Australian Police and Community Youth Centres. As field support manager, I oversee the governance, compliance and accountability issues relevant to our 19 centres and one camp statewide. I look after all the staff there including the programs and activities we run, and learning and development programs as well. In particular, I try to keep them in line with our strategic plan and core values, from working with prolific offenders and youth at risk through to delivering programs for them to go forward. That is basically my role in the PCYC.

**Mr Bell:** I am the assistant commissioner for judicial services. I have oversight of the community engagement division, with a superintendent. Within that division is a youth policing unit. Youth policing oversees the youth crime intervention officers and that is our main conduit of contact with PCYCs. In addition, I have the designated liaison role with John Gillespie as the CEO.

I understand that today the committee is talking to PCYC about their programs and other matters, but I was asked in case there were any questions around the police involvement with that, and I may be able to assist the committee.

**The CHAIR:** Thank you, assistant commissioner. It is helpful to have you both here. Can you tell us a bit about the youth liaison officers?

**Mr Bell:** Youth crime intervention officers—YCIOs as we call them. So that moved over time; it was not just a name change. It was more to try to engage with the youth and get them involved in programs or other things to dissuade them from offending lifestyles. They are sited throughout Western Australia. They have increased from 20 to the 52 we now have in place. They are split between both metropolitan and country areas. There are 20 in the metropolitan area and 32 in the country. They work at a district level —

**The CHAIR:** Why more in the country?

**Mr Bell:** Simply because of the statistics of juveniles and their offending, and at risk, and the location. We just need to spread them out across that way, whereas in Perth you can concentrate them a bit more.

**The CHAIR:** Would you be able to provide the committee with a breakdown of the location of those officers?

**Mr Bell:** Yes.

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**The CHAIR:** Are they sworn officers?

**Mr Bell:** Yes.

**The CHAIR:** Are they required to do any general duties as well wherever they are stationed?

**Mr Bell:** On occasions but that is very limited. It depends if there are some extraordinary circumstances, but that is not their primary role. They are there specifically for youth crime intervention work.

**The CHAIR:** So at the stage where they are dealing with juveniles, they have come to some police notice in some form or another.

**Mr Bell:** Yes. Generally, the referral comes from the districts and that is why they work within the districts. They also have an office in the PCYC clubs with equipment and laptops so that they can move between the two areas. Basically, where the district has a prolific or priority offender or some other youth at risk from a crime perspective, they then make referrals to the YCIOs, who then engage with them, the families, and then try to work on programs either through PCYC or whatever other programs might be specific to dissuade them from that. The general indication is that we probably halve the rate of offending of those kids that we are engaging with.

**The CHAIR:** Now, Mr Gillespie, pre Browne certainly the community's impression of PCYCs is that you were there to pick up kids early before they got to police notice. With this way, is that going to happen?

**Mr Gillespie:** It depends on our funding approach as well. We have limited staff with which we can actually do that. The primary function of PCYC, through referrals from the police but also referrals from local government or education or otherwise, is to take referrals and put them into programs, but those programs need to be funded. We have had this discussion over the last three years in terms of what we put them on. At the moment, we have some contractual arrangements with the Department for Child Protection and Family Support, the Department of Education, DCS and the Department of Training and Workforce Development. We are funding some of the programs ourselves. Interestingly enough, one of the programs in which we are trying to do exactly that and we are trying to move into that space, and we are being dissuaded to do that but it is the right thing to do, is the alternate learning program. Broome is a good example of that. We have an alternate learning education centre there. Broome Senior High School is providing a full-time schoolteacher to us. We provide the youth worker but at our cost. We have no other funding for that. At that centre there are 12 to 15 PPO youth at risk that if we release them from that centre, they will create some chaos in the local community. It is very key that we have this type of alternate learning because they have no place to go whether it be family, education or employment. We are trying to look at alternative ways to provide some structure for those young people. We want to expand that also throughout the state so that we have that referral coming through from the courts.

**The CHAIR:** There is a segue there that is a particular hobbyhorse of mine. There are nine metropolitan centres and 13 in the regions. I think three centres have closed in recent times. My seat is in the northern suburbs and there is nothing there.

[9.50 am]

**Mr Gillespie:** No; you are right about that and I agree. I live in Joondalup and I want to get out there.

**The CHAIR:** Sorry; there is one in Subiaco.

**Mr Gillespie:** Yes, there is one in Subiaco.

**The CHAIR:** A high centre of juvenile crime.

**Mr Gillespie:** They have some issues there.

**The CHAIR:** So have I.

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**Mr Gillespie:** Yes. That is where we run a gymnastics program that captures two lots of groups. However, in Joondalup—as I said, I reside in Joondalup, and I do agree that we need a form of PCYC presence, especially in the City of Wanneroo. We have been pursuing that, but again it comes back to having the right viability to be able to sustain that. What we have uncovered, or what we really want to do, is PCYC is no longer about bricks and mortar; it is about working with local government and community development approaches. We even approached the commissioner to look at the future viability of us securing an office space within future police complexes so we have that presence there and we can do more outreach, and that way we can work in with local government and work in with other service providers, provide the outreach, but also we can refer those young people to other programs that we may have. We are also becoming more mobile as well, and that is what we need to do. If I can say, we definitely want to be in the northern suburbs. People want us in Kununurra, Fitzroy and Halls Creek. I know they are regional —

**The CHAIR:** That is are a bit further north than I was envisaging.

**Mr Gillespie:** I definitely want to be there. Two Rocks is an issue up that way. I know the police are going to build a major complex there. I cannot really comment on that, but I have had discussions with the commissioner and a couple of other people about the future of us having some form of presence, even at Clarkson police station, to build that. We have been scoping that. We actually have a matrix that we look at where we need to be in the future and where we are currently now. Going back, you mentioned three closures. Yes, we closed down Armadale because it was not viable for us in terms of that. I had discussions with Mr Buti about that. We know we have to be there. We still have a presence there. Whilst we are in Gosnells and Serpentine–Jarrahdale, we want to get back into Armadale ourselves. We are working with the south east metro district police in terms of what we can actually do in that area. We have not moved away from there altogether. We are seeing where we can actually fit in there, but again it comes back to PCYC viability and about how we can sustain our presence there. As I say, we have been around for 75 years and we want to be there for another 75 years doing the right things that our reputation rests on. But it must be done for the right reasons with the right funding, making sure we are viable and we are actually providing the right programs for the right young people.

**The CHAIR:** I do not know whether you can tell us now what programs you are running or whether, because there are different ones at different PCYCs, you would prefer to provide that subsequently for the committee.

**Mr Gillespie:** I can actually provide—I should have brought some case studies with me on each of the centres; I can provide that later. Also, what I would like to do here—we have copies of our strategic plan, but also the annual report from last year. We have a new one that we are just developing right now which gives you a good breakdown of what we were doing in the last 12 months. Some of the main programs that we do have, one of the good ones at Kensington was Drive to the Future. We had a number of PPO youth at risk on that program. Again, it is not just about getting a driver's licence. It is about teaching young people a little bit more about structure, about being responsible and, more importantly, about being better drivers on the road. A number of those, if you can just clarify here, Gordon; when we started the program, we had a number of offences. What was the number there?

**Mr Musulin:** We had 297 offences committed amongst the 16 youth identified that were in the program. Part of the conditions, obviously, was if they reoffended during that period of time. This program is an extension of the Keys to Life program, so it takes them all the way through to getting their licence, which involves the employment of a driving instructor and so forth. We kept the logbooks on premises and so forth. We managed to reduce that down to 21 offences. That program was evidence based. We also have the Ice Breakers program, which is an education referral program that is run from the Albany PCYC. That is a highly successful program. We are getting over 60 attendances per month attending that program. We do a range of other programs.

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We have the mechanical cert I program from the Kensington PCYC, which, again, targets prolific offenders and youth at risk. We have had the World for Life program for quite some time, which is down near the Rockingham area; the Alternate Education program from Broome; and the Stepping Stones program from Gosnells. We also run a range of safe space or safe haven areas on Friday and Saturday nights in Roebourne and Collie, and I believe that Bunbury is looking at starting one up at present.

We have a matrix of our learning and development programs and programs that target prolific offenders and youth at risk, which I can forward on to you if you wish. However, my experience has been that recreational programs also have a huge impact on what goes on, especially in the smaller rural communities like Carnarvon and so forth. If you look at Roebourne, when they run a disco on a Friday night, they are usually getting 180 to 200 attendances of young people from the age of 10 through to 19. Again, if they are with us at the disco, they are not out in the streets. Basketball competitions, football competitions in Carnarvon and so forth—everything seems to have a place with regard to what works. I guess it is just identifying—what we have to be mindful of when we start these programs is that we are not duplicating services and jumping on if someone else is running something in town. But in saying that, prolific offenders and youth at risk seem to stand alone, and that is our core target group that we concentrate on. I guess a little bit statistically about PCYC: there are 267 employees. There are 19 centres statewide, and last year there were over 360 000 attendances throughout our centres.

**Ms L. METTAM:** I have a question. You referred to the viability of the centres determining where they are. How do you measure that viability? What makes a location viable?

**Mr Gillespie:** The operational costs of running it. For instance, we run Roebourne in the red. We have to be at Roebourne. I think what it is, PCYC has always had a good reputation of being where the hard places are, and people want us in those hard places. However, to attract the right people to run those centres has always been an issue for us in HR—geographically and dealing with the calibre of the young people we deal with as well. We have been working through that challenge. We have actually replaced two-thirds of our staff in management just to get the right people there. In Roebourne itself, as I think Gordon has alluded to, on a Friday night we get between 160 to 180 young people in Roebourne attending the Roebourne PCYC local community centre. Half those kids that come through the door might come with an aunty or an uncle or a responsible person, but they do not come with any funding. We cannot put all those kids back on the street, because you know what Roebourne is like; we would have a lot of antisocial behaviour there and kids would be loitering around the area. So we fill that gap. But we fill that gap because we want to fill that gap, and we help that community provide something for those young people there. It is very important that where we are, we are really needed. A good example of that is that we were in Kalbarri. It was actually a camp, not really a PCYC as such. We have moved out of there. We were going to renew the lease, because that was a good option for taking young people out there to do separate things. But in the end I held a community forum on that up there and asked the question: do you really understand what PCYC is? Not many people could really understand that. I said, “My question to you is: do you want PCYC here?” A lot of local people—some people—did not really want PCYC there, the reason being that they thought we were stealing their business like canoeing, cycling, abseiling or otherwise. In the end we said, “Well, if we’re not wanted here, why should we be there? We need to move out of that”, because we were running that at a loss as well. “Let’s move that out of there”, and that is what we have done. That is why we have a matrix about where we need to be in the future, and one of those is definitely up north, such as Clarkson, Butler or Two Rocks.

[10.00 am]

**The CHAIR:** My constituents will have to nick a car to get up there, but I will not go on that.

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**Mr Gillespie:** No. We can look at transport for that too, but definitely still in Wanneroo. We have been in discussions for the last three years about that. If we are going to go somewhere, we need to do it right. I do not want to go in there half-baked. We need to make sure that we have the right people in there. We work closely with the police to make sure that we identify the right people while we are there. Again, Gordon has mentioned duplication. That is why we talk to our local governments, because we do not want to duplicate what they are trying to do, but they are also leaning on us to help with certain issues as well. We want to do that but, as you know, we can only do that within our own means. Claremont, as you know; Subiaco, yes; we did have Claremont as well, but we have since sold off Claremont. Yes, okay, we made some money out of that, but that money has gone into other costs and we are trying to save some of that money now—as you know, it is very challenging out there—to help bolster up other operating costs. As you know, when we transitioned from WA Police, obviously we had police employees in place there, so that salary component goes back; therefore what I have to do now as the CEO is look at maintaining that salary component as well as run the centres, as well as run the programs and get money for the programs. Yes, okay, that is my challenge, I have taken that on the chin and we are dealing with that even through our board as well. That is why, as I said, as of yesterday I got told I have got another two years at PCYC, because I am determined to make PCYC successful.

**The CHAIR:** Sorry, what is another two years?

**Mr Gillespie:** Two years on my contract.

**The CHAIR:** Oh, right.

**Mr Gillespie:** It just got renewed.

**The CHAIR:** Well done. Congratulations.

**Mr Gillespie:** Thank you very much.

**Dr A.D. BUTI:** I have a few questions—of course Armadale will be one of my questions. Am I right in that the police now have no legal jurisdiction over the PCYC?

**Mr Gillespie:** No.

**Dr A.D. BUTI:** Is there a legal contract arrangement between the two of you?

**The CHAIR:** Actually, you just said “no”; that might be misinterpreted in the *Hansard*. What you probably need to say is, “Yes, you are right.”

**Mr Gillespie:** Yes, you are right.

**Dr A.D. BUTI:** Is there any contractual arrangement between the PCYC and the WA Police?

**Mr Gillespie:** We have an MOU arrangement and we also have some binding there, in terms of our infrastructure upgrade project, where WA Police manage the funds there in terms of us doing the upgrade agreement. But more importantly, too, WA Police has also contributed towards giving some salary relief and moving on more than what was actually agreed upon, when I moved into position.

**Mr Bell:** Perhaps I will just recap and try to capture the whole lot. The PCYC is a federated incorporated body on its own. There is no jurisdiction across. We have an MOU in place about working together on that. Some state government funding comes through us in a grant. We administer that grant for the infrastructure upgrade. WA Police itself has provided \$3 million over three years for administration costs to help with the overheads in that. Through that MOU, we have an obligation where we have committed for interactions with the officers to attend and do program work there.

**Dr A.D. BUTI:** Okay. This is just a comment, and I have already asked for your response. One, you would have to look at whether the name, police and community youth centres, is really an appropriate name anymore; but anyway. I think you said there are about 260 employees, basically.

**Mr Musulin:** Across the board, yes.

**Dr A.D. BUTI:** How many of those employees are based at the headquarters?

**Mr Musulin:** I think we have 19.

**Dr A.D. BUTI:** Now moving on to Armadale. As you mentioned, Mr Gillespie, you and I have had a number of conversations about Armadale and my understanding is that it was financial—you were seeking greater relief from the local government authority. Does that still remain the main stumbling block?

**Mr Gillespie:** Yes, it does. As you know, I suppose the catalyst for us moving out of there really was when they were replacing the arena roof, so that gave us an idea to start revisiting our viability at the arena itself. In the past, as you know, the history was that WA Police through the PCYC—we actually used to manage that centre a long time ago. In fact, Gordon was one of the managers there, in his former police life.

**Mr Musulin:** Five years I managed the arena, yes.

**Mr Gillespie:** And then the local government has taken that over and then we started paying rent to local government, and of course having a manager in place there and everything else, it was not viable. We were still in the red.

**Dr A.D. BUTI:** Although you do mention that in Roebourne you need to be in Roebourne—you need to be in Armadale—and you mentioned that you implemented all the recommendations of the Browne report. However, the Browne report, from my understanding, talks about the need for the centres—Albany, Armadale et cetera—to be resources, intervention or re-engagement centres, for priority prolific offenders. You do not even have a centre in Armadale, so you cannot say that you have implemented all the recommendations of the Browne report.

**Mr Gillespie:** We did initially in terms of Armadale, but Armadale in respect to PPOs or youth at risk, what happened at the arena was that it became very clear that other users of the arena did not want us to have youth-at-risk programs there because they were frightened of the care of their own children—that was the perception up there. There was a strong resistance for us to do any sort of learning and development-type programs with PPOs and youth at risk. That is why, in the end, it was only down to really police rangers and gymnastics.

**Dr A.D. BUTI:** Yes, but the point is there are other areas in Armadale where you could have gone to. In regard to the police rangers, seeing as you have brought them up, I believe they had equipment taken away from them by either the WA Police or the PCYC. But anyway, that is another issue that we will discuss maybe outside here. It is really difficult to fathom that you were present in Armadale—I do not think anyone in WA would not see Armadale as being an area that you should be at—but you are not there now. It is an incredible retrograde step. Gosnells is Gosnells, it is not Armadale, and if you look at the crime statistics, Armadale leads Gosnells by a long way. For you not to be present in Armadale is mind-boggling.

**Mr Musulin:** We were at the Champion Drive centre. I started at the end of the year 2000. I was a school-based police officer at the time at Kelmscott Senior High School. I took the premises over at Champion Drive and we were bursting at the seams. We negotiated then through Mayor Linton Reynolds and the commissioner at the time to move into the arena, which we did. Just like the CEO just mentioned, in this particular case where the PPOs were coming down, the model did not work. I live in Mt Nasura and I have got a keen interest in the Armadale area —

**Dr A.D. BUTI:** We are neighbours.

**Mr Musulin:** Yes—and what goes on there. I personally have been searching around, and the CEO knows this, for suitable premises for PCYC to relocate to in the Armadale area so that we can get started again. Unfortunately, there is the old bowling club on Railway. We made an approach there but that got sold to private people. We are just having difficulty in sort of finding premises.

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We have still got all of our storage equipment at Armadale, so our climbing wall and bit and pieces are still at Armadale.

**Dr A.D. BUTI:** What about using part of the old Australian trade centre near the railway line?

**Mr Musulin:** We would entertain going in anywhere if we can, I think that is fair to say, but I have met with council representatives, I have researched and had a look around with regards to trying to identify somewhere that we can slot into in the area. We just attended a meeting down at the Byford Secondary College, down in Byford, and that is an expanding area. They have requested that we come down and assist with different issues down in that area, but we would dearly love to get back to Armadale.

**Dr A.D. BUTI:** I do not want to make this an Armadale thing, so this is a last comment. We have had discussions and I am sympathetic to the financial constraints that you are under, that is why I was never in favour of the decision. There were also many government members who were not in favour of the decision that PCYC became kind of independent of the police. For Armadale, it has been a retrograde step. You were there, under the new model you are not there, and I know the financial reasons for that, but I can only say it is a retrograde step.

**Mr C.D. HATTON:** In relation to this location—I guess I am going to go around that with this questioning—and the matrix for the future: back in the 1960s and early 1970s I was actually a user of PCYC in the Swanbourne area as a matter of fact. For a number of years I used to hang with my mates. I do not think I was a youth at risk—I probably turned out all right!

**The CHAIR:** You are a successful product of the system.

**Mr C.D. HATTON:** Possibly so, if we have the evidence based on that!

Certainly, when I used to hang there for a number of years, it was not because I was disengaged or anything. The model has changed; there is no doubt about it, so when you come to the locations, I also lived and worked for several years in both Carnarvon and Exmouth, and you have got a site in Exmouth. I know that you are driven by passion, and that is why you are in this particular part of helping young people out in the community, but what is the difference between Exmouth and Carnarvon? I think I know, but I am just wondering why Exmouth made it.

[10.10 am]

**Mr Gillespie:** I suppose Carnarvon has more youth at risk, as such, and more the issues with local Aboriginals in remote communities. Exmouth does not have that, but there is a gap in Exmouth in terms of providing structured activities for young people to keep them out of trouble. We know that there are some underlying issues there at Exmouth as well, and I have to say we have a very, very close working relationship with local government, the police and the local advisory committee we have established there with our current manager, who lives and breathes that area. In fact, the improvement there is amazing in terms of providing more sporting culture. That area is more prone to that sporting culture, whereas in Carnarvon, yes, sporting culture—that is what young people need as well—but more importantly, there are also young people who may not be into the sporting culture who also require that development. That is the difference between those two areas. I suppose Carnarvon compared with Exmouth, one has a higher rate of youth at risk, PPO issues with the local community there in terms of antisocial behaviour; Exmouth less than that, but there is still a need there in terms of providing structure to keep that antisocial behaviour at bay there.

**Mr C.D. HATTON:** I know that some years ago there was a suicide issue in Exmouth and there are probably multiple suicide issues in other, bigger towns, and we are aware of that—in the Kimberley and Carnarvon and so forth—but do you think it is driven by a particular person up there who wants to get something going? Because it quite often is, is it not—someone who has the passion, and they find a location, but it is still evidence-based by putting it there.

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**Mr Gillespie:** Yes, evidence-based, but also you are right about the passion. That is why we have replaced two-thirds of our centre managers because they were not the right person. We have recognised that having the right people there with the passion, like the manager in Roebourne. A new manager we have appointed in Broome is a local Aboriginal girl who understands the community and works with the local police there to work out what sort of manager you need here. She also has an understanding of issues outside that town, so it is important now we get people who understand what it is and understand that local community.

**Mr C.D. HATTON:** Okay, and one final one, if I may. Your capture of your participants—I am thinking back to the 1960s, 1970s and to now, and with the Browne report, are you capturing just the disengaged youth at risk, or trying to capture the peers around to be support and mentors with team leadership?

**Mr Gillespie:** Yes, that is what we are trying to do. That is my main big push to get to that point. It is like the youth advisory committees that some of the local governments have working. I have had overseas experience in that area working with youth whereby I am very, very keen to develop the youth into youth leaders and bring them into the decision-making platform as well, in terms of our advisory committee, but also letting us know what young people need in those particular communities.

**Mr C.D. HATTON:** I think that is very important. I know back when I was engaged with youth through the PCYC, my parents did not necessarily want me hanging there, but we got friendly with some people of a different social demographic background and they were a bit maybe engaged in doing the wrong things, but they came along with us for a few years and they got better. We mentored those people, including an Indigenous fella, and it seems to work, the role modelling.

**Mr Gillespie:** It does work. That is exactly where we want to head, exactly that, but it has been a steady build-up to get to this point now. We want to bring more of that sort of youth mentoring pathway advice to the young people and then we can identify some of these young people from all different groups and we can certainly build up that foundation.

**Mr C.D. HATTON:** That is encouraging. Thank you.

**The CHAIR:** I have a sort of vision of PCYCs—I am going back further than the 1960s, I am afraid, Chris!—of Spencer Tracy teaching wayward kids how to box and keeping them off the street and all that, being a positive role model. Do you think with not actually having the police there when the kids drop in but only to deliver programs has meant that building up trust between police and youth has diminished slightly, or diminished?

**Mr Gillespie:** I think having a blue shirt there has always been good, but that is where we have been working very close with WA Police in terms of YCIOs coming in. Hence, I have blue blood—excuse the French—and so has Gordon, so we have come in with that former experience, but again it is having the right centre managers there to be able to bring that in. For instance, at some of those centres we have the police there, and that is going to improve through the infrastructure upgrade program. We are actually going to provide a more professional space, but also improve the spaces to bring those young people in from all sorts of minority groups and otherwise disadvantaged, and we will have more of a police presence there at regular times.

**Mr Musulin:** A large part of our structure is to form community advisory committees, which we encourage at most centres to have a police officer chairing that particular committee.

**The CHAIR:** It is not to do with that; it is to do with the relationship with the kids directly and providing positive role models. Can you just give us a quick rundown on where you get your funding from, since that seems to be the principal preoccupation?

**Mr Gillespie:** Yes, it is. We have some part funding from WA Police, \$3 million over three years, to help us with some of that —

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**The CHAIR:** Yes, that is infrastructure; I am talking about programs.

**Mr Gillespie:** Program money—we have to do it ourselves. We have put tender submissions in. We have put in for crime prevention grants. We have put in some through the federal government in terms of the Department of Employment, for Safer Streets, and I was disappointed that we did not even get an inkling into the Safer Streets round 2 funding this particular round. I was a bit disappointed with that, but I am getting feedback on that. We have to battle it hard. It is not unlike any other service provider out there. We bring money in through telemarketing and some fundraising. We are also starting to venture into, which we have to, other activities that bring funding in to us so that we can use that funding to put into other programs for maintenance. We are starting to move around with our mobile presence through a couple of mobile fun trucks. We will be present then in raising the profile of PCYC. Our climbing walls have regional perspectives as well as metropolitan. The other thing we are going to build up on is a camp at Camp Mornington. Again, the infrastructure has been neglected over the last few years, so what we are starting to do now is maintain that, bring it up to a good standard. That means then that we attract more people to use our camp for young people, schools, police rangers, cadet units and even some leadership courses from other organisations. We bring that funding in to help put towards those programs, but other than that, we have no other government funding to help us.

**The CHAIR:** No royalties for regions?

**Mr Gillespie:** No, not at this stage. We have put our name down to be notified when these particular tenders or grants are being made. One of the things we need to get better at is our grant management. That is one of the things we have been focusing on the last few months. We understand that.

**Ms L. METTAM:** Just picking up on some comments made earlier about finding a place or infrastructure for PCYCs—do you always need that? Do you need a permanent building?

**Mr Gillespie:** No. That is what I am saying: if we had a little office just to have a presence there so we can go out and visit our stakeholders. I live in Joondalup and we have an office at Clarkson Police Station or Two Rocks. I would go up there and go and visit the stakeholders and see what their needs are out there, so we have that strong presence. But more importantly, we are working at the moment with Nathan Morton, the member for Forresterfield. Midland has been closed because of refurbishment. Nathan has a problem with young people committing antisocial behaviour around a couple of shopping centres out there, so we have been asked, along with the police, to provide an outreach service —

**The CHAIR:** Who asked you to do that?

**Mr Gillespie:** We got a phone call just to go out and see what we can actually do.

**The CHAIR:** From?

**Mr Gillespie:** That was from Nathan Morton's office.

**Dr A.D. BUTI:** As you know, I have talked to you. Why has that not been done in Armadale? Why have you not done that in Armadale? As you know, we have had major discussions and you said to me that you have to negotiate with local government.

**Mr Gillespie:** Yes, and what we have done is we have worked with local police in terms of what they need there as well.

**Dr A.D. BUTI:** But you said you have been working with Nathan. Why have I not been contacted in Armadale to try to work with you?

**Mr Gillespie:** That was a phone call I got through the minister's office, that is all.

**Dr A.D. BUTI:** Oh, through the minister's office—there you go.

**The CHAIR:** Okay, good. That is what we thought.

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**Mr Gillespie:** But it came through that way. We would have responded with the local government, the local people and the local police in what we can provide there. While Midland is closed, we can still maintain a small presence out there so we are having some sort of impact in that local area that we actually serve.

**Dr A.D. BUTI:** I have to say it is a bit galling to hear you say today that you are out there working with Nathan Morton when you and I have had a number of discussions, which have been very, very good discussions, and nothing has been offered in that respect to me, but because you got a call from the minister's office—I mean, I find that appalling. I have a much higher youth crime rate than Nathan has out in Forreestfield. Good on him; he should be doing that, but I also should have some response to the concerns about my electorate, and I think this is appalling.

[10.20 am]

**Mr Gillespie:** Mr Buti, I can tell you right now we have not dropped the ball on Armadale because —

**Dr A.D. BUTI:** You may not have dropped the ball but you are not communicating with me as you are with Nathan in Forreestfield.

**Mr Gillespie:** What we are doing, too, is even with that Drive to the Future program, we are trying to create two of those programs in the south east metro corridor —

**Dr A.D. BUTI:** I look forward to you contacting me and let us work together in Armadale very shortly.

**The CHAIR:** I have a couple of questions before we conclude. Some programs are very successful. For example, in Carnarvon, I think you said you have reduced the crime rate in town by about 30 per cent through some of your programs. The Browne report was critical that you do not seem to have some process of replicating successful programs across the board.

**Mr Gillespie:** That is changing. For instance, the safe centres we were talking about—what used to happen in the past was all the PCYCs operated as centre-centric. What we do now is operate as one federation. We have had to break down all those particular structures and sort of little cultures. Now we are moving towards advisory committees as opposed to management committees; we are now having similar names throughout the state. For instance, we have Full Throttle, which deals with a program in Gosnells in terms of bicycles, and also powered bikes as well and further down the track. We have another program similar to that operating in Geraldton with the same name. Ice Breakers WA PCYC will be exported. We have provided governance around that to make sure it works properly; it has been recognised. We will look at seeking funding to export that around to other centres—other areas where they actually need that.

**The CHAIR:** What is that program about?

**Mr Gillespie:** It is about actually looking at meth addicts—drug addicts—and looking at young people and also young adults. I have to say that is a very good program that we want to get out there. We are working on that. The other one is Stepping Stones, which is a joint one between Centacare and the Department of Education at Gosnells. It is very similar to an alternative learning approach. That is why we want to expand that in some of the regional areas and some metropolitan areas as well. We know we have that there without duplicating it. Again, it comes back to our program funding so we can get it out there. In terms of that, we are replicating those programs around the centres. In the past, the budgeting for those programs was not very good; the project management approach was not very good. So now we are in a much better position to be able to put in properly qualified program frameworks and budgets to see what we need to do around those centres, based on the need.

**The CHAIR:** The proceeds of crime—have you got money from that, or do you regularly get money from that?

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**Mr Gillespie:** Not regularly, but we do put in for the crime prevention grants on a regular basis. One of my biggest things—I know Duane is here—I have been raising is funding of programs. I think I would not be the only service provider saying this. Every time you look at a funding process or a funding round, it is all about new initiatives. You can only come up with so many initiatives. What we need to do is look at the better programs and start exporting those programs around the state and refining those and meeting the local demographics; meeting the local young people's needs for those programs. One of my frustrations coming into this job is you only get so much funding for a short period of time or small funding for 12 months, which you can only run on an oily rag. Therefore, when that program stops, especially in those remote areas, what have those young people got to look forward to? Nothing. We actually provide some follow-up in between that to make sure those young people are okay. I think one of the biggest frustrations of programming is making sure it is more long term or fee for service. That is really what my point is.

**The CHAIR:** I remember visiting Gosnells when I was Minister for Corrective Services. Do you get any funding from juvenile justice?

**Mr Gillespie:** No.

**The CHAIR:** And you do not have any links with them?

**Mr Gillespie:** Yes. I continually liaise with them. In fact, a round of funding just came out recently. I thought we were on the tender notification process; in fact, it closed today. We only became aware of that last Thursday and we were trying to rush around. You cannot put a good, quality submission in in four working days; you cannot do it. We just had to relinquish that. We were trying to partner up with someone else to do it, and even that partner was unable to do that.

**The CHAIR:** I have two other quick questions. Obviously, we are a pretty multicultural community. Do you think that programs are covering that issue enough, especially maybe in the metro area?

**Mr Gillespie:** Yes. The metropolitan area is always a funny one because you have got a lot of different minority groups. We find it a lot easier—in terms of regional areas, we find it is much better to deal with multicultural groups. In the metropolitan area, you try to capture that, but there are a lot of competing challenges with different groups wanting different things and different needs. To cater for that, you have actually got to make sure that you have the right people there to deal with those particular groups and also some of the program will change with that. We have had discussions about that, especially around the Mirrabooka area. We had a program running there for a while, through federal funding up until 2014. We then had to pull out because we received no more funding after that. That was to have an outreach service in there dealing with some of the minority groups. I know that WA Police have a lot of community engagement in there with certain sporting issues, but that will be a continuing challenge not only for us, but also for other service providers in trying to meet those minority group needs.

**The CHAIR:** The last question I have—and I think my colleagues might have a couple of questions—is: you talked about the fact you are telemarketing to get some fundraising. Obviously, with telemarketing, you have people's attention for a very short amount of time. What are the key lines that your telemarketers have to say when they ring up?

**Mr Gillespie:** I do not get closely involved with that. I get told what the outcomes are at the end of that.

**The CHAIR:** If you were making a phone call, what are the key lines you would say before people hang up?

**Mr Gillespie:** They just go on about who they represent, what it is all about. One thing is that people understand and know what PCYC is, which is good; a lot of people know that. Therefore, a lot of people will contribute towards that. That is one of the key messages going out

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there, but some people do not really know what PCYC is. The telemarketers have to go down a certain statement in terms of what we are seeking funding for.

**The CHAIR:** Maybe you can just provide us with a script, because I would be very interested.

**Mr Gillespie:** Fine. I will get that from our telemarketing.

**Mr C.D. HATTON:** I think you said you had 267 employees, 52 sworn officers or thereabouts, and 60 000 participants last year. Hypothetically, moving forward, the sworn officers—the officers in blue—if it was not a matter of funding and resourcing, would you have more officers to get your strategic plan? I relate that back to engaging with respect to the police force. In relation to that, is one of your aims to have your young people show more respect, which is hard to evidence or gauge? Is that something that you ever think about?

**Mr Gillespie:** We do that all the time. One of the outcomes of some of the programs is about a change in behaviour and about how to respond to especially the police anyway.

**Mr C.D. HATTON:** I meant especially the police.

**Mr Gillespie:** Yes, especially the police.

**Mr C.D. HATTON:** The law enforcement.

**Mr Gillespie:** That is the whole idea. That is why I said community engagement. To me, WA PCYC—you still think about the police and community in there—we try to become like a community engagement model on behalf of the police as well. That is assisted by having the YCIOs there with us. Therefore, we make sure that whatever we do, we have high ethics behind that to make sure that we actually portray the close working relationship with WA Police, especially for young people. As you know, in certain communities a lot of young people shy away from the police—the blue uniform. We are encouraging that to come back in. In fact, in Roebourne in particular, we have had a great opportunity there with the two recent police officer-in-charge managers there because they are very committed and very passionate about the local community. We have been getting presence at some of those Friday night, Saturday night activities, which has been really positive.

**Mr C.D. HATTON:** Do you think the WA police force, or the officers in the force, across the spectrum of duties they do, respect the role of PCYC?

**Mr Gillespie:** I think there are mixed reactions to PCYC understanding, and that is why I am here, along with Duane. We are working together to take that back out there. You have the old culture still there at the moment and you have a newer culture coming in. I must say I know that we have just done some recent presentations to the youth crime prevention officers. This new breed of police officer coming through is a lot more passionate and understand the youth-type issues. I think that is really important. I think we will see some improvements in terms of that engagement. It is all about the engagement.

[10.30 am]

**Mr C.D. HATTON:** Thank you.

**Dr A.D. BUTI:** Just one final question for you; I notice our time is running out. Do you have any views on the value of sport and the arts in engaging youth?

**Mr Gillespie:** I value arts above sport—that is myself, personally. In fact, yesterday we were talking about the remote communities and looking at a cultural arts program. However, sport does have its place. I think sport brings together a team capacity. I am glad I did bring Gordon along here today because Gordon can give you a good example of what we did in Carnarvon through the football club with the PCYC. I have recently completed a Department of Sport and Recreation survey regarding community sports officers in the remote regions. I believe they were going to lose their funding for a while. I believe that funding should remain to have those Aboriginal liaison

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sports relations officers in those remote communities. If you take that away, you have no real coordination. I can say that from a qualified perspective because I was a coordinator overseas and you need that outside influence to keep people coordinated and understanding, and pushing towards those types of activities. Not all young people are into sport, you know yourself, and sometimes we tend to highlight the higher achievers rather than the low achievers. That is why we provide a number of activities at PCYC. I will ask Gordon to explain the Carnarvon program.

**Mr Musulin:** Mr Buti, we have to have a wide open matrix because when you are talking to a young fella that has come off the streets and has a dysfunctional family, he has not been to school for ages and all the rest of it, and you ask him, “What would you like to do?”, quite often it is just a game of basketball or a game of footy; that is all they are really interested in. The idea is to capture them in and try to capture them in where it may offer some relief in the community; it might be on a Friday night or a Saturday night and so forth. When you are orchestrating your programs, you would consider that as part of your development when you are doing these programs. Obviously, we try to be diverse so we get them in there working through the advisory committee and working within the centre with volunteers from the community. I like to think of PCYC as the base where people that are interested in the community come together to work with disadvantaged youth in the area, or PPOs or youth at risk. They can come together and pull each other’s resources in to work together to help combat these problems. Like I mentioned earlier, we run two streams. Obviously, we need to be sustainable and therefore we do run the Subiaco PCYC because Subiaco is probably one of the only profitable centres that we have. At the same time, the funding that comes in from the profitable centres and from the activities that we do run with regard to weightlifting or it might be gymnastics, or it could be some of the more profitable activities, we turn that over into helping pay for utilities and payments to salaries and wages and so forth and bits and pieces. We try to keep the programs as wide as we possibly can. That is combined with sport and recreational programs, some arts programs in some of the centres and learning and development programs statewide. Again, that is all driven by funding and availability of funding to be able to progress these programs going forward and that seems to be the biggest obstacle in the way.

**Dr A.D. BUTI:** Thank you. Just one more question quickly: what about the idea of working more closely with the schools—the education department? Is there a problem or maybe barriers about doing that?

**Mr Gillespie:** Only in some respects. It comes back to the age limit of what we can deal with, especially alternate learning centres, Dr Buti, with the age because we are not in a curriculum-based approach to it, we cannot—unless we have a schoolteacher there, then we can go into the younger ages and influence some of that. But no, there is nothing stopping us working with the schools and we are doing that. In fact, a good example of that is —

**Mr Musulin:** Some of the truancy rates at some of the schools, we have kids that are not going to school whatsoever. That is where we are sort of trying to step in to looking at alternate models and what we can do there, hence the Broome alternative education program, which I think is a very, very successful program. I think at the moment we have year 9 students there that have been educated at the PCYC but of course the program has a few sweeteners around just general life skills that are attached to that program. So the kids will come in and we might start up with a breakfast. They will do certain educational components throughout the day. We may take them out for a fishing expedition after that. So it is just there to entice them to come to school where they will reach their objectives and we will be giving our objectives as well.

**Mr C.D. HATTON:** Just as the very, very last tail-end question: how significant do you think councils could be as better players in providing some facilities and actually helping to capture this?

**Mr Gillespie:** They would play a big part. As far as I am concerned, they are as much a key partner to us as WA Police is. We are all there for the same outcomes, especially community development and community outcomes.

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**Mr C.D. HATTON:** Are you sort of saying that they could lift the bar a bit?

**Mr Gillespie:** Some could lift the bar, but I have to say we have got great support out there, including Armadale. Dr Buti has gone away, but we have a good relationship with the City of Armadale and we still have. I know Ray Tame from way back. I actually used to be in the south east metro district office. We have not lost that relationship. All it is is finding suitable premises that we can run at a good rate and still run these programs.

**The CHAIR:** You suggested there are a couple of councils that might not be playing the game. Who might they be?

**Mr Gillespie:** I understand—I am being diplomatic here, Ms Quirk —

**The CHAIR:** That is not helpful for us because you are saying that —

**Mr Gillespie:** All right, I will tell you. There are councils obviously out there, like we are, that are challenged—with reduced, I suppose, boundaries, ratepayers and everything else—so they have competing strategic objectives as well. But there are some councils perhaps that could help us. In fact, I know a few of the local governments have just gone through a review of their lease arrangements. I am happy to say that, with our word, they have not touched us, which I am very pleased about and they are leaving us alone. But if we came into some form of long-term lease arrangement and we are starting to pay a lease all the time, that defeats the whole purpose of not-for-profit and the community value that we add to the community outcomes.

**The CHAIR:** All right. Thanks very much for your evidence before the committee today. You are going to provide us with that script and also I think a list of programs—it is probably in the annual report anyway—and any additional information. The transcript of this hearing will be forwarded to you for correction of minor errors. Any such corrections must be made and the transcript returned within 10 days from the date of the letter attached to the transcript. If the transcript is not returned within this period, it will be deemed to be correct. New material cannot be added via these corrections and the sense of your evidence cannot be altered. Should you wish to provide additional information or elaborate on particular points, please include a supplementary submission for the committee's consideration when you return your corrected transcript of evidence. Thanks very much.

**Hearing concluded at 10.36 am**

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