



Board Pack

The Y NSW
Non-Executive Directors

August 2024

PRIVATE & CONFIDENTIAL



Context

The Y NSW (YMCA NSW) is a vibrant organisation within the world's oldest and largest global youth movement, operating for 175 years, across 120 countries, with a global reach of over 58 million members. The Y NSW is committed to strengthening communities through inspiring and empowering children and young people. In Australia the Y is recognised for its leadership in safeguarding, prioritising the safety and wellbeing of children and young people.

As a part of a broader movement active across every state and territory in Australia, the Y NSW serves over 40 communities, offering diverse programs such as gymnastics, aquatics, camping, outside school hours care and initiatives for young people. All the Y NSW's work, particularly its purpose work focuses on diversity, inclusion, equity and belonging. This includes their evidence-based Youth and Community programs such as Alternate Suspension, Streetgym and Youth Parliament; all of which support mental and physical well-being, foster a sense of belonging and amplify the voices of children and young people.

Employing over 1,500 people, the Y NSW is a beacon of inspiration and community impact. The Y NSW is at an exciting time in its evolution and are looking to complement their Board with three new Non-Executive Directors.



THE FOUR GLOBAL PILLARS



OUR SIX Y NSW STRATEGIC PILLARS

PILLAR 1
Design and deliver an enhanced service offering that empowers young people
 Y NSW can demonstrate an empowerment model that is replicable and scalable

PILLAR 2
Develop an engaged and effective workforce
 Y NSW has an engaged, diverse and capable workforce

PILLAR 3
Develop and implement an enterprise approach to Sustainability
 Y NSW has commenced development and implementation of the Sustainability policy position

PILLAR 4
Grow Y NSW advocacy and influence
 Y NSW is known to be a strong advocate and influencer on issues and policies that impact children and young people

PILLAR 5
Build and enhance digital capability
 Cost effective, innovative technology solutions that simplify Y NSW's landscape and connect its communities; providing a seamless digital experience and facilitating evidence based, data driven business decisions.

PILLAR 6
Strengthen Y NSW financial position
 Year on year surplus, ability to make investment choices and diversified sources of income

WHO WE ARE

OUR BELIEF
 We believe in the power of inspired young people.

OUR MISSION
 To enhance the well-being of children and young people in our communities and to influence the context in which they can thrive.

To empower young people and our communities to build a just, sustainable, equitable and inclusive world.

OUR VISION
 A community where every person thrives in body, mind and spirit.

OUR VALUES
Caring. Honesty. Respect. Responsibility and Safety



Current Board



Commissioner Leigh Jones, OAM, Chair

Commissioner Leigh Johns has extensive experience in employment law, workplace relations, equal opportunity and anti-discrimination law, disciplinary proceedings and workplace mediation. He has also been involved in a range of not-for-profit organisations for more than 25 years across areas including the arts, youth, community/primary health and health promotion. For this outstanding service, and significant contribution to the industrial relations field, Commissioner Johns was awarded the Medal of the Order of Australia (OAM) in 2017. Three years earlier he was appointed to the Fair Work Commission, following a career as an experienced and highly skilled senior government executive.



Kerry McGoldrick, Bachelor of Laws; Masters of Business Administration

Kerry McGoldrick is a recognised leader in governance and risk, with extensive experience across commercial, not for profit and public sector organisations in both industry (including Qantas and Woolworths) and professional services (including EY and Deloitte). Kerry currently chairs the NSW/ACT Council of Governance Institute Australia, the Risk Management Committee of Standards Australia and the Board of Scouts NSW. A lawyer by trade and a Chartered Governance Professional, Kerry holds an MBA and Graduate Diploma of Applied Corporate Governance. He is a regular contributor to media, industry, and academia. Kerry is passionate about supporting young people to help create a better world.



Prue Warrilow, Bachelor of Arts in Education

Prue is a strategic solution provider who has spent 30 years consulting to corporate, government and not-for-profit sectors in Australia, New Zealand and Singapore in the niche area of work|life wellbeing strategies. This breadth of experience provides Prue with unique insights into best practice in human resources/diversity, people and governance. Prue is an industry expert in children's services and child and family services. Prue has, and currently sits, on several NSW and Australian government advisory councils and non-government organisations that strategically influence public policy thinking on child and family matters. Prue's paid and voluntary work is underpinned by her strong personal value working to ensure children and young people grow to adulthood to be the best they possibly can be.



David McKenna, Doctor of Philosophy Strategic Innovation

David is an experienced entrepreneur, non-executive director and public sector leader. He brings fresh thinking and a passion for human-centred design to his roles in the public, private and not-for-profit sectors. He has a passion for economic development, education and driving social impact.

David is a PhD Candidate at the University of Canberra where he is researching strategic innovation, innovation systems and innovation governance in a public sector setting. David is active and supportive in the innovation ecosystem in both Sydney and Canberra.



Current Board



Corinne Diedericks, Bachelor of Business Science

Corinne comes with extensive experience in finance director and strategy roles spanning across a wide range of industries across energy, telecommunications, fmcg and manufacturing sectors. She has had P and L responsibilities with revenues in excess of \$1bn and successfully implemented profitability turnarounds, driving accountability and executing on strategy amidst volatile market conditions. She has experience in delivering favourable people engagement shifts and improved business KPI's in complex heavily matrixed global and ASX listed organisations. In addition to her P and L, strategy and commercial finance background, Corinne has also led data and analytics teams and Digital transformation projects. She is passionate about inspiring and coaching people, making a difference to their current and future success. Corinne is a Graduate of Australian Institute of Company Directors.



Tim Sunwoo, Master of International Affairs in International Finance and Business

Tim Sunwoo is an experienced NFP CEO with an extensive commercial and strategic background. Most recently, he has served as the CEO of disability and community housing NFPs. He has also held senior executive roles in strategy and finance for large listed Australian companies. His background also includes a stint as a management consultant, based in New York and Sydney, for an international strategy consulting firm. Tim is passionate about the mission of the Y and the critical link it provides to the wider community. As a youth growing up in America, he spent countless hours playing basketball at a local YMCA gymnasium.

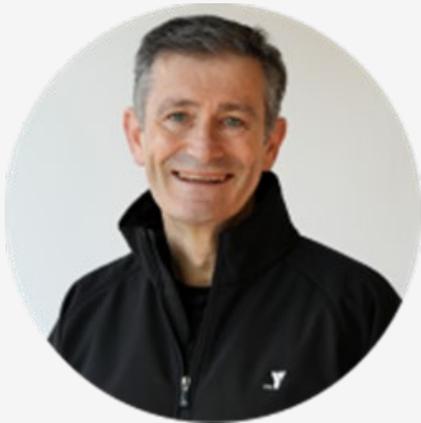


Josh Wiseman, Bachelor of Psychology and Drama

Josh's team at batyr look after the organisation's digital transformation as well as 'OurHerd' - A first of its kind digital storytelling platform. He has a background in Psychology and the performing arts. Josh has led teams working on; The National Mental Health Framework for Universities (Orygen), The National Evaluation of Headspace (KPMG) and Amplified Voices (Department of Health). Josh is a Non-Executive Director of Together For Youth, a school wellbeing program based organisation and sits on the Generation Australia Advisory Board as well as on the Black Dog Institute's Industry Advisory Panel for 'Sidewalk Circus Labs' project. His background in the arts allow him to focus on how technology can be human centric in its solutions and amplify impact.

The Y NSW – Chief Executive Officer

Rob Kennaugh



Rob Kennaugh was appointed the CEO of Y NSW effective June 3, 2024. With over 30 years of experience in youth programs and executive roles at notable organisations including Telstra and the Commonwealth Bank, Rob has a strong background in leadership and community service. His career highlights include establishing essential services for disadvantaged youth and authoring a best-selling parenting. Rob aims to further the Y NSW's mission of inspiring and supporting young people and communities.

Governance

Composition

The Board currently comprises seven Directors. The constitution allows for a total of eighteen Directors and no less than six voting members.

Tenure

Directors are appointed for a maximum of three 3-year terms, with the exception of the Chair who may have a fourth 3-year term.

Board Meetings

In 2025 it is proposed that there are four regular board meetings, with board committee meetings held in between time. All board members are expected to participate in at least one board committee. This may equate to around 12 meetings per year. The AGM is held in November each year.

Meeting Dates

The remaining board meeting dates for 2024 are Wednesday, 23 October and Wednesday, 27 November. Proposed dates for 2025 are currently being approved by the Board.

Remuneration

The role of Board Director with The Y NSW is voluntary. Directors are not remunerated, however are reimbursed for reasonable and necessary out-of-pocket expenses.

Mandatory Child Safeguarding and Probity Requirements

The Y NSW has a very strong focus on child safeguarding . All Y NSW board members must hold a current Working With Child Checks (or other equivalents) and participate in a National Police Record Check. The Y NSW provides access and pays for these processes.



The opportunity – Non-Executive Director

The primary aims of this position are to collectively govern with other Directors to:

- cultivate a sense of group responsibility with commitment to excellence in governance;
- determine the appropriate culture for the organisation and model behaviours that both reflect and promulgate the desired culture;
- employ the CEO to manage the organisation;
- ensure governance requirements of good working relationships with all stakeholders;
- ensure that the organisation has processes that ensure compliance with all internal and external governance requirements;
- establish and improve procedures and policies to safeguard the organisation's resources, reputation, and public credibility;
- establish the organisation's purpose, values and strategies;
- identify and monitor Quality and Risk across the whole of the organisation;
- monitor performance against KPIs, outcomes and other criteria established from time-to-time drafted by the Board;
- uphold the following fiduciary duties including the duty
 - to act in the interests of a company as a whole;
 - not to act for an improper purpose;
 - of care and diligence;
 - to retain discretion;
 - to avoid conflicts of interest; and
 - not to disclose confidential information.

Duties and expectations of Directors:

Each Board member must:

- act in a financially responsible manner;
- act in the best interest of the Y NSW;
- ask for clarification of matters not fully explained;
- attend and contribute to Board meetings and meetings of committees on which they serve;
- critically read and assess all agenda documents before each meeting;
- declare any conflict of interest.
- ensure care, transparency, and diligence in decision making;
- ensure compliance with the Y NSW's Code of Conduct, and all matters prescribed by law;
- ensure critical review of proposals to the Board;
- maintain confidentiality;
- seek assurance of compliance with internal and external policies;
- strive to attend all meetings, and notify an apology when unable to attend; and
- undertake diligent analysis of all proposals placed before the Board.

Directors are expected to have an awareness of relevant developments in society, legislation, the not-for-profit sector, including the Y NSW's purpose work focused on children and young people experiencing disadvantage, vulnerability and marginalisation.



Key selection criteria – Non-Executive Director

Attributes and experience:

The following skills and experience are considered critical to these roles:

- Specialist knowledge and experience in property and/or infrastructure OR
- Experience at Senior level within Government, bringing a deep understanding of how government works with State government experience in education or youth an advantage

In addition, successful applicants will have:

- Proven experience as an effective board member and commitment to excellence in governance to ensure the Board continues to operate effectively and rigorously.
- Excellent communication skills and strategic approach, along with excellent relationship skills, to manage a variety of stakeholder relationships.
- Valuable networks within the Australian business community, and / or Government.
- Time capacity to contribute to the role
- A genuine interest in positively contributing to The Y NSW.

Additional Requirements/Conditions:

- **Probity Checks.** All positions, including Board positions, within The Y NSW will be required to undergo probity checks including criminal record checks, and working with children checks).
- **Work Hours.** Unless otherwise expressly agreed in writing, non-executive Directors are not employees of the Y NSW and the nature of the position may require the incumbent to work outside the normal span of business hours.
- **Travel.** The nature of this position may require the incumbent to undertake domestic travel from time to time to attend scheduled events and meetings The Y NSW locations.

Plus exhibit:

Qualifications & Licences:

- Tertiary level qualifications or equivalent in business, management or relevant field.

Required Non-Executive Director Experience:

- Significant experience in strategic development and implementation to contribute to the Y'NSWs' strategy through constructive questioning and suggestion and contribute to the effective decision making of the Board;
- Significant experience in working as an effective team member, demonstrating curiosity and courage to ask questions and persist in robust discussion with Management and fellow Board members where necessary;
- Demonstrated empathy manifested through strong interpersonal skills. A Director must work well in a group, listen well, be tactful yet able to communicate a cogent and candid viewpoint;
- Significant experience managing, supporting and developing senior roles in an organisation.



Further information

Website	https://www.ymcansw.org.au/
Annual Report	Annual Report 2022/2023
About us – The Y NSW	About The Y
Director Code of Conduct	Code of Conduct
Y NSW Board and Committee Dates	2024 Board & Committee Dates
Vision 2030	Vision 2030
Governing Document	Constitution
Financial Report	2020 Financial Report
The Y National Safeguarding Children and Young People Policy	Safeguarding Children Policy



For more information



For all enquiries please contact

Lindy Kingsford | Executive Consultant

hello@peopleforpurpose.com.au

