



22
23

Annual Report



*We believe
in the power
of inspired
young people*

Acknowledgement of Country

The Y NSW acknowledges the Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the lands and waters on which we come together to learn, share and grow. As the earth's most ancient culture, we respect their historical and continuing spiritual connections to country. We pay our respects to Elders past and present, and to young Aboriginal and Torres Strait Islander peoples for they hold the continuation of cultural, spiritual and educational practices in their hands. We believe in the power of inspired young Aboriginal and Torres Strait Islander peoples.

Acknowledgement of Victims of Abuse

The Y NSW pays respect to all victims and survivors of abuse, their family members and friends. We acknowledge the traumatic and lifelong impacts of abuse. The Y considers any form of abuse to be intolerable and inexcusable. We unreservedly apologise for the past failures of the organisation to protect young people and vulnerable individuals from harm. The Y NSW has learnt from the wrongs of the past and has taken extensive measures to ensure that the safety, wellbeing and empowerment of those in our care are the organisation's highest priorities.

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We are the Y

The Y NSW is a vibrant, for purpose organisation delivering cause-driven programs and valuable community services that help strengthen young people's lives, their families and the communities in which they live. The Y is part of the oldest and largest youth organisation in the world, YMCA, which reaches across 120 countries.

Our Values

Safety

Caring

Honesty

Respect

Responsibility



COMMITMENT TO SAFEGUARDING

We are recognised as a leader in safeguarding and it is at the heart of all we do. The safety, wellbeing and empowerment of children and young people are our highest priorities. Our National Safeguarding Framework, along with our strategies and policies, provide robust foundations to ensure that all children and young people are safe and feel safe at the Y, in their families and in their communities.

We are proud that our approach reflects the recommendations from the Australian Human Rights Commission which are enshrined in law.

Additionally, the Y has established its own set of 58 comprehensive licensing standards that not only adhere to the 10 legislative standards of the NSW Children's Guardian, but amplify, expand and reinforce them.

The Y is independently reviewed by the Australian Childhood Foundation as a child-safe organisation. We stand by our three pillars of Culture, Operations and Environment.

Our Belief

We believe in the power of inspired young people.

Our Vision

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

Our Mission

To enhance the wellbeing 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.

Pillar one: Culture

We will create a safe culture, which empowers children and young people through effective leadership and governance.

Pillar two: Operations

We will create safe operations to ensure Y people, parents/carers and community have the right policies, processes and practices to keep children and young people safe.

Pillar three: Environment

We will create safe environments at the Y and in communities which empower children and young people to thrive.



A Message from the CEO and Chair



We are pleased to share with you the annual report of the Y NSW for FY22/23. As we reflect on the past year, we are filled with a sense of gratitude and pride.

Pictured: Chair Prue Warrilow (left) and CEO Susannah Le Bron.

FY22/23 stands as an exciting juncture for the Y NSW – a time of transformation, innovation and renewed commitment to our belief in the power of inspired young people. Guided by our bold new strategy, we embraced change and dedicated ourselves to the strategic pillars that are focused on setting our remarkable organisation up for long-term success.

Together with our employees, supporters and partners, we celebrated some incredible achievements and navigated significant challenges during the year. Throughout it all, we remained steadfast in our pursuit of not only serving our communities but also empowering them to thrive in body, mind and spirit.

Bold New Strategy

During the year, we launched our Strategy 2022-2025, which aligns with the YMCA Vision 2030 Strategy. The strategy provides clear direction for the organisation, helping to ensure stronger performance and financial stability, and leading the way towards a better, stronger and brighter Y NSW.

The strategy focuses on six priority areas including designing and delivering an enhanced service offering that empowers young people; developing an engaged and effective workforce; developing and implementing an enterprise approach to sustainability; growing advocacy and influence; building and enhancing digital capability; and strengthening the organisation's financial position.

Realigning Structure

Under the strategy, it was necessary to make changes to our workforce structure. A new role of chief operating officer was established to oversee the day-to-day operations and internal processes, lead an enterprise approach to operational efficiency, explore growth opportunities, and deliver customer experience improvements. As part of the restructure, some roles, responsibilities, and reporting lines were changed, and there were redundancies in several portfolios. We extend our thanks to the workforce for their professionalism and understanding during this time of change.

Contract Recreation Review

In line with the strategy, and as part of normal business processes, we reviewed our Community Recreation portfolio based on our performance improvement framework. It was mutually agreed with the ACT Government to end the existing contracts for the operation of the ACT Government's community recreation centres: Canberra Olympic Pool, Gungahlin Leisure Centre and Lakeside Leisure Centre. A decision was made to also include Stromlo Leisure Centre in the tender process. During the year, the Y also transitioned out of contracts for the management of Sydney Olympic Park Lodge and Oberon Swimming Pool and Fitness Centre.

We are incredibly proud to have provided high quality services to these communities over the years.

WestInvest \$44 Million Grant Success

Following three challenging years of navigating the global pandemic, fires and floods, Camp Yarramundi roared back to life in FY22/23. The highlight was successfully securing a \$44 million grant by the NSW Government as part of its WestInvest Community Project Grants program. The Camp is on a path to be dramatically transformed into a more inclusive complex that caters to people of all abilities, with greater community access, restoration of the natural wilderness, and a commitment to sustainability and minimal environment impacts. The plan was developed in consultation with Darug custodians who provided input into the design, connection to First Nations knowledge of culture and Country, and program development.

The Reimagine Project

Consistent with our strategic plan, we continued work on the Children's Services' Reimagine Project. This involved determining the Y's point of difference, focus areas of priority and key objectives, with the goals of improving performance, enhancing customer experience, strengthening the workforce and more.

Fostering Culture, Inclusion & Belonging

During the year, we were proud to release our inaugural Diversity, Equity, Inclusion & Belonging Plan, which formalises our commitment to fostering an inclusive environment. By focusing on building robust foundations, we aspire to cultivate a culture where every person is heard, valued and respected.

We proudly continued our reconciliation journey and were delighted to have the organisation's first Reconciliation Action Plan (RAP) endorsed by Reconciliation Australia during 2023. The RAP Working Group dedicated itself to the implementation of our commitments, including increasing the understanding, value and recognition of First Nations culture, history, knowledge and rights, and growing awareness of how we can collectively contribute to reconciliation. Inclusion, connection and wellbeing are at the core of who the Y is as an organisation, and we look forward to the next stage of our reconciliation journey.

Addressing Workforce Shortages

Amid our strategic transformation, the Y NSW faced a significant challenge in the form of workforce shortages. While this hurdle placed increased pressure on our team members, particularly in our Community Recreation and Children's Services portfolios, it also highlighted our employees' adaptability and resourcefulness. We actively worked on strategies to address the issue, including recruitment campaigns, training opportunities and partnerships, to ensure that we continue to meet contractual obligations and serve our communities.

Child and Youth Voice Strategy

In alignment with our Strategy 2022-2025, the Y's first Child and Youth Voice Strategy was developed in consultation with children and young people.

The Child and Youth Voice Strategy sets out nine objectives including developing a youth voice network to increase opportunities for engagement with the Y and external stakeholders; creating regular and transparent feedback loops that enable children and young people to have a voice at the Y; and providing young people from diverse backgrounds with opportunities to have their voices amplified on matters they care about.

Thank You

Finally, and importantly, we express our gratitude to our board of directors, who generously give of their time on a voluntary basis to deliver our strategic intent; to our executive, senior management teams and all staff members for their dedication and commitment; and to our partners and supporters for their contributions.

We are honoured to lead this great organisation, part of the oldest and largest youth organisation in the world, and look to the future with confidence. We are ready to embrace whatever opportunities and challenges may come, guided by our strategy, beliefs and values.

Warm regards,

Prue Warrilow

Chair

Susannah Le Bron

CEO



Chief Executive Officer Resignation

At the time of writing, Susannah Le Bron announced her decision to step down from the role of Chief Executive Officer effective September 2023.

Throughout Susannah's five-year leadership, she had a significant and positive impact on the Y NSW. This included her role in navigating the challenges of the global pandemic; rebranding with a more modern visual identity; refocusing the business model to create a more sustainable service, and implementing secure IT systems aligned to best practice.

The Board thanks Susannah for her leadership and wishes her all the best in the next stage of her career. An executive search for a new CEO will begin in early 2024. In the interim, Chair Prue Warrilow has taken on the CEO responsibilities as Interim Executive Director, and Director George Perry has been appointed as Chair.

Above: Scaling new heights in vacation care.

Making an Impact

RESULTS BASED ACCOUNTABILITY FRAMEWORK™

We are committed to measuring our community impact through a Results Based Accountability™ (RBA) framework. This continuous quality improvement process keeps us focused on the impact our programs make and the positive difference we have on children, young people and communities across a range of quality-of-life metrics.

Youth and Community Services

95%

of participants felt the Y is a safe space¹

95%

of participants felt the Y is an inclusive space¹

72%

of participants felt they have a voice and are heard¹

81%

of participants reported improved mental wellbeing¹




90%
of participants made new friends and positive connections¹

Community Recreation

86%

reported increased mental wellbeing from participating at the Y²



88%
reported feeling included at the Y²

84%

reported an increased sense of belonging from participating at the Y²



90%
reported increased physical wellbeing from participating at the Y²

Children's Services

96%

of parents reported their child feels safe at the Y³

94%

of parents reported their child has stronger social connections from participating at the Y³

91%

of parents reported their child has an increased sense of belonging at the Y³

90%

of parents reported their child has improved physical wellbeing from participating at the Y³

73%

of children said they felt happy to play, learn and have fun at the Y³

65%

of children reported they felt more confident at the Y³

¹ Combined results of Youth and Community Surveys, FY22/23
² Ratelt EOY Customer Survey, June 2023.
³ Ratelt Parent and Child Surveys, November 2022.



Reconciliation Action Plan

Last financial year, the Y NSW took the first step in its commitment to practical action towards reconciliation through the development of a Reconciliation Action Plan (RAP). In 2023, our Reflect RAP was endorsed by Reconciliation Australia.

Our Reflect RAP clarifies and communicates our vision, commitment, and governance with regard to reconciliation action.

It acknowledges with honesty and humility what we do not know and pledges to understand and celebrate the rich cultures of our First Nations peoples. A summary of our RAP commitments is as follows:

1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.
2. Build relationships by celebrating National Reconciliation Week.
3. Promote reconciliation through our sphere of influence.
4. Promote positive race relations through anti-discrimination strategies.
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.
10. Establish and maintain an effective RAP Working Group to drive governance of the RAP.
11. Provide appropriate support and effective implementation of RAP commitments.
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings internally and externally.
13. Continue our reconciliation journey by developing our next RAP.

Throughout the year there were several highlights that demonstrate the Y's dedication to delivering on these commitments. Our People and Culture team provided the first module of the Inclusion Matters SBS Inclusion Program training to staff. This training was designed to assist in understanding the importance and advantages of Indigenous cultural diversity. Our Youth and Community team offered scholarships to Aboriginal and Torres Strait Islander young people as part of the Youth Parliament Program 2023. And in Children's Services, we engaged in yarning circles and conducted meaningful discussions about First Nations history and culture.

The commitments laid out in the RAP will continue to guide our teams in the next steps of our reconciliation journey, particularly in regard to strengthening our relationships with Aboriginal and Torres Strait Islander stakeholders and organisations, and promoting reconciliation.

The Y NSW engaged talented young artist Cooper Thompson, a Wiradjuri artist, to create artwork for our RAP. Youth and youth voice are powerful messages in the artwork and the overall theme is one of celebration of community.



Left: Cooper Thompson, Wiradjuri artist and right his magnificent artwork, *The Tree*, that celebrates community, youth and youth voices.

Public Policy and Advocacy

The Y Strategy 2022-2025 strives to grow the organisation's advocacy and influence on issues and policies that impact children and young people as one of the six key pillars.

Last financial year, we took important steps building a strong foundation for the public policy and advocacy portfolio by appointing a general manager advocacy, policy and relations and commencing the development of a well-defined strategy for our advocacy work. This year, the strategy was proudly endorsed, and we began with a crucial focus to deliver on the identified advocacy priority areas across four pillars of global impact aligned with the YMCA's global strategy, Vision 2030.



COMMUNITY WELLBEING

Core Belief: The YMCA believes that every person should have the means to grow and thrive in body, mind and spirit while taking care of their individual and collective wellbeing.

Our Pledge: By 2030 the YMCA will co-create, provide and advocate for high-quality, relevant and sustainable health and wellbeing solutions to young people and communities worldwide.



MEANINGFUL WORK

Core Belief: The YMCA movement believes that all young people deserve the right to learn, engage in flexible, dignified and meaningful work, and build sustainable livelihoods.

Our Pledge: The YMCA commits to creating, expanding and advocating meaningful, just and equitable education, training, employment and entrepreneurship opportunities in the transition to the new economies.



SUSTAINABLE PLANET

Core Belief: The YMCA believes that we should all commit and take action for the protection and regeneration of our planet, preparing for a Just Transition to a world where humans live in full harmony with nature.

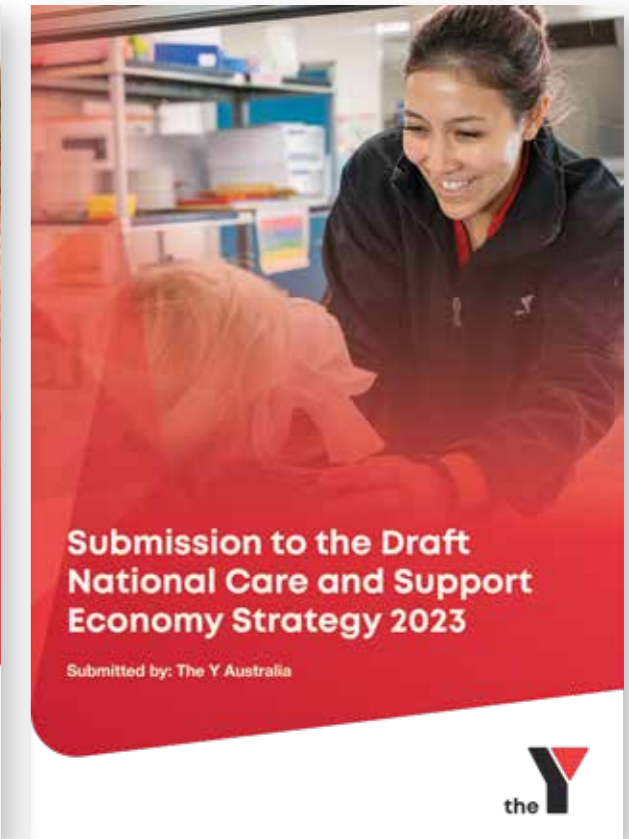
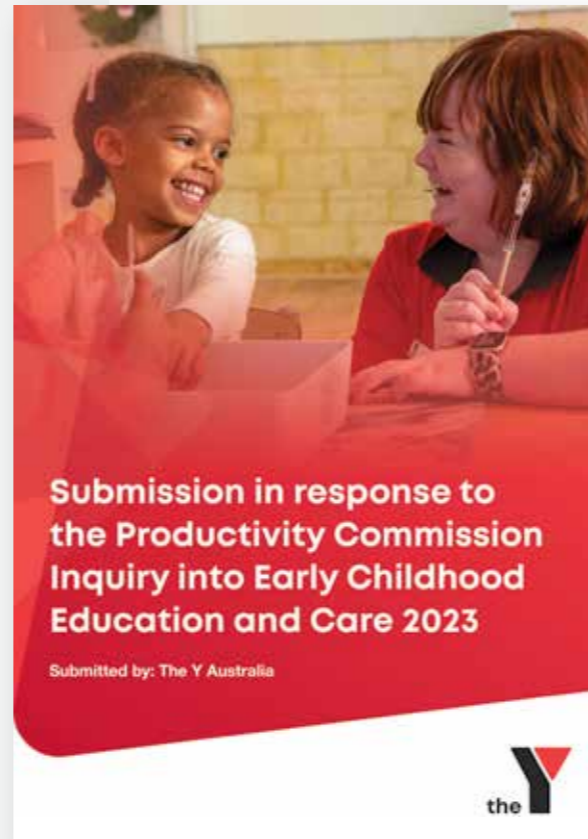
Our Pledge: The YMCA commits to become a Greener Movement, an active youth voice on climate justice and champion of youth-led sustainability solutions.



A JUST WORLD

Core Belief: The YMCA believes in the power of young people and communities to promote and advance justice, peace, equity and human rights for all.

Our Pledge: The YMCA will become a global voice in the fight against systemic discrimination, inequity, injustice and racism in all its forms, amplifying the voices of young people and communities where it is active to ensure that everyone's voice is heard.



During the year, we facilitated a series of workshops with young people, encouraging open discussions about public policy issues that matter to them.

Additionally, we also engaged with our staff across the state to hear about the issues in their local communities. These valuable insights are shaping our policy design and advocacy positions.

National Policy Submissions

Working in collaboration with Y Australia, this year our advocacy work focused on early childhood education and care as a priority area. We supported Y Australia in lodging submissions in response to consultations from the Australian Government on the Early Years Strategy and the Draft National Care and Support Economy Strategy; as well as the Productivity Commission's Inquiry into Early Childhood Education and Care.

Government and Stakeholder Relations

Following the NSW election in March 2023, we have been proactively raising awareness of the Y NSW's purpose work among Members of Parliament. This has included a focus on the impact of the Y NSW's youth and community programs; before and after school and vacation care services; the work of our educators in delivering quality programs for children; and the Y's operation of recreation facilities. We have continued to engage with government departments, peak bodies and other stakeholders regarding policy areas which relate to children, young people, and the communities that we serve.

Looking Forward

The Y NSW is dedicated to further advancing our public policy and advocacy efforts in the years ahead. With a steadfast commitment to being a strong advocate and influencer on matters that directly impact children and young people, we will continue to collaborate, engage, and amplify voices to create positive change in our society.

Our Services

We are committed to strengthening communities by connecting people to their potential, purpose and each other.



YOUTH AND COMMUNITY

Our Youth and Community (YaC) team delivers contemporary community and youth programs that focus on physical and mental wellbeing, life skills, advocacy and social connections.

The team also leads the outcomes measurement work through a Results Based Accountability™ (RBA) framework, assessing results across metrics such as sense of belonging, feeling safe, and learning new skills.



OUTSIDE SCHOOL HOURS CARE

We provide outside school hours care (OSHC) services at 55 centres across NSW.

Our OSHC centres deliver enjoyable programs and activities that inspire young people in areas that interest them, while offering busy families a great solution to outside of school hours care. Staff are committed to ensuring children are safe, and feel safe, while being cared for at our centres.



RECREATION

Our 30 recreation centres provide industry leading and community focused programs that empower people to live healthy, active and social lives.

Across the state, people of all ages and abilities benefit from our aquatics, learn to swim, health and fitness, gymnastic and sporting programs.



CAMPING AND OUTDOOR EDUCATION

The Y NSW has been offering outdoor education and camping experiences at Camp Yarramundi since 1937. Set on 35 acres of natural bushland in the beautiful Hawkesbury Valley, this facility provides outdoor programs and accommodation for schools, community groups, corporate groups and the public. These experiences help participants enhance personal growth and connect with the natural world.

Right: Basketball at a Y sports stadium.





Youth and Community

YOUTH VOICE STRATEGY DEVELOPED



89%

of participants reported an increased sense of belonging through YaC programs

91%

of the Alternative Suspension cohort returned to school following the program



200+

young people completed the Teen Mental Health First Aid Program

305

young people supported via the Call a Youth Worker Support Line



Left: Shooting some hoops at StreetGym.

Our offerings

- ✓ **StreetGym**

- ✓ **Youth Parliament**

- ✓ **Call a youth worker**

- ✓ **Uplift**

- ✓ **Alternative Suspension**

- ✓ **Youth leadership and advocacy programs**

- ✓ **Y Space**

- ✓ **Skills and development programs**

- ✓ **Youth events**

In line with our belief, the Y NSW is committed to delivering purposeful, cause-driven programs that support young people to thrive through our Youth and Community (YaC) services.

Our unique programs are funded through grants, in-kind contributions and internal cross subsidisation, and are delivered in Broken Hill, the Central Coast, Parramatta, Cooma, Mt Annan, Oran Park and Penrith. Complementing our onsite offerings is a range of online opportunities that young people can access, including Uplift Online. The programs are designed in consultation with young people, ensuring they are impactful and address contemporary social issues.

RESULTS BASED ACCOUNTABILITY FRAMEWORK

Our YaC team also leads the outcomes measurement work across the organisation. Our community impact is measured through a Results Based Accountability™ framework, deepening a focus on continuous quality improvement and social impact.

YOUTH VOICE STRATEGY

170 participations

In alignment with the Strategy 2022-2025, we created the Y's first Child and Youth Voice Strategy during the year. Developed in consultation with 170 children and young people, the strategy is designed to contribute to Pillar Four: Grow the Y NSW's Advocacy and Influence. The strategy sets out nine objectives including developing a youth voice network to increase opportunities for engagement with the Y and external stakeholders; creating regular and transparent feedback loops that enable children and young people to have a voice at the Y; providing young people from diverse backgrounds with opportunities to have their voices amplified on matters they care about and more.

STREETGYM

544 participations

StreetGym is a unique and multi-faceted program for young people aged 12 to 18, delivered at our local 'Y spaces'. Run by qualified youth workers, this program provides safe and supportive environments where young people can build social skills, confidence, physical and mental wellbeing and leadership skills through structured physical activities. It also allows participants to access other support services in their area if needed.

StreetGym is funded by the Y NSW, Waratah Education Foundation, the Central Coast Council and the Department of Communities and Justice.

Throughout the year, we had 544 StreetGym participants and operated at Lake Haven, San Remo, Oran Park and Cranebrook.

StreetGym was recognised with a number of awards during the year including the AUSactive National Awards Program 2022 NSW State Award Winner for Social Value and Community Impact; Youth Action Youth Forum (highly commended in the Youth Participation Award); and Youth Volunteer Crew Volunteer Group Award at the 2023 Central Coast Council Youth Week Awards.

ALTERNATIVE SUSPENSION

91% completed the program

During the year, the Y launched a pilot of the Alternative Suspension program in Parramatta and the Central Coast. Developed by the YMCA du Quebec, this program is designed to address educational disengagement

and the underlying causes, establish ongoing support pathways and plan successful returns to school for students currently on, or at risk of, school suspension.

Preliminary results of the pilot include: 91 per cent of the cohort completed the program; 72 per cent of schools cited an improvement in participants' behaviour as a direct result of the program; and 84 per cent of participants indicated they learned new coping, anger management and communication skills.

The Y is grateful to the Department of Social Services for funding the pilot program and to the following schools for their involvement: Northlakes High School, Gorokan High School, Tuggerah Lakes Secondary College, North Gosford Learning Centre, Parramatta High School, Cumberland High School, Granville Boys High School, Pendle Hill High School and Greystanes High School. We look forward to continuing the program pending the establishment of suitable funding partner arrangements.

YOUTH PARLIAMENT

More than 50 young people engaged

Youth Parliament is the Y NSW's flagship youth leadership and engagement program which provides young people with a platform to participate in the political system and have their voices heard. For two decades, our Youth Parliament program has been providing students with the opportunity to engage with policy makers and take part in policy development and democratic parliamentary debate.

The 2022 Youth Parliament involved more than 50 participants from schools across NSW. These young people developed 'youth bills' on a range of topics, including implementing a wage rise for teachers; raising the age of criminal responsibility to 14; lowering the minimum full-time work age to 16; and reducing the cost of car registration on apprentices and young tradespeople. In April 2023, we welcomed the largest cohort of participants to the Youth Parliament training camp at Sydney Olympic Park with over 90 young people.

Our Youth Program team has strived to provide increased access to the program for a diverse range of young people, and has introduced a new mentoring program giving young people opportunities to further connect with community leaders.

Left: Young people benefit from social connections at StreetGym.



UPLIFT AND UPLIFT ONLINE

69% reported improved physical and mental wellbeing

Uplift is an eight-week early intervention program centred around health and wellbeing with weekly themes such as support, resilience, connection, values, reflection and action.

During the year, the Y funded and provided Uplift to 64 young people. Survey results demonstrated the positive impact of the program, including 100 per cent of participants reporting they gained new skills/knowledge; an increase in their sense of belonging; and they made new friends.

We also offer an online version of Uplift through a six-week program which is funded by a NIB Foundation Health Smart Grant. During the year, 96 young people attended Uplift Online sessions across eight intakes of the program. Over 900 people viewed Uplift Online content. Results of these sessions were also positive – 69 per cent of participants reported improved physical wellbeing as a result of Uplift Online and 69 per cent of participants reported improved mental wellbeing.

LOCAL DRUG ACTION TEAM PEER SUPPORT PROJECT

100% increased knowledge of AOD harms

This project aims to support young people aged 12 to 17 years, who are experiencing high levels of alcohol and other drug (AOD) harms and lack environmental protective factors.

Funded by the Alcohol and Drug Foundation, the project provides education, skills and resources to reduce harms.

The program was delivered at Cumberland High School to 226 young people during the year. The results were very positive. 100 per cent of trained peer support leaders reported an increase in knowledge of AOD harms, and an increase in confidence when engaging with other young people as peer leaders.

Right: Messing about with good friends at StreetGym.

SCHOOL HOLIDAY PROGRAMS

81% made new friends

With the aim of connecting with young people who are experiencing hardship and disadvantage, the Y continued to offer free school holiday activities at our Cooma, Central Coast and Parramatta locations, and we were pleased to add Mt Annan and Broken Hill in during the year. All activities are designed with input from young people. Over 700 participants attended with results showing that 65 per cent had an increased sense of belonging and 81 per cent made new friends. This program is funded by the Y NSW, NSW Department of Communities and Justice and the Office for Regional Youth.

TEEN MENTAL HEALTH FIRST AID

More than 200 young people engaged

Teen Mental Health First Aid is a course that teaches teenagers about the different types of mental health problems and crisis situations that can happen with young people. It discusses how to recognise changes in a friend's thinking, feelings or behaviour that may indicate the presence of a mental health problem, how to offer initial mental health first aid support, and how to connect their friend with a trusted adult.

Funded by the Office for Regional Youth Central Coast and Suncorp, the Y provided the course to over 200 young people across the Central Coast and Snowy Monaro region. Attendees gave an average score of 9.17/10 for the importance of the course and 8.62/10 for how well the workshops were presented.

SKILLS 4 LIFE

100% said they have a voice and are heard

Skills 4 Life is a 12-week skill and personal development program delivered in Penrith, funded by Platform Youth Services and centred around a selected topic each week including physical fitness, health and wellbeing. Each session consists of age-appropriate activities and group discussions to keep young people engaged in learning and developing skills. During the year, we had 75 participants in the program 38 sessions. Results showed that 100 per cent of participants reported they have a voice and are heard at the Y and 86 per cent reported learning about other programs and services available to them.

CENTRAL COAST YOUTH CAREERSEXPO

60% improved their knowledge of local services and employment options

The Y NSW Youth Careers Expo is an engaging and informative opportunity for young people to learn about education, training, career and volunteering options; and access support services from education providers and employers.

Funded by the Central Coast Council, the 2022 expo attracted more than 50 stallholders hundreds of young people from 16 local schools. 60 per cent of the young people who attended said they felt the event improved their knowledge of local services and employment options.

CALL A YOUTH WORKER

305 phone calls

This telephone support line helps young people aged 12 to 25 to access information about the local support services available to them. Funded by the Y NSW and the Department of Communities and Justice, youth workers assist with referrals and provide practical information about issues impacting young people, including financial hardship, accommodation and more.

During the year, there were 305 phone calls made to the service supporting 239 young people across Western Sydney, Cooma and the Central Coast.

ALL ABILITIES SOCIAL CLUB

During the year, we launched the inaugural Social Club for adults of all abilities in Camden. This inclusive program offers a variety of activities that aim to improve fitness, wellbeing and fine motor skills. It also seeks to increase the number of accessible opportunities for people living with disability. The Y looks forward to continuing the program in FY23/24.

Y SPACE ONLINE

Y Space Online is a digital directory for young people, offering local information, opportunities and resources. Users can explore local opportunities and events, find their nearest education, employment and training organisation, access resources and referral pathways. The directory also features talent, tips, ideas and inspiration from young people.





The sky's the limit for Cody

When Cody first turned up to StreetGym, he never expected he'd find a place where he would be accepted, make good friends and gain skills for life.

“

Basketball had always been Cody's thing. Point Guard position was his happy place and he'd been playing with teams in competitions around the Central Coast for years. One day, his best friend told him about the Y's program and soon, he was a regular.

“I was about 16 when my friend told me about StreetGym because he knew I liked the sport side of things,” Cody said. “As soon as I got there, I thought that the people were really nice.

“StreetGym is a group of youth and mentors who go out and play sports and we just talk about stuff that's going on,” he said.

“When a mate told me he was getting a job and wouldn't be around as much, I realised I'd be the only 18-year-old there. It made me feel like I had a new responsibility to help the younger ones. It was really great. I see myself as a mentor in some program working with youth in the future. I feel like I've learned a lot in the last few years from my own mentors,” continued Cody.

Cody is headed in the right direction. He recounts how he felt in April when he was invited to be part of the crew to attend the Central Coast Council Youth Week Awards which StreetGym had been nominated for in the volunteer category.

“I didn't think much of it in a way, but I did feel like I wanted to go and that it would be a good experience for me,” he said. “We went and we ended up getting two awards. I felt proud of the group and to be part of it.”

Left: Cody giving back at StreetGym.

Outside School Hours Care

For more than 40 years, the Y NSW has been providing outside school hours care (OSHC) services in communities across NSW. Today, the organisation is the third largest provider in the state with over 11,000 children in our care.

We are committed to providing safe and enriching places for children that promote physical, mental and social wellbeing. Our experienced educators design programs to meet the My Time Our Place national framework, providing children with opportunities to maximise their potential and develop a foundation for successful lifelong learning. Our services play an important role in the communities in which they operate, and we celebrate the vital role our educators play in supporting children's wellbeing, learning and development.



54

BEFORE SCHOOL CARE SERVICES



55

AFTER SCHOOL CARE SERVICES



34

VACATION CARE SERVICES



11,000+

CHILDREN



Two

NEW SERVICES OPENED: AVOCA BEACH AND PADSTOW NORTH

Providing outside school hours care for more than 40 years

Left: Getting arty at after school care.

REIMAGINE PROJECT

In line with our Strategy 2022-2025, we continued to work on the Reimagine Project with a focus on improving performance, enhancing customer experience, strengthening workforce foundations, and exploring growth opportunities. Underpinning the work are the principles of results-based evidence, listening to our children and communities, and engaging with our people.

As part of this work, the Children's Services' leadership team came together for a two-day workshop in June 2023 to connect, reflect and refocus on priority areas of workforce transformation, system and process improvements, and designing and aligning our core competencies to the strategic plan. The team look forward to the next stages of this work including exploring growth opportunities that leverage the Y's existing knowledge, resources and capabilities to serve our communities more comprehensively.

ASSESSMENTS AND RATINGS

Our OSHC services are regularly assessed and rated against seven quality areas covered in the National Quality Framework as administered by the Australian Children's Education and Care Quality Authority (ACECQA). The areas include:

- Educational program and practice
- Children's health and safety
- Physical environment
- Staffing arrangement
- Relationships with children
- Collaborative partnerships with families and communities
- Governance and leadership

As at the end of FY22/23, 92.73 per cent of our services (51) were rated as Meeting the Standard, two services were rated as Working Toward the Standard while our two new services, Avoca Beach and Padstow North, were still to be assessed. Our teams are to be commended for their dedication to the process of assessment, their contribution to building the many areas of strength for which we are incredibly proud, and for actively embracing further opportunities for continuous quality improvement.

WELCOMING NEW SERVICES

During the year, we expanded our footprint by welcoming two new OSHC services. In October 2022, we successfully transitioned into Padstow North Public School in Western Sydney and in July 2023 into Avoca Beach Public School on the Central Coast.

The decision to transition into new areas such as these is based on a combination of factors related to demand, accessibility and potential for long-term viability in serving the local communities' childcare needs. Our teams were buzzing with excitement as we welcomed families into our new services, committed to serving the Padstow North and Avoca Beach communities, actively engaging and building strong relationships with parents and the schools.

THERE'S AN APP FOR THAT!

During the year, the Y undertook a significant project to research and implement new childcare management software that replaced the incumbent system following the end of its maintenance support life. After extensive research, the Y choose an innovative childcare software platform titled Xap that has been designed to address the specific needs of OSHC providers.

A feature-rich, cloud-based software, Xap allows OSHC operators to manage their day-to-day operations and engage with parents. For Y NSW families, Xap offers an easy-to-use portal and app functionality that provides a seamless and intuitive experience to manage booking and enrolment needs. This includes requesting new permanent enrolment bookings, creating casual bookings, notifying of absences, managing direct debit details and payments, viewing statements and more. The project also involved replacing the current billing provider and eliminated the need for an add-on customer relationship management system, resulting in streamlined systems and greater efficiencies.

We congratulate the Y NSW Project Management, Children's Services, Finance and Marketing Communications teams for the tremendous efforts bringing this project to life.

MY TIME OUR PLACE FRAMEWORK UPDATES

In FY22/23, the Department of Education unveiled a new version of the My Time Our Place Framework for School Aged Care, bringing with it changes that reflect contemporary developments in practice and knowledge. This framework provides broad direction for school aged care educators in program decision-making and assists in planning, implementing and evaluation.

As professionals committed to the growth and development of children in our care, our teams embraced news of the updates. This included strengthening Aboriginal and Torres Strait Islander perspectives; the introduction of new sustainability collaborative leadership principals; updates to the principal of secure, respectful and reciprocal relationships to include relational pedagogy; strengthening the connection between play-based learning and intentionality; and strengthening partnerships to include other professionals.

Late in 2023, we began planning education workshops for our team to guide leaders through the changes, what they mean for day-to-day practice, and empower them with confidence in taking the next steps of embedding and embracing the new versions of the Framework.

The Y is excited to be guided by the revised Framework and we are confident with the unwavering dedication and continuous diligence of our Children's Services teams, that we will go from strength to strength in the delivery of OSHC services.

RISING TO EVERY CHALLENGE

In July 2022, we celebrated National OOSH Educators Day with a profound sense of gratitude and heartfelt thanks to all our educators. We thank our teams for the outstanding work they do every day for the communities they serve.

The theme for the day – Rising to Every Challenge – could not be more apt for the Y NSW Children's Services team. Like many other sectors, our team encountered the pressure of staff shortages during the year. However, in the face of this challenge, the teams demonstrated resilience and dedication, and took proactive steps to address the workforce shortage issues including recruitment campaigns and the provision of additional support.

Through collaborative efforts and a commitment to continuously serving the children and families in our communities, the team continued to deliver nurturing and educational experiences. This resilience highlights the unwavering dedication of our teams and stands as testament to the important role they play in communities throughout NSW.



Right: Game time brings fun, friends and personal growth.

All Together now



They say it takes a village to raise a child.

For modern mums like Nicola and Britton, the Y's outside of school hours care service plays an important role in keeping their children safe and happy when they are working.

Convenience is the reason Britton chose the Y's OSHC program for seven-year-old Addyson and quality is why she stays.

"OSHC gives me time – for myself, to do the shopping, to exercise, go to medical appointments or look after my mental health. All of that has to be done after work so if I couldn't leave Addy at the Y, I couldn't do any of those things.

"I like that they ask children and parents for their input on what they do, it's not just them setting things and saying 'this is what we are going to do.'"

"The children are engaged in the planning, which means their interests are brought to the Y's attention and the kids get to do the things they're interested in," she said.

Britton says the food at OSHC is great – "I wish I could have some of it" – and Homework Club on Monday afternoon is helpful for parents.

"Ashley (Educator) is phenomenal, and they're so understanding of different situations. They're so good with Addyson – they almost feel like an extension of our family," Britton said.



It's a similar story for busy working mum Nicola.

Her eight-year-old son Archie has been a regular face at OSHC since Nicola discovered the program a few years ago. After-school and vacation care is integral to the strategies Nicola uses to balance family and working life.

"We run a family business," said Nicola. "My children have different sporting and extra-curricular activities. I was interested in it because I knew Archie would get to play sport, do arts and crafts, and learn cooking. He also had friends who went there so he could extend those friendships.

"I love that they communicate well and reach out with ideas for my child," said Nicola. "I get messages, updates and feedback – it's run really well. Ashley is doing a fantastic job and it's the best before and after-school care that I've ever been involved in."

"The people there care about the kids and Archie loves it. The kids never want to leave – that's no joke."

Nicola doesn't miss a beat when asked if she would recommend the Y's OSHC to other parents.

"Yes, do it! It's not just about the care, they teach life skills and other skills. Their offerings are really thought out. They keep the kids active. It's a high-quality service – and Archie is thriving," said Nicola.

Fittingly, we leave the final words to the children by asking them what they liked most.

"I like Y OSHC because of the sports and Ashley", said Archie. Addy agrees: "Ashley is there!"

L to R: Friends Archie and Addyson at after school care.



L to R: Britton with daughter Addyson, Educator Ashley, and Nicola with son Archie.



Above: Learning to swim with a side of laughter!

Community Recreation



30

CENTRES IN
NSW AND
THE ACT



16

LOCAL
GOVERNMENT
AREAS



1.5 million+

ANNUAL
ATTENDANCES

During the year, the Y NSW managed 30 recreation centres across NSW and ACT. Hundreds of thousands of people of all ages and abilities were supported in living healthy, active and social lives through these centres, which offer a variety of aquatics, fitness and sporting programs.

SUMMARY OF RESULTS

In FY22/23, our sports programs experienced an uplift in demand. Sports competitions grew by 52 per cent compared to the previous period and our Ryde facility hosted a record number of 250 teams. This achievement underscores our commitment to fostering vibrant sports communities and showcases the enduring appeal of our sports offerings.

Our gymnastics portfolio also performed strongly and we took the opportunity to reinvest in equipment and facilities including new matting, beams, bars, vaults and recreational equipment. We also invested in the development of online educational tools for gymnastic coaches, ensuring they have the resources to deliver a consistently high quality of program from the time they start their employment with the Y and throughout their coaching journey.

The Learn to Swim portfolio continued to thrive with a strong focus on participation rates, student progression and community engagement. This resulted in record-breaking enrolments, which increased by 11 per cent on the previous year.

The Learn to Swim portfolio evolved with the development and launch of a state-of-the-art school age Learn to Swim induction program. This online training tool provides education resources and structure for onboarding new swim teachers to the Y. Additionally, it offers further skill development for existing swim teachers and coaches.

The portfolio also proudly enhanced the program offering and delivery of accessible and diverse programming with newly formed affiliations with the Rainbow Club and the Refugee and Migrant Swim Project across several Y aquatic facilities.

Right: Teen Gym participant Patrick works out on the leg press.

Our fitness portfolio remains progressive with continual engagement through enhanced digital technology solutions, including its use of wearable devices, engagement with the Y Fitness App and delivery of digitally enhanced training classes. The increasing synergies between fitness and technology facilitates the setting and achievement of wellness goals and empowers individuals to lead more fulfilling and healthier lifestyles.

Throughout the year, we executed creative fitness customer acquisition and retention campaigns, invested in equipment upgrades and maintained ongoing partnerships with leading industry providers.

DELIVERING ON STRATEGY

In line with the strategy, and as part of normal business processes, we evaluated our Community Recreation portfolio based on our performance improvement framework.

We reviewed the contracts for the operation of the ACT Government's community recreation centres, Canberra Olympic Pool, Gungahlin Leisure Centre and Lakeside Leisure Centre. This resulted in mutual agreement with the ACT Government to end the existing contracts. As part of discussions, it was also decided that we would include Stromlo Leisure Centre in the tender process. During the year, the Y also transitioned out of contracts for the management of Sydney Olympic Park Lodge and Oberon Swimming Pool and Fitness Centre.

We are proud to have provided high-quality services to these communities over the years. We applaud our teams for their efforts, commitment to efficient operations, and for living the Y NSW belief throughout the transition periods.



AQUATICS



21

AQUATIC
SITES



SQUAD
PROGRAM:

64,000⁺
VISITS

2,400⁺
POOL MEMBERSHIPS



CASUAL
RECREATIONAL
SWIM

626,000⁺
VISITS

Our offerings

✓ Learn to Swim classes

✓ Swim squads

✓ Aqua aerobics

✓ SwimAbility

✓ School carnivals

The Y offers a diverse range of aquatic programs tailored to individuals of all ages and skill levels. With a focus on promoting water safety, building confidence and improving swimming techniques, these programs provide a valuable avenue for participants to enjoy the water while developing essential life skills.

Parent and child swimming classes introduce babies and toddlers to the water in a safe and supportive environment. Youth and adult programs offer progressive swim lessons that focus on stroke refinement, breathing techniques and water proficiency. And beyond traditional swimming lessons, the Y offers specialised programs such as our squad program.

We are also proud to offer our SwimAbility program for people living with disability to be active, gain confidence and develop swimming skills.

AWARDS, ASSESSMENTS AND RECOGNITION

During the year, all Y aquatic centres received 5-Star Safety Ratings from the Royal Life Saving Society of Australia as part of the Aquatic Facility Safety Assessment, which assesses public pool safety, compliance and management. This achievement demonstrates that the Y swimming pools have all passed a rigorous 40-point aquatic safety check, and highlights our unwavering dedication and commitment to aquatic safety standards.

Under the assessment, the Ku-ring-gai Fitness and Aquatic Centre in West Pymble was recognised as one of the safest pools in Sydney. Royal Lifesaving NSW awarded the centre joint first place for safety and fourth overall in NSW. These results are a testament to the team's commitment to safety, the organisation's highest priority.

AUSTSWIM NSW AWARDS OF EXCELLENCE 2022

Two of our centres were successful in the AUSTSWIM NSW Awards of Excellence in 2022. These premier awards are presented to organisations that demonstrate the highest standards of aquatic education and water safety through leadership, innovation and community spirit.

Mount Annan Leisure Centre (MALC) won an AUSTSWIM NSW Award of Excellence 2022 in the category of Swim School of Excellence – Large, and Centrepoint Sports and Leisure Centre was awarded the AUSTSWIM Recognised Swim Centre – Small.

AUSTRALIAN SWIM SCHOOLS ASSOCIATION – NATIONAL EXCELLENCE AWARDS 2022

These awards recognise outstanding achievements by Australian Swim Schools Association member swim schools. Gungahlin Leisure Centre was highly commended in the Community Service Award category, recognising the centre's rich history of extending services into their community, including providing lessons for disadvantaged groups.

AQUATIC AND RECREATION INSTITUTE AWARDS 2022

Stromlo Leisure Centre won the Customer Service Team Award at the Aquatic and Recreation Institute Awards. This achievement recognised the commitment and dedication of their customer service team, who display professionalism, have extensive service knowledge, and work well under pressure.

MAKING SWIMMING LESSONS MORE ACCESSIBLE

During the year, the Y announced the launch of a new partnership with the Rainbow Club, a network of social swimming clubs for children living with disability. This partnership aims to make swimming lessons more accessible and gives the Rainbow Club access to aquatic facilities managed by the Y.

REFUGEE AND MIGRANT SWIM PROJECT

The Refugee and Migrant Swimming Project was launched during the year at Gungahlin Leisure Centre. The centre provided free, culturally safe, trauma-informed swimming and water safety lessons to Canberra's refugee and migrant community. This program caters for participants with no swimming experience and was developed in partnership with Gungahlin Leisure Centre, Royal Life Saving ACT and Migrant and Refugee Settlement Services.

Right: Having fun and learning vital life skills in swim lessons.



FITNESS



17

FITNESS
SITES1 million+
VISITS

The Y NSW fitness offering provides diverse programs that cater to individuals of all fitness levels and interests. From high-intensity group classes to serene yoga sessions, our fitness programs have empowered people during the year to pursue their health and wellness goals. With a strong emphasis on inclusivity and accessibility, we strived to create environments where everyone feels welcome on their fitness journey.

Our members can access group fitness classes run by professional instructors, which creates an encouraging team environment. We also offer flexible personal training options to help members achieve their health and fitness goals through one-on-one support. Teen Gym is popular with young people aged 11 to 14 years of age and provides a safe, social environment to learn healthy exercise habits. Pryme Movers is a discounted membership option for people aged 55 and over that offers access to the pool, studio-based classes and ongoing social events.

Our offerings

- ✓ Health and Fitness Club
- ✓ Personal training
- ✓ Teen Gym
- ✓ Pryme Movers
- ✓ Small group training
- ✓ Casual visit fitness
- ✓ Group fitness

AUSACTIVE QUALITY BUSINESS ACCREDITATION PROGRAM

In FY22/23, the Hawkesbury Oasis Aquatic and Fitness Centre became the first Y NSW site to complete the AUSactive Quality Business Accreditation Program. This program is a continuous quality improvement program designed for fitness and health facilities within Australia. The intention is for all Y NSW sites to complete the accreditation process over the next 12 months which is set to make our organisation a leader in improving industry standards, building a culture of continuous quality improvement and raising the credibility of the fitness industry.

HAWKESBURY LOCAL BUSINESS AWARDS

The Y NSW's Hawkesbury Oasis Aquatic and Fitness Centre was recognised for its service and ongoing commitment to the community at the 2022 Hawkesbury Local Business Awards. The centre won the Most Outstanding Fitness Services Award in recognition of its fitness programs, dedicated staff and ongoing community outreach such as water safety talks at local schools.

STADIUM



Three

SPORTS SITES

785

TEAMS

9,400+

LEARN TO PLAY VISITS

Our offerings

- ✓ Basketball, badminton, football, indoor soccer/futsal, netball, pickleball, squash and volleyball
- ✓ Learn to Play – badminton, basketball and volleyball
- ✓ Social table tennis
- ✓ Venue hire

The Y NSW provides a wide range of stadium sports and coaching programs for a mixture of ages and abilities. During the year, our facilities in Ryde, Epping and Mt Annan were buzzing with activity including basketball, netball, soccer, football, squash and more. The Y also continued to offer our popular Learn to Play classes, which are designed to support children and teenagers to gain skills and confidence in a selection of sports.

We were proud to introduce the exciting game of wheelchair basketball during the year to Mt Annan Leisure Centre. The centre also partnered with Wheelchair Basketball NSW and held a gala day for the sport, attracting over 45 participants.



GYMNASTICS



283,000⁺
VISITS

The Y NSW is one of the largest providers of gymnastic programs in NSW with thousands of weekly participants attending our vibrant centres in Penrith, Bankstown, Epping, St Ives and Caringbah. Our qualified coaches teach the Australian Gymnastics curriculum to a wide range of ages and abilities, empowering participants with strength, coordination, flexibility and confidence.

Our diverse range of programs cater to individuals from 12 months of age through to adult competition classes. The Y offers a mentoring program for gymnasts to gain beginners coaching accreditation, which opens career pathways for young people. In line with our commitment to inclusivity, our GymAbility program provides opportunities for individuals living with a disability to engage in gymnastics. The Y is proud to partner with Gymnastics NSW and the Special Olympics to enable our gymnastics to dream big, set their sights on excellence and pursue their personal best.

Our offerings

- ✓ KinderGym
- ✓ Recreational gymnastics
- ✓ Competitive gymnastics
- ✓ Adult gymnastics
- ✓ Mentor Program
- ✓ GymAbility

AWARDS AND REPRESENTATIONS

We are proud of the gymnastic team's representation at national and international competitions. During 2022, five Y NSW gymnasts attended the Special Olympics National Games held in Tasmania. In 2023, two Y gymnasts and one coach attended the Special Olympics World Games, Germany. And in the Gymnastics NSW Awards 2022, the Y Epping, Penrith, Bankstown and Caringbah won the Recognition of More Than 1000 Gymnastics NSW Members Award. The Y Bankstown was nominated for the Inclusive Club of the Year, Large Club of the Year, and the Gym for All Club of The Year.



Right: Young gymnasts beaming with joy.



Dreams realised for Kaylen

Kaylen will always remember his 18th birthday as the day his dreams came true.

“

The milestone was made even more special when the Y NSW gymnast and coach was told he had qualified for the 2023 Special Olympics World Games in Berlin and would be representing Australia in Men's Artistic Level Two gymnastics.

In June 2023, Kaylen joined fellow gymnast Chris who also trains at the Y, and a cohort of 7000 athletes with intellectual disabilities from over 170 countries to compete at the World Games. This was Kaylen's first international competition and a highlight of his 16-year journey with the Y where he started at age two.

"I feel good about the Y being inclusive of people with a disability like me because it gives us an opportunity to have fun, learn new communication skills, teamwork skills and make new friends," he said.

Kaylen came home triumphant with two bronze medals. Chris was also successful at what was his third appearance at a Special Olympics, bringing home three gold medals and four silver.

Left: Champion gymnast Kaylen shining bright.



Above: The Camp Yarramundi team jump for joy at news of the WestInvest grant success.

Education and Camping



Successfully awarded a

\$44 million

WestInvest grant to transform Camp Yarramundi



10

year anniversary of Recovery Camp for people with mental health issues and nursing students



Five

First Nations programs delivered to hundreds of campers



14,000+

PEOPLE WELCOMED



Hosted The Sensory Gym's® Camp Jabiru for children and young people with neurodiverse conditions

The Y NSW has been offering outdoor education and camping experiences at Camp Yarramundi since 1937.

Set on 35 acres of natural bushland on the heritage listed Grose River in the Hawkesbury Valley, this iconic and beloved facility provides outdoor programs and accommodation for schools, community groups, corporate groups and the public.

Following three challenging years navigating the global pandemic, fires, floods, and staff shortages, Camp Yarramundi and its incredible team roared back to life this year with some spectacular triumphs. Highlights include successfully securing a \$44 million grant to transform the site; hosting the tenth anniversary of Recovery Camp – a mental health camp for people with lived experience and nursing students; hosting the Sensory Gym's® Camp Jabiru for children and young people with neurodiverse conditions and allied health professionals; welcoming record numbers of enthusiastic people of all ages and delivering impressive social impact results.

WELCOME BACK

The second half of 2022 was impacted by considerable staff shortages. We steered through this period with an unwavering commitment to support employee wellbeing, and reduced booking numbers to keep workloads at realistic levels. Following a successful recruitment campaign for additional staff, program delivery went from strength to strength, resulting in bookings which exceeded expectations by 13 per cent. This was primarily driven by pent up demand and new interest including more than 30 new school bookings. With surplus funds, the Y took the opportunity to invest in upgrades and maintenance projects.

WESTINVEST SUCCESS

In January 2023, the Y was successful in securing a \$44 million grant to transform Camp Yarramundi. The grant was awarded by the NSW Government as part of its WestInvest Community Project Grants program.

The Camp Yarramundi master plan, developed in consultation with a visionary group of architects and Darug custodians, will be delivered in three stages. The grant will fund the first stage of this exciting project, which will ensure greater community access for the western Sydney region and beyond. With a mix of new and upgraded infrastructure for both accommodation and outdoor education, the site is set to be transformed into a more inclusive complex that caters to people of all ages and abilities.

Highlights include:

- Construction of three new accommodation lodges.
- Replacement or upgrade of cabins to meet accessibility standards.
- Construction of a new kitchen and dining area.
- Restoration of river access.
- Installation of a cultural garden to serve as both a food source and an educational opportunity.
- Replacement and expansion of our all-abilities outdoor programs and activities.
- Upgrade of the recreation hall to a mixed-use space that can support recreational programs, conferencing, community events, expos and more.
- Construction of outdoor kitchens and an amphitheatre that can support weekend music festivals and other events.

The master plan recognises the special site of natural wilderness that Camp Yarramundi occupies and has been developed with a commitment to sustainability and minimal environmental impacts.

As part of the Y's commitment to First Nations people, the plan was developed in consultation with Darug custodians. They provided input into the design, connection to First Nations culture and Country, and programming. Under the plan, the adjacent Deeimba site – of which the Y NSW has been the custodian since 1980 – and its abundant biodiversity will continue to be maintained, with opportunity for First Nations programming to be undertaken in this area.

The Y NSW extends thanks to all parties involved in the grant submission process including NSW Government; Hawkesbury City Council; Allen Jack+Cottier Architects; Chris Milne, Director CWPM; Lori Modde, CEO Outdoors NSW and ACT; Jeremy Oakes, Director Acorn Project Advisory; Mark Piggott, Executive Advisor E3 Advisory and Darren Crombie, Principal and Director E3 Advisory.

RECOVERY CAMP ANNIVERSARY

During the year, we celebrated the tenth anniversary of Recovery Camp. This innovative five-day mental health camp hosted by Camp Yarramundi brings together clinical placement nursing students and people living with mental health issues, to offer an empowering and recovery-oriented experience. Over 400 people with lived experience of mental health issues and more than 300 nursing students were welcomed to the anniversary event.

Created by Professor Lorna Moxham and Dr Christopher Patterson from the University of Wollongong, Recovery

Camp focuses on building connections and community to provide opportunities for attendees to learn from one another. Each Recovery Camp is designed to be a collaborative program where health students and people with mental health issues contribute in equal measure to the experience.

Since 2013, Recovery Camps have had a profound impact on the wellbeing and recovery experience of people with mental health issues. Over the past decade, over 900 people have attended the camp for their own mental health recovery. At the same time, Recovery Camp has provided over 1300 health students with over 108,000 hours of mental health professional experience placement as well as profound insight into supporting people with mental health conditions.

THE SENSORY GYM'S® CAMP JABIRU

During the year, Camp Yarramundi welcomed over 140 children and young people with neurodiverse conditions and almost 100 allied health professionals to the Sensory Gym's® Camp Jabiru 2023. The camp offers a unique experience that combines camp activities with therapeutic intervention with the aim of increasing self-confidence, improving organisation and personal accountability, and building social skills. Parents of Camp Jabiru participants provided positive feedback on the impact the experience had on their children. Such feedback included:

"As a parent, I cannot recommend this camp enough! Our son is more social at camp than in his day-to-day life. Camp has given him a sense of belonging, which is so important. When he was younger, he had a lot of anxiety and fear around trying new things... that's improved slowly. The camp and the coordinators provide that support... and because of that, he is more willing to try new things."

PROCESSES, IMPROVEMENTS AND PARTNERSHIPS

Camp Yarramundi benefitted from some major technological improvements during the year. The facility was successfully brought online for the first time via satellite, providing stable and comprehensive internet and Wi-Fi access – a significant endeavour given the site's geographical constraints and the technical limitations of existing infrastructure.

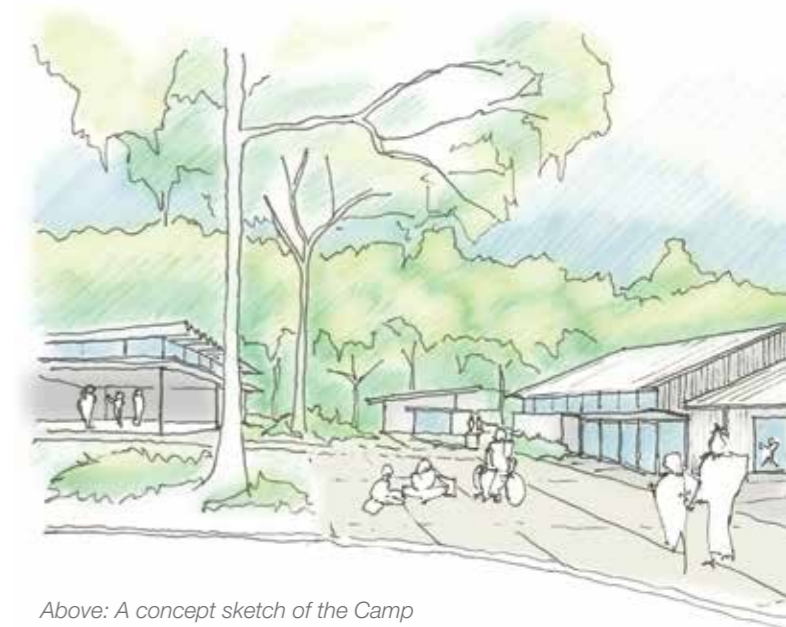
The latest in cloud-based camp management and booking software, Venue360, was implemented in the Camp Yarramundi kitchen. This software has enabled a more efficient working environment for the team and environmental benefits including elimination of paper waste.

With customer experience top of mind for the team, improvements were made to the Camp Yarramundi customer service feedback process during the year. Regular scheduled check-ins now take place with every customer during their stay to ensure that there is an opportunity to rectify any concerns early and deliver the best experiences possible.

FIRST NATION CAMPS AND LEARNINGS

During the year, Camp Yarramundi continued to host First Nation organisations including KARI Australia, National Aboriginal Sporting Chance Academy, Sydney Region Aboriginal Corporation and Weave Youth and Community Services, resulting in 250 First Nations children and young people participating in programs. We also welcomed the opportunity to collaborate with the Greater Western Aboriginal Health Service and the Aurora Education Foundation on program plans for 2024 and 2025.

The team embraced the expertise of Dharug/Dharkinjung (Boorooberongal) woman, artist and children's author Auntie Cindy Laws to incorporate Indigenous learnings into our programs and present Welcome to Country ceremonies. We were also honoured to welcome Uncle Dennis, a Wiradjuri elder who delivered a cultural program during Reconciliation Week. We are thankful to Auntie Cindy and Uncle Dennis for their generous gifts of artwork and didgeridoos that sit proudly on display onsite.



Above: A concept sketch of the Camp Yarramundi WestInvest master plan.

Life changing for Kaylene and Brodie

For consumer Kaylene and nursing student Brodie, the impact of Recovery Camp has been profound.



Kaylene has attended all 35 Recovery Camps over the last 10 years.

“When I first attended, I had extreme social anxiety and depression which had a significant impact on the way I communicated. After attending camps over time, I have built up confidence and skills to move through my social barriers that were preventing me from participating in activities and life in general,” said Kaylene.

“I realise now I’m not alone in my journey of recovery. Camp has given me the strength to keep fighting to stay alive and out of hospital. I know now it is ok to fight this black hole and try to remember to take a little light to see my way back,” she continued.

Brodie attended Recovery Camp last year as part of her nursing studies. She said: “Recovery Camp truly changed my worldview by allowing me the privilege to explore the lived experiences of those who experience mental ill-health. I learnt so many valuable lessons from the consumers – lessons I will carry with me throughout my life as a nurse and as a person.”



Right: Recovery Camp delivers life-changing, evidence-based recreation therapy.

Celebrating Our People



Our workforce is at the heart of our organisation. Whether in our recreation centres or out-of-school-care facilities, in our community programs or support services, our people are committed to delivering quality services to the communities we serve. We are thankful to our volunteers who generously give of their time across our organisation. Our teams are energised by the Y's belief in the power of inspired young people and guided by the organisational values – Caring, Honest, Respect, Responsibility and Safety.

Left: Rowan, Youth and Community Services team member at a Y Space in Western Sydney.

SHAPING STRATEGY

During the year, we launched our Strategy 2022-2025, which provides clear direction for the organisation based on stronger performance and financial stability. As part of an integrated internal communications plan, we held our inaugural Leaders Alliance conference in March 2023. This two-day event brought together leaders from across the organisation and provided an opportunity to connect and explore how the portfolios could work towards meeting the pillars of our organisational strategy.

Following the conference, our leaders began delivering on the Strategy 2022-2025 through business plans and budgets that focused on embracing purpose and leveraging strengths. Through town hall events, we continued to engage with our leaders on progress across strategy and performance. These platforms also provided opportunities to contribute ideas, voice opinions and feel a continued sense of connection to our shared mission.

REALIGNING STRUCTURE

Under the Strategy 2022-2025, it was necessary to make changes to the workforce structure. The new role of chief operating officer was established to oversee day-to-day operations and internal processes, lead an enterprise approach to operational efficiency, explore growth opportunities, and deliver customer experience improvements. As part of the restructure, some roles, responsibilities and reporting lines changed, and there were redundancies in several portfolios. We are thankful to our staff for showing professionalism and living our values during this time of change.

COMMITMENT TO SAFEGUARDING

As an organisation focused on believing in the power of inspired young people, we are wholeheartedly committed to their safety.

The Y looks through a child-safe lens to ensure a safeguarding focus in risk assessment plans. During the year, the Y was proud to successfully meet all the National Safeguarding Licencing Standards at the annual review by the Australian Childhood Foundation. We continued to roll out child-safe workshops and safeguarding training for all staff. The workshops and training bring to life the Y safeguarding framework through engaging activities and discussions on best practices. We remain vigilant in promoting safeguarding and addressing any policy breaches. In addition, we continued to work in partnership with government and non-government agencies to support safeguarding and the legislated Licencing Standards of the Children's Guardian.

The Y is a leader in empowering children and young people by listening to their voices and sharing their input at state and national levels. We do this through submissions, reviews and consultations that promote quality and best practice.

TRAINING AND RECRUITMENT

More than **200** became qualified lifeguards and swim instructors

Staff shortages were a significant issue in our Community Recreation and Children's Services portfolios during the year. We took steps to alleviate the pressure through various measures including providing training opportunities for candidates in aquatic roles. This resulted in over 200 young people becoming qualified lifeguards and swim instructors, and subsequently gaining employment at the Y.

In Children Services, we partnered with the NSW Government Workforce Development Team, Early Childhood Education and Training (ECTARC) and Global Skills, to co-design a pre-employment program. Thirteen passionate young people participated in a three-week program that included Certificate Modules to provide them with Recognition of Prior Learning for study enrolment in the future. Such was the success of the program that all participants were offered traineeships and employment.

VALUABLE FEEDBACK

Actively gathering feedback from employees has been shown to help improve work environments, assist with identification of problems, boost morale and improve retention. For these reasons, the Y NSW continues to invest in our employee engagement 'Shape Your Y' Survey on an annual basis.

The 2022 Employee Engagement Survey shed light on the key drivers of engagement within our organisation. The results showed that meaningful discussions centred around personal growth and development with managers played a pivotal role in fostering employee engagement. Additionally, effective communication during times of change emerged as a crucial factor, emphasising the importance of transparency and clarity. Moreover, the survey underscored the significance of cross-collaboration, showcasing how working together across teams contributes to overall success. We look forward to channelling efforts towards enhancing these areas, supporting our workforce to be motivated, connected and aligned with our shared goals.

Right: Members and employees enjoy the welcoming and inclusive Y spaces.





DIGITAL ENABLEMENT

During the year, we continued our focus on digital enablement, streamlining the way our people use our human resources information system to improve productivity. This included the launch of a new performance and development module, that makes setting and tracking goals a smooth process and supports leaders in providing ongoing feedback.

In response to employee feedback, and in recognition of the highly casualised and dispersed workforce, we began work with software developers on a Y-branded app. The app is set to make it more convenient for employees to access human resource and business operational systems. Additionally, the app will provide wellbeing content, news updates and access to discounts across hundreds of popular brands.

DEVELOPING AND NURTURING

As part of our commitment to fostering professional growth for our workforce, and in response to feedback from the engagement survey, the People and Culture team developed and delivered Essential Conversation Skills training for leaders. The training focused on practical ways to bolster leaders' ability to hold impactful career and development discussions with their team members.

We were also pleased to introduce Wellbeing Days as a benefit for permanent employees as part of our commitment to staff wellness. Wellbeing Days present opportunities to take several days each year as leave to recharge and rejuvenate.

FOSTERING CULTURE, INCLUSION & BELONGING

During the year, the People and Culture team finalised the organisation's inaugural Diversity, Equity and Inclusion Plan (DEIB Plan). The Plan is designed to foster a greater sense of trust and belonging among our people and help to build a genuinely diverse and inclusive culture.

Incorporating work on the Reflect Reconciliation Action Plan, the DEIB Plan focuses on four key elements of diversity and inclusion – age, LGBTIQ+, disability and First Nations inclusion. The six commitments outlined in the plan include:

1. Education and training: we are committed to delivering inclusion training for all team members to support increased awareness and education on all aspects of inclusion.

2. Celebrating cultural diversity: we are committed to deliver on our acknowledgement of days of cultural significance throughout the year to foster inclusion and belonging.
3. Attraction, recruitment and retention: we are committed to completing an end-to-end review of our attraction, recruitment and retention strategies, practices and policies in line with our DEIB focus areas.
4. Employee networks: we are committed to working collaboratively with our employee representative network groups to foster an inclusive workplace aligned to our mission, vision and values.
5. Reconciliation: we will demonstrate our commitment to reconciliation in delivering our Reflect RAP commitments.
6. Measuring outcomes: we will hold ourselves accountable to our commitments by measuring our progress against our index scores for diversity, equity, inclusion and belonging.

During the year, we also offered the first in a series of modules from the SBS Inclusion Training program to all employees. The program is designed to increase awareness and knowledge around inclusion, and of the diversity dimensions of LGBTIQ+, gender equity, First Nations, cultural diversity, generational diversity and disability.

Finally, the Y NSW followed the lead of Y Australia in early 2023 by choosing to publicly support the Aboriginal and Torres Strait Islander Voice to Parliament. In response to the planned referendum, yarning circles and discussions were held across our organisation. The discussions enabled an increased awareness and understanding of the importance of this vote for First Nations peoples and the vital role we all play in shaping a better future.



Left: Children's Services team members sharing smiles and shaping futures.



Welcoming Everybody

- ✓ Executed our Diversity, Equity, Inclusion and Belonging Plan

- ✓ Reflect Reconciliation Action Plan endorsed

- ✓ Affinity Network provided support and advocacy

- ✓ Partnered with the Rainbow Club, a network of social swimming clubs for children living with disability

- ✓ SwimAbility and GymAbility programs in action

- ✓ Appointed a disability inclusion coordinator

The Y is committed to being a safe and inclusive place where everybody is valued, celebrated and respected — regardless of race, age, language, gender, country of origin, cultural background, religion, sexual orientation or ability.

During the year, we proudly executed our Diversity, Equity, Inclusion and Belonging Plan. This included having our Reflect Reconciliation Action Plan endorsed by Reconciliation Australia. Our Affinity Network continued to provide employee support while facilitating a culture of inclusion and raising awareness of LGBTQIA+ people and issues. The Y's Ability programs provided opportunities for people with a disability to be active, build confidence and develop skills.

We were pleased to appoint a disability inclusion coordinator whose role is to facilitate and support the inclusion of individuals with a disability. Our coordinator successfully ran our first inclusive social club in Mount Annan Leisure Centre. Over eight sessions were held over a period of two months with participants engaging in activities such as hip-hop dancing, table tennis, board games and more to support social skill development and connection.

Sheer joy for Michael

Michael lives with intellectual disability as well as cardiac and mobility issues.



He has been a member at the Mt Annan Leisure Centre (MALC) for 10 years. Michael's mum Carmel credits MALC with much of the tremendous developmental progress that she has witnessed in her son over the years.

"He has developed and exceeded all expectations I had for him in his physical and mental health, and most of this development is directly related to his membership and engagement with MALC... the staff, the activities and the sheer joy he experiences when attending these activities and sessions," said Carmel.

Michael commenced his engagement with MALC with the swimming program. He showed absolute enthusiasm engaging with these lessons. However, during this time it became noticeable that he had problems with his mobility and weight and he repeatedly suffered from chest infections. The staff suggested Michael see the exercise physiologist at the centre using funding from his NDIS plan.

"Michael increased his physical and cardiac wellbeing and his confidence. He can use nearly every piece of equipment in the gym!

"He will never end his membership and I will continue to pay for it as it is part of his lifelong journey to maintain his capacity," explained Carmel.

"I never in my wildest dreams would I have thought he would be able to achieve what he is doing. I owe a big 'thank you' to MALC for what you have done for my son."



Above: Michael thriving in swim lessons.

Thank you to Our supporters

Our thanks go to the individuals and organisations that supported us to deliver on our belief in the power of inspired young people throughout the year. We also acknowledge our national body, the Y Australia, our fellow member associations for their support, and the World Alliance of YMCAs for their global vision.



ACT GOVERNMENT

ALCOHOL AND DRUG FOUNDATION (ADF)

ARMIDALE REGIONAL COUNCIL

AUSTRALIA POST

AUSTRALIAN GOVERNMENT (DEPARTMENT OF SOCIAL SERVICES AND THE DEPARTMENT OF INDUSTRY, SCIENCE, ENERGY AND RESOURCES)

BARNARDOS AUSTRALIA

BELLINGEN SHIRE COUNCIL

BLAYNEY SHIRE COUNCIL

BROKEN HILL CITY COUNCIL

CAMDEN COUNCIL

CAMDEN HIGH SCHOOL

CENTRAL COAST COMMUNITY COUNCIL

CENTRAL COAST COUNCIL

CENTRAL COAST LEAGUES CLUB

CITY OF PARRAMATTA

CITY OF RYDE

CLUB GRANTS NSW

CUMBERLAND HIGH SCHOOL

DUNDAS AREA NEIGHBOURHOOD CENTRE

FOUNDATION FOR RURAL AND REGIONAL RENEWAL

FAMILY PLANNING NSW

GLOBAL SKILLS

GOROKAN HIGH SCHOOL

GRAND PACIFIC HEALTH

GREYSTANES HIGH SCHOOL

GRANVILLE BOYS HIGH SCHOOL

HAWKESBURY CITY COUNCIL

HEADSPACE

HUME COMMUNITY HOUSING ASSOCIATION

JBWERE

KOOLYANGARRA ABORIGINAL CHILD AND FAMILY CENTRE

KU-RING-GAI COUNCIL

THE EPICENTRE

LINKS YOUTH SUPPORT SERVICES

MATANA FOUNDATION FOR YOUNG PEOPLE

MIDCOAST COUNCIL

MINGARA RECREATION CLUB

MISSION AUSTRALIA

MONARO FAMILY SUPPORT SERVICE

MONARO HIGH SCHOOL

NEPEAN COMMUNITY AND NEIGHBOURHOOD SERVICES

NIB FOUNDATION

NORTH GOSFORD LEARNING CENTRE

NORTHLAKES HIGH SCHOOL

NSW GOVERNMENT (NSW POLICE, DEPARTMENT OF EDUCATION, RESILIENCE NSW, OFFICE FOR REGIONAL YOUTH, DEPARTMENT OF COMMUNITIES AND JUSTICE, TAFE NSW, ABORIGINAL AFFAIRS AND NSW HEALTH)

PCYC (BROKEN HILL)

PLATFORM YOUTH SERVICES

PORT MACQUARIE-HASTINGS COUNCIL

ROTARY INTERNATIONAL

SNOWY MONARO REGIONAL COUNCIL

SUNCORP FOUNDATION

TELOPEA LOCAL DRUG ACTION TEAM

TUGGERAH LAKES SECONDARY COLLEGE

UNITING NSW/ACT

ST VINCENT DE PAUL SOCIETY (VINNIES)

WARATAH EDUCATION FOUNDATION

WAY AHEAD

WESTERN SYDNEY UNIVERSITY

WYONG RUGBY LEAGUE CLUB GROUP

YMCA DU QUEBEC

SAINTS CARE - YOUTH REZOLUTIONS

YOUTH OFF THE STREETS

YOUTH ACTION

Our Leaders



SUSANNAH LE BRON

Chief Executive Officer



EMMA BUNTING

Chief Operating Officer
(from August 2022)



MICHAEL NOAKES

Executive Leader Commercial,
Risk and Safety



MARC HASSAN

Executive Leader Finance and IT



LOUISA MCKAY

Executive Leader Purpose and
Impact



NATALIE THOMAS

Executive Leader People and Culture



BROOKE ATKINS

Executive Leader Business Delivery
and Support (Until October 2022)

Our Board Members



PRUE WARRILOW

Director since 2020



RICHARD HUGHES

Director since 2014
(Resigned May 2023)



NICOLE RIEVELEY

Director since 2018
(Resigned Nov 2022)



LEIGH JOHNS OAM

Director since 2019



TIMOTHY SUNWOO

Director since 2020



JEREMY SANDBROOK

Director since 2020
(Resigned Oct 2022)



GEORGE PERRY

Director since 2020



DAVID MCKENNA

Director since 2021



HELEN WILD

Director since 2021
(Resigned Oct 2022)



JASON KING

Director since 2021
(Resigned Jan 2022)

Financial Summary

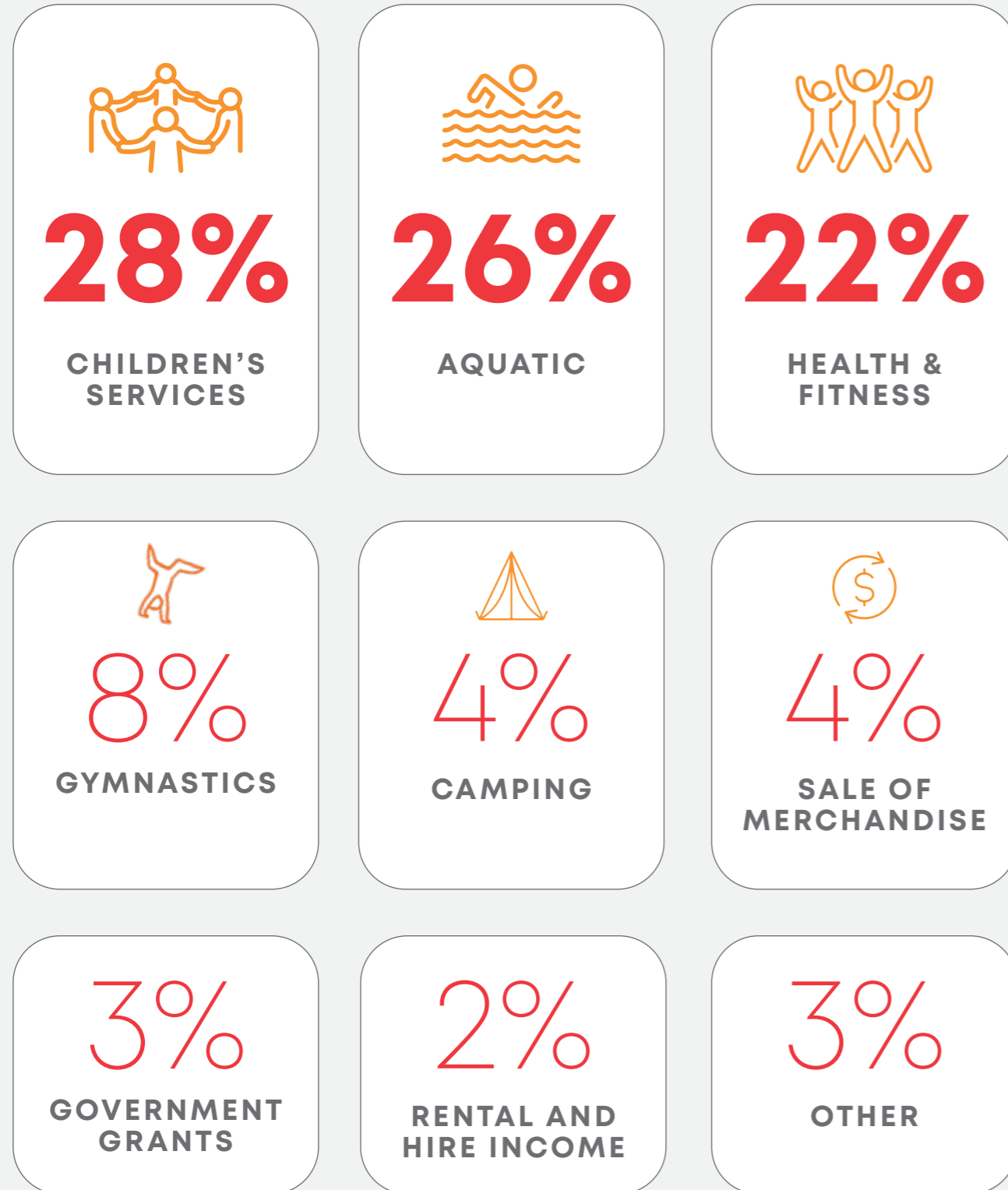
YMCA NSW had an operating loss of \$1,563,846 for the year ending 30 June 2023 and assets revaluation movement of \$2,569,415. These bring the total comprehensive surplus for the year to \$1,005,569.

BALANCE SHEET FOR THE YEAR ENDED 30 JUNE 2023

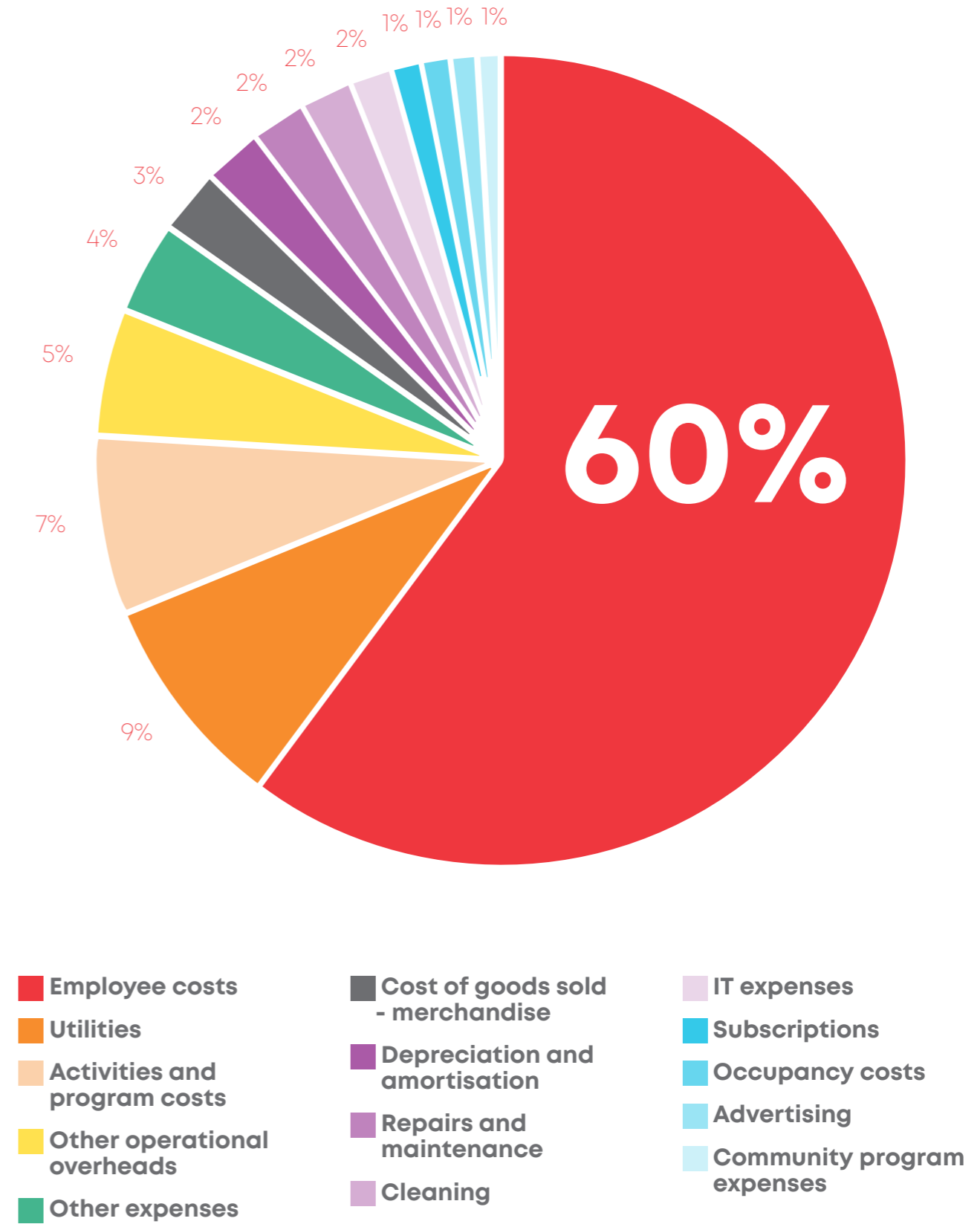
	2023 (\$)	2022 (\$)
BALANCE SHEET		
CURRENT ASSETS	39,882,874	38,143,721
NON CURRENT ASSETS	24,355,009	22,861,665
TOTAL ASSETS	64,237,883	61,005,386
CURRENT LIABILITIES	23,340,995	20,501,356
NON CURRENT LIABILITIES	3,257,037	3,069,748
TOTAL LIABILITIES	26,598,032	23,571,104
NET ASSETS	37,639,851	37,434,282

Note: in FY23, there's an increase in onerous provision liability related to ACT exit which led to an increase in current liabilities in FY23.

Revenue Sources



Expenses



*Help us believe in the power
of inspired young people*

- ✓ Work with us
- ✓ Explore partnerships
- ✓ Leave a gift or bequest
in your will



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