

ANNUAL REPORT 2015



HEALTHYHAPPYCOMMUNITIES





MISSION

To provide opportunities for children and young people to grow in body, mind and spirit.

VISION

Communities across Western Australia are connected, inclusive and vibrant and children and young people are developing and participating.

MODEL

To be leaders in child and youth development.
 To own or manage community assets that align with our mission and generate resources that will be invested into our areas of focus.
 To deliver large-scale business activities that enable us to take control of our financial destiny.

OUR MISSION VALUES

The YMCAs of Australia are guided to achieve their mission by the following Christian values. We value:

- The whole person, consisting of a body, a mind and a spirit each of which is of equal importance.
- The dignity and intrinsic worth of all people regardless of age, gender, ethnicity, belief or other difference.
- Diversity of people, communities and nations.
- Equality of opportunity and justice for all people.
- Healthy communities based on relationships between people which are characterised by love, understanding and mutual respect.
- Acceptance of personal responsibility.

These core values translate into four key operational values:

HONESTY	RESPECT
RESPONSIBILITY	CARING

HEALTHY HAPPY COMMUNITIES

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WELCOME TO YMCA WA'S 2015 ANNUAL REPORT

We are pleased to share with you a few of the key highlights of our work within the Western Australian community over the past 12 months.

REPORT FROM THE YMCA WA PRESIDENT AND CEO

This year has been a great year - both busy and productive. We are proud that YMCA WA continues to be a vibrant organisation that delivers to the Western Australian community.

The last twelve months has seen us reflect on our achievements as we come to the end of our current three year strategic plan, and set ourselves a new ambitious direction for a strong future.

We have consolidated key achievements of the 2012-15 Future Focus Strategic Plan, most notably: committing to the communities where we have strong expertise; becoming more targeted in our programs and services on children and young people; and, continuing to embed our child safe culture throughout the Y. We are now

able to incorporate and build on these key achievements as the organisation moves forward.

A critical undertaking for the Y in the last year has been the development of a 2015-2025 Strategic Framework. This task was made possible by outstanding and insightful input from our Council of Governors, our Board, Executive, staff, volunteers and our broad network of stakeholders. The robust planning process has given us a strong and clear direction for the next decade. A very big thank-you to all involved.

Our mission going forward has a sharper and clearer focus, targeting work with children and young people in three key areas:

early education with an investment in transition into preschool

youth participation with an investment in transition into adulthood and community leadership; and

health and wellness with an investment in transition into healthy living and physical activity

The Framework envisages the development of community hubs, each with a range of services tailored to community needs and generating surpluses to be channeled back into the local area. The underpinning YMCA WA model going forward includes the development of large-scale businesses that will enable us to secure our own financial destiny and invest in the three focus areas.

Our new 2015-2025 Strategic Framework will come into effect as of 1 July 2015.

To do our work we understand the critical contribution of our people. We are continuing to strengthen communication and engagement with our people. Our new 2015-25 Strategic Framework and associated initiatives were launched to staff through a series of 'Y25' statewide roadshow presentations, providing them the opportunity to hear first-hand about our exciting plans for the future.

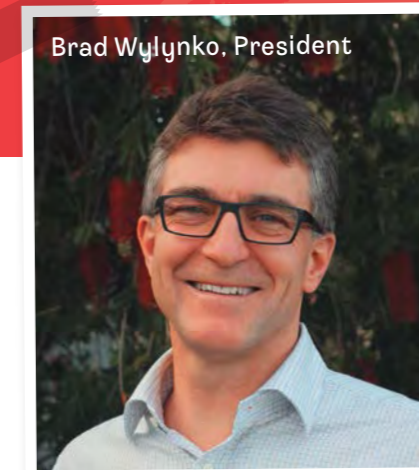
The Board of YMCA WA has worked tirelessly throughout the year to deliver key services and to see us transitioning to a new plan. We welcome new Board Members Catharine Payze and Sheila McHale. As well as joining the Board,

Catharine is now chairing a new Board Sub-Committee, with a focus on People and Culture. Sheila has joined our Board Sub-Committee on Governance, and the Board Sub-Committee on Finance and Risk continues to be ably chaired by Alan Good, our Treasurer.

We would also like to sincerely thank our departing Board Directors Kathryn Sydney-Smith and Marco Schultheis for their service and excellent contribution to the Y.

Throughout the year new initiatives were put in place in order to support staff and prepare for the effective implementation of the new strategic plan. This has included the creation of Regional Manager positions that will help to continually strengthen our community engagement, build stakeholder relationships and better support service integration.

Some of our people are in new roles with new titles, but all are applying their extensive expertise and experience to help us achieve our mission. Two Executive Managers have left the organisation this year. We wish to sincerely thank both Rohan Gunton and Andy Buckton for their contribution to the Y and we wish them every success in the future.



Brad Wylyenko, President



Ross Kyrwood, CEO

New Executive roles have been created and have attracted some exciting talent to the organisation. We wish to welcome Suzanne Carroll, Executive Manager of People and Culture who started with us early in 2015. We look forward to welcoming Jennifer Duffecy as our Executive Manager Strategy, Governance and Administration who commences in July. Both of these Executives will contribute highly complementary skills and experience to the existing team.

Whilst planning and preparation has been a key theme for the year, we have also continued to grow services and our contribution in communities across Western Australia. Throughout the year we were awarded a number of new contracts and contract extensions (shown in the accompanying table).

Of note, is the Y taking on the management of the Narrogin Regional

Leisure Centre and the Katanning Aquatic Centre - key pieces of social infrastructure in those communities. The Inclusion for Life Program and the Ymentoring programs both support people with disabilities, and move us further toward our aim that the Y be a place for all.

This year YMCA WA delivered 220 services across 130 locations with more than 1.4 million participations by the community. It has been a huge effort, and a rewarding one.

As our service delivery expands, there are also times when some cease. In September 2014 Jewell House closed. We successfully managed Jewell House for over 30 years, delivering a range of accommodation options in the Perth City close-by to Royal Perth Hospital. Providing support to staff was a priority during the transition out of Jewell House.

With much focus on planning within the Y, it was also timely to reflect on how we present ourselves to the rest of the world. From 1 July 2015 we are formally changing our name from YMCA Perth to YMCA WA to better reflect our significant reach and to demonstrate our commitment to the communities beyond the Perth area.

With a keen eye to the future, we are also immensely proud of the YMCA's history. The Y's important contribution to the ANZACs was commemorated during this year's ANZAC centenary. An outline of our role is discussed in this report and a short video piece was produced that can be viewed on our website.

Our annual Staff Awards were strengthened this year with a new Innovation Grant. The grant is part of our commitment to providing a working environment that encourages employee excellence and innovation. It encourages our people to consider innovative ways to further engage people across their community. Each year the winning application will receive \$20,000 to implement their strategy within the following

12 months. Our inaugural Innovation Grant winner was The Y Breakfast Club at the Mike Barnett Sports Complex. The grant is being used to ensure young people get a good start to the day with a nutritious breakfast. The program provides a safe and welcoming before-school environment.

We wish to wholeheartedly thank our wonderful staff, volunteers, the Executive and Board. It has been an exceptionally successful year for us and your efforts have been greatly appreciated. We also wish to thank our funding contractors and all of our partners who continue to support us and who share in our mission.

Most importantly, we thank our community partners and the people across Western Australia. They show their trust in us, and we are privileged to work with them. We undertake our role with a great sense of responsibility and with immense pride, working to deliver the best for each community we serve and to provide opportunities for people to grow in body, mind and spirit.



Our mission going forward has a sharper and clearer focus, targeting work with children and young people.

NEW BUSINESS & CONTRACT EXTENSIONS



NEW CONTRACTS

Narrogin Regional Leisure Centre - Management

Katanning Aquatic Centre - Management

Mosman Park Outside School Hours Care - Program Management

Fiona Stanley Hospital Vacation Care - Program Management

Inclusion for Life Program - Management (an inclusive disability program run at Morley Sport and Recreation Centre, funded by the Disability Services Commission)

YMentoring for Young People with a Disability - A DSC funded program to be managed by the Y

CONTRACT EXTENSIONS

City of Belmont Youth Services

Youth Diversions

Morley Sport and Recreation Centre

Boronia Pre-release Women's Prison Playgroup

Play in the Park

WHERE WE WORK

In 2014-15, YMCA WA delivered **220 services** across **130 locations** with more than **1.4 million participations** by the community.¹



Total services offered by program area²

▲ Training Services	103
▲ Family & Children's Services	89
▲ Youth Services	13
▲ Sport & Recreation Services	13
▲ Accommodation Services	2

Total organisation **220**

1. Participations are the total interactions counted at YMCA WA programs, services and centres and consist of one individual connecting with an activity on more than one occasion.
2. Multiple service types are offered in some locations.

PLANNING FOR A STRONG FUTURE



Planning a new strategic direction for the organisation has been an important focus for this year. This has resulted in an ambitious ten year plan to take us from 2015 to 2025.

Key achievements of *The Future Focus 2012-2015 Strategic Plan* have provided the platform for the next period of growth and improvement. Most notably these key achievements have included an enhanced commitment to being a Child Safe Organisation. The Y continues to embed a child and young people safe culture across the organisation through our values, policies and procedures.

The Y has also strengthened its commitment to communities by identifying and focusing on the areas where we have key expertise.

From a broad base of services the Y is moving to a more targeted approach, with a strategic emphasis on children and young people.

Planning our ten year strategic direction has been a critical process. The process provided a great opportunity to examine

the trends of leading not-for-profits around the world, including YMCA Associations internationally and across Australia. It will result in a good, well-considered blueprint for a strong future at the Y.

The resulting *2015-2025 Strategic Framework*, driven by the Council of Governors, Board and Executive Team, is ready for launch as we start the 2015-16 year.

2015-2025 STRATEGIC FRAMEWORK

There is much optimism and engagement around the future plans.

The Y will have a slight change to its mission reflecting a more targeted approach. Our new mission, from July 2015 is: "To provide opportunities for children and young people to grow in body, mind and spirit."

Our plan is to adopt a clear focus on three key areas:

- early education with an investment in transition into preschool
- youth participation with an investment in transition into adulthood and community leadership; and
- health and wellness with an investment in transition into healthy living and physical activity

The desired community outcomes for 2025 are that children and young people will be: achieving optimal wellbeing; developing their self through learning; enabled and equipped to live life well and actively contributing in relationships with family, friends and providing leadership in their communities.

As a result communities will be welcoming, understanding, stimulating and inspiring, and create a sense of belonging.

To prepare for the new *2015-2025 Strategic Framework*, some initiatives were put in place to support staff and allocate resources where it will most be needed. Importantly, the Y has created new regionally focused General Manager roles to support the strategy and to continually strengthen local community relationships and engagement.

A NEW NAME AND NEW LOOK

As of 1 July 2015, YMCA Perth will change its name to YMCA WA and adopt a new brand look and feel.

"Our name change to YMCA WA further signals our commitment to the broader community of Western Australia and more accurately portrays our areas of operation," says Ross Kyrwood, Chief Executive Officer YMCA WA.

A reinvigoration of the brand image will also be undertaken. The YMCA brand has extensive community recognition and associated goodwill. The new brand image will align with all Y Movements across Australia creating a solid, more consistent brand footprint.

"We will also continue to ensure each program and service

builds and delivers a quality 'Y' experience to its customers," says Ross.

ENGAGING OUR PEOPLE

Ultimately YMCA WA's success to realise its mission will be determined by the quality of its people and its organisational culture. A new People and Culture Executive and a Board Sub-Committee have been introduced to strengthen our focus on supporting our people.

"We also recognised up-front that our people were the number one audience to engage with this new strategy," says Ross. "Whilst many had provided input, we were keen that all of our staff around the State had a chance to hear about our future first-hand and to receive this communication before the new strategy began."

'Y25' was created as an accessible way to communicate the new strategy and associated initiatives to staff. Y25 was launched initially to Senior Managers in May, followed by an Executive led state-wide roadshow to all staff. Engagement was very positive with almost 400 staff in attendance across 22 roadshow presentations.



BUILDING COMMUNITY THROUGH OUTSIDE SCHOOL HOURS CARE



The basis of any good Outside School Hours Care (OSHC) program is delivering activities that its primary school aged participants will find fun, stimulating and inviting.



“Programs have to be exciting and encourage children’s wellbeing. Ultimately it’s also important for the kids to be happy and want to be there,” says Verity Norton, Middle Years Support Officer YMCA WA.

The YMCA WA Woodvale OSHC program’s success since its commencement two years ago, has been rooted in a strong focus on meeting the community’s needs and creating community links with the school and beyond.

The program is located at Woodvale Primary School, caring for students before and after school and during school holidays (VacCare), when there is the opportunity to take children on excursions such as a visit to the Perth Zoo.

For school-based programs such as Woodvale OSHC, becoming part of the extended school community has helped to give students a sense of cohesion

and continuity. At Woodvale this has included embracing themes, topics and school activities that the children are enjoying at school and also involving them in any pre and post school-based activities.

“At Woodvale, the Y staff also attend school assemblies as part of the broader school community,” says Verity, “this is a great way to build connections to the school, and it has helped the children bond as a close cohesive group.”

Woodvale Primary School Principal Neil McCallum has seen real merit in the Y’s OSHC program. “The service has an excellent reputation with parents and this reflects positively on our school. The YMCA has been very supportive of the school and the service has fitted in seamlessly. They’re very reliable and do a great job”, says Neil.

Woodvale OSHC also extends its relationships more deeply into the community. A “Grandfriends” initiative

was developed with a local aged care facility. This initiative creates opportunities for contact between the local aged community with the OSHC students, through visits and morning teas. “The initiative was developed to provide kids with an opportunity for intergenerational contact, as many children may not have grandparents nearby,” says Verity.

The Woodvale OSHC also has a relationship with a Thai orphanage - the Haven Children’s Home in Thailand. The relationship between the OSHC children and the Thai children is facilitated through a Y Educator who is a regular visitor to the orphanage. Woodvale children liaise with the children at the Home and also help to develop items of need such as beanies and to fundraise for pencils and pens for the orphanage.

The key success factor for a program such as Woodvale’s is the family

relationships. “Relationships with the families have to be strong. We also ensure we have open lines of communication and try to be flexible to support families’ needs. Fundamentally we seek to build a relationship of trust with the parents at Woodvale and across all of our OSHC programs,” says Verity.

This year YMCA WA operated 25 OSHC programs. Programs are located within primary schools, YMCA WA managed recreation centres and community centres. Some are also employer-sponsored programs providing vacation care for employees’ primary school aged children.

**Woodvale Primary School
Principal Neil McCallum has
seen real merit in the Y’s
OSHC program.**

MIRNUTHARNTU MAYA - LOOKING FORWARD

An ambitious and exciting accommodation facility has opened in South Hedland. Mirnutharntu Maya is a purpose built facility that offers stable, affordable accommodation and support to 17-25 year-old trainees in the Pilbara, with preference given to those who are Aboriginal.

The drug and alcohol-free facility caters for young men and women who are undertaking apprenticeships, traineeships or certificate training, with the ultimate aim being to support residents to successfully transition into the workforce.

Residents receive accommodation for the length of their training and a range of wraparound services and support. YMCA WA resident mentors work closely with the young people and provide both informal and more structured support through a range of workshops, including: Job Seeking and Resume Development, Health & Wellbeing, Budgeting Assistance and Communication Skills.

“Our real focus is to not only provide support in the short-term, but importantly ensure we provide support and education for the young people’s lives after Mirnutharntu Maya”, says Jennie Burns, Executive Manager - Service Delivery, YMCA WA.

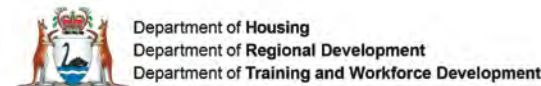
Mirnutharntu Maya is funded through the Department of Housing and managed by YMCA WA. The facility caters for up to 48 young people in single rooms. It also has four short-stay units for visiting families.

Broader community relationships are critical to the long-term success of the facility. Residents are referred through a range of channels including employers, other agencies, community groups, word of mouth and through local advertising.

“It’s still early days at Mirnutharntu Maya and we are focused on building important community relationships. We hope this wonderful facility fulfills its potential for both the young people directly involved and the broader Pilbara community,” says Jennie.

Jennie believes that from an overall strategic perspective, Mirnutharntu Maya aligns very well with one of the YMCA WA’s key focus area - youth participation, particularly in the successful transition to adulthood and community leadership.

Mirnutharntu Maya was established through a partnership between BHP Billiton, the Pilbara Development Commission, the Department of Housing, the Department of Training and Workforce Development, the Department of Regional Development through the Royalties for Regions program and the Australian Government through the National Partnership Agreement on Remote Indigenous Housing.



BIG REWARDS FROM VET IN SCHOOLS PROGRAM

When Shenae Smith and Gemma Paparone began Vocational Education and Training (VET) school-based traineeships with YMCA WA, little did they know how well this training would pave their careers ahead.



Shenae and Gemma both successfully completed Certificates II and III in Business and have since gone on to successfully gain full-time employment.

To cap off their success, Shenae and Gemma were also both awarded an Australian Vocational Student Prize for 2014. The prize recognised outstanding Year 12 students who have demonstrated exceptional skill, commitment and achievement while undertaking a VET in Schools program.

Shenae and Gemma are two of the thousands of young people who have participated successfully in the VET in Schools Program with YMCA WA. These programs are delivered as part of a student's secondary school certificate and provide credit towards nationally recognised VET qualifications within the Australian Qualifications Framework. The skills taught within each course reflect industry competency standards.

The Y is a Registered Training Organisation (RTO) providing both VET school-based traineeships and support for teachers who deliver VET. The Y provides quality assurance, consultancy and guidance as an RTO. The Y delivers certified courses and has expertise in Business, Community Services, Sport & Recreation, Information Technology and Foundation Skills Training.

This year the Y has substantially expanded its VET in Schools training. Beginning in 2012-13 with less than 1,000 students across 23 schools, the Y has trained over 4,000 students from 52 schools this financial year. The service continues to grow with enrolments up for next year.

So what had led to this level of growth in such a short timeframe?

YMCA WA's Training Manager Joe Hotai, believes several factors have contributed to the success. "We're combining our expertise in working with young people and helping them develop necessary work/life skills through training. Our strong school partnerships are also essential ingredients. These partnerships are based on us providing a quality service and ensuring we have a strong focus on outcomes," says Joe.

Whilst all the VET programs focus on delivering high quality, industry specific training, the Y also has a range of different learning and assessment techniques to suit individual requirements. "It's essential that we work closely with each school to understand their students' needs. This helps us deliver a personalised service and the best programs to meet their students' requirements," says Joe.

Michael Openshaw Head of Careers & VET, St Norbert's College says, "Giving students opportunities and being learner-centred, that's what the Y does well. They support students by giving them real world workplace experiences."

School communities have different vocational education support needs. The YMCA WA works with Willetton Senior High School as an auspice partner on VET programs involving approximately 250 students and 11 school staff. "We have a true partnership with the Y", says Sue Holland, Head of VET, Willetton Senior High School. "This positive relationship has been built on good, consistent communication, proactive consultancy and the YMCA's ability to meet our specific needs."

The service continues to grow with enrolments up for next year.

THE RIGHT PEOPLE MAKE THE DIFFERENCE

There is no doubt that the right people can make an enormous difference to any organisation. Perhaps this is amplified further in a strongly mission-driven organisation such as the Y.

"We understand that to be successful, we must recognise the great work done by our people and also foster a strong and committed culture," says Ross Kyrwood, Chief Executive Officer YMCA WA. "Our people are our brand and without them living our values everyday, we will not be able to deliver our mission," says Ross.

The Y's values of: Honesty, Respect, Responsibility and Caring are also central to our people delivering a genuine Y experience. It is through demonstrating our values that our staff help people grow in body, mind and spirit.

For the last 15 years both Lorraine Musgrave and Linda Tilley have been living our values and delivering an exceptional 'Y' experience to the Morley community through their roles at the Morley Sport and Recreation Centre. Their contribution was recognised by being awarded recognition for 15 years of service at the annual YMCA WA Staff Awards in October.

Linda Tilley manages term programs, sports competitions and the Wellington Room a community hospitality venue attached to the Centre. Linda's role involves extensive liaison with many community groups and associations that hire the hospitality and sporting facilities.

"An important part of my role is about supporting volunteer community club officials and school groups, providing advice and support where I can and helping these groups to get the most out of their limited budgets," says Linda. "I enjoy some great relationships with hirers, many of whom are very loyal to the Centre."

Lorraine Musgrave works in group fitness and coordinates the popular Living Longer, Living Stronger training and exercise program for the over 55's, delivering classes both within the Centre and across the community.

"We work hard to integrate our over 55's from different programs and to provide



a great social environment where they can happily mix," says Lorraine. "This can contribute greatly to their sense of wellbeing." Social events organised through the Y have included excursions to wineries and high teas.

Lorraine's skills were also recognised in February this year when she was awarded Runner-Up Instructor of the Year WA by COTA, for her role in the Living Longer Living Stronger program.

Both Lorraine and Linda understand the importance of relationships in delivering the best results for the community. "Relationships have become very strong for us within the community. We know a huge number of people on a first name basis," says Linda, "these relationships are based on respect and they help us to do the best possible job for the community."

One such example was providing some office space for the East Perth Basketball Development Officer. "The Development Officer who runs Friday Night Hoops, a

social basketball competition for 10-20 year olds and their parents, needed some office space. We were able to provide this here at our Centre. This great initiative does a lot for our youth and it was fantastic that we could accommodate her here and further strengthen that relationship," says Linda.

Both ladies attest to always looking forward to coming to work. "We have shared values, a shared direction and drive and want to see the Centre succeed," says Lorraine.

"These two amazing staff members have been a core part of our service delivery team here at Morley and are themselves a part of this community," says Andrew Ng, YMCA WA Morley Sport and Recreation Centre Manager. "They embody the Y's values and demonstrate strong commitment to the community."

STORIES TO CONNECT A COMMUNITY

When are Youth Services operating at their best?

When they offer programs that not only engage, but also enhance the perception of young people within the community and help to build understanding across different community groups.

One exciting initiative conducted at YMCA WA's The Base @ Belmont achieved just that. In June, internationally awarded photo-journalist Brenda Ann Kenneally, with support from Australian artist Raphaela Rosella, conducted a week-long workshop as part of the World Press Photo Perth exhibit.

The project was supported by the City of Belmont, CAN WA and Perth Airport. YMCA WA staff facilitated the program and engaged almost 50 young people in preparatory activities.

The World Press Photo program gave young people an opportunity to tell their stories through three different media options (audio-visual, scrapbooking and

photography). The stories shared were often heartfelt recalling some difficult journeys travelled by the young people. They also highlighted their resilience, hopes and aspirations for the future. The project was supplemented with additional images, engaging a bigger cross-section of the community.

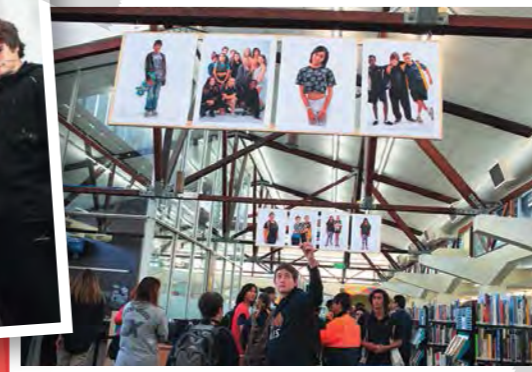
The program culminated in a photographic exhibition involving the work of 15 young people. It provided family members and visitors to the exhibit the opportunity to gain a deeper understanding and connection to young people.

"This is great for the young people personally, and it is essential in showing that young people

are a vital part of a community," says Brooke Draper, YMCA WA Operations Manager, Perth.

As the City of Belmont's contracted provider of Youth Services, the Y aims to deliver a range of engaging educational and recreational activities for 11 to 25 years old within the community.

The nature of these activities evolves to meet the young people's needs. They are designed to stimulate young people and to provide opportunities that they may not otherwise get. For younger groups aged between 11 and 17, the focus is more on structured workshops and activities, whereas older individuals - the 18 to 25 year olds - can get informal counselling, support in employment, training



and education matters and referral to other agencies for specialist expertise.

Participation at The Base has grown from approximately 500 contacts per month three years ago, to 1,500 contacts per month.

Dave Reid YMCA WA's Youth Services Manager puts this growth down to the early foundations established around the Y's core philosophy and a consistent approach in services. "Everything is driven with a clear set of objectives and well-defined desired outcomes that are in line with the City of Belmont's Key Performance Indicators," he says.

"We establish expectations with the young people, then deliver interactive and fun sessions and workshops

that tap into their needs and wants. Our young people are often learning without knowing."

Participation is only one part of the equation however. "Evaluating programs is essential. Outcomes focus on both task-oriented skills and on broader skills such as teamwork, self confidence, resilience and social skills," says Dave.

Community partnerships form a critical part of The Base's success. The relationship with the City of Belmont is paramount, with a shared vision, trust and transparency forming important cornerstones in that relationship.

City of Belmont Mayor Cr Phil Marks said the City was committed to taking into account the needs and aspirations of young people.

"In the 2015 Community and Business Perceptions Survey, the City of Belmont was identified as an industry leader in the area of youth services," City of Belmont Mayor Cr Phil Marks said.

"This is further evidence of the effective collaborative partnership that the City has with YMCA WA in terms of its overall delivery of services to the young people of Belmont," Mayor Marks said.

"Young people are our future; the City is committed to continuing to build on and strengthen its relationship with YMCA WA to ensure the needs of our young people are met to enable them to continue to make a valuable contribution to the local community, now and in the future."



A PROUD HISTORY WITH THE ANZACS

Whilst much of this year has been focused on planning for the future, YMCA WA is also intensely proud of its past. This year's ANZAC Centenary was an important milestone for many in the community and an opportunity to proudly reflect on the YMCA's role with the ANZACS.

Blackboy Hill military camp, just east of Midland, is the birthplace of Western Australia's ANZAC forces. YMCA's social and recreational presence at Blackboy Hill and beyond has been recorded as one of great significance.

YMCA opened the first of many social centres for soldiers in April 1914 at Blackboy Hill. Upon declaration of war, the provision of YMCA social centres was then broadened out to every military camp in Western Australia where service men and women were stationed.

The social centres provided a place for soldiers where they could write, paint, play sports and games, take refreshments, watch films and receive basic first aid. Right from the start the YMCA has taken a holistic approach and supported the whole person in body, mind and spirit. There was a sense of pride and community recorded in historical notes and the YMCA name became one of trust and safety.

YMCA members also fought in the war in large numbers. In the first nine weeks following the declaration of war, 203 members joined the Army or Navy. Eventually more than 500 YMCA members joined and more than 20 of these are known to have died, and many others wounded.

It is said that as the war raged on, seeing the red YMCA triangle on tents in every country, gave soldiers a sense of closeness and community.

In many ways, YMCA brought a sense of home to those at war, even helping them to write to loved ones. For woven into the YMCA war history is the story of how soldiers used what soon became the famous YMCA letterhead paper. Convoys of ships carrying troops from Fremantle to Egypt and England, were said to have posted 25,000 letters in 12 weeks, on YMCA letterhead, safely reaching their loved ones mostly back in Australia.

One of the other most poignant services YMCA provided was to those unable to write their own letters and wills, providing penmanship and a sympathetic ear.

Communication has changed over the years but keeping families and communities connected has always been fundamental to our core purpose.

It is 100 years since the declaration of WW1 and YMCA honours the ANZAC men and women who served and died in all wars and peacekeeping operations.

Our logo may have evolved over time, but what it represents has not. The YMCA is still bringing a sense of closeness and connection to Western Australia, prioritising the needs of people and families and engaging them with the intention to build happier, healthier communities.



It is said that as the war raged on, seeing the red YMCA triangle on tents in every country, gave soldiers a sense of closeness and community.

OUR STRATEGIC FOCUS AREAS 2012-2015



Growth & Development	People	Culture	Financial Sustainability	Governance	Community
YMCA WA's impact and profile across Western Australia will continue to grow in a strategic and sustainable way.	Our focus on developing our people will result in us having a reputation for encouraging employee excellence and being a place where people are recognised for their achievements.	As a community organisation we value the importance of stating why we do what we do and what makes the organisation successful, thereby creating a culture of continuous learning and development.	YMCA WA will ensure the planning and management of resources is undertaken in a sustainable and mission-focused manner.	YMCA WA will deliver on our mission and vision through a foundation of effective governance.	YMCA WA will seek to engage with the communities in which we operate through effective consultation and meaningful reporting.

THE GOVERNANCE MODEL

YMCA WA will deliver on its mission and vision through a foundation of effective governance.

We will achieve this by maintaining a skilled and diverse Board committed to professional development. Equally, we will provide access and support to strong governance resources that enhance the Board's and management's ability to provide effective leadership.

We are also committed to robust legal, regulatory and compliance standards to promote good governance and the achievement of the organisational mission. Finally, we will develop a fully engaged membership.

YMCA of WA Youth & Community Services Inc. has public benevolent status, allowing it to also hold Deductible Gift Recipient (DGR) endorsement.

COUNCIL OF GOVERNORS

The Council of Governors is the governing body of the organisation and represents the voting membership of YMCA WA.

The Council's role is to provide strategic support to the Board and the CEO through its skill base, connections and independent view.

Membership as at 30 June 2015

Alan Good	Francesca Irwin
Brad Wylynko	Kristen Orazi
Karen Carriero	Justin Eve
Greg Hebble	Mahmood Hussein
Bruce Porter	Christine Bock
Richard Godfrey	Catharine Payze
Stephen Pollard	Sheila McHale
John O'Donnell	

YMCA WA BOARD

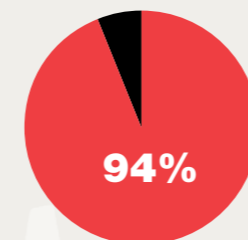
The primary role of the YMCA WA Board is to provide good governance through:

- Determination of purpose and strategy formulation
- Policy creation
- Monitoring of organisational performance
- Accountability - legal compliance, audit review

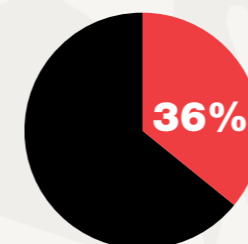
Membership as at 30 June 2015

Brad Wylynko	President
Justin Eve	Vice President
Alan Good	Treasurer
Bruce Porter	Director
Richard Godfrey	Director
Catharine Payze	Director
Sheila McHale	Director

OUR PEOPLE



Staff involved in **DIRECT SERVICE DELIVERY**



REGIONAL STAFF



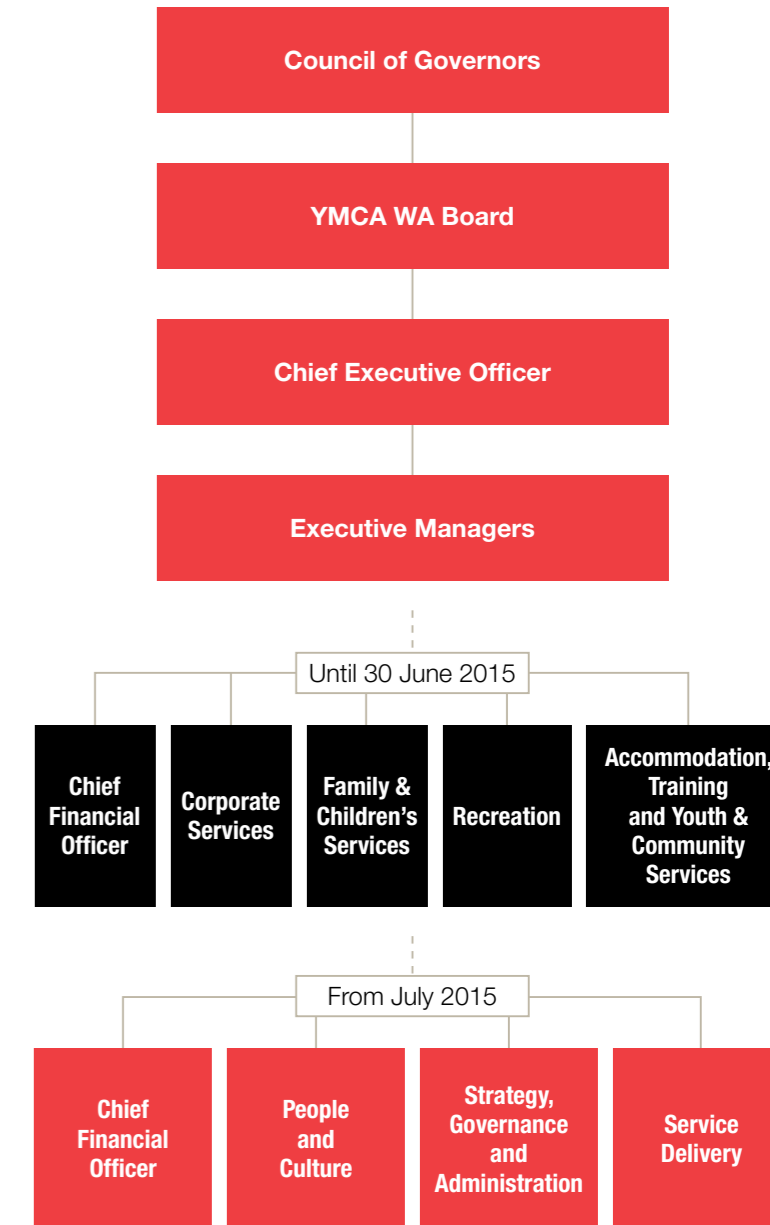
Staff by Program Area	No	%
Family & Children's Services	371	43
Recreation	393	45
Youth Services	47	5
Accommodation	20	2
Corporate Services	30	4
Training	12	1
Organisation Total	873	

Staff by Employment Status	No	%
Full Time and Part Time	302	35
Casual	571	65

Staff by Gender	No	%
Male	160	18
Female	713	82

Staff by Age	No	%
Under 25 years old	323	37
Over 25 years old	550	63

ORGANISATION STRUCTURE



FINANCIAL HIGHLIGHTS

The financial year ending 30 June 2015 returned a combined Net Operating Surplus of \$775,107.

This financial result has occurred during a time of significant change in the Western Australia economy which has impacted participation in some of our services.

YMCA WA	\$775,107
YMCA Community Services WA	\$0
Total Net Operating Surplus for the year	\$775,107

Areas of note are:

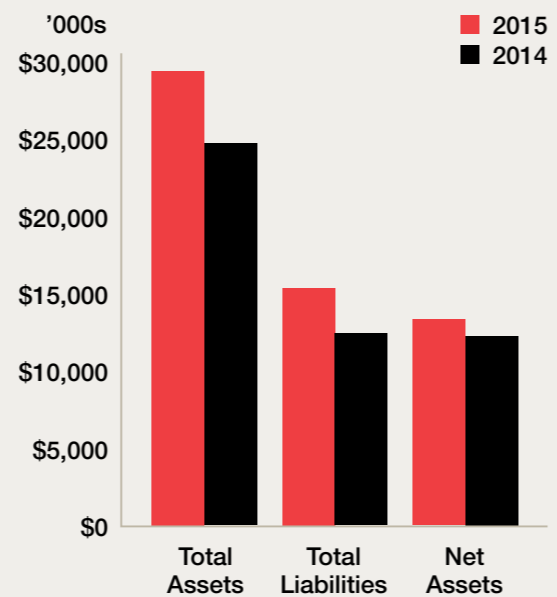
- There was continued growth in the Training area in particular in the Vocational Education and Training space with over 100 schools now participating in the VET program.
- Out of School Hours Care had a positive financial result due to an increase in demand across the majority of sites.
- The financial results for Early Learning Centres was significantly impacted by the shift in the economy, especially in the Pilbara.



WHERE THE MONEY COMES FROM	%
Family & Children's Services	41%
Recreation	26%
Grants & Funding	25%
Other	3%
Training	2%
Youth & Community Services	2%
Accommodation	1%
Total Revenue \$36.3m	100%

WHERE THE MONEY WAS SPENT	%
Employee Benefits	65%
Other Expenses	12%
Consumables / Program Costs	6%
Utilities & Overheads	5%
Rent, Rates & Taxes	4%
Repairs, Maintenance & Equipment Hire	3%
Depreciation	2%
Travel & Training	1%
Advertising & Marketing	1%
Insurances	1%
Total Expenses \$35.5m	100%

FINANCIAL POSITION



	Current Year to 30 June 2015 ('000's)	Previous Year to 30 June 2014 ('000s)
Current Assets	\$13,104	\$11,895
Non-current Assets	\$15,690	\$12,832
Total Assets	\$28,794	\$24,727
Current Liabilities	\$11,777	\$11,870
Non-current Liabilities	\$4,011	\$566
Total Liabilities	\$15,788	\$12,436
Net Assets	\$13,006	\$12,291

OUR PARTNERS & SPONSORS

YMCA WA gratefully acknowledges our partners and major supporters for 2014-15. The passion and spirit of collaboration of our partner organisations allows us to have a positive impact on the communities in which we jointly operate and for this our gratitude can never be overstated.



STATE GOVERNMENT FUNDING PARTNERS

- Department of **Aboriginal Affairs**
- Department of **Child Protection and Family Support**
- Department of **Local Government and Communities**
- Department of **Corrective Services**
- Department of **Culture and Arts**
- Department of **Health**
- Department of **Housing**
- Department of **Regional Development and Lands**
- Department of **Sport and Recreation**
- Department of **Training and Workforce Development**
- Criminal Property Confiscation Grants Program**
- Office of Early Childhood Development & Learning** (Department of Education)
- Disability Services Commission**
- WA Country Health Service**
- WA Police Strategic Crime Prevention**



Special thanks go to all the individuals who volunteer their time and talent and to all the other many agencies and community organisations we partner with - thank you!

- Aranmore Catholic College
- Australia Fitness Network
- Belmont Community College
- Better Beginnings
- City of Fremantle
- Creating Communities
- Fitness Australia
- Kinect Australia
- Leisure Institute of Western Australia
- Nyoongar Wellbeing & Sport
- Parks and Leisure Australia - Western Australia
- Parla-Parla Mob
- RLSSWA
- Shire of Broomehill/Tambellup
- Shire of Cranbrook
- Shire of Denmark
- Shire of East Pilbara
- Shire of Gnowangerup
- Shire of Katanning
- Shire of Kent
- Shire of Plantagenet
- Shire of Woodanilling
- Southern Inland Health Initiative
- The Hood
- Town of Narrogin



YMCA WA

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YMCA of Perth Youth and Community Services Inc. ABN 43 141 458 240