



Y
YMCA



**Annual
Report
2017**



WHO WE ARE

MISSION

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

10 YEAR VISION

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

VALUES

The following values connect us with our heritage and wider YMCA community and define the worth of the people and communities we wish to work with.

The YMCAs of Australia are guided to achieve their Mission by the following Christian values.

- 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 statements are best summarised as: **Honesty, Respect, Responsibility and Caring.**

The following outlines the attributes with which we will build our work practice.

- Community and Individual Impact
- Innovation
- Safety
- Teamwork
- Partnership

In 2016-2017, YMCA WA delivered **235 services** with more than **2,135,000 participations** by the community.

CONTENTS

4 THE YEAR IN REVIEW

Report from the YMCA WA President and CEO

6 STAFF AWARDS

8 FEATURE STORIES

YMCA asked 'Why Not?'	8
In the Youth Space	10
Danny Green inspires young people	12
Mirnutharntu Maya's significant impact	14
Extending our reach	16
A program for every child	18

20 FINANCIAL OVERVIEW

22 ORGANISATION OVERVIEW

Organisation Structure	22
The Governance Model	22
Council of Governors	22
YMCA WA Board	22
Our People	23

24 OUR PARTNERS & SPONSORS

SERVICES DELIVERED

TOTAL SERVICES OFFERED	
Family and Children	47
Health and Wellness	11
Youth Participation	20
Training	157

REPORT FROM THE YMCA WA PRESIDENT AND CEO

Justin Eve, President



Ross Kyrwood, CEO



YMCA WA is two years into its 10 year Strategic Framework. After spending 2015/16 focusing on building a strong foundation for children and young people to grow in body, mind and spirit, we have spent this year cementing our mission service growth.

Enhancing our Mission Impact

In the past year we delivered 235 services with over 2.1 million participations across Western Australia, an increase of more than 600,000 participations from the previous year. We are thoroughly enjoying having a strong, positive impact on the communities we work with.

In line with our vision to focus on our mission service growth, our Outside School Hours Care service has expanded to five new locations; Alkimos Beach, Baldivis Gardens, Carnaby Rise, Woodland Grove and Beehive Montessori.

We're also in the process of growing our Early Learning Centre (ELC) service delivery, and Albany and Bunbury joined the growing list of YMCA WA ELCs to receive a rating of "Exceeding National Quality Standards" by the Education and Care Regulatory Unit. Bunbury was the first service in YMCA WA history to receive the top rating in every assessable area.

YMCA HQ secured additional funding for an expansion in Youth Parliament and launched the Y's first youth business incubator at HQ with funding received from the Innovation Grant. Training's

VET in Schools program has secured the highest number of schools with over 150 on board, and approximately 13,000 students enrolled across WA.

In the South West, we were successful in tendering for the delivery of youth services in the Bunbury suburb of Withers. 28% of young people between the ages of 12 to 18 in the Withers community are vulnerable in two or more developmental areas. With that figure being nearly triple the state average, a new strategy was required to engage with local young people and make a genuine difference in their lives.

After winning the 2016 Innovation Grant, A Smart Start Cranbrook introduced their Step Together program, which addresses the critical need to assist families to support the physical development of their children. 95% of participants believe their level of physical activity increased due to the program, and 78% outlined a greater feeling of connectedness to their community as a result of taking part.

In November our Kindergarten Oral Language Program (KOLP) won the 2016 YMCA Australia Program of Excellence Award at the YMCA National Convention. KOLP aims to improve the language skills of young children, while focusing on developing the abilities of early childhood teachers and supporting children whose families are not accessing mainstream services. This prestigious award has been won by YMCA WA two years in a row, with The Base @ Belmont winning in 2015.

Creating one Y across WA

On July 1st 2016 we amalgamated with YMCA Eastern Goldfields to bring all operations under the YMCA WA umbrella. The decision was made jointly by the two organisations to ensure children, young people and families across Australia are receiving the highest quality, most consistent level of service delivery all around the state.

Since the amalgamation, we have increased our focus on Children's Term Programs, primarily around offering programs that sit under every genre of interest and skill level. We have improved our relationships within the community and with stakeholders, while also strengthening our partnerships.

Measuring our Outcomes

The journey of becoming an organisation that values Outcomes Measurement has been well-received and positive from all services involved. So far we've had Headline Outcomes reports published for 10 services and 19 have completed the Headline Outcomes workshop so far. One of the 10 positive reports, Mirnuthartu Maya's, concluded 94% of residents are happy with the service, while 100% of ex-residents have sustained independent living for over six months. We will continue our investment into this leading practice to better measure the impact we are having.

We were proud to be recognised as a finalist in the 2017 Difference Maker Diversity Awards, for being a not-for-profit Board that is championing diversity. The award acknowledges a Board that is making a difference to an organisation's financial performance, reputation, growth of innovation and reduction in conflict, and we were honoured to be recognised in these areas.

Launching our new Belief Statement

This year has seen the beginning of an exciting chapter for the YMCA in Australia. We welcomed the launch of our new belief statement: *we believe in the power of inspired young people*, as well as launching our national campaign; *Why Not?* The campaign provides a platform for young people to voice their opinions on issues and concerns, with a primary focus on marriage equality, mental health and youth unemployment. Research conducted by YMCA Australia identified these three subjects as the most important issues concerning young people today. As an organisation that believes in the power of inspired young people, YMCA WA is proud to provide support for young people and help their voices be heard in society.

Thank you!

We would like to acknowledge and sincerely thank our staff, volunteers, the Executive Leaders and our Board. It has been a year of significant mission service growth and achievement for us and their efforts have played an integral role in making this happen. This year we farewelled our departing President Brad Wylynko, whose efforts were greatly appreciated and noted at our Staff Awards, and we welcomed new President Justin Eve.

We also wish to thank our funding contractors who continue to support us and believe in the impactful work we do. Above all, we thank our community partners and the people of Western Australia – far and wide. We are so privileged to deliver services across all generations, and we take great pride in being able to work with them. We have such a strong belief in the incredible work we do across the state and we thank you for providing us the opportunity to help children and young people grow in body, mind and spirit.

We are proud to stand as the voice for young people, and of the belief we have in their potential. We look forward to listening, caring and supporting all young people to become inspired young leaders within the community.



STAFF AWARDS

The YMCA WA Awards are part of our commitment to providing a working environment that encourages employee excellence and innovation and where people are recognised for their achievements.



STAR AWARD

The Star Award recognises the work of a staff member who has demonstrated a commitment to service, team work, attitude and reliability and who embodies the YMCA values.

Kerry McIntyre
Accounts Payable Officer, Finance Department

Kerry McIntyre was the recipient of this award for her approachability, reliability and the relationships she built based on mutual respect. Always positive and helpful, Kerry was given the opportunity to take on additional duties this year, showing her outstanding commitment and teamwork. Kerry organised the finance archiving to ensure all records were up to date, and took on the responsibility of a school-based trainee, providing training and support every week. Kerry is an all-round fantastic team member and lives the values of responsibility, respect and caring on a daily basis.

PRACTITIONER EXCELLENCE AWARD

This award recognises the work of a staff member who has demonstrated a commitment to excellence and innovation in their approach, leadership to others and creating positive outcomes for stakeholders.

Brooke Draper
General Manager Perth Metro Region

Brooke has instilled a positive change in the energy and focus of our service delivery within the Metropolitan area. She values understanding community needs and transforming these into sustainable community partnerships. Members of Brooke's team have praised her ability to clearly articulate the YMCA WA mission and its practical implementation at service level. Brooke role models open communication and collaboration within her team. Brooke has a strong sense of equality, trusting her team and playing to their individual strengths. She publicly acknowledges the contributions of her team and ensures they get recognition for their hard work and achievements.

PROGRAM EXCELLENCE AWARD

This award recognises a Centre/Program/Service which, over the past 12 months, has achieved demonstrable success in community engagement and whose activities reflect YMCA WA mission in helping people grow in body, mind and spirit.

Kindergarten Oral Language Program (KOLP)

The Kindergarten Oral Language Program (KOLP) is uniquely delivered by a team of highly skilled and passionate Speech Pathologists and therapy assistants. KOLP is an engaging, evidence-based, hands on, interactive and child-led program. KOLP reaches children in small communities that may not have direct access to Speech Pathology services, with results over the past year showing a clear improvement in the children's oral language across all schools.

KOLP is positively impacting oral language development by delivering over 2,797 sessions to over 300 children in WA and is a shining example of carrying out the YMCA WA mission with great impact. KOLP is delivered across 13 schools within six shires in the Central Great Southern region, in partnership with WA Country Health Services.

INNOVATION GRANT

The innovation grant is part of YMCA WA's commitment to providing a working environment that encourages employee excellence and innovation. This grant is issued to the program/centre/service that presents the best innovative concept that supports program/service delivery in one of the focus areas of Early Education, Youth Participation or Health and Wellness. The grant is for \$20,000 to implement the concept during the next 6-12 months.

Step Together Program
A Smart Start Cranbrook

The main focus of "Step Together" is to support the community of Cranbrook with their Health and Wellness journey, as well as building capacity in young children to move out of the vulnerable percentage and move closer towards being on track for their entry into Early Education. A Smart Start Cranbrook has identified the critical need to assist families to support the physical development of their children. To combat this, Step Together increases children's daily physical activity, focusing on both fine and gross motor skills in a fun, engaging and supportive environment.



On Tuesday 20th June, YMCA asked 'Why Not?'

YMCAs Australia-wide asked 'Why Not?' with the aim of shining a light on the issues Australia's youth are facing today, particularly focusing on marriage equality, mental health and youth unemployment.

Launched through Boy George's re-interpretation of the Village People's iconic song YMCA, Why Not? exists to provide a message of hope to young people across Australia and to provide a platform for their voices to be heard.

The campaign comes after new research by YMCA Australia showed the primary issues facing today's youth, leaving them feeling unheard and powerless.

Alarmingly, 87% of young Australians don't feel their voices are being heard on the increasingly distressing topic of youth unemployment, while a further 86% don't feel they're being heard on marriage equality, and 80% with the topic of mental health.

With the research also showing 74% of Australians aged between 12 and 22 don't believe those in power are making decisions with their best interests at heart, YMCA is proud to provide an online platform for youth to speak on the issues they'd like addressed.

YMCA WA CEO Ross Kyrwood was thrilled to reach 2.4 million people within the first fortnight of the campaign.

"With how many people we've been able to reach in the short time since the campaign's birth, it excites me to think of our potential reach over the next five years," Ross said.

"As an organisation who believes in the power of inspired young people, we're thrilled to make a stance and help voice the issues they're facing."

YMCA is proud to be a leader in starting the conversation and actioning change, proud to support our inspired young people and proud to champion equality, diversity and inclusion.

We believe in the power of inspired young people



Senior Manager's Forum

In April, our Senior Manager's Forum saw our new belief statement come to life through an inspired youth session, which featured the talented and exciting special guests below.

We saw our new belief statement come to life



Angeline Lloyd

Angeline Lloyd is a renowned fashion blogger and founder of Love Thread Project, an organisation with a vision to end exploitation of women through the power of collaboration. Coming from a background of abuse and trauma, she now uses her story to help others find hope and restoration. Angeline believes in helping young people discover their 'why', to realise their potential and inspire an empowered generation.



Adam Kovalevs

Adam Kovalevs became the youngest person to run for council in the City of Swan's history when he was just 18 years old. When he was successfully elected into council, he edged out members who had been on the City of Swan board for 15 and 28 years respectively. Adam's introduction to the political process came about through his work with our Youth Parliament program. Adam's passion in his pursuit to be the voice for young people is inspiring to all.

Fringe World Festival lands at YMCA HQ

2017 saw the world-renown Fringe World Festival take place in Leederville at YMCA HQ for the first time. The campaign was a huge success, welcoming children as young as eight years old through to grandparents and everyone in between.

Young CEO for a Day

On Friday 31st March, Human Resources Trainee Alannah Hall took the reigns as Young CEO for a day, and she made the most of the opportunity by raising key youth issues that are of significance to her.



Tobias Muhafidin

At 18 years of age Tobias is an internationally recognised performer, having showcased at the 2015 International Presentation of Performers in LA. Tobias is a singer, songwriter, dancer and actor and plays both guitar and keyboard. Tobias is currently studying acting at WAAPA, and through his music he aims to take break down the barriers of the musical world, challenging today's perception of rap artists.

From bands to solo performances, music from genres of jazz to acoustic, stand-up comedy acts, interactive multimedia installations, contemporary Indigenous Australian art and the launch of the WA Youth Slam poetry recital – there was absolutely no shortage in the variety of talent on show!

Alannah and off-duty CEO Ross Kyrwood spent the day meeting with Board members, and networking with organisations who Alannah had identified as key to partnering with on youth issues.

The ground-breaking month was a sound reflection of the hard work and collaboration by YMCA HQ Manager Andrew Rigg, Propel Youth Arts, The Gelo Company, City of Vincent and Drug Aware.

While in charge, Alannah tackled the issues of youth homelessness, staff mental health and drug and alcohol abuse.

Alannah described the invaluable experience as the 'best thing' she's ever done.

In the Youth Space



**Your dreams
have got to
start from
somewhere**



Danny Green inspires young people at YMCA Serpentine Jarrahdale

YTime is a free, innovative YMCA WA service that delivers recreational outreach activities in the community, with additional case management support for young people who are particularly at risk.

On Monday 19th June, more than 500 young people gathered at YMCA Serpentine Jarrahdale Community Recreation Centre to hear from World Champion boxer Danny Green, courtesy of YTime and the Shire of Serpentine Jarrahdale.

Since retiring from professional boxing Danny has committed himself to advocating against the current 'one-punch' legislation, and the 44-year-old used that work to inspire the young people to follow their passion, whatever it may be.

"My daughter wants to be an Olympic gold medallist, she's a swimmer and she's very dedicated," Danny shared.

"When I tell people her dream and you see them almost go 'yeah whatever' because it's such a massive dream, but your dreams have got to start from somewhere."

Danny added: "It doesn't matter whether you want to be an Olympic gold medallist, you might want to be a police officer, a social worker, a school teacher, a headmaster – there's probably a young kid here who might be the Mayor of Byford one day! You can never give up on your dreams."

When Youth Engagement Manager Sinead Gilligan

organised the event, the aim was to empower young people to stand up for what they believe in.

"We organised Danny in particular to address the young people because we recognised him as someone who's overcome hardship in his career, who's showed resilience and has also been vocal about his passions," Sinead said.

"Danny's work on the 'one-punch' campaign was a strong example for us to be able to encourage the young people to voice their passions and act on what they believe is right in their community."

The Shire of Serpentine Jarrahdale took the opportunity to capture the voice of the youth, running a survey to assess how they can best attend to the community's needs.

"We received responses from 400 young people from the Shire of Serpentine Jarrahdale, and the results showed youth having a voice ranked the top priority for young people," Sinead explained.

"Research shows this is also a national concern for youth across Australia, which is why we've recently launched our 'Why Not?' campaign that provides young people with a platform to voice their opinions on issues close to their hearts."

As well as this inspiring event and YMCA's "Why Not?" campaign, the YTime program provides young people with a safe space to voice their opinions in a supportive environment every week.

Three years since opening: Mirnutharntu Maya's significant impact already

Being a 17-year-old from Tkalka Boorda community in South Hedland with a family background crippled by drugs and alcohol, isn't without its hardships.

But for Clinton* it was all he'd ever known - until three months ago.

Found guilty of a driving charge, Clinton was summoned to the care of Juvenile Justice, while his three-year-old son remained in the hands of the Department for Child Protection.

Sadly Clinton was no stranger to smoking, drugs and shoplifting to cope with the situation he was in, but that was all about to change.

Clinton's Juvenile Justice Officer suggested he apply to stay at Mirnutharntu Maya, a safe, supportive accommodation provided by YMCA WA for individuals engaged in training.

"At the end of last year I just snapped out of my ways and thought 'I don't want to do this anymore'," Clinton said.

"At Mirnutharntu Maya I've got my own place now and it's great, it's something I've never had."

With the guidance of Residential Support Manager Gabrielle Marks, Clinton got set up with a room and a dedicated mentor, he enrolled in his Cert II in Automotive Vocational Preparation at TAFE two days a week and he's now working three days a week.

"Clinton has taken a Trades Assistant job with TLC Contracting - they're trialling him for three months and he's doing really well - then they're looking at putting him into a mechanics apprenticeship," Gabrielle said.

"It's only been the last two months he's been working, so to actually get his first pay was obviously so exciting for him and such a great step."

Since moving into the facility in March, Clinton has completed his First Aid certificate and YMCA's Swim for Life program which has seen him obtain his Bronze Medallion and finish the Pool Lifeguarding course.

More recently, Clinton received the high honour of being asked to raise the flag at the NAIDOC 2017 Opening Ceremony, and has started mentoring some school-aged children.

"YMCA is committed to providing services at Mirnutharntu Maya that not only achieve the contractual outcomes Housing is seeking to attain for the residents, but also to facilitate an environment that ensures residents are supported, with access to services that assists them in maintaining their employment and training," Gabrielle said.

"Mirnutharntu Maya has put me in a really good position and it's been life-changing," Clinton said.

Clinton's goals include inspiring his friends to join him on a better path and securing stable employment to gain custody of his son and be able to provide for him.

*Name changed for privacy reasons

**It's been
life-changing**



We've focused on increasing the opportunities for families

The Child and Parent Centre: extending our reach

Situated in South Hedland, the Child and Parent Centre (CPC) lies within a beautifully diverse community, welcoming of all walks of life.

Twelve months ago, YMCA WA in partnership with the Department of Education set out to further increase the outreach and impact the Child and Parent Centre had on the community, with a strong focus on embracing Aboriginal culture.

With this aim, Play in the Park was launched in September under the guidance of Family Support Manager Amber Lee.

"Over the past twelve months we've focused on increasing the opportunities for families to engage with our services at and through the CPC," Amber said.

"This has included introducing Play in the Park, a supported mobile playgroup, school holiday and after-school programs to the term programs, and the CPC has also invested in building a community nature playground."

Play in the Park is a free, supported program and is held in both public parks and indoor areas. The program provides children with a range of active and guided play activities, as well as the opportunity to socialise with their peers.

Play in the Park takes place at Wanangkura Stadium, South Hedland Library, Shay Gap Park and Koombana Park, and to go between these locations, the program has been able to obtain its own mode of transport.

"The Play in the Park bus was designed by Jilalga Murray, an Aboriginal artist who has previously lived in Hedland but is now based in Perth," Amber explained.

"Jilalga's design captures the fun nature of children playing under the bright sun of Hedland – if you look closely and you can see the trees and grass children play on, which summarises how we aim to connect children to their local community and surroundings."

During term and school holidays, the Child and Parent Centre offers programs for families and children to engage in.

"Families enjoy sharing food together with their children and a range of exciting and educational programs are on offer, including our Deadly Arts Program, Drumbeat, excursions to the beach, cooking classes, Lego club and Nature Play events," Amber said.

Completed in April, the nature playground was built for the children in South Hedland to have many opportunities to play in nature and care for their environment.

"There are vegetables gardens, a mud kitchen with Pilbara river sand, wooden fort and tunnel, climbing ropes, musical instrument wall and beautifully handcrafted bike path made of railway sleepers and stones," Amber said.

The development of current programs and implementation of new offerings over the course of the past twelve months is something Amber and the CPC team are very proud of and excited by, made possible through the hard work of Lee Mead – Manager, Norena Ansey - Family Liaison Coordinator and Kaylee Steenkamp - Early Years Assistant.



A program for every child at YMCA Kalgoorlie

YMCA Kalgoorlie's Term Programs Team Leader Julie Beeson credits their "extremely enthusiastic" team as the core reason the service's program delivery has expanded as much as it has in recent months.

The continued expansions has seen their programs grow beyond the highly successful Kalkids gymnastics program to include Crafty Kids, a performing arts YPAC program, Jazz with Jess, Netstarz junior netball program, a junior soccer program and Sports Camp during school holidays.

Julie says the drive comes from a desire to be able to offer something for everyone.

"It's been the last 12 months that things have exploded, we've really tried to offer a whole range of different programs to children," Julie said.

"We've got a really enthusiastic team who are really eager to do different programs. They have experience in coaching so we thought we may as well utilise their skills and try to get more families into the centre."

The intent to expand the offering is easy to identify, and the structure the team has based the expansion on has seen overwhelming success.

Julie said: "We looked at our gymnastics program and we realised we were getting great numbers and that there was a real want for kids activities, so we thought why not try and expand to people whose interests and likes we may not be reaching already?"

With YMCA Kalgoorlie catering to a diverse community, Julie says their main goal is to continually adjust their service delivery to respond to the community's needs.

"It's great to have people coming into the centre because they can learn of the other services we offer at the centre, if we have more people coming in we can gage our community's needs and wants," Julie said.

"We change our age groups and programs to suit the community's needs, we try to be very flexible to what everyone needs and wants in the community."

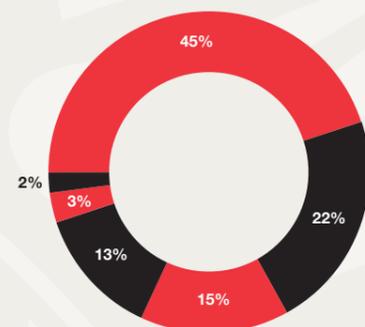
After introducing such a wide range of programs for children and young people, Kalgoorlie's next focus is to continue to broaden the artistic genre and get more involved with the Aboriginal community.

We try to be very flexible to what everyone needs

WHERE THE MONEY COMES FROM

REVENUE	2017	2016
Family & Children Services	45%	44%
Health & Wellness	22%	26%
Government Grants	15%	13%
Other Funding *	13%	12%
Training	3%	2%
Other	2%	3%
Total Revenue \$36.2m	100%	100%

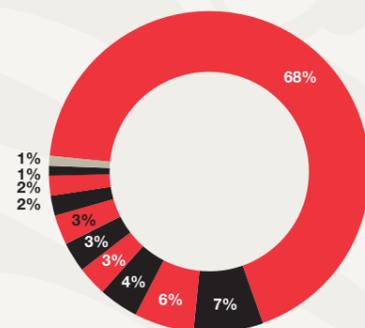
*Other Funding includes \$1.5m of one-off funds received from external parties not related to the normal course of running the business.



WHERE THE MONEY WAS SPENT

EXPENDITURE	2017	2016
Employee Benefits	68%	67%
Consumables / Program Costs	7%	7%
Property Costs	6%	6%
Repairs, Maint & Equipment Hire	4%	4%
Other Expenses *	3%	3%
Rent, Rates & Taxes	3%	4%
Subscriptions, Licences & Insurance	3%	2%
Consultants & Contractors	2%	2%
Travel & Training	2%	2%
Advertising & Marketing	1%	1%
Depreciation	1%	2%
Total Expenses \$34.4m	100%	100%

*Other Expenses include such costs as: Audit, Bank & Finance Fees; Entertainment, Legal, Printing, Stationery, Courier and Motor Vehicle Expenses.



FINANCIAL POSITION

FINANCIAL POSITION	2017	2016
	Current Year to 30 June 2016	Previous Year to 30 June 2015
	'000s	'000s
Current Assets	\$12,436	\$14,215
Non-Current Assets	\$8,163	\$7,988
Total Assets	\$20,599	\$22,402
Current Liabilities	\$10,121	\$12,434
Non-Current Liabilities	\$2,803	\$3,849
Total Liabilities	\$12,924	\$16,282
Net Assets	\$7,675	\$5,921

WHAT WE OWN

Total Assets - \$20,599,492



Current Assets - 60%
Non-Current Assets - 40%

WHAT WE OWE

Total Liabilities - \$12,924,460



Current Liabilities - 78%
Non-Current Liabilities - 22%

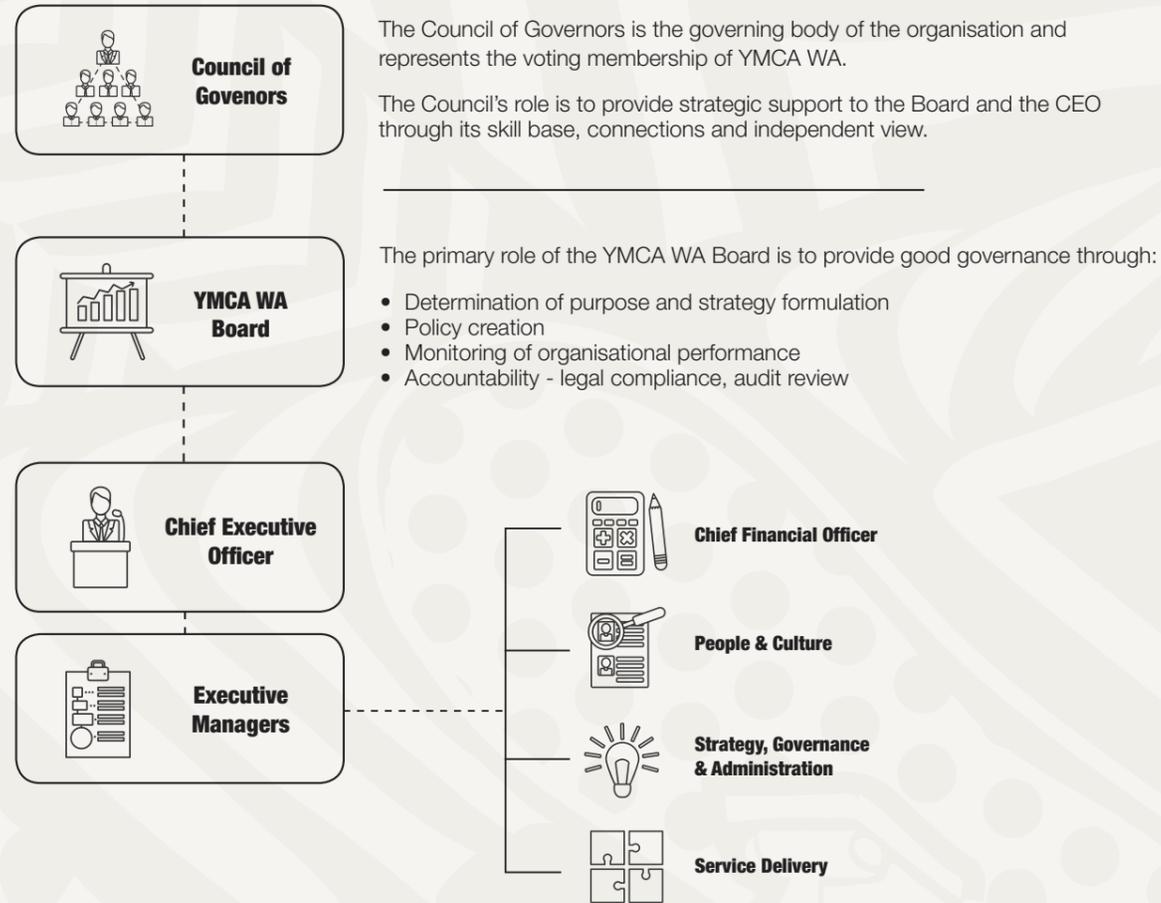
YEARLY STAND OUTS

↑
127%
Vocational Education
Training in Schools
(VETiS)

↑
28%
Family Day Care
profits

↑
30%
Balance Sheet
position improvement

ORGANISATION STRUCTURE



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

Membership as at 25 July 2017

Justin Eve, Catharine Payze, Sheila McHale, Alan Good, Bruce Porter, Michelle Shepherd, Anna Lee-Renwick, Stephen Pollard, Greg Hebble, Christine Bock, Francesca Irwin, Craig Readhead, Kendal Moss, Eva Lin, Mahmood Hussein and Laura Koh.

YMCA WA BOARD

Membership as at 25 July 2017

President: Justin Eve
Vice President: Michelle Shepherd
Treasurer: Alan Good
Directors: Sheila McHale, Bruce Porter, Catharine Payze, Laura Koh, Anna Lee-Renwick and Kendal Moss

OUR PEOPLE

STAFF BY OUR AREAS OF FOCUS	2017	2016
Family and Children	46.71%	44.88%
Health and Wellness	39.65%	43.17%
Youth Participation	6.36%	6.83%
Corporate Services	5.78%	4.27%
Training	1.50%	0.85%
Organisation Total	100%	100%
Total Staff Employed	865	820

STAFF BY REGION	2017	2016
Metro	59.54%	62.69%
Pilbara	18.38%	18.90%
Great Southern & Kalgoorlie	22.08%	18.41%
Organisation Total	100%	100%

WE EMPLOY 283 STAFF UNDER THE AGE OF 25





YMCA WA

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

Cover Image: Flashpoint Labs | www.flashpointlabs.org