



**Annual  
Report  
2016**

YOUTH BUS



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## 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





## WELCOME TO YMCA WA'S 2016 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

YMCA WA is one year into its ten year Strategic Framework. We have focused on building a strong foundation for children and young people to grow in body mind and spirit.

In the past year we delivered 217 services with over 1.5 million participations across Western Australia. We are having a positive impact on the communities we work with.

Our Youth Diversion Service is helping to break the cycle of young people committing more crime. Young people aged 10-17 access our service through referrals from the Youth Justice system. 100% of young people engaged in the service last year, have not reoffended during their time in the program.

We want young people to get their lives back on track and to be empowered to make choices that will give them better opportunities for their future. Youth Diversion Services offers activities such as camps, where young people can develop leadership and life skills that can be used as they transition into adulthood. This service is contributing to safer and happier communities.

Australia is experiencing high rates of youth unemployment and many communities are having issues with school attendance. While these issues are national the strategy to support each community would need to reflect local needs.

In Warnbro we are working with the local community college to change the culture of the school and

antisocial behaviours of students. Through case management with young people and working alongside the staff at the school there has been a considerable positive change experienced by both students and teachers.

This year we were recently awarded the contract to deliver the East Pilbara Remote School Attendance Strategy. Our School Engagement Officers will work closely with schools, families and local community to look at ways that we can effectively increase school attendance in a culturally appropriate manner. We believe that going to school and being at school every day gives a child the best chance for a good start in life.

The importance of quality early education is an area that the Y is also passionate about. We work hard to make a difference in children's early years to set a good foundation for their potential growth.

Our Early Learning Centres in Ashdale, Port Hedland, Albany and Falcon all received a rating of "Exceeding National Quality Standards" by the Education and Care Regulatory Unit. Only 24 per cent of Centres across Australia have met this achievement.

We are in the process of growing our Outside School Hours Care by approaching new schools to see how we can partner with them. In this growth period it is important for our partners to understand our approach to care, which involves strategies such as active play. Research shows that children should have only a few hours of screen time in their day and

Brad Wylynko, President



Ross Kyrwood, CEO



be more physically active, so the activities offered at our Outside School Hours reflect this.

YMCA WA is encouraging a culture of innovation with our staff. In 2015 we awarded two \$20,000 grants allowing HQ in Leederville and the Base@Belmont to expand their reach into their local community.

The Base@Belmont work with young people to address issues such as drug and alcohol abuse, school attendance and sexting. With the grant they plan to support young people transition into adulthood by offering leadership camps and informal counselling. The youth workers will provide training for employment and workshops to develop more life skills. The Base@Belmont connects young people back into the community.

HQ will implement a 'Hot Desk' concept, designed to provide a professional space for young people looking at launching a career in a variety of industries. The initiative will bring more community members into HQ, activating a space that is currently not being used. The space will also generate some income from the subsidised fee paid by successful candidates using the Hot Desks. This income will be used to develop new youth programs.

In all this great work we are doing at YMCA WA, we want to ensure we deliver quality services that make a difference to the Western Australian community. For the first time we have introduced an outcomes framework tool; Results Based Accountability™ (RBA).

YMCA WA will now more regularly be able to measure the effectiveness of our programs across the three key focus areas of early education, youth participation, and health and wellness. Measuring outcomes helps services know how well they are doing and also see where they can improve.

A key part of the past year has also focused on recognising that people are our most important asset, so our work has included a comprehensive culture survey of our staff. It has been very important to really listen to our own people and create opportunities for them to give feedback.

The survey results highlighted that 88 per cent of our people believe they're doing meaningful work that makes a difference and more than 80 per cent of our people said that making a positive impact in the community is important to them.

The first 12 months of embarking on our 10-year framework has also required our team to consider current systems and processes. Price Waterhouse Cooper reviewed our IT requirements and looked at what would best support YMCA WA as we move further into our ten year vision. Recommendations given are reflected in our IT strategy allowing us to confidently move forward.

In the past year we have communicated our vision and key focus areas to our partners and funders. We were awarded a number of new contracts and contract extensions that align with our future direction.

Of note, is the Swim 4 Life program, an innovative training and employment program for young Aboriginal people, funded by the Department of Employment. This program will extend from Port Hedland to Narrogin, Albany and Kalgoorlie.

It is also fantastic to see our strong partnerships continue with several contracts extended including Port Hedland Leisure which includes Wanangkura Stadium, South Hedland Aquatic Centre and the Gratwick Aquatic Centre in partnership with the Town of Port Hedland, Youth Services at the Base@ Belmont in partnership with the City of Belmont and Morley Sport and Recreation in partnership with the City of Bayswater, to name a few.

In the last year we have worked towards the merger of Eastern Goldfields YMCA and YMCA WA. This will be formally recognised on the 1 July 2016. The merger ensures an ongoing presence and commitment of YMCA in the local community for families, children and young people.

The Board of the YMCA WA wishes to acknowledge the significant work carried out by the Board and staff in the Eastern Goldfields over many years and looks forward to expanding the impact of the Y in this region.

We also wish to wholeheartedly thank our wonderful staff, volunteers, the Executive and Board. It has been a year of achievement for us and their efforts have been greatly appreciated. We welcome new board members Anna Lee Renwick and Michelle Shepherd and sincerely thank departing Richard Godfrey for his service and excellent contribution. We also wish to thank our funding contractors 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 place 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 provide opportunities for children and young people to grow in body, mind and spirit and to deliver the best results for each community we serve.

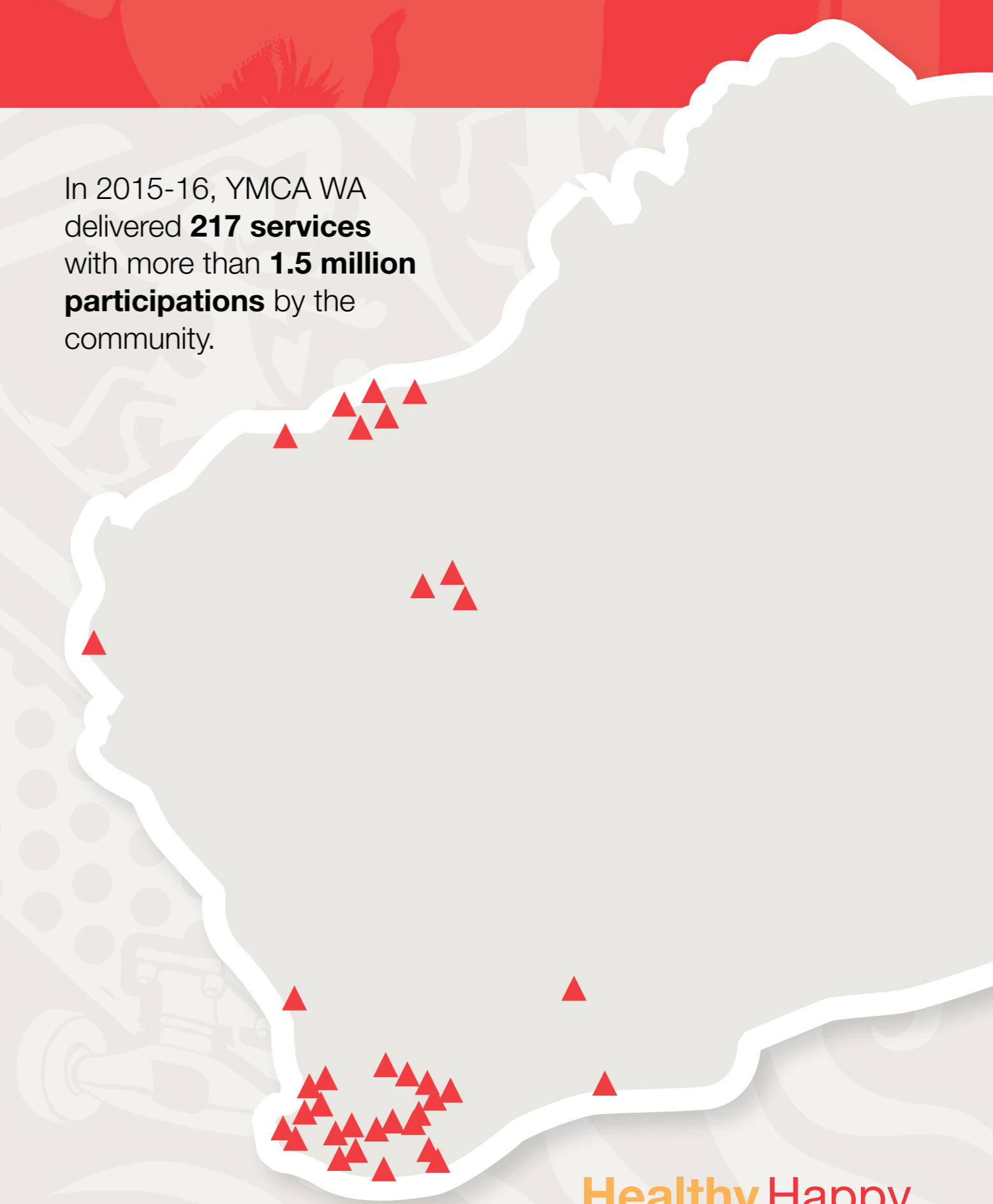
## NEW BUSINESS & CONTRACT EXTENSIONS

NEW CONTRACTS	
Future Links – a youth engagement program which supports disengaged students at Warnbro Community College through an alternative learning program	
Swim 4 Life – Empowering Youth Initiative, funded by the Department of Employment, Swim 4 Life is an innovative training and employment program for young Aboriginal people in rural and remote WA.	
East Pilbara Remote School Attendance Strategy – funded by the Department of the Prime Minister and Cabinet this project is designed to lift school attendance levels in specific remote communities in the East Pilbara.	
RIO Vacation Care	
CONTRACT EXTENSIONS	
City of Belmont Youth Services	
Morley Sport and Recreation Centre	
Town of Port Hedland Leisure Facilities	
Mike Barnett Sports Complex	
A Smart Start Cranbrook	
Y-Counselling	
Kindergarten Oral Language Program	
Western Australian Youth Parliament	
Play in the Park	
Y-Time Langford / Armadale	
Playgroup - Boronia Pre-release Women's Prison	
Child and Community Health Nurse	
Child and Parent Centre South Hedland	

## SERVICES DELIVERED

TOTAL SERVICES OFFERED	
Family and Children	48
Health and Wellness	10
Youth Participation	11
Training	148

In 2015-16, YMCA WA delivered **217 services** with more than **1.5 million participations** by the community.



**Healthy Happy Communities**



# RESULTS BASED ACCOUNTABILITY AT THE 'Y'

For the first time, YMCA WA has begun using an outcomes framework tool, Results Based Accountability™ (RBA), in an effort to better measure the effectiveness of programs and services.

Results Based Accountability™ (RBA) allows organisations to clarify their outcomes and measure them. Measuring outcomes helps services know how well they are doing and also see where they can improve.

This approach brings together the priorities of an outcomes focus, large-scale, strengths based community engagement approach and early intervention and prevention through the Y's three core focus areas of early education, youth participation, and health and wellness for children and young people in family and community.

The RBA methodology emphasises the achievement of results and outcomes of services from a client and consumer perspective, providing accountability and a framework for continuous improvement to help achieve;

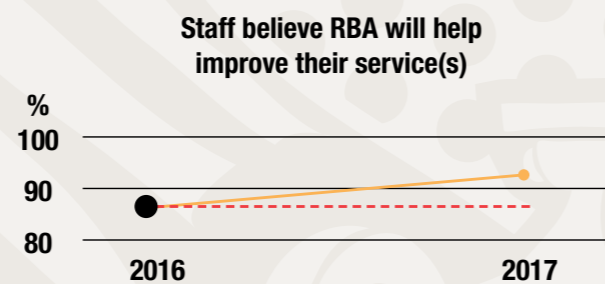
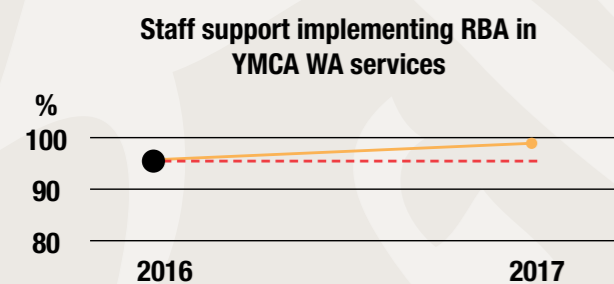
- YMCA WA knowing its impact
- Staff taking accountability for the outcomes clients are receiving

- Innovative ideas to be trialled to improve outcomes
- Evidencing our impact with clients every day
- Evidence for making programming decisions in the future

YMCA WA will initially implement the RBA framework across 12 service sites under the organisation's three areas of early learning, health and wellness, and youth and community.

The team has begun applying the framework at The Base@Belmont, so that staff can better collect evidence to present their KPIs for the council. The Kindergarten Oral Language Program team will also use the RBA framework to improve on its system to track individual student's progress, while the new system can also be built into YMCA WA's tender process.

A survey of YMCA WA's senior managers showed overwhelming support for the new framework, which is already used in all 50 United States and in more than a dozen countries around the world, including Australia.



A survey of Senior Managers showed 96% support the use of RBA within the YMCA WA and 86% believe RBA will help improve their services.

● Baseline  
 - - - Prediction  
 — Curve to turn

# CELEBRATING OUR PEOPLE

It is apparent that many YMCA WA team members believe they are undertaking meaningful work that has a positive impact on the community, according to a recent staff culture survey.

The aim of the survey was to measure staff culture in relation to engagement and enablement throughout the organisation.

The 'Y' partnered with People Sense which brought expertise and validity to the process and data interpretation. People Sense measured the outcomes and provided comparisons against like organisations which in turn has provided YMCA WA a benchmark to build upon.

Overall results were very favourable with 'best in class' levels of engagement. The results of the survey has allowed YMCA WA to identify four key areas of focus:

- Learning and development
- Innovation
- Caring for our employees
- Communication

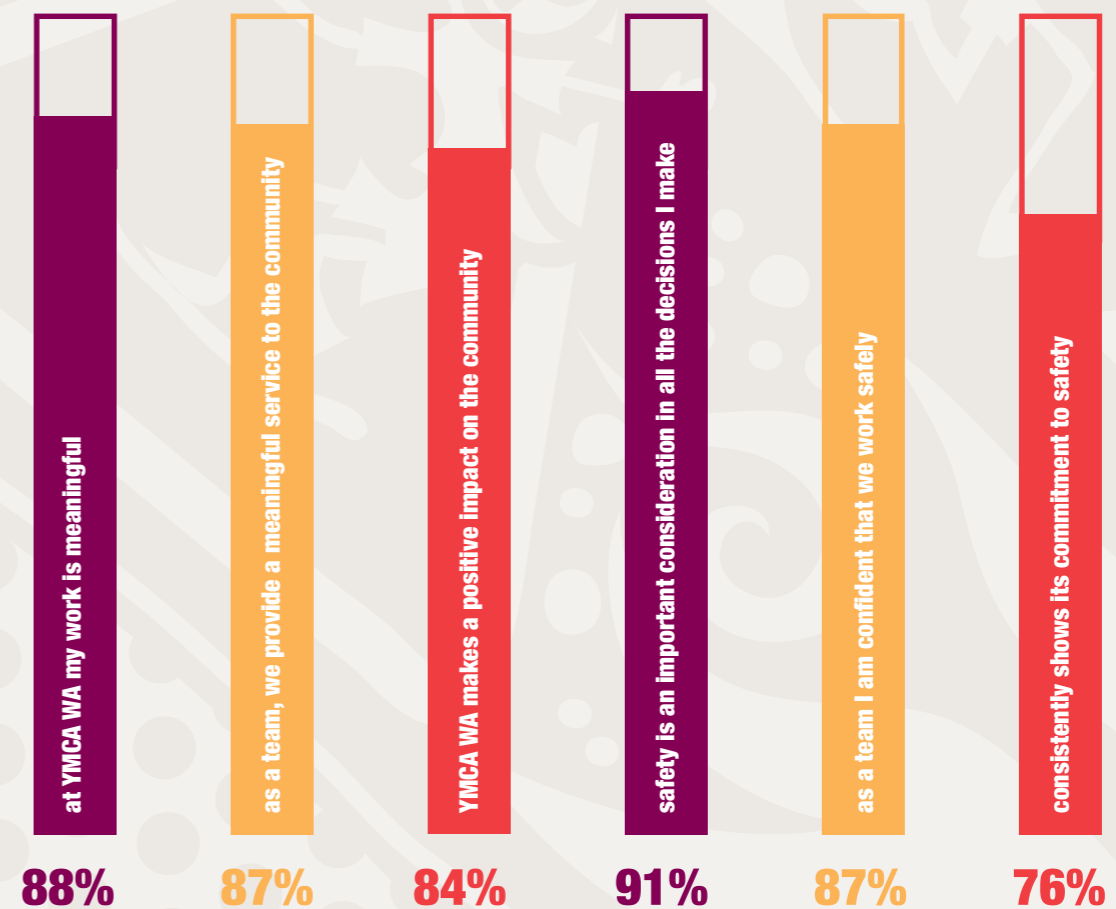
The staff survey is an important part of our existing Strategic Framework, given our commitment to providing staff and our clients with safe facilities and developing a culture that maximises positive impact.

Actions resulting from the survey will assist YMCA WA to attract, retain and enhance performance of staff.

As part of the culture survey journey, 16 staff workshops were held across the Pilbara, Great Southern and Metropolitan areas, sharing the survey results and asking staff for suggested outcomes and actions in the four key focus areas.

Workshops were led by People Sense and the Y's People and Culture team, with the key feedback from staff being they wanted to feel better connected to the organisation and each other. This appeared particularly important to casual staff.

Information gathered from the culture survey process is currently being transitioned into short, medium and long term actions.





## 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.

**Laura Dunlop – Youth Engagement Officer,  
The Base @ Belmont**



Laura Dunlop is one of the joint winners for this award, given her success in forging strong links with local schools which has increased participation across all programs. She has also developed a series of specialist programs in response to the needs of young, local people including urban arts, drama club, transition initiatives for young people starting high school, as well as emotional literacy and anti-bullying programs.

**Christine Brown, Bookkeeper, Finance**



Christine Brown was initially employed as a book keeper on a maternity leave contract and very early into her taking on the role realised that the water usage at Newman Early Learning Centre was very high compared to other sites. Despite previous investigations into this issue, Christine was determined to find a permanent solution and discovered that the ELC was being incorrectly charged for water use at a park across the road. Her analysis of the problem and determination to find a solution have saved the business at least \$30,000. Christine is also described by others in her team as being thoughtful, helpful and willing.

### 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.

**Meegan Hibberd – Director  
Tambrey Early Learning Centre**



Meegan Hibberd has built a strong business at the Tambrey Early Learning Centre. Meegan has demonstrated great child development expertise and excellence and is a respected mentor in the Pilbara team. She has a passion and commitment to the development of all children that sets her apart. As a result, the Port Hedland Early Learning Centre is growing well, as is the South Hedland Vacation Care program.

### PROGRAM EXCELLENCE AWARD

**The Base@Belmont**



The team won this award because of outstanding results in higher participation rates and positive outcomes after effective consultation with key stakeholders. The Base caters for young people aged from 11-25 within the City of Belmont and managed to double its participation rate, particularly young women, over 12 months.

Surveys revealed that more than 90 per cent of those attending The Base are very satisfied with the programs available. Bullying awareness programs have proven a huge success with reports of reduced challenging behaviour. There were also many young people who were supported by the 'Y' to seek mental health support, counselling and other assistance.



### 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.

The purpose of this is for all staff, regardless of their position, to put their ideas forward and be recognised for innovative thinking; to find innovative ways to support the delivery of quality programs or services within one of our three key focus areas.

#### JOINT WINNERS

**The Base@Belmont – Learning Program**

The Base@Belmont won this award for its initiative to support, empower, train and educate young people transitioning into adulthood, with opportunities for them to progress into training, employment or further education through developing life skills through leadership camps, providing informal counselling and case work, accredited courses, workshops and providing a positive social outlet.

Staff at The Base will deliver the leadership camps, along with the expertise of the Training department and other service providers. The programs planned by staff at The Base will ensure that young people have the necessary life skills to be independent; this is particularly relevant to young people who are at risk and lack support.

**HQ Hot Desk Concept**

The 'Hot Desk' concept will provide a professional space for young people looking at launching a career in a variety of industries. This initiative will activate space currently considered as 'dead space' generating income from a subsidised fee paid by successful candidates; this income will be used to further develop youth programs at HQ and contribute to the facility evolving as a youth engagement hub.

Successful applicants will also take part in pro bono work at HQ in their relevant fields including music, art, design and media.







**We aim to go  
'BEYOND THE FOUR WALLS'  
BY ACTIVELY ENGAGING  
PEOPLE OF ALL AGES AND  
DEMOGRAPHICS**

# BUILDING CONNECTIONS IN THE COMMUNITY

## MORLEY SPORT AND RECREATION CENTRE



In Morley, YMCA WA's already substantial commitment to the local community is getting stronger. Over the next five years, we aim to go 'beyond the four walls' by actively engaging people of all ages and demographics to participate in and enjoy physical activity and health and wellness activities.

YMCA WA will consult with the local community on what their needs and interests are and look into activities such as walking groups and outdoor recreation programs. We will encourage supported and safe activities for children and young people, such as Play in the Park, while building strong relationships with health professionals and communicating with the City of Bayswater to ensure public spaces are used in a meaningful way. Our goal is to support the local community to create spaces that contribute to health, happiness and wellbeing.

Knowledge-sharing networks with TAFEs, physiotherapy groups, disability advocates, aged care groups and social groups will continue to bring more diversity into the Morley Sport and Recreation Centre.

A strong relationship with the City of Bayswater and a vision that aligns with the Y's 10-year Strategic Framework means community services will be bolstered and tailored for everyone from the very young to the very old.

The values of honesty, responsibility, respect and caring will underpin this new direction and YMCA WA will continue to develop relationships and awareness in all sections of the community, with a particular focus on those with access issues – among them disability groups, seniors and parents needing Child Care facilities.

In the area of positive youth engagement and empowerment, programs such Teen Fit will be further complemented by potential new initiatives including Y Time which delivers outreach activities in the community with additional case management support for at risk young people. There is the potential to develop a program which can address barriers around school attendance and truancy while breaking down the negative perception of young people. In our work with young people we want to encourage them to voice their opinions and have a say in their local communities.

YMCA WA will work towards adapting our services as the demographic changes and ages, while introducing more leisure programs and services such as arts and theatre workshops and not just exercise-based initiatives.





## KINDERGARTEN ORAL LANGUAGE PROGRAM (KOLP)

YMCA WA, in partnership with WA Country Health, have successfully implemented KOLP to 13 schools in the Central Great Southern. KOLP has been providing population wide intervention aimed at improving the oral language skills of kindergarten students over the past three years, with very positive results.

“Early language learning during early school years is essential in assisting children with oral language difficulties to reach their full potential,” Family Support Manager Amber said.

“As well as supporting the transition to literacy, developing sufficient oral language skills is central to children achieving positive psychosocial outcomes.”

“The Kindergarten Oral Language Program focuses on achieving conventional literacy outcomes, social development and general wellbeing.”

KOLP Speech Pathologists work with teachers to develop sound oral language skills in children to enable reading, writing and spelling skills.

The program also develops the skills of early childhood teachers to build capacity within schools and is an effective way to help children with mild to moderate language delay whose families do not have access to mainstream services.

First term of KOLP focusses on collecting initial data on the students’ skill level on entry to kindergarten, as well as the training of teachers and education assistants by the speech pathologists. The program activities run through second and third term until the middle of fourth term. At the end of fourth term data is collected to measure the students’ progress and feedback is provided to the school to assist with transition into pre-primary.

The majority of surveys completed by teachers indicated that teachers believed KOLP was easy to understand, easy to use, and had clear goals. The teachers also said that they had sufficient training and that appropriate resources were provided to support the program.

Tambellup Primary School Teacher Nicole Creed said the program was easy to use and there were a large variety of activities or games that could be played to teach a concept, the children weren’t bored and

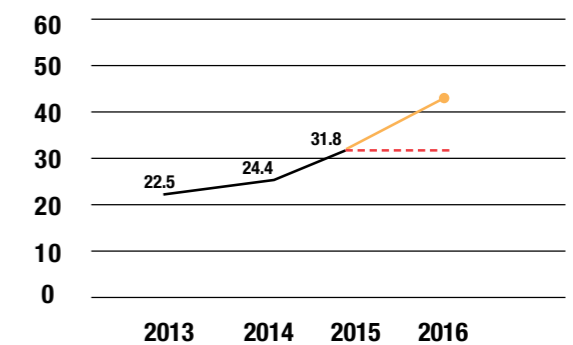
in some cases enjoyed the activities so much they would want to play the same games the next week.

Broomehill Primary School Principal Emma Kirk said the KOLP program had been in place at the last three schools where she had worked.

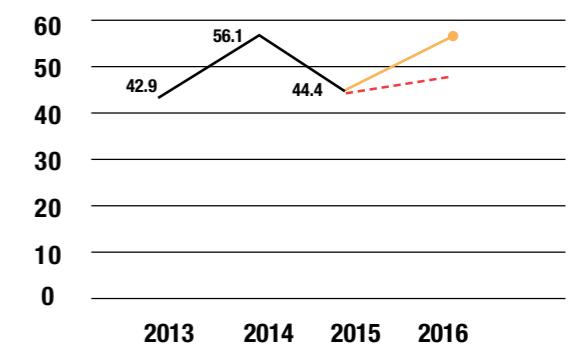
“The results were fantastic and another added benefit was the provision of professional development for all teachers and education assistants at the start of every year to learn how to implement the program successfully.”

The Kindergarten Oral Language Program is generously funded by Southern Inlet Health Initiative and runs in partnership with WA Country Health Service, participating schools, teachers and students.

Students have improved grammar after accessing KOLP



Students have improved phonological awareness after accessing KOLP



— Average increase  
 - - - Average increase prediction  
 —●— Curve to turn

“Early language learning during early school years is essential in assisting children with oral language difficulties to reach their full potential”





## FOETAL ALCOHOL SPECTRUM DISORDER AWARENESS PROGRAM (FASD) IN NEWMAN

An exciting collaboration with World Vision has seen a group of women from the East Pilbara travel to Fitzroy Crossing to experience first-hand what the strong women of that community have achieved in tackling a culture of drinking and aiming to end Foetal Alcohol Spectrum Disorder (FASD).

The program was made possible as a result of a YMCA WA Newman Intensive Support Playgroup grant from the Mental Health Commission to raise awareness of FASD in communities across the East Pilbara. The aim of the initiative was to provide community members with skills and resources to become FASD prevention mentors in their communities.

YMCA WA had developed very positive relationships with local playgroups and five women and four children were able to visit Marninwarntikura Women's Centre, the Baya Gawiy Family Centre and the Nindilingarri Health and Well Being Centre as well as a local radio station and Geike Gorge.

Manager Youth Services, Y Time in Newman Jackie Bickendorf said those who took part in the program learned a lot from local women in Fitzroy Crossing who have been leading the way in making FASD history.

"A presentation by June Oscar and Emily Carter who spoke with great wisdom about the challenges that face children and families around alcohol consumption and how change can happen, had tremendous impact," Jackie said.

"As the women learned more about FASD and the struggles to stop the sale of full strength takeaway alcohol in Fitzroy and the impact that the changed drinking behaviours had on the wider community, they grew stronger in their capacity to share their learnings with women at home and come up with solutions."

Jackie said a film that was produced of the trip provided a heart moving account of the women's journey which will be used to share the FASD message to those in Eastern Pilbara communities.

"Key messages relating to drinking during pregnancy and the associated risks has also been translated into Martu Wangka language, which means the program can also benefit communities in the Western Desert."

Elstreia Hale, one of the women who travelled to Fitzroy, said "There should be a stop sign in this generation to make change, it's hard but we keep trying".

The women involved in the program have indicated an interest in forming a reference group to better tackle FASD in their local communities.







# YMCA WA ACKNOWLEDGED WITH AWARDS

## THE BASE@BELMONT WINS

Awards and recognition continue to mount for the successful Base@Belmont Youth Service which is having a positive impact on the local community.

The Base is a safe place for those aged from 11 to 25 to get access to multimedia and urban arts programs, sporting activities, informal counselling, support in employment, training and education matters and referral to other agencies for specialist expertise.

Each young person's diversity of knowledge, experiences and skills are celebrated at Base@Belmont; a smoke, alcohol and drug-free venue. Outings, workshops and outreach work in the local community on a Saturday are all part of the youth centre's successful approach to meeting young people's needs.

The City of Belmont awarded YMCA WA with its prestigious Opportunity Award which recognises achievements of an individual, group or organisation that has enhanced the amenity and quality of life in the City of Belmont – or assisted the City to achieve its objectives.

Through Base@Belmont young people have increased access to highly trained and qualified youth workers, innovative programs and best-practice youth focused activities in a supportive, safe and youth friendly space.

Youth Services Manager David Reid said "It is wonderful to be acknowledged formally by the City of Belmont who we work closely with. The team has been working hard to build strong connections with the local community."

"We are proud to have been able to extend our reach by working with local schools to offer programs such as emotional literacy workshops at Belmont City College and the Australian Islamic College."

Ongoing consultation with youth in developing ways to represent their space, while offering a variety of services and programs, are key parts of Base@Belmont's philosophy. Building strength, resilience and self-awareness in young people, while promoting emotional literacy, are also successful facets of the venue's overall ethos.

In 2015, Base@Belmont's work in enhancing the quality of life of young people was also recognised nationally by the YMCA. The service was awarded the YMCA Australia "Extend our Reach" Program of Excellence.

## VOLUNTEER ACKNOWLEDGED NATIONALLY

Volunteers like Lin Doust, whose 72-year association with YMCA WA won him a National YMCA Strengthen Our Movement Award. This award seeks to highlight exceptional service over the previous 12 months and gives the recipient a \$2,500 donation from the Abmoowoot Foundation.

Lin is the embodiment of YMCA's values of honesty, respect, responsibility and caring. He has remained committed to the YMCA Mission "to help people grow in body, mind and spirit" his whole life.

He has an association with YMCA since the age of 10 and for the past nine years has collated and catalogued historical YMCA memorabilia. As our volunteer historian Lin ensures we never forget the past and our rich heritage. He has enabled us to respect and understand and appreciate our heritage, and provides inspiration to YMCA employees who would otherwise have little way of knowing the long and proud tradition of the organisation or the amazing contributions both staff and members have made to the community.

Lin donated the \$2,500 to our Boronia Playgroup for children at the Boronia Pre-release Centre for Women.



# 2016 WORLD CHALLENGE



Young people from the Western Australian YMCA Youth Parliament Program and volunteers and staff from Serpentine Jarrahdale Community Recreation Centre took part in the YMCA World Challenge in June.

The World Challenge is YMCA's annual opportunity across the world to invite everyone to hear of the work being done by the YMCA in the local community. This year's theme was "give young people a voice".

YMCAs from around the world examined many creative ways to show their local young people and their communities that they care about them and they want their voice to be heard.

Western Australia's YMCA representatives took part in the challenge by creating videos. They contributed significantly to the discussions, volunteered their time to share their ideas and concerns on two different subject matters; the Youth Parliament program answered the question: What policy would you introduce that would have a positive impact to the future?

The Youth Parliament representatives focused on health related issues, with one participant saying "Smoking kills and costs billions of dollars a year, it is about time we did something about it."

Another said that two in every three Australian adults are overweight or obese and likely to be diagnosed with cardiovascular diseases, diabetes or cancer.

"We propose a tax on sugary drinks but we should also support our local farmers like cane growers who may be affected by the tax. We also need regulation of the fast food industry and how they advertise, and help local food industries produce healthy food options at lower prices."

"We think we can make a big difference to the health of young Australians, we just need some help to do it."

The volunteers and staff of the Y's Serpentine Jarrahdale Recreation Centre answered the question: What does community mean to you?

They said the local community was strongly focused around family, friends and sporting activities but that there wasn't a lot to do in the area if you weren't sports minded.

"It would be good to have better transport options available and some arts and music programs for young people who are not into sport, and infrastructure so that young people don't eventually leave the area."

"We need more facilities for young kids that have positive impacts, including a local swimming pool, upgraded sporting facilities and other options for kids."

"This would help bring us together and make us more connected as a community."

Both groups representing YMCA WA believe that young people can have a positive influence on the general community and would like to have the opportunity to get together more often and discuss issues and change, also inviting parents and politicians.

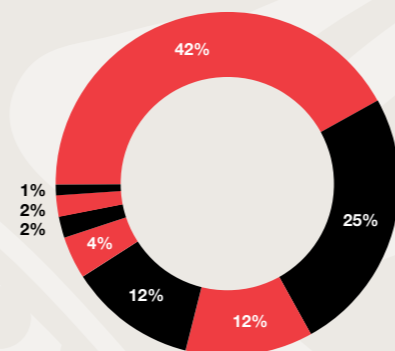
## #giveavoicelymca

To view the videos created for World Challenge go to <https://www.youtube.com/watch?v=nc2zZaTP-RY>  
<https://www.youtube.com/watch?v=OHLxAVJmwWQ>



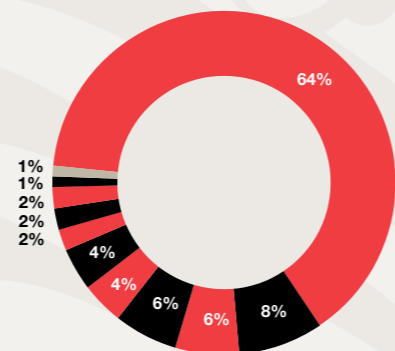
WHERE THE MONEY COMES FROM

REVENUE	2016	2015
Family & Children's Services	42%	41%
Health & Wellness	25%	26%
Government Grants	12%	12%
Other Funding	12%	13%
Youth & Community Services	4%	3%
Training	2%	2%
Other	2%	2%
Accommodation	1%	1%
<b>Total Operational Revenue</b>	<b>\$35.9m</b>	<b>100%</b>



WHERE THE MONEY WAS SPENT

EXPENDITURE	2016	2015
Employee Benefits	64%	65%
Other Expenses *	8%	6%
Consumables / Program Costs	6%	6%
Utilities & Overheads	6%	6%
Rent, Rates & Taxes	4%	5%
Repairs, Maintenance & Equipment Hire	4%	4%
Travel & Training	2%	1%
Consultants & Contractors	2%	2%
Depreciation	2%	2%
Advertising & Marketing	1%	1%
Subscriptions, Licences & Insurance	1%	2%
<b>Total Operational Expenditure</b>	<b>\$35.6m</b>	<b>100%</b>



FINANCIAL POSITION

FINANCIAL POSITION	2016	2015
	Current Year to 30 June 2016	Previous Year to 30 June 2015
	'000s	'000s
Current Assets	\$14,413	\$13,104
Non-Current Assets	\$7,988	\$15,690
<b>Total Assets</b>	<b>\$22,402</b>	<b>\$28,794</b>
Current Liabilities	\$12,632	11,777
Non-Current Liabilities	\$3,849	\$4,011
<b>Total Liabilities</b>	<b>\$16,481</b>	<b>\$15,788</b>
<b>Net Assets</b>	<b>\$5,921</b>	<b>\$13,006</b>

The decrease in Net Assets from 2015 to 2016 is as a result of all properties being revalued with the South Hedland Staff Housing Accommodation being devalued by \$7.6m.

WHAT WE OWN

Total Assets - \$22,401,720



Current Assets - 64%  
Non-Current Assets - 36%

WHAT WE OWE

Total Liabilities - \$16,480,513



Current Liabilities - 77%  
Non-Current Liabilities - 23%

YEARLY STAND OUTS

↑  
**12%**  
Cashflow position improved by 12%

↑  
**14%**  
Outside School Hours Care grew by 14%

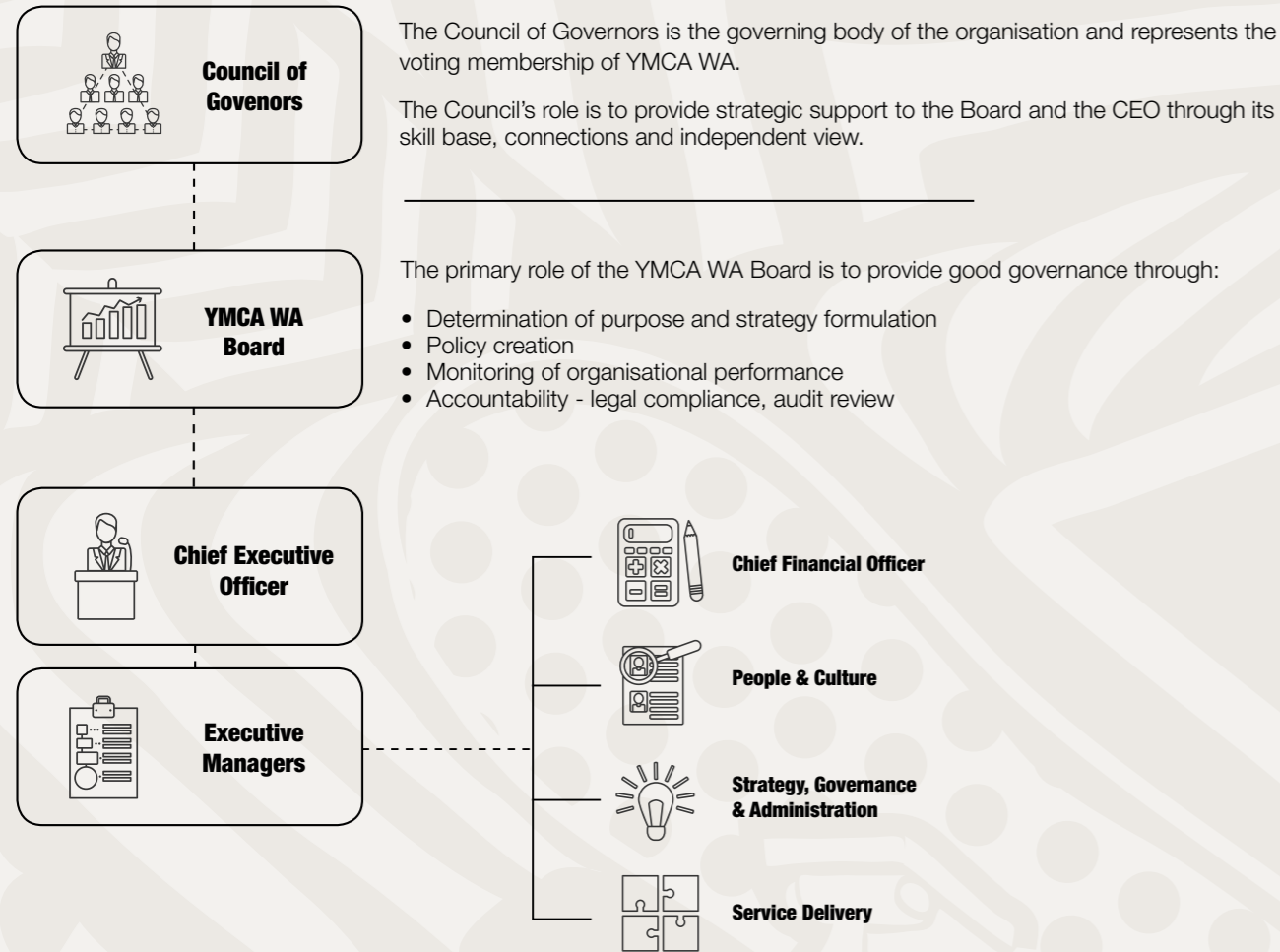
↓  
**83%**  
Workers Compensation Claims reduced by 83%

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

Note: The above does not include the \$7.6m write-down of the South Hedland Staff Housing Accommodation.



## 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 30 June 2016**

Brad Wylenko, 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 Karen Carriero.

## YMCA WA BOARD

**Membership as at 30 June 2016**

**President:** Brad Wylenko  
**Vice President:** Justin Eve  
**Treasurer:** Alan Good  
**Directors:** Sheila McHale, Bruce Porter, Catharine Payze, Michelle Shepherd, Anna Lee-Renwick and Richard Godfrey.  
*(end 21st October 2015)*

## OUR PEOPLE

### STAFF BY OUR AREAS OF FOCUS

Family and Children	44.88%
Health and Wellness	43.17%
Youth Participation	6.83%
Corporate Services	4.27%
Training	0.85%
<b>Organisation Total</b>	<b>100%</b>
<b>Total Staff Employed</b>	<b>820</b>

### STAFF BY REGION

Metro	62.69%
Pilbara	18.90%
Great Southern	18.41%
<b>Organisation Total</b>	<b>100%</b>

**WE EMPLOY 289 STAFF UNDER THE AGE OF 25**

**97% OF OUR STAFF IS INVOLVED IN SERVICE DELIVERY**

**81% OF OUR STAFF IS FEMALE**

**65% OF STAFF ARE CASUAL**





## OUR PARTNERS & SPONSORS

YMCA WA gratefully acknowledges our partners and major supporters for 2015-16. 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 **Regional Development and Lands**
- Department of **Sport and Recreation**
- Department of **Training and Workforce Development**
- Criminal Property Confiscation Grants Program**
- Housing Authority**
- Office of Early Childhood Development & Learning**  
(Department of **Education**)
- Disability Services Commission**
- WA Country Health Service**
- WA Police Strategic Crime Prevention**

### COMMUNITY PARTNERS

- 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

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!

**THANK YOU FOR SUPPORTING YMCA WA!**





## **YMCA WA**

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[www.ymcawa.org.au](http://www.ymcawa.org.au)



The Young Men's Christian Association of Perth Incorporated ABN 37 276 356 812  
YMCA of Perth Youth and Community Services Incorporated ABN 43 141 458 240