



the Y 2025

Inspiring Lives

Community Impact Report 2024/25



Inspiring lives

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Inspiring Lives

Chair and CEO Message

Every day, the Y NSW is inspiring lives. Our people are dedicated to creating a positive impact in the lives of children, young people and the wider community, and it's this deep commitment that drives us every day to support, nurture and enable our communities to thrive.

Empowered by the unique strengths of our inspired culture, the 2024/25 Financial Year (FY25) was a period of remarkable innovation, transformation and achievement for the Y NSW. We proudly launched our Inspire 30 strategy, building on the Y NSW's rich legacy, which spans 172 years. This roadmap, designed in consultation with our people and communities, sets out a bold new vision for the next five years: ***that all children and young people in NSW are positively impacted and living inspired lives due to our programs.***

It's a vision that is unapologetically ambitious – because at the Y, we believe that every child and young person deserves to thrive.



NEW HORIZONS

With a clear vision to guide our organisation over the next five years, we began FY25 by laying the foundations for a stronger, more sustainable future. In November 2024, we relocated our corporate office in Parramatta to a much better work environment. With increased floorspace and meeting rooms, gym facilities and communal spaces, our new office has served as a hub for collaboration and inspiration; a place where our teams can connect, share ideas and truly thrive.

In FY25, we strengthened our Executive Leadership Team by aligning roles with the Y NSW's strategic objectives. With a strong leadership team at the helm, significant work went into business transformation and rebuilding the Y NSW's foundations, including the introduction of new organisational values.

In April 2025, following a comprehensive grassroots campaign to gather feedback from our teams across the state, children and young people, we launched our new values: Safe, Connect and Thrive. These core values underpin every initiative and interaction we have with each other and the people we serve – driving us forward, as one team working together, toward our vision.



Pictured: The Y NSW Executive Leadership Team.

Back row L to R: Chief Financial Officer George Nisbet, Executive General Manager – Community Services Alexander Clark, Chief Operating Officer George Perry, Chief Executive Officer Rob Kennaugh, Chief Risk and Innovation Officer Josh Wiseman, Chief Transformation Officer Tom Key.

Front row L to R: Executive Assistant and Assistant Company Secretary Monica Nessel, Executive Assistant and Office Manager Gazwa Shahrour, Chief Legal Officer and Company Secretary Mel Mallum, Chief People Officer Jess Hill, Executive Assistant Gillian Acres.

A LEADER IN SAFEGUARDING

Throughout FY25, our highest priority remained the safety and wellbeing of children and young people.

As the broader Early Childhood Education and Care sector faced increased scrutiny, the Y NSW remained committed to upholding the highest standards of child safety and compliance. In line with one of our core values, Safe, we believe without compromise that every child has the right to feel safe and be safe.

The Y NSW has a two-carer policy in our Outside School Hours Care services, ensuring children are always supervised by two educators at any one time. As a leader in safeguarding, we continue to advocate for the highest child safety standards to be upheld across the sector.

SERVING OUR COMMUNITIES

As part of our Inspire 30 strategy, we introduced our Community Services Operating Model, a framework for delivering outstanding service, empowering our teams and driving continuous improvement. With this model, we commit to expanding our services to reach more people – when and where they need us.

In June 2025, we relocated our Y Penrith centre to a new, contemporary home with state-of-the-art gymnastics facilities, a half multi-purpose court for sports and recreation, and new spaces for programs and community use. With an inspiring new design, this fantastic community hub is a proud reflection of the Y NSW's commitment to serving the Penrith community for generations to come.

The Y NSW was also successful in its tender submission for the continued operation of Hawkesbury Oasis Fitness and Aquatic Centre for the next decade. We thank our teams for their 20 years of service to the local community and look forward to this next chapter of the Y's rich history of supporting the Hawkesbury community to thrive.

In FY25, we proudly welcomed Woy Woy South Outside School Hours Care (OSHC) service to our Children's Services portfolio. This exciting addition reinforces our commitment to children and young people.

Each week, across NSW, our dedicated educators positively impact thousands of children across our OSHC services and our Little Angels early learning centres.

FOSTERING CONNECTION

To better serve our communities, we recognise the importance of an inspired culture where everyone belongs to something special at the Y.

In FY25, we invested heavily in developing our leaders, holding regular Inspire leadership forums. Co-designed with our people, for our people, these Inspire forums are an opportunity for leaders to connect, share ideas, learn from one another, and have fun.

In line with our commitment to providing professional development opportunities for leaders, we also launched a training series to empower leaders and equip them with the skills and tools they need to lead effectively.

To further strengthen our culture of connection, we launched a new, dynamic staff engagement initiative called Y Connect. In place of traditional town halls, these sessions have an in-person and virtual format, recognising our geographically dispersed teams and providing an inclusive forum to hear organisational updates, celebrate wins and connect.

During the year, plans were also laid for the launch of our new recognition program, the Y Factor. We know that appreciation and gratitude are vital for engaging our people in a meaningful and positive way. This platform enables us to recognise the contributions of our teams, big and small, supporting us to create an inspired culture where everyone belongs to something special.

IN PURSUIT OF EXCELLENCE

Guided by our new vision and values, our North Star Transformation Program was established to ensure the Y NSW can grow and expand its reach. This bold program leaves no stone unturned; from optimising business systems to improving processes, we are transforming the way we do things at the Y in pursuit of innovation and excellence.

While this work remains ongoing, in the last financial year we accomplished significant feats, including the implementation of a new financial system that better supports our operations, and the introduction of a new time and attendance system that streamlines everyday processes with greater accuracy and efficiency.

A NEW FOCUS ON RISK AND INNOVATION

We significantly enhanced our risk and compliance capabilities, creating a refreshed Risk and Innovation department to steer the Y NSW's pursuit of excellence in this space.

In consultation with our teams, we updated our Risk Appetite Statement and implemented a new and improved Risk Management Framework to support our strategic objectives and operations.



OPPORTUNITIES FOR YOUNG PEOPLE

Our Young People Services continued to go from strength to strength. In November 2024, we held our Reset and Rise forum, shining a spotlight on the Y NSW's Alternative Suspension program, which offers young people aged 12 to 18 years who are suspended, or at risk of being so, an opportunity to reset, reclaim their futures and rediscover their potential.

This special event included guest speakers Belinda Hutchinson, Chair of Eureka Benevolent Foundation, and David Gonski AC, whose work on the Gonski Review Report has been instrumental in shaping education policy in Australia.

We also proudly announced a further three-year pilot and independent evaluation of the program on the Central Coast and in Western Sydney, and expansion to Broken Hill and Camden, thanks to the generous support of our partners.

In March 2025, in a first of its kind for the Y NSW, we held a crowd-funding and networking event in partnership with The Funding Network Australia, raising \$84,000 to support three of the Y NSW's life-changing programs: Alternative Suspension, Youth Parliament and Gymnastics. We express our heartfelt thanks to all those who generously contributed to the success of this event.

We also continued our proud tradition of empowering young people through Youth Parliament. Our 2025 program brought together an exceptional group of passionate, diverse young people from across NSW, who engaged with the NSW parliamentary process, and drafted and debated bills on the issues that matter to them, including women's health, First Nations representation and empowerment, and environmental sustainability.

The Y NSW also hosted highly engaging policy roundtables with the Minister for Youth, the Hon. Rose Jackson MLC, and the Minister for Women, the Hon. Jodie Harrison MP.

Thank you to all those who supported this year's Youth Parliament – your contribution has truly made a positive difference in the lives of young people.

CAMP YARRAMUNDI TRANSFORMATION

New milestones were reached as, in line with our strategy, we transform Camp Yarramundi into world-class outdoor education. In FY25, we lodged our development application with Hawkesbury City Council following extensive work with our partners to create a bold vision for the site.

This exciting redevelopment includes a mix of new and upgraded facilities catering for all ages and abilities, enriching Camp Yarramundi's 88-year legacy for future generations.

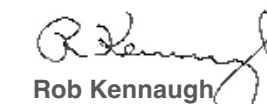
ACKNOWLEDGEMENT

It is with gratitude and genuine thanks that we acknowledge the contributions of our entire Y NSW community to the success of our incredible organisation.

We extend our deepest gratitude to our Board of Directors for their strategic guidance, generously provided on a voluntary basis, and thank them for their dedication to our cause. We also recognise the commitment of the Y NSW's executive team, our leaders and our people, whose dedication to living our values is the foundation of our success.

To our valued partners and supporters, we express our heartfelt appreciation for your generous contributions. Thank you for walking alongside the Y NSW to create even greater social impact.

To lead an organisation with a rich legacy of creating positive and lasting impact in the lives of children and young people is a great honour. We are proud to continue this incredible legacy and remain steadfast in our commitment to supporting children and young people to thrive. Because at the Y NSW, we *all* belong to something special.


Rob Kennaugh
CEO


Leigh Johns OAM
Chair



Strategy, Values & Culture

OUR INSPIRE 30 STRATEGY

In 2024, the Y NSW started an exciting journey to establish a bold new vision, strategy and a set of values to take us forward to 2030. The voices of our people were critical in shaping what we want our Y to look and feel like, and the positive impact that we want to have for communities across the state.

Following months of engagement, we developed our ambitious new vision that:

All children and young people in NSW are positively impacted and living inspired lives due to our programs.

With a new vision, we framed a strategy to deliver it, focusing on a customer-centric business that empowers our team to deliver an outstanding experience for children, young people, and the wider community. This established three desired outcomes for the Y:

1. Financial sustainability.
2. Inspired culture where everyone belongs to something special.
3. Greater positive impact in the community.

To achieve these outcomes, our strategy includes key initiatives for success that will allow us to realise our vision.

➔ **Our Vision:** All children and young people in NSW are positively impacted and living inspired lives due to our programs.

VALUES

At the Y, we belong to something special. In FY25, we updated our values so that they're unique to us. We consulted our staff over months to make sure these values reflect who we are and how we engage with one another, as one team, working together.

- Safe** – we create the safest spaces
- Connect** – we are better together
- Thrive** – we bring our best



Check out our new Y NSW values: **Safe, Connect, Thrive**

CELEBRATING OUR PEOPLE: THE Y FACTOR RECOGNITION PROGRAM

The Y NSW launched the Y Factor, a new recognition program designed to celebrate the contributions, values, and spirit of our people. Developed through consultation and co-design with staff, this initiative is a key part of our refreshed strategic plan and values.

The Y Factor is designed to be simple, inclusive and meaningful. It reflects our belief that recognition is not just about rewards – it's about valuing people for who they are and the difference they make every day.

The Y Factor program:

- Highlights positive behaviours and achievements across the organisation.
- Fosters a culture of appreciation and belonging.
- Strengthens alignment with the Y NSW's values by linking recognition instances to values.
- Creates a shared language and moments that matter across the employee experience.

The program includes:

- Everyday recognition: Peer-to-peer and manager shout-outs linked to values.
- Quarterly celebrations: Recognition of quarterly values champions and service milestones at quarterly Y Connect sessions.
- Stories showcasing values in action by individuals and teams.
- Annual values champion: One outstanding staff member will be awarded a trip to the World Council in Canada in 2026.

MEASURING CULTURE

The Y NSW invested in understanding its current culture and the culture required to deliver our Inspire 30 Strategy. Once defined, this became the foundation for a deliberate and ongoing approach to measuring culture over time. The Culture Pulse, a light-touch survey conducted every 6–8 weeks, provides a robust and consistent way to track organisational sentiment. This rhythm of measurement ensures that culture remains visible, actionable, and aligned with strategic priorities.

Our Culture Pulse focuses on four key areas of organisational measurement:

- Children and young people are positively impacted, and community-focused.
- One team working together .
- Excellence and innovation.
- Scalable and sustainable business model.

While a relatively new method of measurement, the results to date highlight:



ONE TEAM, CONNECTED

In 2025, the Y NSW reimaged its traditional town hall sessions, launching Y Connect, a dynamic, inclusive and site-based engagement model designed to bring leadership closer to teams.

Y Connect sessions are held quarterly and begin with on-site engagement, where leaders visit locations across NSW to connect directly with staff, distribute recognition awards, and foster meaningful conversations.

Following this, a virtual all-staff session is hosted from multiple sites, featuring updates on strategy, values, and culture, as well as recognition milestones and Culture Pulse results and actions taken.

INVESTING IN OUR LEADERS:
ENHANCING CAPABILITY

At the Y NSW, investing in our leaders is not just a strategic priority, it's a commitment to shaping a future-ready organisation. Leadership capability uplift has been embedded across multiple initiatives, from strengths-based coaching to regular interactive programs that reflect the unique needs of our people; these are designed to be short, sharp and interactive, ensuring relevance and impact in real time.

DEDICATED INSPIRE FORUMS

The Inspire forums at the Y NSW are quarterly leadership gatherings designed to connect, develop and energise leaders across the organisation. These forums bring together approximately 90 staff and Board members, creating a space for reflection, strategy, leadership development and culture-building.

Each Inspire forum is anchored in a theme and initially included collaborative sessions for our leaders to influence the Y NSW's strategy and values. More recent Inspire forums have focused on peer learning and leadership development.

Inspire is more than an event, it's a rhythm of leadership that strengthens culture, builds capability, and unites the Y NSW around a shared vision for impact.

EMBEDDING STRENGTHS

In late 2024, the Y NSW decided to embed a strengths-based culture by rolling out Gallup Strengths to all leaders. This initiative aimed to deepen self-awareness, enhance communication, and foster more effective team dynamics across the organisation. Leaders were invited to complete their individual strengths profiles, which were then explored in facilitated sessions.

These sessions encouraged leaders to reflect on their natural talents and how they show up in team settings, using artefacts and storytelling to build connection and insight. The strengths lens was also extended to align strengths with ways of working and team goals.

By focusing on what individuals do best, the Y NSW has laid the foundation for a more engaged, collaborative and high-performing culture, one where strengths are not just recognised, but actively leveraged to drive impact.

MANAGER QUICK BITES

Throughout the year, the 'Quick Bites: Manager Insights' series became a cornerstone of leadership development at the Y NSW. These bite-sized learning sessions tackled timely and practical topics such as navigating change with confidence, enhancing feedback, and recognising leadership as a skill.

With strong attendance, the program has fostered a culture of shared learning and peer support. Leaders have explored strategies for building confidence, preparing for meaningful conversations, and knowing when and where to ask for help.

The sessions have not only delivered valuable content but also sparked meaningful conversations across the organisation. Feedback from participants has highlighted the relevance and immediacy of the topics, with many noting how the sessions have helped them apply new approaches in real time.

LEADERSHIP EXPECTATIONS

The Y NSW introduced a unified set of leadership expectations designed to foster consistency, clarity, and purpose across all levels of leadership. Our leadership expectations framework is aligned to our Inspire 30 strategy and reinforces rhythms of communication, engagement, and operational excellence.

These expectations were formally launched and embedded at our Inspire forums. Leaders were invited to explore how they could personally commit to these expectations, ensuring that every team member, regardless of role or location, experiences a workplace grounded in safety, connection, and the opportunity to thrive.

The investments in our leaders are underpinned by a belief that great leadership drives culture, performance, and transformation. By equipping our leaders with the skills, behaviours, and mindset to thrive, we are building a resilient, agile and values-driven organisation – one that is ready to meet the challenges of today and tomorrow.

MEANINGFUL WORK FOR YOUNG PEOPLE

In line with the global YMCA movement, the Y NSW believes that young people deserve the right to learn, engage in flexible dignified and meaningful work, and build sustainable livelihoods.

In FY25, we were proud to have a strong representation of young people aged 19 to 24 in our workforce, reflecting our commitment to creating opportunities for young people to thrive.



STAFF
HEAD COUNT

1,049

CASUAL

653

62.25%

PART TIME

211

20.11%

FULL TIME

185

17.64%

GENDER

Female 749 **71.4%**
Male 298 **28.4%**
Other 2 **0.2%**

AGE GROUP

55+

124

45-54

137

35-44

113

25-34

183

19-24

371

<19

121

DIVISION

Recreation 571

Children's Services 326

Support Services 93

Camp 41

Young People Services 18

A group of nine young adults, five men and four women, are captured in a moment of pure joy, jumping in the air with their arms raised high. They are dressed in casual, sporty attire, including t-shirts, shorts, and cargo pants. The setting is a lush, wooded area with a ground covered in fallen leaves and a wooden fence visible in the background. The overall tone is warm and celebratory, with a golden-hour light filtering through the trees.

Chapter 1

Camp Yarramundi



Camp Yarramundi has always had a sense of magic about it. It's transformed countless lives and been a place of healing for so many participants. Over the next two years, our plans are to redevelop it into a truly world-class outdoor education and accommodation venue, with increased capacity. This will enable us to transform even more lives, build more lifelong memories, and help more young people to believe in themselves so they can make a difference in the world.



Life-long connections

You know what they say – a picture is worth a thousand words. For Karl, a former director at the Y Epping, the adage certainly rang true when he and daughter Kristine sat down to look through old family photos from Camp Yarramundi.



The powerful sense of nostalgia recently compelled the 92-year-old to revisit the camp. For the team at Camp Yarramundi, it was not only an honour to join Karl for a stroll down memory lane – going as far back as the 1960s – but also a case of déjà vu.

“This happens quite frequently to us,” Community Experience Manager Hayley McKenzie said. “People make lifelong connections at camp. The impact of what we do here really reaches for a long time.”

During his 30-year tenure at the Y, Karl was often called upon to help run school holiday sports programs at Camp Yarramundi. He would ship the entire family to the site, where they stayed in residential accommodation. His two children, now adults, have fond memories of being part of camp life, lending a hand and swimming in the river.

Back then, Karl explained, you would catch the train to Richmond Station and either walk or take a taxi with fellow camp users to get to the site. It was also not unusual to see team members from different YMCA sites pitching in and getting involved with camp activities.

And while some parts of camp were now unfamiliar, some structures and rituals closely resembled Karl’s own experience of camp.

Stepping into the dining hall, Karl reflected on his memories of children lining up for their meals, much as they do today. Ringing the lunch bell was one of his favourite tasks.

“These were all lovely memories that they held pretty close to their hearts and they’d made a conscious effort to come to site to enjoy it again,” Hayley said.

“They shared images of the original camp from when they attended, so it was nice to show them those locations and what it looks like now.”

The sacred nature of these memories goes to the very heart of Camp Yarramundi’s magic, which will remain part of its enduring legacy even as it undergoes a transformation for future generations.

Hayley said Karl’s visit was a perfect opportunity to **“hear about the old campsite, show the current and explain what’s happening in the future.”**

“He was very excited to see we were making continued impact,” she said.

So much so that Karl believes one day there will be another 92-year-old doing exactly as he has done – revisiting a place of precious memories.

Hope, Love and a Second Home

“I was drawn to camp because it’s accepting, accommodating, fun and unique. You can be yourself. I felt so comfortable and safe. They believed in me, and it was stability in my life.”

Dylan



For Dylan Nelson, all roads lead back to Camp Yarramundi.

Since the age of seven – when he first began attending holiday camps – life's lessons, milestones and precious moments have been profoundly and inextricably linked to this bushland sanctuary in the Hawkesbury Valley.

Now a Maintenance Officer at Camp Yarramundi, Dylan reflected on his growth from camper to leader, volunteer to team member.

"I went to camp every school holidays and never missed one camp. When I was 12 years old, I knew the place so well and showed a lot of quality skills, so I got selected for a leadership program, hand-picked by the managers at the time. It went for two years, learning how to be a better leader, better role model, and how all the activities work," he said.

It was an eye-opening experience – one that included an opportunity to visit Uluru and, in 2010/11, a moral imperative to help with clean-up efforts in Queensland following major flooding instead of a trip planned as part of the leadership program.

From the age of 14, Dylan also began volunteering at Camp Yarramundi during school holidays, taking on a variety of roles.

From supporting the team as an extra hand to inspiring camp participants as a leader and role model, he became part of the fabric of this special community.

"I was drawn to camp because it's accepting, accommodating, fun and unique. You can be yourself. I felt so comfortable and safe. They believed in me, and it was stability in my life," Dylan said.

"When I turned 18, camp were very keen to get me working, so I started as an outdoor education instructor and now my current role is a maintenance officer."

Having worn many different hats while at camp, Dylan has witnessed its life-changing effects on those who have walked the same path he did as a young boy.

“I’ve seen first-hand how much camp has made an impact on young people. An example is from holiday camps – most of the kids that came were from out-of-home care and camp was their only stability in life. They would move to so many house placements between school holidays that they wouldn’t even know sometimes who was picking them up,” he said.

"I've lost count how many times I've seen a young person not want to leave because they felt so safe and had a sense of belonging here."

To know he has made a positive impact on their lives has been a powerful experience.

“It was actually so cool – three of the kids I kept having in my groups from when they were 7-8 years old, they weren’t confident in themselves and were troubled, but over the years at camp and with my guidance, they grew into such wonderful, confident young people. They actually got selected for a leadership program, like me,” Dylan said.

He paid tribute to mentor Nick Payne, who has been a leader at Camp Yarramundi for more than 20 years.

“Nick is one of the main reasons why I love Camp Yarramundi so much. He believed in me, told me how important I am to camp and the impact I make on others and that one day he could see me running this place!”

The future is certainly bright; Dylan is now counting down the days until he marries his partner, Lauren, whom he met at camp. It was a case of serendipity.

“At the beginning of 2017, we were short-staffed for our holiday camps, so the Y put a message out to all Y centres around the Sydney area asking if there were any staff that were keen to help out and Lauren was one of them!”

The proposal, naturally, took place at camp – another life milestone set against the backdrop of Camp Yarramundi.

There's much to be excited about, including the camp's transformation, which will breathe new life into the site.

"I cannot wait. I've been here now at camp for 22 years, from sleeping in the old cabins as a camper to now fixing the old cabins. It's going to make my job a lot easier and give a lot more comfort and a better experience for our customers," he said.

“The site is very, very old but with better facilities and state-of-the-art activities, I’m hoping we get crowned best camp in Australia!”

Chapter 2

Youth Parliament

Inspiring lives



Youth Parliament is a powerful embodiment of the Y NSW's vision to positively impact and inspire young people across the state.

Participants engage with the NSW parliamentary process, drafting and debating bills on issues that matter to them. Beyond politics, Youth Parliament creates a safe, affirming space where young people feel seen, supported and heard. By equipping them with the tools to advocate for their communities and themselves, Youth Parliament truly reinforces that their voices matter now – not just in the future.



86% OF PARTICIPANTS FEEL THEY HAVE THE ABILITY TO USE THEIR VOICE TO CREATE CHANGE IN THEIR COMMUNITIES AS A RESULT OF PARTICIPATION.



REPRESENTATIVES FROM

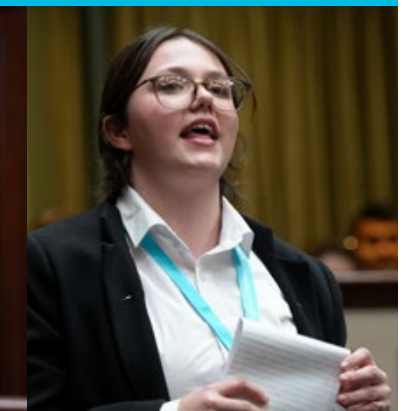
73

OF THE 93 NSW ELECTORATES



96%

OF PARTICIPANTS GAINED AN UNDERSTANDING OF THE NSW PARLIAMENTARY PROCESS.



92%

OF PARTICIPANTS REPORT HIGHER SELF-CONFIDENCE AS A RESULT OF PARTICIPATION.



“I’ve felt the consequences of gaps in women’s healthcare, and I’ve seen it affect my family and friends.” Sienna

Youth Voices, Positive Impact

Women’s health took centre stage during this year’s Youth Parliament as participants shone a light on the need for better education and awareness, free period products in public spaces, reduced stigma, and greater funding for diagnosis and treatment.

This year’s focus on women’s health comes after the Y Australia named it the 2025 National Matter of Public Importance. For many young people in NSW, this is personal. **“I’ve felt the consequences of gaps in women’s healthcare, and I’ve seen it affect my family and friends,”** says Sienna (Year 12).

Their passion is powering thoughtful policy work; the NSW Women’s Affairs Committee drafted a bill to improve inclusion of women in medical research and tackle gender bias in care – calling for women’s symptoms to be taken seriously, participation in safety testing (including vehicle crash tests), and action on systemic inequities.

To deepen their understanding, the committee met with health consultant Julie Anne Mitchell, whose career in science, research and public policy informed a robust Q&A and sharpened proposals.

“Women’s health is always on our minds – whether it’s being prescribed something unsuitable or having serious symptoms dismissed,” adds Sally (Year 12). **“That’s why I’m excited it’s the focal point of Youth Parliament.”**

The momentum is inclusive and future-focused. Taylah (Year 12) says the work **“validates our struggles and gives us hope for greater support.”** Lian, 2025 Youth Governor, underscores the need to involve boys and men: **“When they’re educated about periods and reproductive health, we break down stigma and build empathy.”** Julian, 2025 Youth Premier, agrees: **“These conversations shape a future where care, dignity and compassion are the standard.”**

Regional communities are front of mind, too. **“Lack of resources and education puts women at risk,”** notes Maddie, Taskforce Volunteer. **“Overcoming stigma is one of our biggest hurdles.”**

Together, these Youth Parliamentarians are turning lived experience into policy – proof that when young people lead, practical solutions follow.



PARTICIPANTS IDENTIFY
AS FIRST NATIONS

11%

PARTICIPANTS FROM A
CULTURALLY/LINGUISTICALLY
DIVERSE BACKGROUND

53%

PARTICIPANTS FROM
A RURAL/REGIONAL AREA

38%

PARTICIPANTS IDENTIFY
AS LGBTQIA+

29%

PARTICIPANTS LIVING
IN OUT OF HOME CARE

3

PARTICIPANTS RECEIVED
FINANCIAL SUPPORT TO
PARTICIPATE – AT LEAST

30%

Shaping our Future Leaders



“I’m most excited about meeting new people and making great connections, but also to put myself out there and make a difference with my voice and opinions,” says Rosie.

During the April school holidays, 15-year-old Rosie arrived at Camp Yarramundi with 92 other young people for Youth Parliament Training Camp. Representing 73 electorates across NSW, they came ready to learn, lead and champion change for their communities.

Crucially, this cohort looks like the real NSW. Of the 93 participants, 11 are First Nations, 43 identify as culturally and linguistically diverse, 24 are part of the LGBTIQ+ community, and 17 live with disability. That level of representation is rare in statewide leadership programs – rarer still in selective ones – and it doesn’t happen by accident. It’s driven by financial support and targeted scholarships.

Rosie, the daughter of a Junior Basketball Academy coach, joined the program with help from a scholarship made possible through our Voices for Change event. She’s not alone: over 30% of participants required some form of financial assistance to take part this year.

The Youth Parliament team is intentional about building diverse cohorts, because representation isn’t a nice-to-have – it’s the engine of better ideas. It’s now a core element of the program to ensure young people who don’t yet see themselves reflected in state leadership know their perspectives matter and can shape policy.

As participant Haadia puts it: **“My biggest motivation for applying was the ability to create change – the idea that I’m actually in a position to do something lasting and meaningful. As youth, we don’t always have a big platform. This is our opportunity.”**

Youth Parliament can be transformative, especially for regional participants (33% of the 2025 cohort). In committee rooms, you hear thoughtful advocacy for rural health, transport, housing and education – priorities that widen the lens for metropolitan peers and ensure the bills drafted speak to the needs of all young people in NSW.

Watching 14-18-year-olds listen, debate and compromise with generosity is a glimpse of a future where collaboration leads.

That spirit shows up in the data, too. Participants typically arrive on Tuesday knowing only two or three others. By Thursday afternoon, 97% reported a sense of belonging, 93% strengthened friendships, 100% grew their comfort zone and resilience, 89% gained confidence, and 97% felt included.

As alum Dana reflects: **“When I first attended at 15, I was pretty immature and didn’t know a lot about the world. By the end, I wasn’t the same person. I’d learned about the world and myself – and I was so much more confident.”**

Safety and inclusion underpin that growth. Led by Hannah McLaughlin and supported by the Young People Services team, the program’s wellbeing approach creates space for brave conversations and big firsts: on night one, 60 young people volunteered to deliver speeches for leadership roles – clear evidence of psychological safety.

The 2025 program continues to embed wellbeing spaces as a core feature. Participants told us how valuable it was to step out, decompress with sensory tools, and reset with trained staff before re-engaging.

Alongside participants is another powerhouse: the Volunteer Taskforce, known fondly as ‘Taskies’. Eighteen volunteers – mostly alumni – took a week away from work and uni (some travelling interstate) to give back.

They serve as committee advisors, helping translate complex ideas into Youth Bills, while also capturing social content, running activities that strengthen peer bonds, and quietly handling the countless logistical jobs that keep camp humming. In a cost-of-living crunch, a full week of unpaid volunteering is no small ask; many Taskies do it twice a year because they believe every young person deserves to feel seen and heard.

Their commitment is the program’s beating heart, and the team’s gratitude is immense.

From the first hello to final committee session, Youth Parliament meets young people where they are and invites them to lead.

Chapter 3

Children's Services

Inspiring lives



We focus on creating a positive environment where children can explore, express themselves, and build lasting relationships with both peers and educators.

A Safe Space for Grace

Each day, our Outside School Hours Care (OSHC) and Early Learning services deliver programs that not only connect children to their community, but are led and inspired by children, underpinned by the belief that every child is a confident, capable and competent learner. We believe every child deserves a space to succeed – one where diversity and difference are embraced, regardless of individual circumstances. To deliver the highest quality education and care to those who will inherit, inspire and shape our future, our educators create safe and enriching environments that foster the physical, mental and social wellbeing of every child.

For Stephanie, finding the right before and after school care for her daughter, Grace, was a decision that went beyond convenience – it was about trust, safety and a nurturing environment that could support her family's needs.

Since Grace started kindergarten, she has been a regular attendee of the Y NSW's Outside of School Hours Care (OSHC) program in south-western Sydney and is now in her fourth year.

One of the first impressions that struck Stephanie about the program was the warm and welcoming nature of the educators. **"The educators are always so approachable and welcoming to families,"** Stephanie shares.

"I love the nurturing environment they've created, making the children feel safe and supported. This sense of security is a cornerstone of the program, helping Grace feel at home even when she can't be at home," she added.





OUTSIDE SCHOOL HOURS CARE
ATTENDEES IN 2024/25

8,672



NUMBER OF
BEFORE SCHOOL
CARE SERVICES

51



NUMBER OF
AFTER SCHOOL
CARE SERVICES

52



NUMBER OF
VACATION
CARE SERVICES

35

What sets this centre apart for Stephanie is its location – right within Grace’s school – and that they based the program on each child’s interests.

“The fact that the centre is directly based in the school means that I don’t have to worry about her safety travelling to and from school. It’s all in one location, which gives us a huge peace of mind.”

This convenience has been invaluable, particularly for a busy working mother like Stephanie, who once juggled running a café with her family responsibilities.

“It’s the little things that make a big difference and show that the care they provide is genuine.”
Stephanie

For Stephanie, the centre has been more than just a place for Grace to stay after school, it’s been a space where she can enjoy the things she likes to do too.

“We love that it’s generally 90 percent child-led play and the educators work with the children to discover what they love and incorporate that into the program. Grace is very active and sporty, but she’s also developed a love for drama through ‘Drama Wednesdays’ – something I never expected but she now looks forward to every week,” said Stephanie.

The educators’ kindness goes beyond caring for the children, they’ve extended their support to Stephanie as well.

“I have an autoimmune issue, and the staff have been incredibly supportive. On days when I find it hard to move, they bring Grace out to the car for me. It’s the little things that make a big difference and show that the care they provide is genuine,” she continued.

The impact of the centre on Grace’s development has been profound. Stephanie has seen her daughter’s confidence grow, along with a strong sense of community.

“Grace is very proud of being part of the OSHC. She’s developed wonderful bonds with the educators and her peers. I can see that she feels safe and secure there, which allows her to explore and enjoy her time around school times,” said Stephanie.

For Grace, the best part of OSHC is simple but meaningful. **“I love playing multiple games with my friends, having fun with my educators and going on exciting excursions. The staff are nice and always help if you need something,”** said Grace.



Enriching Children’s Development at Little Angels

At Little Angels Pagewood Green, the power of collaboration has been key to the success of one of its newest programs.

Inspired by the Y NSW’s focus on nurturing mind, body and spirit, Amy Wong, Senior Manager – Early Learning, and the Little Angels Pagewood Green team saw an opportunity to introduce this philosophy to children.

Earlier this year, the centre launched the Body Movement Program, a collaboration between the Y’s Early Learning and Recreation teams. Staff from Little Angels worked with gymnastics team members to create a program that embraces the Y’s holistic approach to building stronger bodies, healthier minds and empowered spirits.

“The idea for this exciting new program was sparked by recognising the incredible talent within our Little Angels team,” Amy said.

“One of our educators, Jessica, brought forward her unique skills as a qualified gymnastics coach, highlighting an opportunity to enrich our children’s physical learning experiences.

“To bring the vision to life, we collaborated with Jessica, the Y Bankstown’s Gymnastics Coordinator, who supported us in conducting a thorough risk assessment to ensure the program is safe, engaging, and developmentally appropriate.”

The Body Movement program has been a hit – children at the centre have responded with enthusiasm and curiosity, eagerly embracing activities designed to enhance their physical abilities and social skills.

Through activities like balancing, throwing, tumbling and rolling, they’ve demonstrated significant growth in balance, coordination, teamwork, peer relationships and problem-solving skills.

But the benefits extend beyond physical development. The program encourages children to work collaboratively, build resilience and feel confident in their own abilities. It also aims to support children’s emotional regulation and wellbeing in an inclusive learning environment.

The feedback from parents has been overwhelmingly positive as they see their children flourish with newfound confidence and joy.

“This initiative is a great example of how we can draw on the strengths across the Y NSW network to enhance the experiences we offer in early learning. The aim was to create experiences that help every child grow – nurturing their body, mind, and spirit along the way,” Amy said.



“This initiative is a great example of how we can draw on the strengths across the Y NSW network to enhance the experiences we offer in early learning. The aim was to create experiences that help every child grow – nurturing their body, mind, and spirit along the way.” Amy

LITTLE ANGELS ATTENDANCES
PAGEWOOD GREEN

12,256

LITTLE ANGELS ATTENDANCES
MASCOT CENTRAL

10,570



"I still vividly remember my first day at the Y NSW after school care over 10 years ago. I was nervous and unsure, but Ming, one of the first educators I met, immediately made me feel welcome. Her kindness and attentiveness helped me break out of my shell." Billy

As a child attending the service, Billy was cared for by Ming, who has been the Homebush West coordinator for more than 13 years. Billy's older brother had also attended the OSHC before becoming a casual educator there, inspiring Billy to follow his footsteps.

Billy said he was excited for the opportunity to give back to the Y and the community. In his own words:

"Since my youth, I have had the privilege of growing up within the Y NSW Homebush West community, which has become a cornerstone of my life and a place where I truly feel connected.

"I still vividly remember my first day at the Y after school care over 10 years ago. I was nervous and unsure, but Ming, one of the first educators I met, immediately made me feel welcome. Her kindness and attentiveness helped me break out of my shell and build meaningful friendships that have lasted to this day.

"Under Ming's guidance, I learned how to become a confident and active citizen beyond the Homebush West community, as well as how I can transfer those skills to my studies today.

"My older brother also worked as an educator at Y Homebush West and spoke highly of his experiences with Ming. It became clear how much the Y had impacted our lives. When I turned 18, I knew I wanted to follow in his footsteps and apply for a position as an educator at the Y, joining Ming and her dedicated team in giving back to my school community.

"These few months working at Y have reactivated my passion for working with children significantly. This experience has not only taught me practical life lessons from my colleagues but also inspired me to pursue my sports science degree in a way that can directly benefit children.

"Each shift has reinforced my desire to combine my studies with hands-on experience, helping young people thrive through physical activity and development. I'm excited to continue serving my local community, using my knowledge to support the next generation of confident, healthy and kind young citizens."

Giving Back

to the Community

Billy has walked through the doors of the Y NSW's Homebush West Outside School Hours Care service more times than he can count. So when, at the age of 18, he entered the service and was greeted by familiar faces from his childhood, it was a full-circle moment for the student-turned-educator.



Chapter 4

Sport & Recreation

Inspiring lives



Sport has a unique way of driving connection and sparking transformation. From fitness programs and swimming lessons to gymnastics training and sports competitions, our Sport and Recreation centres offer a range of programs that empower people to live healthy, active and social lives.

At the Y, every challenge becomes a chance to grow. Discover how ordinary lives are uplifted, proving greatness lives in all of us when we're empowered and supported.



TOTAL SPORTS & RECREATION SITES

20



TOTAL AQUATIC VISITS

247,820



TOTAL FITNESS VISITS

502,759



TOTAL STADIUM PLAYER VISITS

170,000



Incredible &

Inspiring

Mushka's Powerful Message



“Gymnastics has helped me get stronger, become more flexible and has helped my confidence grow. My skills are developing and I am progressing to higher levels.” Mushka

In the world of gymnastics, where precision, strength and agility reign supreme, few stories are as compelling as that of Mushka Gershowitz.

Born with a congenital limb deficiency, Mushka was faced with daunting predictions from an early age. Doctors told her she might never be able to walk, run or jump. Yet, against all odds, the seven-year-old has not only defied these expectations but has also embraced the full spectrum of gymnastics, mastering cartwheels, backward rolls, handstands and more during her time at East Gymnastics.

Her achievements extend far beyond the confines of the gym. While gymnastics initially presented a number of challenges for Mushka, she has cultivated a deep sense of confidence and adaptability through perseverance.

The sport has taught her to view challenges as opportunities and to approach obstacles with creativity. This mindset has been instrumental in her ability to perform skills that many might consider out of reach.

“Gymnastics has helped me get stronger, become more flexible and has helped my confidence grow. My skills are developing and I am progressing to higher levels.”

Her journey has also had a significant impact on those around her. Coach Lauren, who has been her mentor throughout her gymnastics career, says, **“Watching Mushka overcome each hurdle has been incredibly inspiring. Her ability to adapt and push through difficulties is a powerful lesson in resilience for everyone in the gym.”**

As she continues to push boundaries and inspire those around her, Mushka embodies the spirit of overcoming adversity. Her story serves as a powerful reminder that with determination, creativity and support, we can surpass even the most daunting challenges.

In the arena of gymnastics and beyond, Mushka proves that limitations are often only barriers we set for ourselves – and that true strength lies in the courage to defy them.

JBA & OSHC collab a SLAM DUNK

The Y NSW's Junior Basketball Academy (JBA) and Outside School Hours Care services are proving collaboration and education are a winning combination.

Junior Basketball Academy is spreading the love of basketball with workshops and skills sessions for children in our Outside School Hours Care (OSHC) community. These fun workshops aim to teach children new skills and build their confidence while promoting a love for the game.

Andrea Gojkovic, JBA Business Manager, said children were given the opportunity to learn basic skills by taking part in dribbling, shooting and passing drills, as well as game play in a safe environment. These skills can then be developed further at JBA's holiday camps.

The feedback has been overwhelmingly positive, with participants 'really happy' about the additional offerings for OSHC services, Andrea said.

"I love that JBA and the Y can have a greater impact and reach on children in the communities we serve."



"It gives her a healthy mind and body, teaches discipline and keeps her out of trouble, and encourages helpfulness towards others."



Growing in Strength and Confidence Through Gymnastics

When Alessandra (Aly) first joined the Y NSW's gymnastics programs at the age of five, her parents simply hoped she would find an activity she enjoyed. Ten years later, she's still there – and is now training at Level 7 and more passionate than ever about her sport.

From the beginning, Aly loved gymnastics, but her parents say her commitment has deepened each year.

What started as a fun weekly class has grown into serious training focused on building technical skill across all four disciplines – vault, floor, bars and beam. Today, Aly can confidently perform challenging moves, including front handsprings, giants, pirouettes, back handsprings, and tumbling combinations, achievements that make her parents proud.

Alongside her physical growth, Aly has gained wonderful friendships with the girls she trains with.

"She's built a strong bond with her teammates over the years," her parents share. **"The social side is just as important to her as the training."**

The impact of gymnastics has extended far beyond the gym. Her parents have seen a remarkable increase in Alessandra's confidence and determination.

"She has a very strong will to achieve things in all aspects of her life, including school. That discipline and never give up attitude comes from years of gymnastics."

For her parents, the benefits are clear. Gymnastics keeps Alessandra active, focused, and surrounded by positive influences. **"It gives her a healthy mind and body, teaches discipline and keeps her out of trouble, and encourages helpfulness towards others,"** they say.

Of Australian and Ukrainian heritage, Alessandra's family values the balance of community, fitness, and cultural connection that the Y NSW offers.

Looking ahead, Alessandra hopes to reach Level 10, study at university, and one day coach gymnastics to give back what the sport has given her.



TOTAL AQUATIC MEMBERSHIPS

2,857



TOTAL FITNESS MEMBERSHIPS

8,800



TOTAL GYMNASTICS MEMBERSHIPS

5,092



TOTAL STADIUM SPORTING TEAMS

460

“I truly believe in who we are.”

Mel’s 34 years at the Y



When Melissa Morgan’s teenage dream of becoming a police officer was dashed by a failed eyesight test, she faced a life-defining moment – one that ultimately led her to the Y NSW.

At that point, she considered going to university to study a Physical Education degree. But when a job came up at the Y, it ticked all the boxes: a role that was embedded within the community and one in which the work was meaningful, helping young people and community members to live their best lives.

“When I started there, I thought, ‘this is everything I would be getting out of a PE degree’,” Mel said.

She didn’t look back.

Starting out in customer service in Forster, Mel was open to all opportunities and quickly diversified, taking on a variety of roles including lifeguard and programs manager, where she ran vacation care, indoor sports competitions, school sports programs and even the occasional shift in the crèche.

Change has never scared her – in fact, she embraces it.

“I think it’s important that you keep challenging and reinventing yourself.

That’s why I took on different roles in the organisation. It’s very diverse and all our roles and programs are very different. I’ve been able to grow and diversify within the same organisation,” she said.

“When the values match is right in our organisation, it can take you anywhere.”

And it certainly has, with Mel taking on leadership roles that have allowed her to grow both personally and professionally.

“I’ve been drawn to teamwork and achieving common goals, which led me to pursue leadership roles including assistant manager, centre manager and cluster manager of four sites – two of which were large indoor aquatic and leisure centres.

“My journey to becoming a Regional Manager is proof that no matter what role you start in, there are many pathways to grow within our wonderful organisation.”

Ultimately, though, being part of the Y has meant more than a job for Mel. She has seen how children, families and people within the community have thrived because of the Y, and this powerful sense of fulfilment has laid the foundation for a career spanning 34 years.

“Looking back, I’m incredibly grateful to have chosen a career with the Y. I’ve seized opportunities for internal promotion and embraced the movement’s mission wholeheartedly.

“I truly believe in who we are and the impact we have on people’s lives. I’ve seen people who have really turned their lives around by being connected to the Y in some way,” Mel said.



Chapter 5

Alternative Suspension

Inspiring lives



Students Rediscover their Potential with Alternative Suspension

When school becomes a struggle, the Y NSW's Alternative Suspension program offers children an opportunity to reset, reclaim their futures and rediscover their potential.

Tailored support and belief in each individual transforms periods of education disengagement into opportunities for growth. Students rediscover self-worth, build resilience, and reconnect with their learning journeys, confirming that with the right support, every young person can overcome adversity and achieve their potential.

The Y NSW's Alternative Suspension program offers young people aged 12 to 18 years who are suspended, or at risk of being so, an opportunity to reset, reclaim their futures and rediscover their potential.

With more than 20 years of successful delivery in Canada and Europe, the program aims to reduce future suspensions by offering participants an opportunity to turn their time away from school into a positive experience.

Following an initial 18-month pilot in Western Sydney and the Central Coast, the Y NSW secured funds to trial the program in Camden where it's had a significant impact.

The program has transformed the suspension period away from school into a positive experience by fostering personal development and autonomy.

In a safe and inclusive environment, participants are supported by trained youth workers to explore the root cause of the behaviour that triggered their referral to the program, and focus on personal development including self-worth, goal setting and resilience.



“There is nothing better than seeing a young person discover their strengths, build resilience and successfully reintegrate back into their school.”

Mark



Youth Programs Coordinator Mark Jackson has seen the transformative impact the program has had on local students.

“It has been so incredibly rewarding to be part of the Alternative Suspension Program.” Mark

“It has been so incredibly rewarding to be part of the Alternative Suspension Program and to see the impact that the program has had on young people,” he said.

“Participants arrive to the program full of scepticism and doubt, each young person facing different challenges and barriers. It is our job to find the key that will break down those walls and help that young person to reflect and ultimately break that cycle of behaviour.

“There is nothing better than seeing a young person discover their strengths, build resilience and successfully reintegrate back into their school.”

Young people have responded ‘very positively’ to the program and its ‘unique, strength-based approach’, he said. Local schools and the Department of Education have also provided positive feedback about the program and the outcomes it has had for students.

Mark points to an example of the program’s transformative impacts.

“We had one young person who was referred to the program for repeated suspensions. He attended Alternative Suspension (AS) on an ongoing basis for an entire term. We got to know him well during his time at AS and he flourished in the supportive environment.

“We also saw significant improvement in his behaviour. One example of this is when some students were making fun of him at school, he went straight to his head teacher rather than reacting,” Mark said.

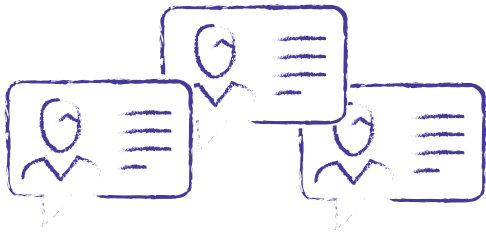
The student’s mother told the team: “God bless you and the Alternative Suspension team! I don’t think we would have been able to get through the last couple of months without you.”

“Our long-term goal is to see Alternative Suspension rolled out not only in Sydney, but in schools across the country,” Mark said.



SITES

4



TOTAL
REFERRALS
TO PROGRAM

298



TOTAL
PROGRAM
COMPLETION
RATE

85%



RETURN TO
SCHOOL UPON
PROGRAM
COMPLETION

97%

Alternative Suspension

A Lifeline for Mum Kylie



“All kids want to do well, some just need more support and extra learning.”
Kylie

At the Y NSW, we believe every young person deserves the support they need to thrive. Too often, school suspensions leave young people feeling isolated and unwanted, causing them to fall behind academically and reinforcing negative behaviour cycles.

Kylie, a single mum of two neurodivergent children including 15-year-old Timothy*, has witnessed first-hand just how vital our Alternative Suspension program can be in providing young people experiencing disadvantage with the support they need.

After facing bullying in Year 7, Timothy fell in with the wrong crowd. Although he was academically gifted in maths, he became increasingly disengaged from school. As he dropped further behind in his studies, he began to see suspension as a reward for staying home. According to Kylie, Timothy’s previous suspensions had done nothing to help him or change his behaviour and left her son feeling further disconnected from school.

“For each suspension it became more difficult to ensure schoolwork was done, and it became increasingly more like a break from school,” said Kylie.

From Year 8 to early Year 9, Timothy received nine suspensions for offensive comments and jokes, persistent disobedience and other disruptive behaviours linked to impulsivity and emotional dysregulation. With each suspension, he fell further behind academically and socially, which started to take a toll on his self-worth.

“The suspensions and disengagement resulted in a loss of education for our son and gave him the feeling that he was a ‘bad’ kid,” explained Kylie.

Our innovative Alternative Suspension program aims to address concerns like these by addressing the underlying issues and redefining the future for young people facing suspension.

Rather than sending students home, our program provides young people with a structured, supportive environment that equips them with new strategies to manage emotions and behaviours, supported in a safe environment by our experienced youth support workers.

For Kylie, the program has been an invaluable lifeline. As a single parent working full-time, she found it difficult to take time off whenever her son was suspended.

“Knowing there’s a place he can go where he’s supported all day is such a relief and a huge benefit in itself,” said Kylie.

Our team of the Y NSW youth and social workers maintain open communication with student families and referring schools who are involved in the program. This close contact helps to ensure students like Timothy transition back into the classroom smoothly and are equipped with new tools for handling frustration and conflict.

“All kids want to do well, some just need more support and extra learning,” continued Kylie.

“The beauty of the Y’s program is the small groups of five or six students. It allowed him to get the focused attention he needs in a space where he can work on his emotional regulation and self-management skills,” she added.

Our youth and social workers’ guidance also helped Timothy realise that people genuinely care about his wellbeing. By feeling understood and valued, he began to build the resilience needed to thrive in a school environment.

“The Alternative Suspension program offered him tools to manage his emotions and strategies for emotional regulation and just as importantly, for the first time he felt that people outside of school genuinely cared and understood him.”

“He even managed to get through the entire last semester without a suspension, which was an incredible achievement for him,” she explained.

By offering an alternative to suspension, the Y NSW is championing every student’s right to an education, supporting their families and investing in the future of our communities.

For Kylie and Timothy, this means a renewed sense of hope and the understanding that, with the right kind of support, every young person can succeed.

In late 2024, the Y NSW announced a significant expansion of the Alternative Suspension Program, made possible by generous partnerships with the Eureka Benevolent Foundation, St. George Foundation, Department of Social Services, Matana Foundation for Young People, and the Kimberley Foundation.

This support allows the program to continue its impactful work in 2025 across Western Sydney and on the Central Coast for the next three years, while also extending vital assistance to more young people in Camden and regional Broken Hill in NSW.

* Name changed to protect privacy.

Board of Directors

The following Directors resigned from the Board in FY2025:
George Perry on 24 July 2024 and commenced as Chief Operating Officer, and
Joshua Wiseman on 11 September 2024 and commenced as Chief Risk & Innovation Officer.



JUDGE LEIGH JOHNS OAM Chair of the Board

Member of each of the:

- Risk Audit & Finance Committee
- Business Operations & People Committee, and
- Transformation & Strategy Committee.

Independent Non-Executive Director

Judge Johns was appointed as a Judge of the Federal Circuit and Family Court of Australia (Division 2) in April 2025.

Prior to this he was a Commissioner of the Fair Work Commission with extensive experience in employment law, workplace relations, equal opportunity and anti-discrimination law, disciplinary proceedings and workplace mediation.

He has been involved in a range of not-for-profit organisations for more than 25 years, across areas including the arts, youth, community, and primary health.

For his outstanding service and significant contribution to the industrial relations field, Judge Johns was awarded a Medal of the Order of Australia (OAM) in 2017.

Master of Laws (University of Melbourne), Bachelor of Laws (Monash University), Bachelor of Economics (Monash University)

Other Directorships and positions

Director of the National Council of YMCAs, Founding member of the Victorian Pride Centre, Vice-President of the Industrial Relations Society of Victoria and Treasurer for Australian Labour & Employment Relations Association Incorporated and Member (Trustee) of the Arts Centre Melbourne.

Date appointed to the Board
7 November 2019



PRUE WARRILOW Deputy Chair of the Board

Chair of the Business Operations & People Committee

Independent Non-Executive Director

Prue is the Chief Executive officer of the Australian Research Alliance for Children and Youth, and has previously held positions as the Chair and Interim CEO for the Y NSW.

Prue is a strategic solution provider who has spent 30 years consulting to corporate, government and not-for-profit sectors in Australia, New Zealand and Singapore in work life/wellbeing strategies. Prue is an industry expert in children's services and child and family services.

She has served on and is a current member of several NSW and Australian government advisory councils and non-government organisations that strategically influence public policy thinking on child and family matters.

Bachelor of Arts in Education (Macquarie University), Diploma in Teaching in Early Childhood (Nursery School Teaching College)

Childcare at Work Australia Pty Limited, Scottforth Pty Limited, YMCA Services Pty Limited, and Y Safeguarding

Date appointed to the Board
20 April 2020



KERRY MCGOLDRICK Chair of the Risk Audit & Finance Committee

Independent Non-Executive Director

Kerry is a recognised leader in governance, risk and resilience, with extensive experience across commercial, not-for-profit and public sector organisations in both industry (including Qantas and Woolworths) and professional services (including EY and Deloitte).

Kerry currently chairs the NSW/ACT Council of the Governance Institute of Australia and the Risk Management Committee of Standards Australia.

Kerry is a regular contributor to media, industry and academia. He is passionate about supporting young people to help create a better world.

Bachelor of Laws (University of Technology Sydney); Master of Business Administration (Macquarie Business School) and Fellow of the Governance Institute of Australia

Date appointed to the Board
9 August 2023



DAVID MCKENNA Chair of the Transformation & Strategy Committee

Independent Non-Executive Director

David is an experienced governance leader, facilitator, and strategist with over 15 years of board and executive experience across the not-for-profit and mutual sectors.

He leads a boutique governance consultancy and draws on his lived experience of neurodiversity, bringing pattern recognition, creativity, and healthy challenge to help boards think differently about risk, opportunity, and impact.

David also lectures on digital transformation, ESG frameworks, and governance practice, with a particular interest in contemporary and emerging models of governance.

Master of Public Administration (University of Canberra); Graduate Certificate in Laws (Australian National University); Graduate Certificate in Politics and Public Policy (Macquarie University); Bachelor of Applied Entrepreneurship (University of Canberra); Graduate of the Australia Institute of Company Directors; Graduate of the Harvard Not-For-Profit Leaders Program; Fellow of the Royal Society of the Arts. Currently completing a Doctor of Philosophy (Charles Sturt University).

Other Directorships and positions

Deputy Chairperson and Independent Director of the Reserve Bank Health Society, Non-Executive Director of the All Care Health Services Group.

Date appointed to the Board
28 April 2021



PROFESSOR HELEN LOCHHEAD AO

Member of the Business Operations & People Committee

Member of the Camp Yarramundi Redevelopment Steering Committee

Independent Non-Executive Director

Professor Helen Lochhead is an Australian architect and urbanist.

She is an Emeritus Professor of Architecture and Urbanism and formerly the Pro Vice-chancellor, Precincts providing strategic oversight and direction for all NSW precincts and Dean, UNSW Built Environment from 2015-2020.

She has held several influential positions in the NSW Government and the City of Sydney including Executive Director roles at Sydney Olympic Park Authority and Sydney Harbour Foreshore Authority, and deputy NSW Government Architect.

Helen’s career has focused on the inception, planning, design and delivery of complex multidisciplinary projects and public works. She has been instrumental in shaping major precincts around Sydney Harbour, including the transformation of Sydney Olympic Park at Homebush Bay and Sydney Cove.

Professor Lochhead maintains a high profile in the profession and her professional contribution has been recognised through many industry awards including AIA and AILA Urban Design and Sustainability Awards, the AIA Marion Mahony Griffin Prize, the NAWIC Vision Award for leadership in the construction industry and the AIA NSW President’s Prize and the American Institute of Architects Presidents Medal.

She has been awarded numerous Fellowships including Fulbright, Bogliasco and the Harvard Lincoln/Loeb Fellowship at the Graduate School of Design and the Lincoln Institute of Land Policy.

Bachelor of Science (Architecture) and Bachelor of Architecture (both University of New South Wales), Master of Architecture and Urban Design and Master of Science (both Columbia University), Graduate of the Australian Institute of Company Directors and Loeb Fellow, Graduate School of Design (Harvard University)

Other Directorships and positions
Member Board of Trustees, Sydney Harbour Trust, Director of the National Capital Authority, Good Design Australia, National Art School, NSW Architects Registration Board and IBL Limited

Date appointed to the Board
19 November 2024



CORINNE DIEDERICKS

Member of the Business Operations & People Committee

Independent Non-Executive Director

Corinne has extensive experience in finance director and strategy roles spanning a wide range of industries including energy, telecommunications, fast-moving consumer goods and manufacturing sectors.

She has held P&L responsibilities with revenues of more than \$1 billion and successfully implemented profitability turnarounds, driving accountability and executing on strategy amid volatile market conditions.

Corinne has experience in delivering favourable people engagement shifts and improved business KPIs in complex, heavily matrixed global and ASX-listed organisations. Corinne has also led data and analytics teams and digital transformation projects.

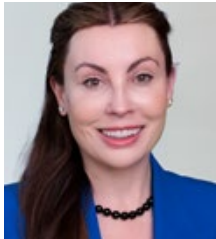
She is passionate about inspiring and coaching people, making a difference to their current and future success.

Bachelor of Business Science, honours degree (University of Cape Town, South Africa)

Master’s in Business Administration, (University of Cape Town) and Graduate of the Australian Institute of Company Directors

Other Directorships and positions
Lysaght Building Solutions Pty Ltd, Fielders Manufacturing Pty Ltd, BlueScope Building and Construction Ltd, Permalite Aluminium Building Solutions Pty Ltd, The Roofing Centre (Tasmania) Pty Ltd, and BlueScope Water Australia Pty Ltd

Date appointed to the Board
20 February 2024



DR KATE MCCAULEY

Member of the Transformation & Strategy Committee

Independent Non-Executive Director

Kate is a senior strategic advisor, non-executive director and industry leader with over 20 years’ experience shaping high-impact outcomes across infrastructure, housing, precincts and large-scale urban development.

She has held leadership roles on multi-billion-dollar programs, led cross-sector partnerships and directed multidisciplinary teams of more than 500 people.

Kate brings deep expertise in strategy, governance, stakeholder engagement, and commercial leadership, with a proven track record in driving transformation and delivering integrated, sustainable outcomes.

She is passionate about building stronger and more resilient communities, and thrives on connecting strategy to execution to create enduring economic, social and environmental value.

Bachelor of Property Economics (University of Technology Sydney), Master’s Degree in Legal Studies (University of Technology Sydney)

Doctor of Philosophy in Urban Development (Macquarie University),

Master of Arts (Human Geography) (Macquarie University), Graduate of FINSIA and the Australian Institute of Company Directors

Other Directorships and positions
NSW Committee member for Housing All Australians, Carrington Avenue Advisory

Date appointed to the Board
19 November 2024



DR LUCY BURGMANN

Member of the Risk Audit & Finance Committee

Independent Non-Executive Director

Lucy is an experienced senior executive and non-executive director, with extensive experience in the housing sector, and in developing organisational capability to deliver on strategy.

Through her work in social sustainability and member services organisations, she is focused on impact on communities and stakeholders.

Lucy is a senior executive with the NSW Government, and has previously held senior positions in major consultancy firms, Community Housing Limited and industry peak bodies.

Lucy is also passionate about sport and is a life member of Sydney AFL in recognition of her contributions to the development of Sydney Women’s AFL and pathways for women footballers.

Doctor of Philosophy, Politics and Philosophy (University of Sydney), Graduate of the Australian Institute of Company Directors, certificate in Advanced not-for-profit governance.

Other Directorships and positions
Director of Triathlon NSW, Director of Culburra Beach Bowling and Recreation Club

Date appointed to the Board
19 November 2024



TIMOTHY SUNWOO

Member of the Risk Audit & Finance Committee

Independent Non-Executive Director*

Tim is an experienced not-for-profit chief executive officer with an extensive commercial and strategic background.

He is the CEO of Venture Housing Company based in Darwin, NT and has previously served as the CEO of disability and community housing not-for-profits. He has held senior executive roles in strategy and finance for large listed Australian companies.

Tim has also worked as a management consultant, based in New York and Sydney, for an international strategy consulting firm.

Tim is passionate about the mission of the Y NSW and the critical link it provides to the wider community. As a youth growing up in America, he spent countless hours playing basketball at a local YMCA gymnasium.

Master of International Affairs in International Finance and Business (Columbia University); Bachelor of Science in Finance and Economics (New York University, Stern School of Business)

Date appointed to the Board
16 April 2020

* Tim Sunwoo took a 6-month leave of absence from 16 February to 17 August 2024.

Corporate Governance Statement

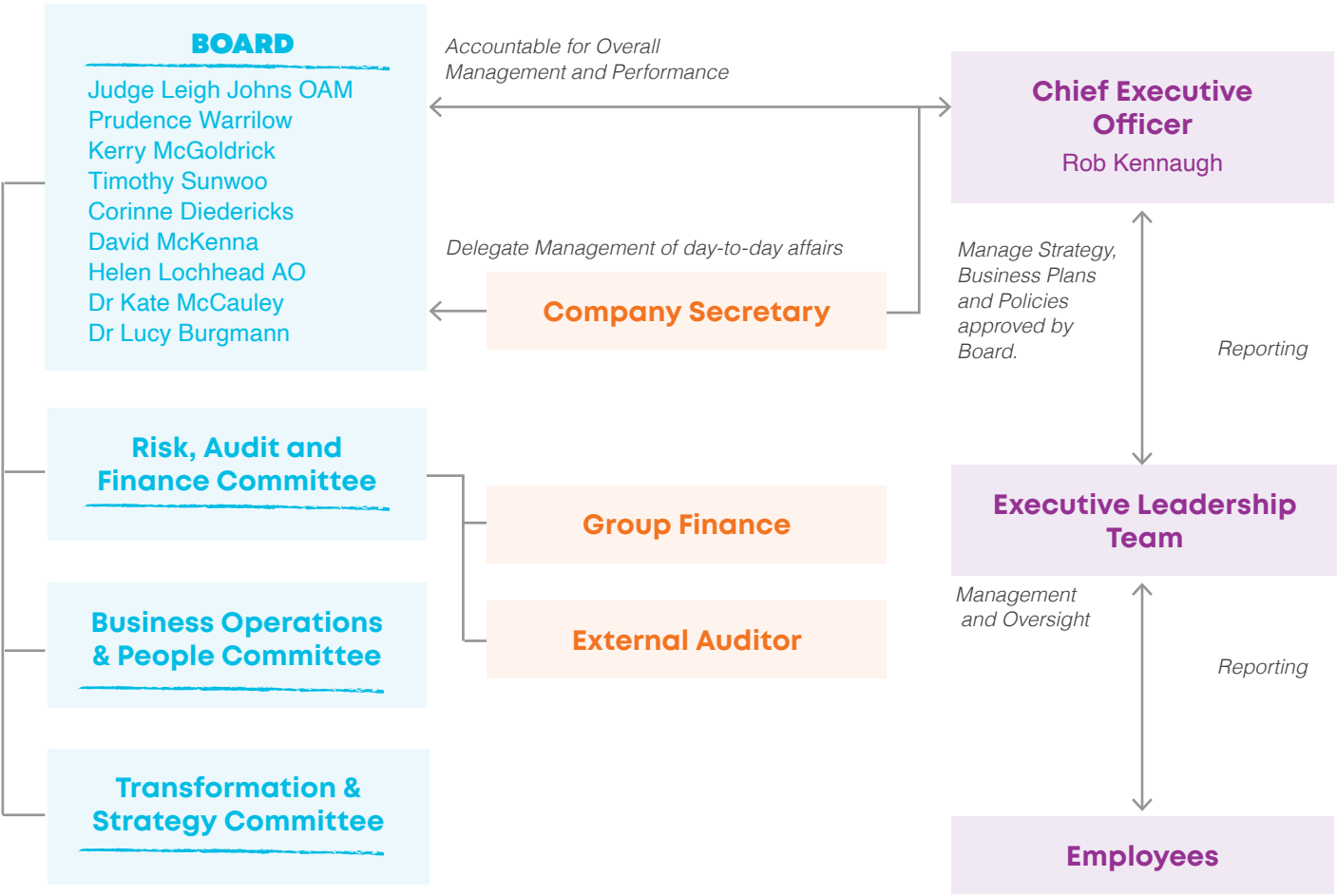
The Young Men’s Christian Association of Sydney trading as ‘The Y NSW’ and its related entities (**the Y NSW**) is governed by a Board whose authority is enabled by **The Young Men’s Christian Association of Sydney Incorporation Act, 1906 (NSW)** as amended by **The Young Men’s Christian Association of Sydney Incorporation Amendment Act, 1976 (NSW)** (the **Constitution**).

As a registered charity under *The Australian Charities & Not-For-Profits Commission Act 2012 (Cth)*(the **ACNC Act**), the Directors and Management of the Y NSW are committed to conducting business in an ethical manner and in accordance with high standards of corporate governance. This section of the Annual Report describes the Y NSW’s corporate governance framework, policies and practices during the financial year ended 30 June 2025 (**FY2025**).

The Y NSW is committed to ensuring that its corporate governance framework, policies and procedures reflect a high standard of corporate governance. The Y NSW governance framework is shown below.

The Y NSW is compliant with Governance Standards under the ACNC Act and Regulations. In addition, at the 21 August 2024 meeting, the Board resolved to adopt the Australian Institute of Company Directors Not-For-Profit Governance Principles (3rd ed, April 2024) for FY2025.

This year the organisation will be reporting upon its performance against the Principles. This detail is set out from page 62 of the Report onwards.



YYCS BOARD OF DIRECTORS

As of 30 June 2025, the YYCS Board comprised the same Directors as the Y NSW Board. Separate Board meetings and an Annual General Meeting (**AGM**) are held for YYCS, and the two entities use a common corporate governance framework.

ROLES AND RESPONSIBILITIES OF THE BOARD

The Board is responsible for the governance of the Y NSW. The role of the Board is to preserve the Y NSW’s interests and foster sustainable value creation while considering the reasonable interests of members, employees, customers and other relevant stakeholders.

The Board reviews and approves the Y NSW’s strategic direction and provides oversight of management. Additionally, the Board is responsible for guiding the Y NSW’s corporate culture by establishing the tone from the top and monitoring the implementation of and broader adherence to the organisation’s core values, policies and related processes.

BOARD COMPOSITION

The Board of Directors has an appropriate range of skills, knowledge, experience, and diversity to deal with current and emerging issues relevant to overseeing a growing not-for-profit purpose driven business.

The Board maintains a skills matrix which is reviewed annually, with a view to capturing the skills needed to address existing and emerging business and governance issues relevant to the Y NSW’s evolving business and strategic priorities.

The Board consults the skills matrix as part of succession planning and for director recruitment to ensure we recruit for the skills and experiences that may be required in future to support effective governance, oversight of risk and delivery of the Y NSW’s strategy.

In November 2024, the Board appointed three new Directors, Dr Kate McCauley, Professor Helen Lochhead AO and Dr Lucy Burgmann. These new appointments have provided increased expertise in construction, project management and housing which the Board is now able to draw upon as it works with Management on the redevelopment of the Camp Yarramundi site.

BOARD COMMITTEES

The Board has established the following three Committees which meet each quarter throughout the year:

1. The Risk, Audit & Finance Committee;
2. The Business Operations & People Committee; and
3. The Transformation & Strategy Committee.

Each Committee reports to the Board and makes recommendations to the full Board for its consideration as appropriate. New Committee Charters setting out the scope and responsibility of each for each Committee were adopted in November 2024.

For more information on the role and purpose of each Committee, please see the governance page of the Y NSW website at:
www.ymcansw.org.au/about-us/governance

Y NSW GOVERNANCE SUPPORT

Angelique Nesbitt has been Company Secretary since February 2023 and is accountable to the Board through the Chair on all corporate governance matters. Angelique provides Company Secretarial support to the Y NSW and YYCS Boards and each of the Board Committees and attends all meetings.*

* Leanne Williams also held the role of joint Company Secretary from June 2023 until January 2025. Angelique Nesbitt resigned as Company Secretary with effect from 14 August 2025.

THE AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS
NOT-FOR-PROFIT GOVERNANCE PRINCIPLES

Principle	Detail	Key Observations
1 – Purpose, Vision and Strategy	• A core responsibility of an NFP Board is to contribute to defining, documenting and realising the NFP’s purpose, vision and strategy. • The purpose, vision and strategy represent the spine or heart of an NFP and serve as both the motivation and the guiding lights for the decisions and actions of the organisation.	The Y NSW Board proactively worked together with Management to develop the new Strategy and Vision for the Y NSW. This was adopted by the Board in March 2025. For more detail on the new Strategy and Vision please see page 8 of the Report. At all times the Board considers whether matters tabled before the Board are in line with the organisation’s strategy, vision and purpose as defined in the Constitution for each of Y NSW and YYCS.
2 – Roles and Responsibilities	• An NFP Board should define and document roles and responsibilities as a foundational component of effective governance. • An NFP Board should have visibility and oversight of the role of key third party service providers, including understanding their performance. • Comprehensive and clear Board reporting, including engagement with management, ensures that the Board is well-informed and can make sound decisions.	The Board reviewed and adopted new Charters for each of the Board Committees in November 2024. The Board has delegated to the Committees the power to make final decisions on behalf of the Board, that are consistent with its roles and responsibilities as set out in each Charter. All matters not specifically delegated to the Committee, are reserved to the Board, including any decisions with respect to governance, oversight and progress for the Camp Yarramundi Redevelopment Project, all safeguarding, redress, work health and safety matters and any key litigation. Regular reporting on the performance of key consultants and third party service providers are provided by way of Management reports, to ensure that the Board can make informed decisions.
3 – Board Composition and Effectiveness	• The Board should have an appropriate mix of people with a diverse set of skills, experience, and backgrounds, that aligns with the NFP’s purpose, vision and strategy. • The selection of directors through a transparent process is essential for maintaining trust and accountability. • Board evaluations, including on composition, effectiveness, and governance structures, should be conducted periodically.	Please see the section above entitled ‘Board Composition’ where this detail has been addressed. The recruitment of the most recently appointed directors was conducted by a panel comprising the Chair and several directors, with the assistance of a professional recruitment firm. This year the Board has taken the time to review its performance against the AICD NFP Principles. This has become an ongoing practice to ensure continuing review of effective governance practices at the Y NSW. A Board performance evaluation will be conducted in FY2025.
4 – Risk Management	• The Board should oversee a risk culture that aligns with purpose, vision and strategy. • Board decision-making should be informed by a risk management framework that sets out an appropriate risk appetite. • The Board should periodically review the risk management framework, conduct scenario planning and dynamically assess emerging risks.	Following an extensive review, the Board adopted a new Risk Appetite Statement (RAS) at the March 2025 Board meeting. In addition, a new Enterprise Risk Management Framework was adopted in June 2025. Management have commenced a series of workshops to introduce the new tools to the business. The workshops will identify risks, prioritisation, actions, monitoring and reviews. The new RAS and Framework will enable a systematic and effective management of enterprise risk.

Principle	Detail	Key Observations
5 – Performance and Accountability	• Directors should closely oversee the performance of the NFP with a focus on its financial health and whether it is effective in achieving its purpose. • The Board should set a tone of internal accountability and transparency from the top, including holding management to account and ensuring that employees and volunteers understand the NFP’s performance. • External accountability extends beyond annual reporting and the AGM to a focus on dynamic and proactive transparency and building trust and confidence with key stakeholders.	Each paper presented by Management notes the key strategic priorities for the Y NSW including ongoing financial sustainability. Financial reports are provided to the Directors each month so they can monitor performance. The Board has delegated certain responsibilities to Rob Kennaugh as Chief Executive Officer. In turn the CEO has delegated certain responsibilities to the Management team. All key policies are tabled before the Board for review and approval and the effectiveness of key internal controls are monitored via Board and Committee meetings.
6 – Stakeholders	• The Board should consider stakeholder views as providing valuable insights into whether the NFP is achieving its purpose, and as an early warning signal for key risks. • The Board oversees a framework in engaging with key stakeholders and considering their interests, having regard to the purpose and strategic objectives of the organisation. • Open and transparent engagement with stakeholders fosters trust and goodwill towards the NFP which can benefit the NFP in attracting volunteers, donations, and partnerships.	During the past year, the Y NSW introduced a new strategy, Inspire 30, which sets out a new vision, strategy statement and desired outcomes for the organisation. Furthermore, the Transformation and Strategy Committee of the Board has responsibility for providing strategic oversight of the Y NSW’s government relations, advocacy efforts, and public policy engagement to enhance the organisation’s influence and alignment with its mission.
7 – Sustainability	• Sustainability considerations are central to best practice governance and should be regularly considered by all NFP Boards in a manner that is consistent with purpose, including charitable purpose. • An NFP’s purpose, vision and strategy should guide the organisation’s approach to sustainability with the Board overseeing a framework for evaluating the risks and opportunities related to sustainability. • Given the broad set of sustainability considerations, Boards should be clear on their approach to sustainability, especially when it comes to resource allocation.	Ongoing sustainability for the Y NSW is central to our purpose, vision and strategy. Responsible resource allocation to ensure a transformed organisation has informed all decisions.
8 – Organisational Culture	• Directors should lead by example in modelling the organisational culture they expect of employees and volunteers. • Assessing and monitoring an NFP’s organisational culture requires the Board to proactively obtain meaningful information on key elements of culture, including employee and volunteer satisfaction and compliance with relevant laws. • The Board has a key role in promoting employee and volunteer recognition and meaning, including through ensuring sufficient resources are dedicated to recognition.	A refreshed and vibrant culture is central to the Y NSW’s business. Under the guidance of the Board and the Business Operations and People Committee, the Management team have commenced a strengths-based approach and introduced several new tools to measure and monitor the Y NSW’s culture.



Revenue

Business Line	%
Children's Services	42%
Sale of Merchandise	3%
Government Grants	1%
Rental and Hire Income	1%
Other	11%
Health and Fitness	11%
Early Learning	5%
Aquatic	10%
Gymnastics	11%
Camping	5%
Total	100%





**Help us make an even greater impact on
the lives of children and young people.**

Work with us

Explore
partnerships

Leave a gift
or bequest
in your will



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