COMMUNITY IMPACT REPORT

2025/26



the Y Inspiring Lives



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CHAIR AND CEO MESSAGE

At the Y NSW, inspiring lives across our community has always been at the heart of everything we do. As we reflect on where we are now, it's remarkable to think about the impact the Y has had since its humble beginnings more than 180 years ago.

In 1844, young drapery merchant George Williams had the idea of creating a safe and supportive community in response to the harsh social conditions of industrial London.

While the world is a very different place today, the Y's purpose remains as relevant as ever. Throughout the 2025-26 Financial Year (FY26), we continued to evolve alongside the communities we serve, empowering, supporting and inspiring lives.



CREATING THE SAFEST SPACES

At the Y, safeguarding children, young people and adults at risk is our highest priority. Safeguarding is how we help keep people safe every day – creating environments where people feel safe, respected, included and able to be themselves. This includes recognising and respecting culture, identity and community, so that everyone feels they belong and their voice matters.

We regularly challenge ourselves to ensure our safeguarding practices are contemporary, meet high standards, and continue to improve.

Across the Y, all our teams follow shared safeguarding standards that focus on prevention first – reducing risk before harm can occur. These standards guide how we recruit and train staff, build safe cultures, identify and manage risks, and respond to concerns early and appropriately.

They go beyond legal requirements because we believe feeling safe is about creating environments where children and young people are supported, heard, respected and protected from harm.

PRIORITISING CHILD SAFETY

During the year, we launched our Prioritising Child Safety campaign, which advocates for a minimum standard of two educators in Outside School Hours Care (OSHC) services. We believe without compromise that children's safety should always come first and our campaign calls for stronger supervision practices across the OSHC sector in NSW.

The Y NSW has a two-educator model in our OSHC services because we know it strengthens supervision, increases accountability and helps create safer environments for children and educators.

Throughout the year, we engaged with government, community organisations and sector stakeholders to advocate for stronger safety standards, receiving widespread support from the community. We were encouraged to see a key recommendation of the NSW Upper House inquiry into the Early Childhood Education and Care Sector support our call for greater oversight and accountability.

Child and educator safety must always come first, and we will continue to champion reforms that help create safer environments for children across NSW.



AN ADVENTURE, FOR ALL

One of the most exciting opportunities on our horizon is the transformation of Camp Yarramundi into a world-class inclusive camp experience.

This significant project gained momentum in FY26, with early works paving the way for construction to begin in FY27.

The reimagined camp will be a place where everyone belongs, regardless of ability or background. It will be a place where children, young people and communities can experience the life-changing benefits of outdoor education and connect with nature, building on Camp Yarramundi's proud legacy of nearly 90 years.

With modern accommodation, a new conference and events centre, and accessibility embedded throughout the design, Camp Yarramundi will set a new benchmark for inclusive camping experiences in Australia, ensuring generations to come can create memories, build confidence and discover their potential.



AMPLIFYING YOUTH VOICES FOR 25 YEARS

This year, we proudly celebrated 25 years of Youth Parliament. For a quarter of a century, our flagship youth leadership program has empowered young people across NSW to advocate for the issues that matter to them. Thousands of young people have participated in the program since its inception, with many alumni going on to become leaders in business, community organisations, education, advocacy and government.

We celebrated the program's remarkable legacy at our special event, *Young Voices Have Impact: 25 Years of the Y NSW Youth Parliament.* Bringing together alumni from across the program's history, the event highlighted the profound and lasting influence Youth Parliament has had on participants' lives.

At a time when youth participation is more important than ever, we are incredibly proud of the role Youth Parliament continues to play in amplifying young voices and equipping future generations to become active citizens and changemakers.



INVESTING IN COMMUNITY CONNECTION

We proudly opened two new community hubs: the Y Bennelong Sports Centre in West Ryde and the relocated Y Penrith in Jamisontown, reflecting our commitment to helping communities thrive, as set out in our Inspire 30 Strategy.

Delivered in partnership with the NSW Department of Education, the Y Bennelong Sports Centre provides opportunities for people of all ages and abilities to participate in sport and improve their wellbeing in a state-of-the-art, modern, purpose-built facility. Building on more than 15 years of service through the Y Ryde Community Sports Centre, Bennelong strengthens our presence in the Ryde community and enables us to support even more people through sport, recreation and connection.

The new Y Penrith marks an exciting chapter in our more than 20-year history in Western Sydney. With state-of-the-art gymnastics facilities, multipurpose spaces and a dedicated Y Space for youth programs, the centre strengthens our ability to meet local needs and create safe, inclusive opportunities for children and young people to be active, learn, grow and thrive.



BUILDING PARTNERSHIPS FOR IMPACT

Throughout the year, we collaborated with government and sector leaders to address issues affecting children and young people and amplify youth voices in important conversations.

A key example was our partnership with the NSW Premier's Department to deliver *Community in Conversation* as part of World Mental Health Day. The event brought together young people, mental health advocates, government stakeholders and sector leaders, including representatives from the Mental Health Commission of NSW and the Office for Youth NSW, to explore youth mental health and wellbeing.

With 70 young people participating both in person and online, and a panel discussion facilitated by Youth Parliament alumnus Josh Shaw, the event placed young people's voices firmly at the centre of the conversation.

In FY26, we also welcomed NSW Advocate for Children and Young People Katherine McKernan at one of our OSHC services to learn more about the work our teams are doing to create a positive impact in the lives of children and young people.

We thank our partners for supporting the Y in fostering meaningful dialogue and helping create positive, lasting outcomes for the communities we serve.







CELEBRATING OUR PEOPLE

In FY26, we were honoured to receive national recognition at the Y Australia Awards, celebrating both the impact of our people and our commitment to creating inclusive communities.

The Y NSW received the Meaningful Work Award for the successful embedding of Gallup Strengths across the organisation. This work has strengthened our culture by equipping teams with a deeper understanding of their strengths and a common language for collaboration, enabling stronger connections, more effective teamwork and greater positive impact in the communities we serve.

We were also recognised with the A Just World Award for our Mardi Gras entry, *A Freer Future: Why Not Be Me? Queer Young People Are Powerful!* Co-designed with LGBTQIA+ young people, our entry championed belonging, visibility and authenticity, culminating in more than 80 staff, volunteers and young people participating in the Sydney Gay and Lesbian Mardi Gras parade. The recognition reflects our commitment to ensuring young people feel safe, seen and celebrated for who they are.

LOOKING AHEAD

As we reflect on another year of impact, we do so with immense gratitude for the people, partners and communities who make the Y NSW what it is.

We thank our Board of Directors for their stewardship, guidance and unwavering commitment to our vision and values. We are equally grateful to our executive team, leaders, staff and volunteers, whose passion and dedication bring our values to life every day. Their commitment to creating environments where children, young people and communities can be safe, connect and thrive is truly inspiring.

We extend our sincere gratitude to our partners and supporters, whose ongoing support and belief in our mission help make our work possible. Through their shared commitment to creating positive change, we have deepened our impact and created more opportunities for communities to thrive.

More than 180 years after George Williams first brought together a group of young people seeking connection, support and purpose, the Y continues to be driven by the same belief in the power of community.

It is a privilege to lead an organisation with such a rich history of supporting children, young people and communities across NSW. We are proud of the positive impact we have achieved together and deeply grateful for the people who make it possible.

Together, we are inspiring lives, and we look forward to continuing this important work for generations to come.

Rob Kennaugh
The Y NSW CEO

Kerry McGoldrick
The Y NSW Chair

L-R: Chief Financial Officer George Nisbet, Chief Executive Officer Rob Kennaugh, Executive General Manager, Strategy and Government Relations Alexander Clark, Executive Assistant Gillian Acres, Company Secretary and Executive Assistant Monica Nessel, Chief People Officer Jess Hill, Chief Operations Officer George Perry, Chief Risk and Innovation Officer Josh Wiseman.

Inspiring Lives

Inspiring Lives

CHAPTER 1

OUR PEOPLE
OUR Y



WE BELONG TO SOMETHING *SPECIAL*

This year, we continued to strengthen a culture where our people feel recognised, heard, supported and connected to purpose. Through targeted investments in recognition, leadership, wellbeing, inclusion and employee experience, we have taken important steps towards creating a workplace where everyone can thrive.

CREATING A CULTURE OF RECOGNITION

Recognition has become an increasingly visible and meaningful part of life at the Y NSW.

A significant milestone was the continued growth of the Y Factor, our organisation-wide recognition platform, which provides team members with a simple and accessible way to celebrate the contributions of their colleagues. Together with our Quarterly Values Champion Awards and the introduction of the first-ever Y NSW Annual Awards, we have created more opportunities than ever before to acknowledge the people who bring our values to life every day.

Importantly, recognition is directly linked to our values: Safe, Connect and Thrive, reinforcing the behaviours that underpin our culture and our impact. Recent Culture Pulse results show positive movement in how employees experience recognition, with 75% of respondents in the May 2026 Culture Pulse saying they felt recognised for their contribution.

Recognition is now embedded in the way we work, fostering a culture where people are consistently acknowledged for the value they bring to their teams, colleagues and communities.



2025 Individual Values Champion Kristen James.

LISTENING, LEARNING AND ACTING

Providing meaningful opportunities for our people's voices remains a key priority.

During the year, we continued our regular Culture Pulse surveys, creating a consistent mechanism for team members to share feedback, experiences and ideas. The insights gathered have helped us better understand what is working well and where further action is needed.

Encouragingly, results from pulse surveys throughout the year highlighted positive sentiments across a range of culture measures, with data indicating:

95% believe we have a strong focus on children and young people being positively impacted and living inspired lives due to our programs

89% believe the Y NSW is representative of the communities we serve

86% feel a sense of belonging

85% feel they can be their authentic self at work

Equally important has been our commitment to sharing results transparently and taking action in response to feedback. The results show there are opportunities to improve the employee experience by:

STRENGTHENING
the experience of working as one Y

CONTINUING
to support leaders to lead effectively

IMPROVING
systems and processes that support our teams

By listening, learning and acting, we are building trust and ensuring our people's voices help shape the future of the organisation.









SUPPORTING LEADERS TO THRIVE

Strong leadership remains central to a thriving workplace culture.

During the year, we continued our Inspire leadership forums, providing leaders with opportunities for connection and growth. In August 2025, we welcomed leaders from across the Y at Camp Yarramundi for a two-day Inspire forum focused on strengthening impact and bringing our vision to life. This special event immersed leaders in the Camp Yarramundi experience, providing a firsthand perspective on its impact.

At the end of FY26, our sixth Inspire forum focused on leader wellbeing, bringing together more than 90 leaders and board members to explore practical approaches to resilience, connection and personal wellbeing. The forum provided opportunities for leaders to learn from one another and access tools and resources that support their ongoing wellbeing.

Importantly, wellbeing is increasingly being woven into leadership conversations, helping to create an environment where supporting people is viewed as a core leadership responsibility rather than a standalone initiative.

ENHANCING THE EMPLOYEE EXPERIENCE

This year we invested in new technology and experiences designed to strengthen how people join and connect with the Y NSW.

The implementation of LiveHire, a new talent acquisition platform powered by Humanforce Talent, has modernised our recruitment experience, providing greater visibility across hiring activity while creating a more engaging candidate journey. With this platform, the Y NSW now has a talent community of more than 6000 people, helping us build stronger relationships with potential employees, reducing reliance on traditional recruitment channels and lowering advertising spend.

We also launched myYJourney, powered by Enboarder, transforming the onboarding experience for new employees. By creating opportunities for connection before day one, the program helps new starters feel welcomed and supported from the outset. Early results have been highly encouraging, with strong levels of engagement and positive sentiment among new employees. The experience places a strong focus on belonging, values and connection, helping people feel part of the Y NSW from the very beginning.

EMBEDDING INCLUSION ACROSS THE Y

We continued to progress our commitment to inclusion through the development of a new Diversity and Inclusion Strategy for 2027-2029.

The strategy provides a framework for strengthening equity, inclusion and belonging across the organisation, ensuring our people and the communities we serve feel valued, respected and able to contribute their best.

Our new Diversity and Inclusion Strategy will be guided by four pillars: Belonging and Inclusion, Child and Youth Voice, Capability Building, and First Nations Inclusion.

Shaped through extensive consultation across the organisation and with children and young people, this work represents an important step in creating a culture that reflects our diverse communities.

GROWING LEADERSHIP CAPABILITY

Investing in leaders at every level remains essential to building a strong and sustainable organisation.

Throughout the year, we delivered Manager Quick Bites learning sessions and other capability uplift initiatives designed to support leaders with practical skills and knowledge. Areas of focus included strategies for leading Gen Z, adapting leadership approaches and mentoring effectively. These monthly sessions have been received positively by leaders with many finding value in the opportunity to broaden their thinking and apply new approaches in their own roles.

We also progressed the design of our High Potential Women in Leadership and Leading at the Y programs, creating future pathways for leadership development and organisational growth. These programs will be piloted in the next financial year.

Together, these initiatives reflect our ongoing commitment to building leadership capability, empowering people to lead with confidence and supporting the long-term success of the Y NSW.





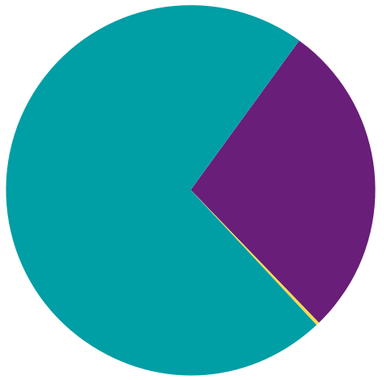


EMPLOYEE HEAD COUNT

JUN 26

FULL TIME	211
PART TIME	187
CASUAL	669
TOTAL	1067

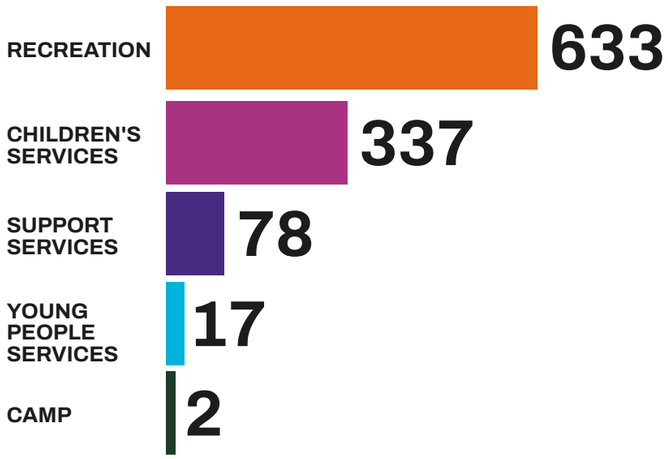
GENDER



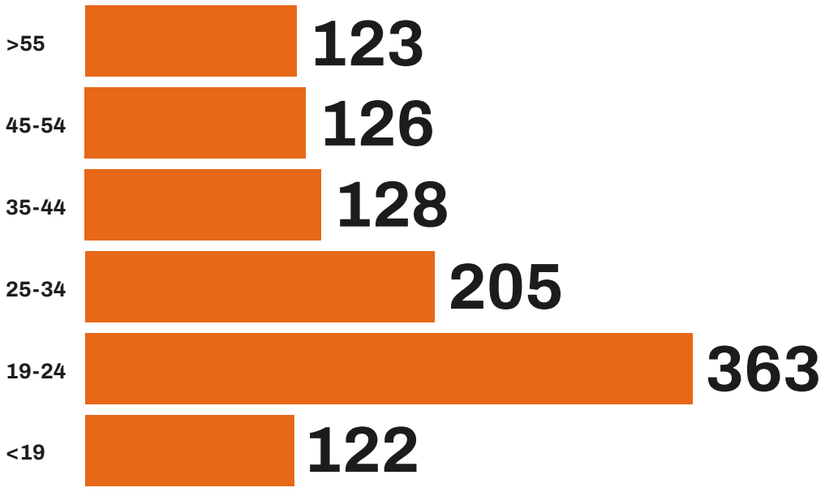
784	FEMALE
282	MALE
1	OTHER




DIVISION



AGE GROUP


















Inspiring Lives

CHAPTER 2

CAMP YARRAMUNDI



For more than 90 years, Camp Yarramundi has shaped and empowered generations of children, families and communities. More than a venue for outdoor education, it has been a cherished place of learning, connection and belonging since opening in 1937.

Set on the banks of the World Heritage-listed Grose River, the camp takes its name from Yarramundi, a leader of the Boorooberongal clan of the Dharug people in the late 1700s and a respected healer and knowledge-holder.

In 2028, a reimagined Camp Yarramundi is set to open its doors as a fully accessibe, purpose-built outdoor education and events centre, continuing its proud legacy of serving communities on Country.

Modern, flexible accommodation for over 430 guests

11 ropes courses, river activities, archery, team challenge courses, and more

A new conference and events centre for shared moments, study retreats, arts and music programs

Enhanced dining and recreation space designed to bring everyone together

Dedicated teacher lounges, business hub and break-out spaces

Curriculum aligned programs designed with respect for Dharug knowledge

INCLUSION AT ITS CORE

Designed from the ground up so that every person, regardless of ability or background, can share in the full experience of outdoor education, the reimagined Camp Yarramundi will be a place where everyone belongs.

- Wheelchair-accessible site, including high and low ropes, giant swing, flying fox and archery
- Adaptable abseiling, renewed river access and inclusive water activities
- 12 dedicated accessible cabins with accessible bathrooms
- Support for people with limited mobility, low vision or hearing, intellectual disability and neurodiversity





AN ADVENTURE, FOR ALL.

“Whether a student uses a wheelchair, is neurodiverse, has low vision or simply gets a little anxious from time to time, they will find their place here.”

Rob Kennaugh
The Y NSW CEO

EXPERIENCE THE REIMAGINED CAMP YARRAMUNDI

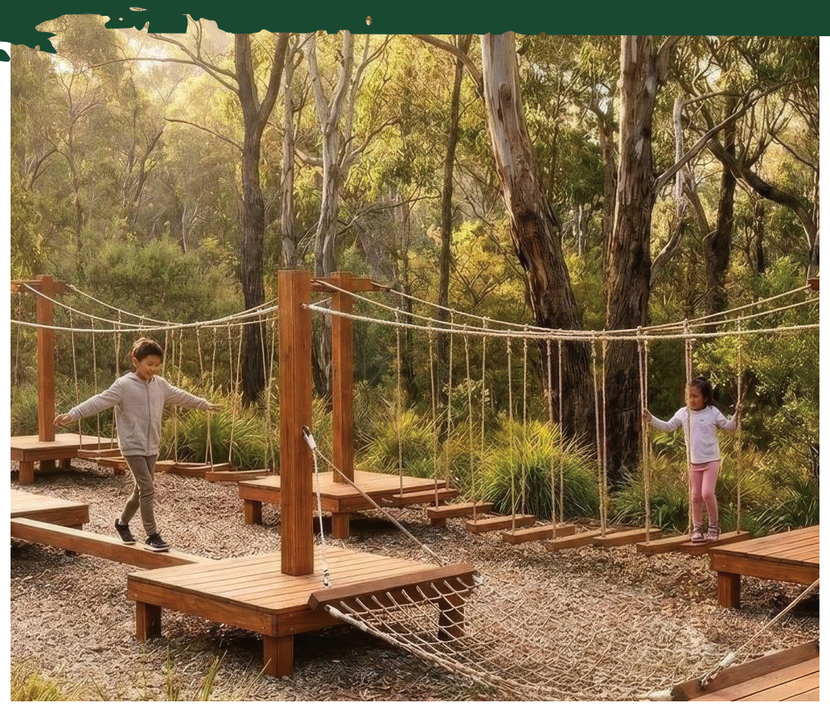






90 YEARS OF ADVENTURE REIMAGINED FOR EVERYONE









L-R: Senior Project Officer – Camp Transition Heather Porter, Camp Yarramundi Director Tim Loxton

OPPORTUNITY OF A *LIFETIME*

I have the privilege of leading one of the most exciting redevelopment projects in outdoor education in Australia.

The Camp Yarramundi redevelopment is a once-in-a-generation opportunity. The camp has nearly 90 years of history, memories and stories that have shaped thousands of lives. Now we have the chance to honour that legacy while reimagining what a camp experience can be. We are creating what I believe will be the best outdoor education experience in the world, which is incredibly exciting!

What inspires me most about the Y NSW is that it is truly purpose-led. The organisation exists to make a real difference in the lives of children and young people and help develop the leaders of the future.

When I was a kid, I wanted to be a paediatrician because I wanted to help make children better. My career ended up taking me into travel and tourism, but joining the Y feels like coming back to that original idea in a different way. Helping young people not just get better, but to thrive. That sense of purpose is incredibly motivating.

Tim Loxton
Director, Camp Yarramundi

Since 2009, the Y NSW has partnered with The Sensory Gym, a paediatric occupational therapy practice, to deliver Camp Jabiru – an immersive nature-based program for neurodivergent children.

Hosted at Camp Yarramundi, the unique camp model has provided life-changing experiences for all involved. The Sensory Gym director, Colleen Hacker, shares the impact it has had on children and adults alike:

Jabiru has grown to over 120 participants supported by a team of almost 100 individuals, including allied health professionals, occupational therapy students and Camp Yarramundi instructors. Having a strong, consistent structure and model has been inherent to the success of Jabiru. Our end goal for all the campers is safety. We want them to know they have been seen, their voice matters, and they belong.

These are experiences that do not come easily or routinely for our group of neurodivergent children. Jabiru, above all, allows them to be seen for themselves, and in that, they know that they can find safety in the world. Participants call it 'their happy place' and the one place they can be themselves in the world.

When they leave camp, some at age 12, and others at age 14, there are often tears – both from those adolescents who are graduating and from the adults who have supported them along the way, as they all recognise the change that Jabiru has helped effect.

When I think about the many years of collaboration with the Y NSW and how each year, they have flexed to meet our ever-changing needs, program adaptations, and 'wish lists' for how we wish to grow our program, I know that the vision for Jabiru has been seen; our voice has been heard; and our place of belonging is on the land of Yarramundi at the Y NSW.



Inspiring Lives

CHAPTER 3

YOUNG PEOPLE *SERVICES*



CELEBRATING 25 YEARS OF YOUTH PARLIAMENT

At the Y NSW, our mission is to inspire lives. For 25 years, we have been doing just that with our flagship youth leadership program, Youth Parliament, which has helped more than 2000 young people build confidence, understand how democracy works and use their voice to champion the issues that matter most to them and their communities.

This year, 100 young people from across the state became our 25th Youth Parliament cohort. Hailing from metropolitan, regional and rural communities, they brought their lived experiences, passion and ideas to the NSW Parliament. Participants were this year supported by a group of 23 young volunteers, who mentored them throughout the program.

Following months of research, discussion and collaboration with fellow participants to develop Youth Bills, this year's Youth Parliamentarians gave voice to some of the defining issues of their generation, including mental health, youth homelessness, domestic and family violence, disability inclusion, hate-motivated violence, sustainable transport, curriculum reform, third spaces and the ethical use of AI.

The impact of Youth Parliament has had a ripple effect in communities across NSW over the past 25 years, with more than 2000 alumni carrying the skills they've developed into politics, advocacy, business, community work and the creative industries.

Here at the Y NSW, we are proud to continue the rich legacy of Youth Parliament, driven by our belief that every young person deserves the opportunity to be heard, regardless of their postcode, background or circumstances.

2026 YOUTH PARLIAMENT

41%
from a rural or regional area

9%
identify as First Nations

50%
from a culturally and linguistically diverse background

24%
identify as LGBTQIA+

24%
identify as having a mental health diagnosis

9%
living with a disability

3%
experiencing housing insecurity or homelessness

54%
received financial support of some kind to participate











PARTICIPANTS

93%

agree or strongly agree that as a result of participating in Youth Parliament, they now know how to navigate conversations with people who may have a different opinion

90%

agree or strongly agree that participating in Youth Parliament increased their ability to have a voice and be heard on issues they care about

82%

felt accepted for who they are while participating



VOLUNTEER TASKFORCE

79%

felt a strong sense of connection to the Y because of their volunteer role

74%

agree or strongly agree that being part of the Taskforce helped them feel a sense of belonging and purpose



A ‘WHOLE NEW WORLD’ FOR LIAN

From Youth Parliamentarian to Youth Governor to Volunteer Taskforce member to Y NSW intern, Lian Sequeira’s journey with the Y has been grounded by one thing: her passion for creating change.

Like many things in life, her first encounter with the Y NSW was entirely by chance. In Year 11, while shadowing her local MP as part of a work experience program, Lian was encouraged to apply for Youth Parliament, the Y NSW’s flagship youth leadership and engagement program.

With a passion for public speaking cultivated by her father, Lian set her sights on using her voice to create change – something that felt even more crucial because of her own experiences.

Having migrated to Australia at the age of three, Lian says she was one of two Indian students at school.

“I was very aware of that fact because everyone would come up to me and be like, ‘oh, what do you have for lunch? Your lunch smells so good’, physical differences, like my hair was super long because my mum wanted me to grow it out. So there were things that I was aware of, but I wasn’t aware of diversity in leadership,” she says.



Her experience at Youth Parliament was transformative.

“I think that just opened my eyes and the doors to a whole new world. For me, it was like discovering this new side and this new passion of mine,” Lian says.

Since that first year, Lian has returned to Youth Parliament as Youth Governor and as a volunteer. The thing that keeps drawing her back? “Just seeing the young people and seeing how much they grow and … being able to have that positive impact.”

Her experience has this year led her to the Y NSW internship program.

“I think, for me, it was knowing that I had more to give to the Y and … it was a step in my career direction.”

Looking ahead, Lian is clear about where she wants her journey to lead.

“After uni is finished, I actually want to be a program coordinator for young people’s services. I want to be able to work with other young people to design programs that actually empower them and build their character outside of the schooling system.”

A QUARTER-CENTURY OF IMPACT





"Youth Parliament is not just a mock debate; it is a platform for genuine advocacy, where policy ideas are shaped, and where real change begins."

Jamison Dustin
2026 NSW Youth Governor

"I want my voice to represent those who can't or are scared to share their voice and to open doors for others; to make space, build confidence, and help every participant thrive as advocates, leaders, and people, leaving the program stronger for those who come after us."

Alyssa Pinchbeck
2026 Youth Premier

"For 25 years, the Y NSW Youth Parliament has given young people a powerful platform to debate the issues that matter most to them, and it is inspiring to see 100 emerging leaders step into our Chambers to bring their ideas to life."

The Hon. Ben Franklin MLC
President of the Legislative Council of NSW and former Youth Parliamentarian

"As a 16-year-old, my first campaign was advocating for traffic lights and a pedestrian crossing on the Great Western Highway in the Blue Mountains. The skills I developed through the program have shaped my entire career, from youth justice advocacy to supporting stranded Australians during COVID-19 and now working on issues like gambling reform and ensuring social services reach people who need them most."

Joel MacKay
General Manager for Strategy, Advocacy and Engagement at Wesley Mission and former Youth Parliamentarian







In the last financial year, our Young People Services team worked with **1242** young people, with **7881** attendances in **533** sessions across our range of programs and services:

CALL A YOUTH WORKER	STREETGYM	DROP-INS
COMMUNITY EVENTS	SCHOOL EVENTS	LOVEBITES
TEEN MENTAL HEALTH FIRST AID	SCHOOL HOLIDAY PROGRAMS	ALTERNATIVE SUSPENSION

‘A SAFE HAVEN’ AT LAKE HAVEN

By Lian Sequeira, Y NSW intern and former Youth Parliamentarian

From 2.30pm to 4.30pm every Thursday, the gates to Lake Haven Recreation Centre open to more than 60 young people who take part in the Y NSW’s Streetgym program during school terms.

For many young people on the Northern Central Coast, it’s the only accessible and free youth program that supports young people aged 12-18 to get involved in physical activities, including basketball and soccer.

Streetgym offers an inclusive third space for young people to be physically active with their friends, make new connections, and get support from youth workers.

Tyler, 17, joined the program three years ago and says it’s given him an avenue to pursue more sports while having fun. “It gives me a way to [be more] active, spend time with all my friends, and meet new people.”

Many of the participants have also grown in confidence since attending Streetgym. For 13-year-old Ben, whose two older brothers also attended Streetgym, the transition from primary school to high school has been a lot easier due to the confidence he’s gained from the program.

It’s a sentiment echoed by fellow participant Isabelle. “As I’ve been coming more and more, I feel like I’ve grown a lot as a person,” she said.

At the heart of Streetgym are the youth workers who work closely with young people to create a positive and inclusive space.

Youth worker Shay says there’s a need for youth hubs in the region and describes the space as an “absolutely essential place … a safe haven for young people” where they are not judged.

“I’ve seen and heard of young people who come in here that have problems with people in the community, problems with other people in Streetgym. I’ve seen those relationships resolved. I’ve seen us hold a space that’s respectful for participants,” Shay said.

“We have kids in here that are shy, that don’t engage with other people, that struggle to engage in conversation, struggle to engage in groups, and we try to provide them the platform to, in one word or another, blossom into their self, into their own.”



ALTERNATIVE *SUSPENSION*

Alternative Suspension transforms a student's suspension period away from school into a positive experience, fostering personal development and autonomy. Delivered in Broken Hill, Lake Haven, Oran Park and Penrith, the program seeks to increase participants' resilience and ability to persevere in education, reducing the number of repeat suspensions.

REFERRALS
239

PROGRAM ATTENDANCES
184

COMPLETION RATE
78%

PARTICIPATING SCHOOLS
23

PARTICIPANT FEEDBACK *RESULTS*

100% feel Alternative Suspension was a safe space

99% feel Alternative Suspension was an inclusive space

97% learned from individual meetings/ workshops

89% found workshops/individual meetings useful to apply at school

82% feel their voice is stronger

Thank you to all our partners for your continued support.

Eureka Benevolent Foundation · Matana Foundation for young people · origin foundation · The Kimberley Foundation · Foundation





BEYOND LABELS: KEANU'S STORY

Western Sydney mum Narelle has seen a difference in her teenage son, Keanu, since he began participating in the Y NSW's Alternative Suspension program.

It's where the 14-year-old has felt seen and heard. For Keanu and Narelle, it's meant the world as the teenager navigates school with an ADHD diagnosis and evolving neurodivergent traits, while also continuing to work through the trauma of losing his father several years ago.

Overwhelmed by the demands of his mainstream class – to which he had been transferred from a support class – Keanu's emotional dysregulation was viewed through a "misconduct lens", Narelle said.

The mother of three said Keanu gained an advocate after being referred to the Y NSW's Alternative Suspension program at Y Space Western Sydney.

Youth Worker Hayley Smith worked with the Year 8 student to better understand his needs, making recommendations to the school for additional support structures that Narelle said ultimately "validated" the family's experiences in the health and education systems.

With the support of the Y NSW's youth workers, Keanu is learning how to advocate for himself and his needs.

The teen describes the team as "genuine", and it's this authentic approach that's made him feel seen and accepted.

"It doesn't feel like they're on a script," Keanu said.

Narelle said she was grateful the team saw Keanu for who he was and not what he had been labelled.

"Very quickly it wasn't just, 'okay, here we have another child that's ... naughty' or whatever the school has deemed them. They saw Keanu – the actual child – with everything and not just what he's already been labelled externally, but who he was," Narelle said.

She has since seen positive changes in the way Keanu engages with school, describing how at first he would come home burnt out, "lights off ... hiding away in his room".

"Everything was just too much," Narelle said.

"But the days that he was coming back from the Y, it was like he was a different boy. He was coming back, he was drawing, he was playing his guitar. You could just see he had new life breathed into him."

"They could see him exactly for what he needed, and it's a respite. This is where he can go and not burn out ... and then Keanu – the real Keanu – can be seen, because if he needs to move around because he also has ADHD, he needs to move around, that's okay. If he needs to fidget, that's okay. If he needs to have his headphones in because the noise is getting too much because of his sensory overload, that's okay.

"He's not judged for those things. And then what he will then provide to others is he'll be engaged," Narelle said.

"He makes me proud."

THE QUEEN OF COOMA

The Queen of Cooma laughs when asked about her moniker.

Years spent breaking through barriers and navigating the inherent challenges of working in a small town have established Cathy Guion, the Y NSW's Youth Programs Coordinator in Cooma, as a trusted presence within the local community.

For young people living in Cooma and the nearby towns of Bombala and Jindabyne in the Snowy Monaro region, disclosing their personal challenges carries the risk of discovery.

"Someone always knows someone, so it's hard for young people to ask for help due to the concern of who might find out," Cathy says.

It's one of the complexities of delivering services in a regional community.

A youth centre for young people aged 12-17, Y Space Cooma supports young people experiencing situations such as homelessness, financial difficulty, disengagement from education and training, employment support or family breakdown.

Here, young people can also access resources, referrals, life skill workshops and school holiday programs.

Cathy says "not one day is the same".

"We have tears, laughter, broken hearts, new boyfriends and girlfriends, really loud, horrible music to good old 70s and 80s tunes. Not a day goes by that I don't get greeted with a smile or 'guess what happened today'," she says.

When asked about some of the moments that have moved or inspired her over the years, Cathy says there are too many to count.

"Over the years, I have seen the positive changes that young people have made. From getting into uni and then getting a job as a primary school teacher, to becoming parents and breaking the cycle of family violence, to them getting their first job at McDonald's, to getting through a full week of school and not being suspended, to them just making a small decision and saying no to something that they might have been pressured into doing," she said.

Having played an important role in these transformative moments, it seems only natural that Cathy has earned the title of 'Queen of Cooma', but there's a strong sense of humility in accepting this community crown.

"I think it's more the years of being in this role that has established me in the community and the young people's worlds," she reflects.



L-R: Youth Programs Coordinator Cathy Guion, General Manager - Young People Services Marta Vasquez, the Hon. Susan Carter MLC and Executive General Manager, Strategy & Government Relations Alexander Clark at Y Space Cooma

CHAPTER 4

CHILDREN'S *SERVICES*



WHERE EVERY CHILD HAS A *PLACE*

Before School Care Services
38

After School Care Services
38

Vacation Care Services
29

Attendances:
718,656



‘EVERYTHING YOU COULD HOPE FOR’

For Jackson and mum Bhavna, the Y Outside School Hours Care has been more than a place where the primary student is “looked after”. It’s been a space for growth, exploration and belonging.

“As a child with additional needs, it’s been really important for us to find a space where Jackson feels understood and supported, and that’s exactly what OSHC has given him,” Bhavna said.

“The educators are incredibly patient, nurturing and attentive. They meet him where he’s at, and because of that, we’ve seen him grow so much in confidence, social skills and emotional regulation.”

Knowing that the Y NSW has a two-educator model and that Jackson is genuinely cared for and supported has also given her “real peace of mind”.

“Honestly, it gives me a huge sense of reassurance. Knowing there are always at least two educators present means better supervision, more support for the kids, and a safer environment overall.

“I think it absolutely should be the standard everywhere,” Bhavna said.

Jackson “loves” going to OSHC, she said. “He talks about the friends he’s made and the educators he feels close to, and he’s always excited to go. For him, it’s a fun, safe space where he feels happy and included, which – as a parent – is everything you could hope for.”



FROM PLAYGROUND *TO PROFESSION*

For Indi Elgood, Amy Rehutai and TeAira Rehutai, Hammondville Public has always been more than just a place of learning. It's where childhood memories were made, friendships formed – and, years later, where all three would return as educators, supporting the next generation of children at the Y Hammondville Outside School Hours Care.

FULL CIRCLE MOMENTS

Having been in the shoes of the children she now cares for, Indi knows just how important it is to make OSHC an enriching space.

"I used to attend after school care once a week when my mum had a meeting and all I remember is that I was bored," she said.

That experience has shaped her approach as an educator. "I try to make all sessions engaging to all the children and I try my best to find common interests among the children to create activities and games."

A FAMILY TRADITION AT THE Y

Amy's journey with the Y NSW began more than 15 years ago. "I had a strong passion for working with children and the Y values at the time aligned with mine. The hours also suited me as I had a baby at the time of starting," she said.

That baby was TeAira, who would follow in her mother's footsteps after growing up attending OSHC herself.

Now, as a mother-and-daughter educator duo, the pair embody the sense of continuity and community that OSHC can offer – not just for families, but for staff, too.

A PLACE TO BELONG

All three educators understand well the vital role OSHC plays in the lives of children and families.

"It provides families with flexibility with their work," Indi said. "I feel honoured they put their trust in me and the Y to provide care for their children."

For Amy, the joy of watching children grow comes full circle.

"Seeing children come back to the service for a visit, remembering us many years later, them sharing stories and memories of when they attended the Y many years ago, is special," she said.

It's a powerful reminder of the lasting impact OSHC can have – not just on the children who attend, but on the people who come back to give back.



A VILLAGE OF CARE: SUPPORTING DEFENCE *FAMILIES*

Amid the unpredictability of defence life, the safe and nurturing environment at the Y Outside School Hours Care has been a balm for the Barnes family.

As they adapt to changes to their family routine this year, Kerryn, who joined the Royal Australian Navy in 2004, and wife Stacey say having the support of the Hammondville OSHC team has been invaluable for their eight-year-old son, Josh, who has attended the service since kindergarten.

"The Y Hammondville has been incredibly supportive since Josh first started attending," Kerryn said. "Their flexibility in adapting to our changing schedule has made a huge difference."

Both Kerryn and Stacey navigate the complexities of work and family life on top of the unique demands of serving in the Navy.

"Defence life can involve irregular hours, postings, training commitments and time away from home, and children benefit enormously from having a stable, welcoming environment they can rely on," Kerryn said.

"Places like the Y provide not just care, but consistency, connection and community, all of which help Defence kids feel grounded, supported and confident, no matter what changes are happening around them."

Josh "absolutely loves it", she said.

"He enjoys the activities, the educators, the friendships he's made, and he's always excited to tell us what he's been up to. It's a place he genuinely looks forward to attending."





SMALL STEPS BRIGHT FUTURES

Little Angels attendances:

33,829

This year, our Little Angels early learning centres proudly celebrated one year as part of the Y NSW. This milestone underscores our continued commitment to providing exceptional early learning experiences for children and families.

For the Little Angels team, the anniversary is also a celebration of the people who have made the journey possible. Educators, centre leaders and families have worked together to build a strong and vibrant community, united by a shared purpose of providing the best possible start in life for every child.

The year has also brought exciting opportunities for innovation and learning. New programs, including cultural immersion and body movement experiences, have enriched children's learning journeys, encouraging curiosity, creativity and wellbeing while celebrating diversity and active play.

At the heart of our early learning centres is a deep commitment to child safeguarding. At Little Angels, safety isn't just a checklist; it's about embedding a strong safety culture in everything we do, from the way we welcome new educators during induction to the everyday moments we share with children and families.









PRIORITISING CHILD SAFETY

This year, we proudly launched Prioritising Child Safety, a statewide advocacy campaign calling for a stronger minimum standard in Outside School Hours Care: a two-educator model on every shift.

At the Y NSW, we believe that children's safety must always come first. That is why we have implemented a two-educator model across all OSHC services, ensuring children are consistently supervised.

As a practical safeguard, the two-educator approach:

Reduces isolation

Limits unobserved one-on-one situations

Strengthens accountability

Two educators present helps identify and address concerning behaviour

Improves supervision

Incidents can be managed without leaving other children unsupervised

Supports staff safety

Promotes safety and transparency — the presence of a second staff member provides shared accountability and supports a safe, professional environment for everyone involved.

Aligns with child safe standards

Supports Standard 8 by minimising opportunities for abuse through consistent observation and oversight.

WHY WE'RE CALLING FOR STRONGER *SAFEGUARDS*

Current OSHC regulatory requirements are inadequate, with minimum ratios allowing a single educator to supervise up to 15 children, reducing visibility, weakening accountability, and leaving gaps in day-to-day supervision.

The Y NSW is calling on the NSW Government to strengthen the regulatory framework by making a two-educator minimum the standard practice across all OSHC services.

CHILDREN'S SAFETY MUST ALWAYS COME FIRST – AND AT THE Y NSW, IT ALWAYS DOES.

We've received strong community support for a safer minimum standard of two educators in OSHC. Thank you to everybody in the community and our campaign partners who stand with the Y NSW to prioritise child safety.

A NSW Upper House Committee inquiry report on the Early Childhood Education and Care Sector, released in May 2026, includes the following key recommendation: *'That the NSW Government introduce a requirement that at least two staff members are in line of sight of each other at all times when interacting with children at early childhood education and care services.'*

The Y NSW strongly supports this recommendation, which aligns with our calls for a two-educator model in all OSHC services.

We've engaged with the NSW Government, members of the NSW Opposition and community organisations to advocate for the two-educator model.

We continue to engage with stakeholders about the need for a safer minimum standard.

SHOW YOUR SUPPORT

Join families, educators and community members calling for stronger safeguards in OSHC across NSW and sign our pledge.

prioritisingchildsafety.org.au

Hear from the Y NSW CEO Rob Kennaugh and our OSHC community on why a two-educator approach is needed.

CHAPTER 5

SPORT AND RECREATION



Sites

18

Junior Basketball Academy locations

12

ATTENDANCES

Aquatics:
115,574

Learn to Swim:
119,900

Squads:
19,746

Gymnastics:
269,699

Fitness & Wellness:
435,334

Fitness Passport:
255,695

Sports & Recreation/ Learn to Play:
16,969

School Holiday/ Other:
31,548









PROUDLY COMMUNITY-FIRST

During the 2025-26 financial year, we opened two new community hubs – the Y Bennelong Sports Centre in West Ryde and the relocated Y Penrith in Jamisontown.

Both milestones reflect the Y NSW's long-standing commitment to supporting communities to thrive, as set out in our Inspire 30 Strategy.

We are proud to continue delivering an outstanding experience for children, young people and the wider community, with each hub offering a diverse range of services and programs that recognises the unique needs of the Ryde and Penrith areas.

THE Y PENRITH

In 2025, the Y Penrith moved to a new facility in Jamisontown, offering a contemporary space for a whole new generation of families.

With state-of-the-art gymnastics facilities and purpose-built spaces including a multipurpose court and dedicated conference and party spaces, the Y Penrith has expanded its services to meet the needs of the Greater Western Sydney community.

Our new community hub offers gymnastics programs for all abilities, newly introduced Learn to Play classes and a dedicated Y Space delivering programs for young people, including Alternative Suspension, continuing our legacy of supporting the community for more than 20 years.

We thank the NSW Premier Chris Minns MP, Member for Lindsay Melissa McIntosh MP, Member for Penrith Karen McKeown OAM MP, Penrith Mayor Todd Carney, and Olympic gymnast and Y NSW alumni Emma Nedov for marking this exciting new chapter at our September 2025 grand opening.

Through this investment, we are proud to continue our commitment to creating safe, inclusive spaces that strengthen connection and support children and young people to thrive.







THE Y BENNELONG SPORTS CENTRE

In May 2026, the Y proudly opened the doors to the Y Bennelong Sports Centre, a state-of-the-art community facility delivered in partnership with the NSW Department of Education and designed to serve the growing Ryde community for generations to come.

On opening day, we welcomed more than 2500 netballers from the Eastwood Ryde Netball Association and their families, marking the beginning of the winter netball season and an exciting new chapter for community sport in the region.

We were also honoured to welcome NSW Premier Chris Minns MP to officially open the facility, alongside Member for Bennelong Jerome Laxale MP, Member for Ryde Jordan Lane MP, City of Ryde Mayor Trenton Brown and councillors.

Featuring dedicated netball courts, multipurpose spaces for basketball and pickleball, and gym facilities, the Y Bennelong Sports Centre provides a welcoming place for people of all ages and abilities to be active, build confidence and connect with others.

Building on more than 15 years of service to the Ryde community through the Y Ryde Community Sports Centre, this new facility enables us to expand our impact and create even more opportunities for people to participate in physical activity, connect and thrive.







THE NEXT GENERATION STARTS HERE

Eight years ago, Sophia started her gymnastics journey at the Y Penrith. Now, she has now come full circle, inspiring a new generation of gymnasts following in her footsteps.

How did you first get involved with the Y NSW and how old were you?

I started gymnastics at the Y in 2018 when I was six years old. I wanted to try something active and fun, and I loved it from my very first class. Since then, I've worked my way through the levels and I'm now a Level 8 gymnast.

Can you remember what it felt like when you first tried gymnastics?

I remember being really excited but also a little nervous because everything was new. Once I started learning skills and trying all the different apparatus, I couldn't wait to come back each week.

What are you most proud of?

I'm most proud of overcoming all challenges and returning back stronger each time. After missing out on the State Trial competitions, I was able to compete at the Tamworth Country Capital Cup in June, where I was named the Overall Level 8 Champion. It made all the hard work during my recovery feel worthwhile and reminded me that setbacks don't have to stop you from achieving your goals.

Can you tell us about the rapport you have with your coaches and how this has supported your gymnastics journey?

My coaches have always supported and believed in me. They've encouraged me through the highs and the lows, and have helped me build confidence in myself. They've pushed me to be my best while always making training enjoyable, and I'm really grateful for everything they've done to help me grow as both a gymnast and a person.

Would you like to add anything else?

The Y has become like a second home to me. Alongside gymnastics, I recently completed the Y's Mentee Program, which gave me the opportunity to develop new skills and grow as a leader.

I'm now excited to begin my journey as a paid staff member at the Y, where I can help inspire younger gymnasts just like I was inspired when I first started. I'm looking forward to continuing my gymnastics career while also giving back to the community that has supported me throughout my journey.

THREE SIBLINGS, BIG IMPACT

When the Fraser siblings leave home for work, they head to their second home.

Mitch, 25, Jake, 23, and Tessa, 20, have made the journey to the Y Epping for most of their lives and while the destination has always been the same, the siblings themselves have grown over the years – in confidence, in their vocation, and in the way they've given back to the community.

All three started their journey with the Y NSW as participants in gymnastics. Mitch and Tessa discovered a passion for it, while Jake pivoted and pursued soccer through the Learn to Play program instead.

By their teenage years, they were being mentored for coaching roles before eventually becoming coaches themselves, supporting children to learn new skills and have fun.

Mitch is now a Gymnastics Coordinator, Jake a coach and birthday party organiser, and Tessa a coach and Customer Service Officer.

When Tessa describes the Y Epping as a second home, her brothers agree.

"I would say this is another home for us, and we all have a fun time and share experiences with each other," Jake says.

Besides sharing a close bond, the siblings share a sense of pride as they reflect on each other's growth and the positive difference they've made in the lives of children and young people.

"Actually, I do find that it's a big impact – just seeing kids develop from your experience, and you bring your passion and your kindness," Jake says.

For Mitch, it goes beyond gymnastics. "[It's] not just seeing your group of gymnasts do gymnastics but also, you know, teaching them life lessons."

What kind of life lessons are they imparting?
"Just teaching them how to be ..." Mitch pauses to reflect.

Tessa jumps in. "Kind towards others, a bit of discipline in themselves and then definitely teamwork."

"Confidence," Jake offers. "Confidence for sure. Just be the best version they can be of themselves."



BUILDING CONFIDENCE ONE SKILL AT A TIME

When four-year-old Noa told his mum he wasn't good at anything, it was a "heartbreaking" moment for the mum of five.

"Noa's got older brothers and sisters who – just by virtue of being older – have after-school activities and things that he sees them working on. And he thinks, 'oh, why can't I play tennis? I can't read.' And he's starting to feel down on himself and says, 'I'm not good at things. I'm not good at anything'," mum Zrinka said.

Having recently enrolled at the Y East Gymnastics, Noa was reminded of his swift progress and the skills he had gained in a short period of time.

"He had a think about it and said, 'oh yeah, I am good at gymnastics.' He started doing somersaults and we went through the checklist on his certificate, which was a really good reminder of things that he can do. And he hasn't said that since. It's really helped him realise his capacities and that he's actually able to do things too," Zrinka said.

Describing the preschooler as "very acrobatic and energetic", Zrinka said gymnastics seemed a "natural fit".

And while Noa was initially nervous and scared to join in, it didn't take long for him to develop confidence and try new things, thanks to encouragement from the team at East Gymnastics.

For the busy mum, weekly lessons at East Gymnastics have also led to new social connections and a greater sense of community. With all the demands of modern parenthood, the centre in Edgecliff has been a refuge; a place of calm and camaraderie during the week.

"It's a really great thing for the kids, but it's also a really nice thing for the parents because you meet other fellow travellers at the same stage of life as yourself and you make great friends and have a nice little outlet to have a very low-stakes chat once a week. And over time you've built a nice friendship.

"It's a really nice community touchpoint."





MAKING WAVES, CHANGING LIVES

Three years ago, Craig Hayfield's life was awash with many shades of green. Now, it is a decidedly blue palette.

Inspired by his daughter's Learn to Swim journey at the Y NSW's Port Macquarie aquatic facilities, the former horticulturalist saw an opportunity to transfer his passion for teaching to a different environment.

"I was a horticulturist and greenkeeper for 25 years before my swim journey began," Craig says. "I also worked as a casual TAFE teacher during that time, teaching horticulture to young apprentices and adults."

Craig enjoys sharing his knowledge with others and supporting them to develop new skills. Equipped with that inextinguishable fire which has underpinned his career choices, he underwent training and completed shadow hours at Port Macquarie before taking on a part-time role as a swim teacher.

"I now continue teaching and help out with coaching, all while overseeing the swim program as coordinator – a new and challenging role that I am learning – and working towards developing high-quality swim programs for our clients," Craig says

He and his team know just how important it is to create safe spaces for children to learn, grow and develop their confidence in the water. Craig has seen his daughter flourish over the years as the result of a robust Learn to Swim program and the commitment of the Port Macquarie team.

"Learning to swim and swimming as a sport is vital in our coastal community. It keeps children and families safe while enjoying local waterways, builds confidence and resilience in both children and adults, and it is a fantastic, healthy, low impact sport that can be both individual and team based," he says.

Craig is eager to build on the success of the Y's Learn to Swim program, driven by the enthusiasm of the team and the program's welcoming atmosphere.

"Our parents say they are happy to be part of the Y community at the pool, with a feeling they know all the faces, lifeguards, teachers, customer service officers and other families, making for a safe and welcoming environment."

THE DEEP END OF COURAGE

My name is Daniella, and I'm 10 years old. I joined the swim school when I was five years old.



When I first started swimming, I was very nervous. My biggest challenge was getting into the pool because I was scared. As I kept coming to lessons, I became much more confident, especially when I moved into the 25-metre pool.

I am really proud to have progressed into the squad program. I enjoy coming to training every day because I like challenging myself and improving my swimming. I have also enjoyed taking part in swimming carnivals, which have helped me build my confidence and gain more experience.

I would definitely recommend this swim school to other children because the teachers are really kind, supportive and make swimming fun. I have had a great experience, and I especially enjoy training with my coach, who has helped me improve and become a more confident swimmer.

WHERE CONFIDENCE TAKES FLIGHT

It's the school holidays and the Junior Basketball Academy camp at Wahroonga is a cacophony of sounds. Shoes squeaking on the courts, balls bouncing in every direction, and the sound of children laughing.



Held each school holiday period, the camps bring together children aged 5-14 for fun-filled days of learning, teamwork and friendship-building in a welcome and inclusive environment.

For Everett, 10, it's a "good opportunity to make new friends and improve your basketball skills."

"[It's] quite fun to come with friends, and you learn a lot of things. I've learnt a couple new drills to practise in my own time. I feel like I can do more skills more confidently, instead of shying away."

BOARD OF DIRECTORS





Judge Leigh Johns OAM

Chair of the Board

(until December 2025)

Member of the:

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

Independent Non-Executive Director

Date appointed to the Board
7 November 2019

Leigh Johns OAM is a Judge of the Federal Circuit and Family Court of Australia (Division 2).
Previously, Leigh held senior roles in government as a Fair Work Commissioner, Chief Counsel of the Fair Work Ombudsman and the CEO of two independent Commonwealth Government statutory agencies. Before joining the public service, Leigh was an experienced senior lawyer in private practice, specialising in employment, workplace relations, equal opportunity and anti-discrimination law.

Leigh was admitted as a Barrister and Solicitor of the Supreme Court of Victoria. He holds a Master of Laws from the University of Melbourne, and a Bachelor of Economics and Bachelor of Laws from Monash University.

Leigh has been involved in a range of not-for-profit organisations for more than 30 years. In 2017 Leigh was awarded the Medal of the Order of Australia (OAM) for services to the community through performing arts and primary health care organisations, and to industrial relations.

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,



Kerry McGoldrick

Chair of the Board

(appointed December 2025)

Chair of the Risk Audit & Finance Committee

(until December 2025)

Member of the:

- Business Operations & People Committee, and
- Transformation & Strategy Committee

Independent Non-Executive Director

Date appointed to the Board
9 August 2023

Kerry McGoldrick is a recognised leader in governance, risk and resilience, with extensive experience across the commercial, public and not-for-profit sectors. His career has spanned senior roles in industry and professional services, including with Qantas, Woolworths, EY and Deloitte.

Kerry brings significant board and committee leadership experience and a strong commitment to supporting children and young people to thrive. Prior to his appointment as Chair, he chaired the Y NSW Risk, Audit & Finance Committee.

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

Other Directorships and positions
Chair of Risk Management Committee, Standards Australia



Prue Warrilow

Deputy Chair of the Board

Chair of the Business Operations & People Committee

Non-Executive Director[1]

Date appointed to the Board
20 April 2020

Prue Warrilow is a highly experienced executive and governance professional with more than 30 years' experience advising corporate, government and not-for-profit organisations across Australia, New Zealand and Singapore. As Chief Executive Officer of Families at Work, she has built a career focused on workplace wellbeing, family support, human resources, diversity and organisational governance.

An industry expert in children's services and child and family wellbeing, Prue has served on numerous state and federal government advisory councils and non-government organisations that influence public policy and outcomes for children, young people and families. Her extensive leadership experience and deep understanding of community needs provide valuable insight to the Board's strategic decision-making

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

Other Directorships and positions
Director of Childcare at Work Australia Pty Limited, Scotforth Pty Limited, YMCA Services Pty Limited, Y Safeguarding, YMCA Australia and Community Options Australia.



David McKenna

Chair of the Transformation & Strategy Committee

Independent Non-Executive Director

Date appointed to the Board
28 April 2021

David McKenna is an experienced governance leader, strategist and facilitator with more than 15 years of board and executive experience across the not-for-profit and mutual sectors. He leads a boutique governance consultancy and is recognised for helping organisations strengthen governance, navigate complex challenges and embrace emerging opportunities. Drawing on his lived experience of neurodiversity, David brings a distinctive perspective to board discussions, combining strategic insight, creativity and constructive challenge. He has a particular interest in digital transformation, environmental, social and governance (ESG) practices, and contemporary approaches to governance, and regularly lectures in these fields.

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); Fellow 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.



Corinne Diedericks

Chair of the Risk Audit & Finance Committee

(appointed December 2025)

Member of the Business Operations & People Committee

Independent Non-Executive Director

Date appointed to the Board
20 February 2024

Corinne Diedericks is an accomplished finance executive with extensive experience in financial leadership, strategic planning, commercial operations and organisational transformation across a range of multinational organisations.

Corinne brings significant expertise in financial management, business performance, strategy execution and governance. Her experience leading complex businesses and partnering with executive teams on transformation and growth initiatives provides valuable insight to the Board's oversight of financial sustainability and organisational performance.

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



Dr Lucy Burgmann

Member of the:
- Risk Audit & Finance Committee
- Transformation & Strategy Committee

Independent Non-Executive Director

Date appointed to the Board
19 November 2024

Dr Lucy Burgmann is an experienced strategist, executive and non-executive director with more than two decades of leadership experience across the public, private and not-for-profit sectors.

Lucy brings extensive expertise in strategy, public policy, governance and social sustainability. Throughout her career, she has held senior leadership roles in community housing, industry advocacy and government, including with Community Housing Ltd, Community Housing Industry Association NSW and WSP Australia. She has a strong track record of helping organisations and teams navigate complexity, build capability and deliver sustainable community outcomes.

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



Dr Kate McCauley

Member of the:
- Risk Audit & Finance Committee
- Transformation & Strategy Committee.

Independent Non-Executive Director[2]

Date appointed to the Board
19 November 2024

Dr Kate McCauley is an experienced executive, strategic advisor and non-executive director with more than 20 years' experience across infrastructure, housing, urban development and major precinct projects. She is the Executive Director of Carrington Avenue Advisory, where she provides strategic and governance advice to government, industry and not-for-profit organisations on complex projects, growth opportunities and long-term community outcomes.

Kate brings extensive expertise in strategy, governance, risk management, stakeholder engagement and large-scale project delivery. Throughout her career, she has led multidisciplinary teams, developed cross-sector partnerships and contributed to significant infrastructure and urban development initiatives that create social, economic and environmental benefits for communities.

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) and Graduate of FINSIA and the Australian Institute of Company Directors.

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



Professor Helen Lochhead AO

Member of the:
- Business Operations & People Committee
- Camp Yarramundi Steering Committee

Independent Non-Executive Director

Date appointed to the Board
19 November 2024

Professor Helen Lochhead AO is leading architect and urbanist, with more than four decades of experience across professional practice, government, academia and governance. She is an Emeritus Professor of Architecture and Urbanism at UNSW Sydney

Helen has held a number of influential leadership positions, including National President of the Australian Institute of Architects, Dean and Pro-Vice Chancellor at UNSW, Sydney, Deputy NSW Government Architect, and executive leadership roles with the Sydney Olympic Park Authority and Sydney Harbour Foreshore Authority. Her career has focused on the planning, design and delivery of major urban renewal, public infrastructure and community development projects.

Helen brings extensive expertise in governance, strategic planning, sustainability and community development. In 2024, she was appointed an Officer of the Order of Australia (AO) in recognition of her distinguished contribution to architecture, urban design, building regulation reform and higher education.

Bachelor of Science (Architecture) Hons and Bachelor of Architecture Hons (both University of Sydney), Master of Science (Architecture and Urban Design) (Columbia University), Fellow, 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, National Art School, NSW Architects Registration Board, Australian Institute of Architects Foundation and IBL Limited.

The following Directors resigned from the Board in FY2025-26:
- Timothy Sunwoo on 14 August 2025

[1] Prue Warrilow held the role of Interim Chief Executive Officer/Executive Director from August 2023 to June 2024.
[2] Dr Kate McCauley was on an approved leave of absence from January 2026 to July 2026 and resumed her Board duties following the conclusion of that period.

GOVERNANCE STATEMENT

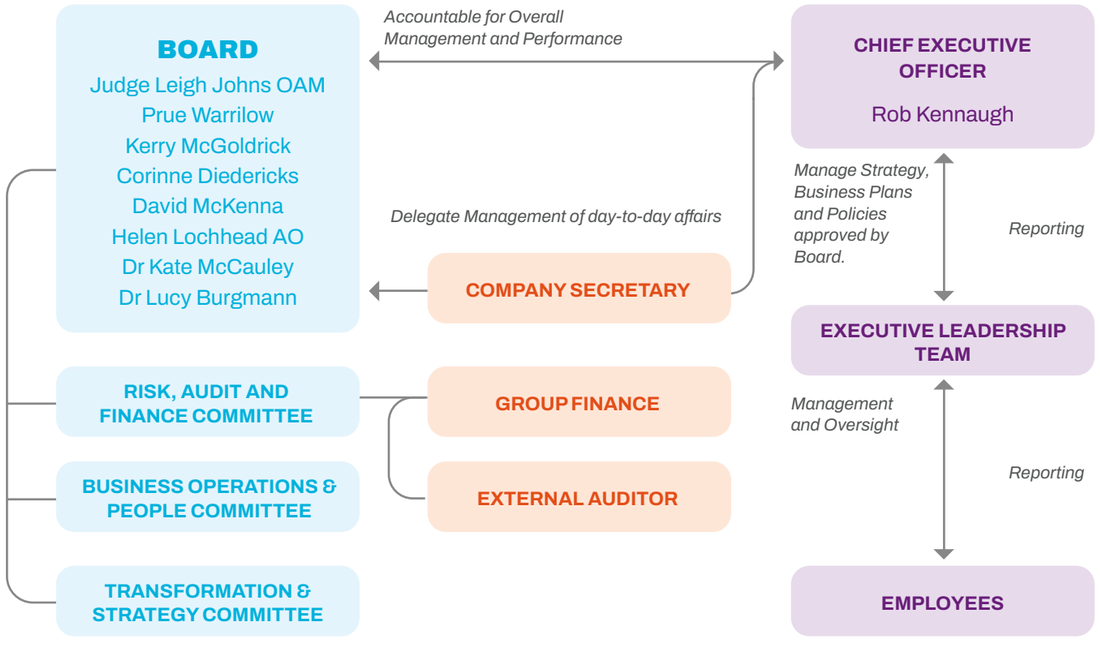
The Young Men's Christian Association of Sydney, trading as The Y NSW, and its associated entities (collectively, **The Y NSW**), operate under a governance framework established **by The Young Men's Christian Association of Sydney Incorporation Act, 1906 (NSW)** as amended by **The Young Men's Christian Association of Sydney Incorporation Amendment Act, 1976 (NSW) (**the **Constitution)**

As a registered charity under the Australian Charities and Not-for-profits Commission Act 2012 (Cth) (the ACNC), The Y NSW is committed to the highest standards of integrity, accountability, transparency and ethical conduct. Strong governance enables the organisation to pursue its purpose effectively, safeguard its resources, and create lasting positive outcomes for the children, young people and communities it serves.

Throughout FY2025-26, the Board and Management continued to strengthen governance practices to support sound decision-making, responsible stewardship and long-term organisational sustainability. Through strategic leadership, the Board seeks to ensure the organisation remains well positioned to fulfil its mission, respond to emerging opportunities and challenges, and deliver sustainable social impact.

The Y NSW complies with the Governance Standards prescribed under the ACNC Act and Regulations. As part of its commitment to continuous improvement and governance excellence, the Board adopted the Australian Institute of Company Directors' Not-for-Profit Governance Principles (3rd edition, April 2024) as a governance benchmark and continued to apply these principles throughout FY2025-26.

GOVERNANCE FRAMEWORK



Timothy Sunwoo resigned from the Y NSW and YYCS Boards on 14 August 2025.

YYCS BOARD OF DIRECTORS

As at 30 June 2026, the YYCS Board comprised the same Directors as the Y NSW Board. Although YYCS conducts its own Board meetings and Annual General Meeting, the two entities operate under a common governance framework, enabling consistent governance practices, effective oversight and alignment of strategic objectives across the organisation.

BOARD COMPOSITION

The Board comprises Directors with a diverse mix of skills, experience, backgrounds and perspectives relevant to the governance of a complex and growing purpose-led organisation. Collectively, Directors bring expertise across a broad range of disciplines, enabling the Board to effectively oversee strategy, risk, financial sustainability, governance, community impact and organisational performance.

To support ongoing Board effectiveness, the Board maintains a skills matrix that is reviewed regularly to assess existing capabilities and identify areas requiring further development or succession planning.

The Board remains committed to ensuring an appropriate balance of skills, experience, independence and diversity exists to support effective governance and the long term success of the Y NSW.

BOARD COMMITTEES

The Board is supported by three standing Committees, which assist in strengthening governance and supporting informed decision making on matters of strategic importance. The Committees meet quarterly throughout the year and operate under Board approved Charters that clearly define their responsibilities and delegated authority.

The Board's Committees are:

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

Through detailed review and consideration of matters within their respective areas of responsibility, the Committees assist the Board to fulfil its governance obligations and make informed decisions. Each Committee reports regularly to the Board and provides recommendations for consideration as appropriate.

The Committee Charters, adopted in November 2024, support a clear and contemporary governance framework and ensure appropriate oversight across key areas of organisational performance, risk, people, finance and strategy.

Further information on the role and responsibilities of each Committee is available on the Y NSW governance webpage: **www.ymcansw.org.au/about-us/governance.**

RISK MANAGEMENT AND OVERSIGHT

The Board is responsible for overseeing the Y NSW's approach to risk management and ensuring that risk considerations are embedded in strategic decision making. Through oversight of the Enterprise Risk Management Framework, Risk Appetite Statement and broader governance framework, the Board monitors strategic, operational, financial and compliance risks, including safeguarding, cybersecurity, workforce capability and long term financial sustainability. Management provides regular reporting to the Board and its Committees on key risk indicators, emerging risks, compliance obligations and mitigation strategies, enabling proactive oversight and informed decision making.

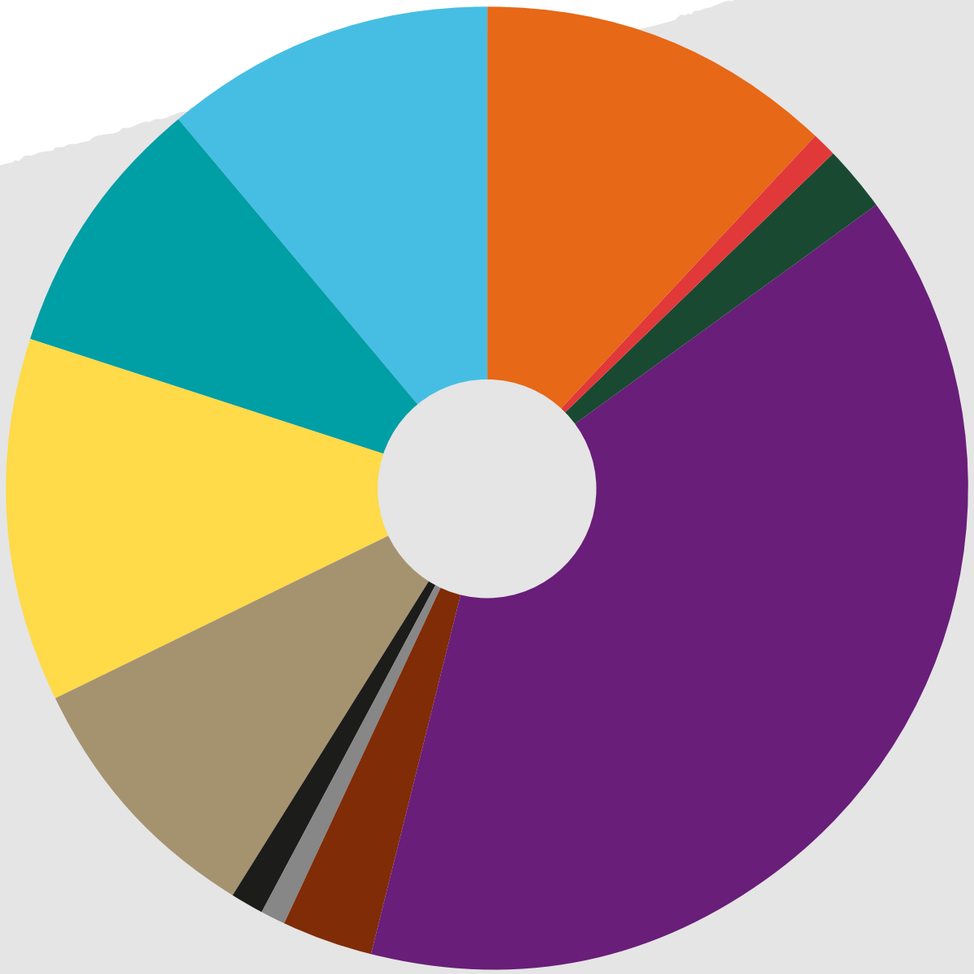
Y NSW GOVERNANCE SUPPORT

Monica Nessel has served as Company Secretary since November 2025 and is accountable to the Board, through the Chair, on all corporate governance matters. In this role, she attends all Board and Committee meetings and provides governance and company secretarial support to the Y NSW and YYCS Boards and their Committees, facilitating effective Board operations and supporting compliance with governance obligations.*

**Angelique Nesbitt served as Company Secretary until August 2025, followed by Mel Mallam until November 2025.*

REVENUE

Children's Services	39%	Sale of merchandise	3%
Gymnastics	12%	Camping	2%
Health & Fitness	12%	Basketball	1%
Aquatics	11%	Government grants	1%
Early Learning	9%	Rental and hire income	1%
Other	9%		





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



the Y

ymcansw.org.au
02 9687 6233

REGISTERED CHARITY
acnc.gov.au/charityregister