

**All staff webinar Friday 6 November**

**Speakers: Carolyn Morris, Leon Tan, Michael Ford and Melinda Crole**



**Webinar update: Friday 6 November**  
**Carolyn Morris**  
CEO YMCA Victoria and Kingswim

**Melinda Crole**  
CEO YMCA Australia

**Michael Ford**  
Executive Manager OSHC

**Leon Tan**  
HR Analyst



**Carolyn**

- Good afternoon everybody and thanks for joining us for today's webinar. Today I am joined by Melinda Crole, CEO of Y Australia, Michael Ford, our OSHC Executive Manager, and Leon Tan our HR Analyst from People and Culture.
- I'd like to begin by acknowledging the traditional owners of the varying lands we meet on today. For me, that's the Wurundjeri people of the Kulin nation, and I pay my respects to Elders past and present.
- It's been another good week in Victoria with zero new cases recorded for a week straight. I hope you have been enjoying the relaxing of restrictions and the warm weather we had over the long weekend.
- Daniel Andrews will make his next announcement this Sunday 8 November, where we he will announce further restrictions to be relaxed.
- From Monday, this will mean more of our services can reopen. So a brief status update for our sectors:
- Kingswim - are now open with density limits of 20 people in the pool,

- Camps - our regional camps are open with camps running for regional school groups
- Children’s Programs – our Early Learning Centres are operating as COVID-normal, and Michael is about to give you an OSHC update.

Outdoor Pools		Outdoor Group Fitness	
Warragul	21/9	Phillip Island	28/9
Ashburton	30/9	Peter Krenz, Bendigo	28/9
Boroondara	30/9	Horsham	12/10
Hawthorn	30/9	<b>Indoor Health Clubs</b>	
Northcote	2/10	Brunswick	9/11
Brunswick Baths	5/10	Oak Park	9/11
Oak Park	5/10	Macleod	9/11
Carlton Baths	5/10	Benalla	9/11
Noble Park	5/10	Ashburton	9/11
Horsham	12/10	Boroondara	9/11
Coburg	7/11	Hawthorn	9/11
Pascoe Vale	7/11	Casey RACE	9/11
Fawkner	23/11	Endeavour Hills	9/11
<b>Indoor Pools</b>		<b>Indoor Group Fitness</b>	
Bass Coast	27/10	Warragul	28/10
Warragul	28/10	Dandenong	9/11
Dandenong Oasis	9/11	Fawkner	23/11
Noble Park Aquatic	9/11	Oak Park	9/11
Fawkner	23/11	Bass Coast	2/11
Benalla	9/11	Northcote	9/11
Northcote	9/11	Casey RACE	9/11
Noble Park	9/11		
Casey RACE	16/11		
<b>Swimming Lessons</b>		<b>Outdoor Personal Training</b>	
Horsham	4/11	Kensington	29/9
Numurkah	9/11	Peter Krenz, Bendigo	28/9
South Gippsland SPLASH	9/11		
Benalla	9/11	<b>Stadia</b>	
Peter Krenz, Bendigo	16/11	RecWest	16/11
Warragul	4/11	Cobram	4/11
Bass Coast	9/11		
Northcote	16/11		

Head to [emergency.ymca.org.au](http://emergency.ymca.org.au) for latest reopen dates

- For Recreation, the slide on screen shows the latest reopen dates for specific services at centres. Those that are highlighted in green are reopening dates coming up, all others have already occurred.
- Please continue to check the [emergency.ymca.org.au](http://emergency.ymca.org.au) website to get the latest reopening dates, and as usual if you are required to return to work you will be communicated with by your manager and provided at least three days’ notice.
- For those returning to work, be expecting to see some changes. We have received clarity on the density rules, which are defined as one person per eight square metres and 20 people per venue. A ‘venue’ is defined as a space that has a barrier around it, so for example a stadium can hold more than one venue so long as we have the appropriate barriers set up.
- As restrictions and density limits change over time, we will need to be flexible to respond quickly. Please await our instructions before making any changes

in centre – there is a lot of information and misinformation going around so please await direction before adapting to any changes that are announced.

- As each recreation centre is different, we are working through the details for what each will look like. When you come into work you will need to be orientated specifically to your centre regarding the layout of venues, COVID safety and density requirements.
- Moving on.... Expressions of interest are now open for the National Youth Retreat which is from 25-28 November. The National Youth Retreat this year is a virtual event designed to **connect, celebrate and empower** young staff and volunteers aged 18-30 from across the Y.
- The program has been designed to create opportunities for personal and professional development by gaining organisational knowledge; exposure to networking opportunities including intergenerational forums and to develop ongoing connections with other inspired young leaders across the Y.
- The Retreat is purposefully aligned with the Y Australia AGM to connect our leaders, younger and older alike, and increase the collective capability of the Y movement in relation to strategy, governance and operations in order to build a culture we're all proud of.
- If you are aged between 18 and 30, I highly encourage you to submit an expression of interest to attend the forum, it is a wonderful opportunity to connect with likeminded individuals from Ys across the country and to have your say in the strategic direction of the Y.
- In my follow up email I will provide the link to fill out an EOI form. You will need your manager's approval to attend the retreat, so if you're interested please reach out to them to let them know. Applications close at 9am Tuesday next week so if you are interested please check your inbox tonight for the link.
- Finally, you may recall a few weeks back the P&C team ran an employee wellbeing self-check in survey. I'd like to thank everybody who took the time to complete the survey, receiving your feedback is really valuable and appreciated.
- I'll handover now to Leon who is going to take us through some of the results of the survey.

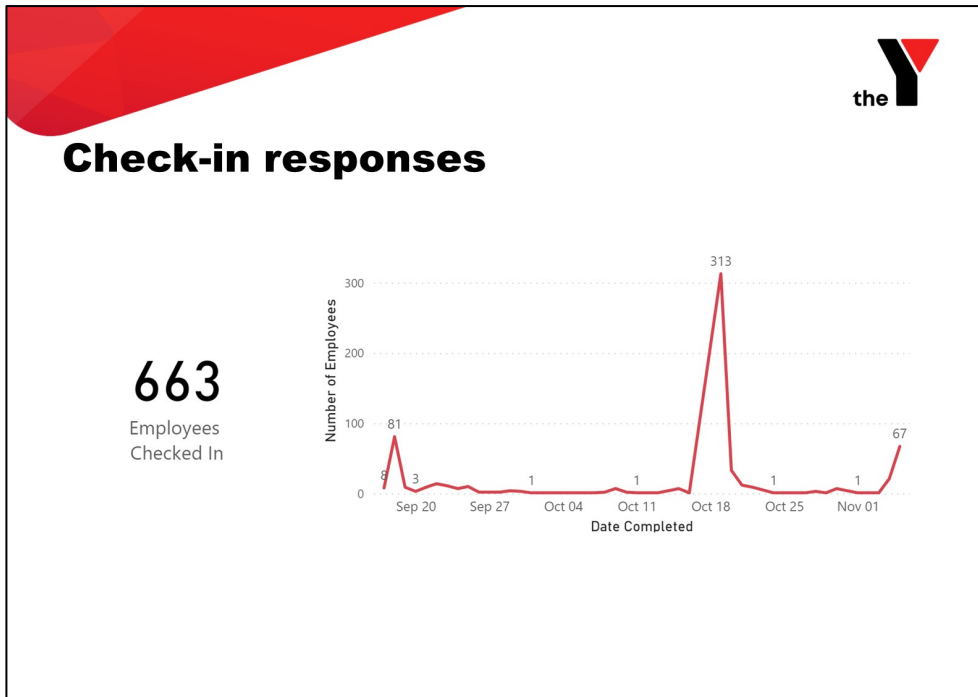
**Leon**

- Hi everyone, my name is Leon and I am a part of the People and Culture Team at Shared Services. We have been in and out of lockdowns and it's only now that we are slowly returning to normalcy.
- These times have been extremely unprecedented and as an organisation we want to gain insight on how you are feeling, what we are doing well and how we can better support you during this time.

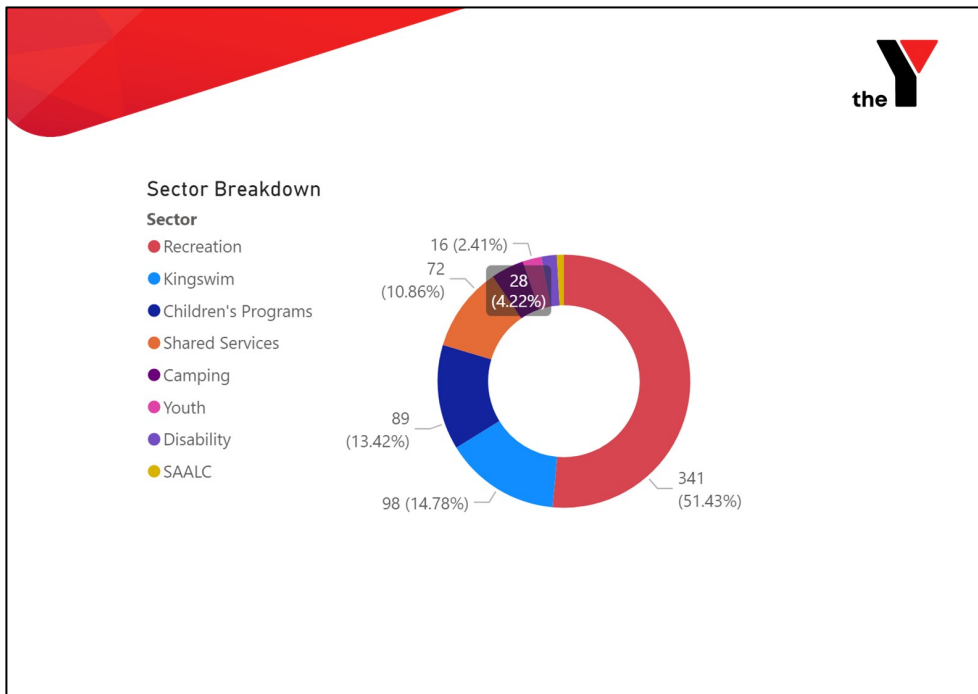


The graphic features a red curved banner at the top left. In the top right corner, there is a logo consisting of a stylized 'Y' shape with a red triangle above it and the word 'the' below it. The main text is centered and reads 'Employee Wellbeing Self Check-In Update' in a large, bold, black font. To the right of the text is a large QR code. In the bottom left corner, there is a small icon of a hand holding a pen, with a checkmark above it.

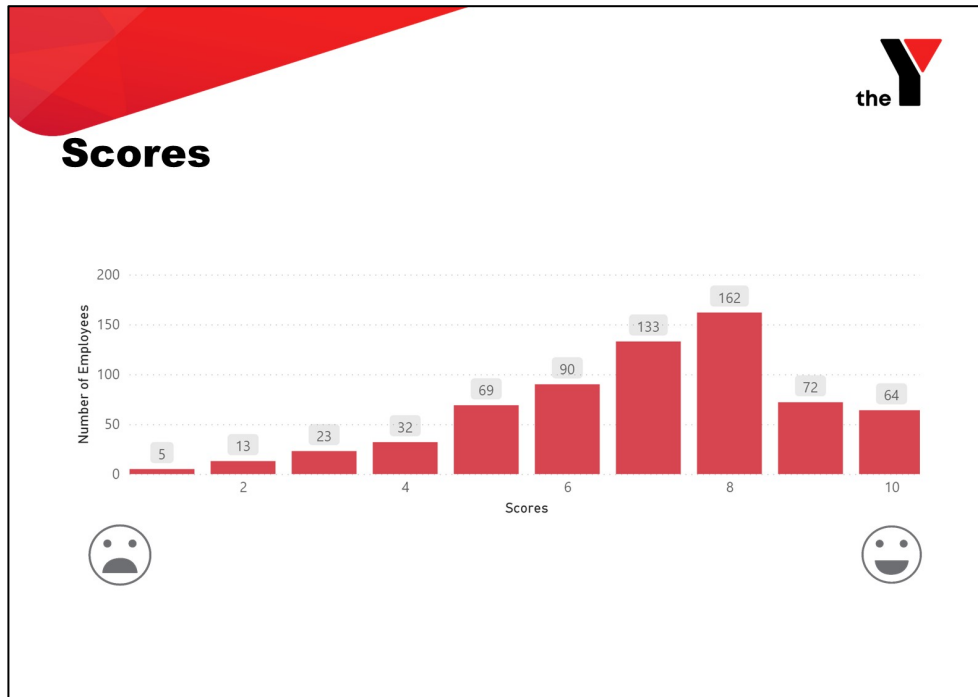
- A couple months ago we launched an anonymous Employee Wellbeing Self Check In as a way for you all to communicate with us and to share your thoughts and feedback.
- With that said, I want to give you a bit of an update on the current results of the Employee Wellbeing Self Check In
- For those that have completed the check-in already, a HUGE thank you to you. And if you haven't checked-in just yet, you still have until the end of the month to complete a self-check in.



- So far we have had 663 employees check in, that accounts for roughly 12.5% of our workforce.



- If we want to look at this in greater detail, we can see most of these check-ins have been from Recreation but it's been great to have representation across all sectors.



- So how are we feeling? In the check in, you were asked to rate how you were feeling on a scale of 1-10, with one being not so great, and 10 being awesome, and as we can see, many of us are feeling pretty good with an average score of around 6-8. It's important to acknowledge as well that some of us, understandably, are doing it pretty tough during this time.
- Now some of you will go to me, and say, "Hey Leon, how can you put how you're feeling into a number", you're right - you can't.

## Our feelings described in words

anxious bad bored **feeling** fine flat frustrated  
missing normal **ok** okay stressed support tired  
**work**

- I wanted to share with you some of the words which were provided when we asked you how you're currently feeling. As you can see here, here are the top 15 most frequent responses.
- (We have.... *Go over the words*)

## Main themes

- Respondents were asked to answer following questions:
- How well do you feel the Y is supporting you through COVID?
- What can the Y do better to support you during this time?
  
- So I've grouped together some of the main themes recurring throughout all of the responses so far. What I have done as well is put an 'actual response' under each area to give you a bit of a feel for the way somebody is feeling.



## **What are we doing well in supporting our staff during this time?**

### **Providing Organisation Wide Communications**

"I believe the communication provided throughout has been exceptional for the most part - we are largely well informed about the issues we hear about in the webinars and check ins"

### **Administration of JobKeeper**

"Very pleased with the initial info on jobkeeper. Without jobkeeper I don't know what I would be doing now, I probably would have had to look for a new career."

### **Keeping Employees Connected Through Individual Check Ins**

"I feel really supported by my manager and the organisation"

- What are we doing well in supporting our staff?
- There are a few things, the first is Organisation Wide Communications, many of us have been really impressed with the level of communication that has been given this year.
- Understandably, many employees are satisfied that we have been able to implement JobKeeper.
  - Lastly, that we are keeping employees connected through individual check-ins, whether it be through this check-in itself or through managers.

## **How can we better support our employees?**

### **Provide More Tailored Communication**

"...CEO webinars have a huge focus on rec but not childrens services.maybw seperate webinars. Often you sit through a webinar that doesnt relate to your field..."

### **Manage Our Workload**

"Staff are stressed and tired. There is very little consideration of the amount of work staff has to do and the pressure that adds to their daily life."

### **Provide Information Surrounding Job Security**

"Provide information about what life after sector reopening might look like. A lot of focus has been on that, which is largely dependent upon government restrictions. What's the medium & long term look like?"

- How can we better support our employees?
- Provide more tailored communication. Despite recreation being our largest sector, it's important that we are able to address the other fantastic work undertaken in our other sectors.
- It's not only those who have been stood down doing it tough, but those who have been working have been trying to manage their workload. Many of our Shared Services employees have been on reduced hours but have had to complete the same if not more of the work that they would be completing on normal hours.
- There have been many changes in not only our organisation but the entire world as well. Job security is undeniably a big concern for many of us, and it was most definitely one of the greatest concerns felt by the respondents so far.

**We would LOVE to hear from you.**

**If you have completed the check in already, please share this with your with your team!**



- As you can see we have some really informative results so far but there's still a large portion of the organisation that haven't checked in with us yet, and we would love to hear from you.
- The check in closes this month and results will be shared with you all shortly after. If you have already done the check-in yourself, please let your colleagues know about it and encourage them to complete the check in.
- Thank you, I'll now hand back to Carolyn.

### **Carolyn**

- Thanks so much Leon, and thank you to everybody who has completed the survey so far. As you can see, the results really do help us respond to feedback and provide the support you are asking for, so I encourage you to let your teams know about the survey if you haven't already. The more responses we get, the better we can support everybody.
- In regards to the feedback we have received so far for things we can improve on, we are already making changes in response to these.
- For example, you have said that you would like more tailored information in our webinars, so that each sector is represented. Each week we try to cover

off as much information as possible – which can be challenging at times! - and I appreciate that it may seem heavily recreation focused some weeks.

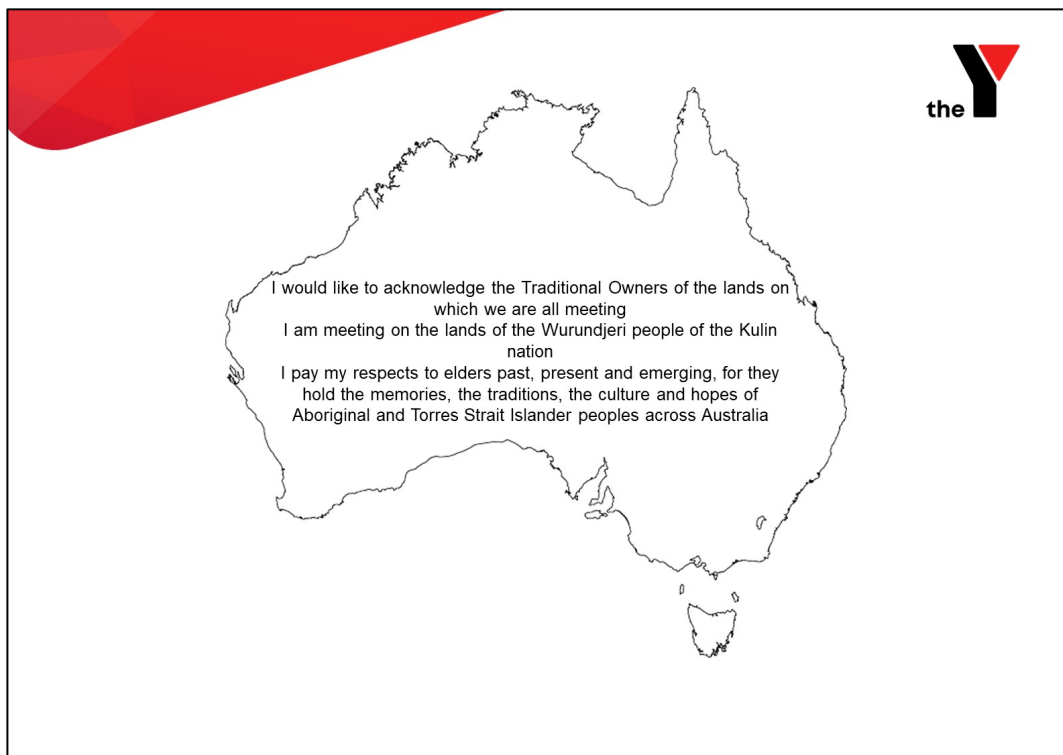
- We will continue to represent each of our sectors as much as possible, and that's why we have recently had representatives from Kingswim, Camps and today Michael from OSHC, to introduce you to more faces from around the Y. We had a question last week about OSHC, so I want you to know that we are listening.
- In regards to the feedback around managing workloads. I want to express my sincere gratitude for those of you who have been working so hard this year in what have been demanding and challenging circumstances.
- We made the decision to reduce the hours for many of our working staff when the second lockdown began, and I'm pleased to let you know that our shared services staff have now returned to their normal hours.
- I hope that this alleviates some of the stress you have experienced, and that you are now beginning to look forward to a well-earned break over summer – something you all deserve more than ever.
- This also leads into the next concern around job security. I know it has been a challenging year and we are all looking for certainty in such uncertain times. After the decisions we have made at the Y this year, I am confident that we are on the road to recovery.
- To give you an idea of how stand-ups are tracking, last week we had approximately 2,000 staff working, and by the end of next week I anticipate this number will increase to about 3,000. Our P&C team are busy preparing stand up letters as we continue to reopen.
- I hope this provides some assurance and comfort to those of you feeling uncertain. While we don't know what the future holds, the optimism that Victoria has coronavirus under control now, and the fact that we are heading into summer, makes me certainly feel very confident in our position.
- Finally, I'd like to address the questions around working from home plans. As I mentioned in last week's webinar, those of us who are working from home will continue to do so until at least March.
- By March, we will have a plan in place for returning to the office. We will be hiring somebody to project manage the office plans, to ensure we are meeting

all COVID safety requirements and putting your safety, wellbeing and comfort first.

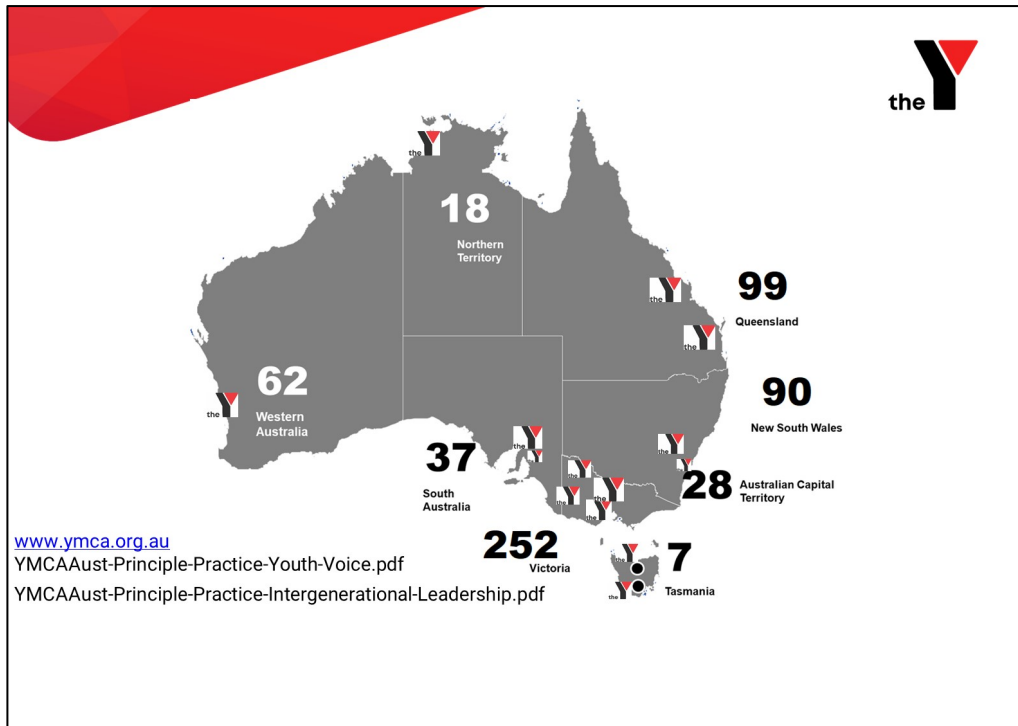
- Part of our planning will be looking at prioritising teams whose roles require the office space more, for example the call centre team, over those who are well-equipped to work from home.
- We will consult with you over the coming months to hear your questions or concerns around returning to the office, but I hope that the March timeframe gives you some stability for the coming months.
- Once again, thank you to everybody who completed the wellbeing check-in. If you are a manager, please let your teams know about the check-in survey when you next check in with them as we would love to hear from everybody.
- I'd now like to introduce you to Melinda Crole, the CEO of Y Australia. We're very excited to have Mel join us today to share some updates from our National Y.

#### Melinda

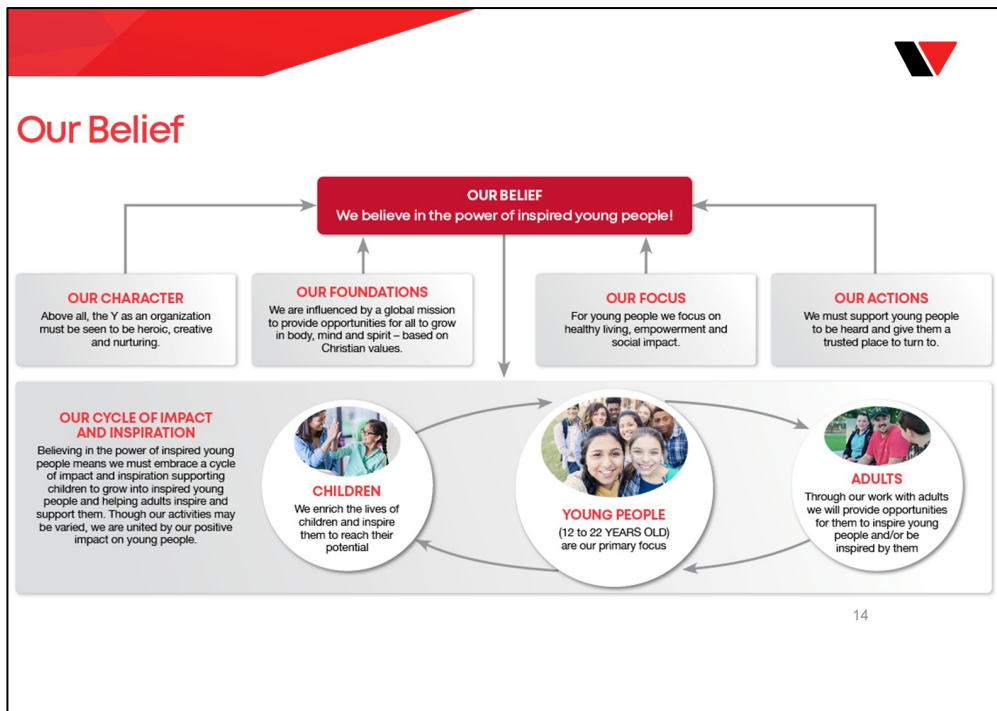
- Thanks Carolyn, hi everybody!



- *Acknowledgement of country*



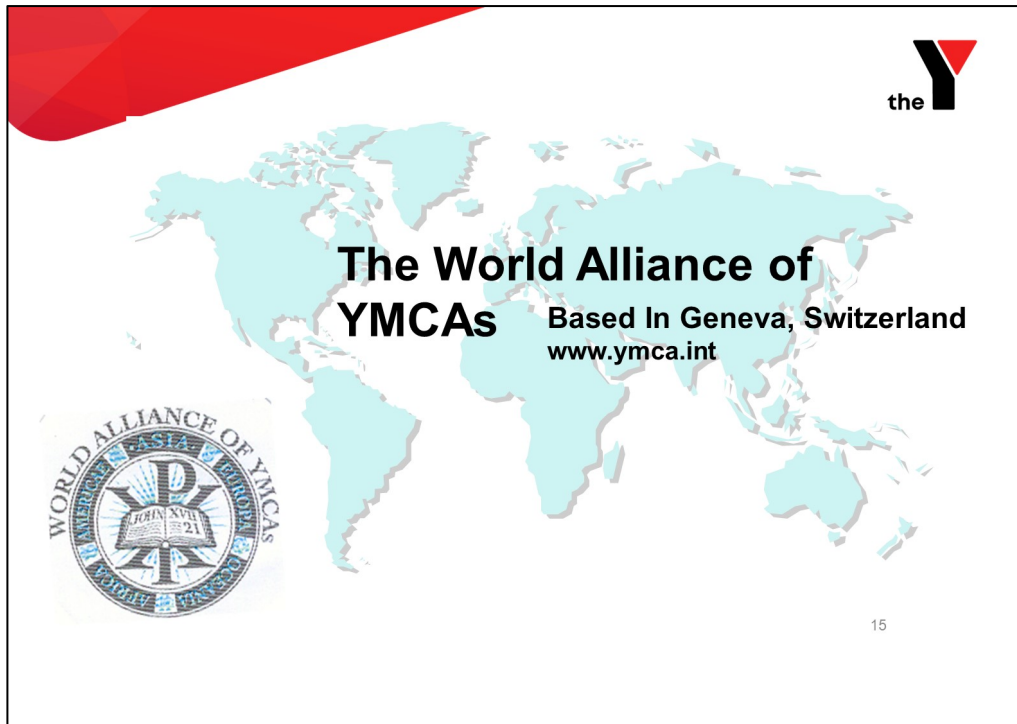
- Y Australia is the national body of the Member Ys of the National Council of YMCAs of Australia. Y Australia is also the constituted National and Licensing body for the federation of Member Ys – of which Y Victoria is one of.
- Just like we have 8 Australian jurisdictions (our states and territories) within the federation of Australia the Y in Australia has 14 Member Ys that operate as a collective, under one trademark and brand and are linked together via Member and Licence agreements.
- Y Australia also supports the Office of Young People and Community Impact which includes Ross – CEO of Y WA. Ross works to ensure we continue to be intentional and develop our skills to ensure intergenerational leadership and youth voice.
- One the website you will see the Principle and Practice statements



This is how the Y works in Australia

Our operating model is established as a social enterprise and we all come together under one brand and one belief.

It is important when we think about what we do at the Y that enable the character of the Y to shine through and that means we need to be heroic, creative and nurturing in all that we do.



- The Y in Australia is a Member of the World Alliance of YMCAs which commenced in 1844 in London. The World Alliance of YMCAs is a federation of 121 National Movements with over 90,000,000 members
- The World Alliance assign the right to be a YMCA to YMCA Australia. We are also a member of the Asia Pacific Alliance of Ys, as the world is broken down into 7 YMCA regions and we are within Asia Pacific.



**“The historic challenge for leaders is to manage  
the crisis while building the future.”**

16

- 2020 brought us all one of the most challenging of circumstances and Melbourne was particularly effected.
- The National Movement has been working hard to ensure the legacy of over 170 years in Australia is not lost because of COVID.
- The revenue of Ys across the globe has been effected by COVID with the majority being effected by over 50-75%. As an example, by the closure of summer camps in America over \$2billion worth of income was lost to the Y.
- But COVID has also provide an opportunity.



- This year at the AGM we are working under the topic of resilience, recovery and reimagining the Y in the “new normal” environment. This is a process the world alliance is also going through. The annual general meeting each year is where all the Member Ys come together to make decisions for the collective.
- This is a truly intergenerational forum with 50% of the group being young people. At the forum this year we will be exploring work that our reimagining labs have been exploring and the areas of discussion they are exploring are:
  - Identity, Diversity and Inclusion
  - Education and employment
  - Sustainability
  - Health and wellbeing
- The Ys in Australia are also supporting our global community of impact for mental health and wellbeing. Y Australia is facilitating a group of Y people from around the world to explore how the Y can be better equipped to have a positive impact on the mental health and wellbeing of young people around the globe.
- A very exciting project which will help our learnings in Australia also.



**The Y**

We stand for young people

We believe in the power of inspired young people.

We care about helping them lead active and fulfilled roles within our community.

The transition from education to employment – from dependence to independence – has arguably never been more difficult.

Covid-19 provides an opportunity and imperative to build a new way for young people to secure gainful, meaningful employment.

18

- In Australia we are working on a solution with the Commonwealth Government that will focus on a significant emerging issue of youth unemployment.

**The social,  
economic,  
and political  
consequences  
of this  
generational  
set-back  
could be  
devastating  
for Australia**



- ❑ Over the last 100 years, Australia mostly delivered on its promise to young people:  
**A good education results in a job that pays a fair wage and leads to a career.**
- ❑ Pre-Covid-19, this promise was being broken for many:  
**Automation, globalisation, and precarious employment (resulting in under-employment) were – and are – creating seismic shifts to the employment market.**
- ❑ The pandemic is further eroding Australia's capacity to honour this promise:  
**Large majority of young people now stuck in transition, unable to achieve gainful employment, financial independence, become parents, own a home.**



**Y Australia is in a unique position to demonstrate an integrated approach to the employment and support of young people**

## The Y Career Agency offering



The Y Career Agency aims to provide employment, intergrated work placements and on-the-job leranign to ensure young people:



Are paid the appropriate wage with access to an employment platform, have a single superannuation account and more.



Gain accreditation for transferrable skills and other relevant online learning in relevant sectors.



Gain the skills to build and manage a 'career portfolio' of employment opportunities.



Develop an entrepreneurial mindset and skills to create their own future opportunities.

- This is what we are working on and hope to develop.
- We are working closely with government to design this and recently received \$200,000 to complete the business case – which is being developed by Social Ventures Australia.
- There will be chance for input from staff if anyone is interested.

# Thank you

22

- Thank you, I'll now handover to Michael.


## **Michael**

- Hi Everyone, I'm Michael Ford and I'm the Executive Manager for OSHC, I was lucky enough to start with the Y at the start of March this year after 10 years with a large OSHC provider.
- On last week's webinar we had a question asking 'what is OSHC?' so we thought it would be great idea to come along to explain what OSHC is!

## **What is Outside School Hours Care (OSHC)**

- Y Victoria are an approved Outside School Care Hours provider which means we operate Before School Care, After School Care and School Holiday Programs in primary schools around the state.
- Before School Care runs from 6:30am to 9am and After School Care runs from 3pm to 6:30pm.
- The School Holiday Program is a full day program that run during the holiday periods and includes a mix of in-house days, incursions and excursions.

- 75% of Victorian primary schools have outsourced the running of these programs to third party providers.
- We operate these programs for 5-year-old to 12-year-old children all year round.
- The OSHC function of the business sits in our Children's Programs sector along with Long Day Care and over the years the OSHC industry has gone through many changes.



## OSHC INDUSTRY THROUGH THE YEARS...

YEAR 1970/80's	•Play in the playground with friends
YEAR 1980	•Active involvement in a Sport Activity
YEAR 1983	•A person to stay with the children and partipate in other activities
YEAR 1985	•A more structured program with school staff to look after the children after school
YEAR 1991	•Introduction of Quality Assurance (voluntry)
YEAR 1993	•Introduction in 1993 of National Child Care Accreditation Council
YEAR 2009	•Provisional Licensing of all OSHC sites
YEAR 2010	•Implementaion of the National Law and Education and Care Regulations
YEAR 2011	•Implementation of the National Quality Framework
YEAR 2012	•ACECQA commenced operations

23

- OSHC, like ELC is highly regulated and is monitored through the Department of Education and Training and the national body the Australian Children's Education & Care Quality Authority (ACECQA).
- This means our educators are kept to the high regulations as ELC while operating half the contact time each day.

### YMCA Victoria Programs

- In OSHC we believe that today child care is about much more than just early learning and education, it's about enriching children so they can develop to their full potential, preparing them for a future where they can confidently and healthily step forward into every stage of their young lives, with bright and enquiring minds.

- At the Y, we empower children by inspiring them to learn through **discovery and adventure**.



- We partner with 28 primary schools in operating their OSHC program right around Victoria with 18 programs in Metropolitan Melbourne and 10 Programs in Regional Victoria.
- We also support our Recreation team with the running of School Holiday Programs at seven recreation sites.
- We currently employ over 200 educators.



## PLANNING, PROGRAMMING & COMMUNITY

An inclusive, child centred approach that caters to the school community.



- Our Educators with the children plan the weekly program which is based on the children's interests and needs. We always ensure we are providing the best educational experiences and outcomes we can. Children are provided with a sense of agency through their time at OSHC. Socialising with friends and making new ones.

## CUSTOMISED PROGRAM DELIVERY

For individuals, schools and the broader community



- During Before and After School Care a variety of art and craft, cooking experiences, outdoor games, group projects and group games are provided to children to explore and participate in.

### Why the investment in OSHC?

- OSHC compared to other new business in ELC, Kingswim or Recreation doesn't need a lot capital to start up as we rent/hire the space of the school and we can see revenue come back into the organisation within a few months which makes it an important step in coming out of COVID-19.
- Our 2025 OSHC Strategy is to grow our current portfolio to 120 programs.
- The OSHC market in Victoria is very competitive with over 10 OSHC providers actively tendering for schools.
- There is huge opportunity with over 1,000 primary schools in Victoria that offer OSHC at their schools and there are over 150 contracts that are up for tender each year throughout the government, catholic and independent education sectors.

- We have been active in the Expression of Interest/tender process over the last few months and we have been successful in bringing on two new schools in St Therese in Bendigo and Trafalgar Primary School.
- We have also been shortlisted at two other schools in Malvern Primary School and Chandler Park Primary School.

### **What makes us different from the other providers?**

- The Y is also the only not-for profit OSHC provider in Victoria - and we have a very unique offering at the Y, as it based on the community vision of schools and the Y coming together to provide a program that is built on guiding children to be resilient, active and mindful and to invest in their personal mental health.
- This what makes Y Victoria such an attractive proposal to new schools looking for an OSHC provider as we are not just an OSHC provider.
- We are looking at extending our value-add for schools through all teams at the Y to provide a united product that can benefit all sectors.
- We are actively working with our camping and youth programs teams on how this will look moving forward.

### **New Children's Programs website**

- Finally, if you would like to find out more about OSHC and Children's Programs at the Y, you can check out our brand new website which just launched this week. A big shout out to the marketing, communications and digital team who built and launched the website, it looks fantastic and I'm sure families will love it as they come online to look up our services.
- Thank you, I'll now hand back over to Carolyn for Q+A.

### **Carolyn**

#### **Q+A**

- Thanks everybody for your questions.
- Before we finish up I'd like to congratulate our Virtual Y team.
- Virtual Y was born out of the response to the pandemic, a way to keep people connected and supported, and a way for the Y to continue providing our face to face services in a new digital capacity.

- For this reason we have won an award at this year's Australian CIO50 event, which recognises Australian organisations who have created and delivered innovations that have driven rapid change across their business.
- This is a wonderful achievement to be recognised with this award, and shows that our commitment to investing in innovation and technology is already being noticed.
- Congratulations to the whole Virtual Y team and everybody who has been involved from the start. It's so wonderful that we have been able to provide this platform to our communities this year and I look forward to the direction it continues to take in 2021.
- That's all for today. Thank you Melinda, Leon and Michael for joining this week. I hope everybody has a good weekend.