

All staff webinar Thursday 22 October

Speakers: Carolyn Morris, Fiona Preston and Martina Smythe

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Carolyn Morris
CEO YMCA Victoria and Kingswim

Fiona Preston
Chief Executive Recreation

Martina Smythe
General Manager People & Culture



Carolyn

- Good afternoon everybody and thanks for joining. Today I'm with Fiona Preston and Martina Smythe.
- I'd like to begin by acknowledging the traditional owners of the lands on which we meet today, for me that is the Wurundjeri people of the Kulin nation, and I pay my respects to Elders past and present.
- I hope that you're all feeling a bit lighter after Premier Daniel Andrew's announcement on Sunday of the loosening of some restrictions. I know while we still have a way to go, it certainly feels like a weight has been lifted and that the worst is over.

Latest Victorian Government announcements

In metro Melbourne:

The **5km radius** has been **increased to a 25km radius** and there is now no limit on time for exercise and socialising outside.

Outdoor lap swimming: increased to 30 people at a time or one person per four square metres – whichever is fewer.

Indoor pools may be used for one-on-one hydrotherapy. Currently, a few of our indoor pools are exploring this but nothing is definite at this point.

Skate parks, tennis courts and golf may open. At the Y, tennis courts opened this week and our metro skate park teams are working through how to manage the density restrictions.

In regional Victoria:

Indoor swimming lessons are now permitted for those aged 18 and under, and up to 20 people at a time. Regional sites are working through the details and reengaging with families who have done swimming lessons with us in the past to confirm places.

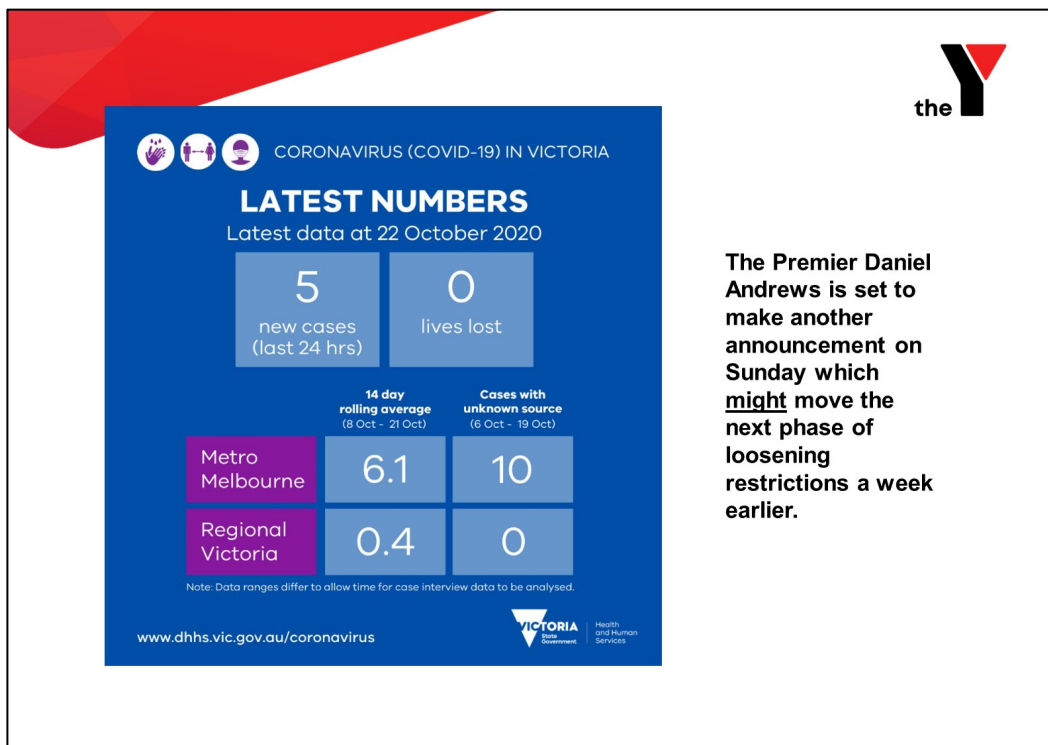
Gymnastics in regional Victoria can also now open for those aged 18 and under.

Metro

- To recap Sunday's announcement, in metro Melbourne the 5km radius has been increased to a 25km and there is now no limit on time for exercise and socialising outside.
- The outdoor lap swimming limit has been increased to 30 people at a time or one person per four square metres – whichever is fewer. In response to this change, we released additional bookings on Sunday night for all open outdoor pools to stay in line with government restrictions and I would like to thank those involved in making this change so quickly on Sunday. Now that the 25km radius has been introduced, even more people can access our swimming pools which is great news.
- It was also announced that indoor pools may be used for one-on-one hydrotherapy. Currently, a few of our indoor pools are exploring this but nothing is definite at this point.
- And finally for metro, skate parks and tennis courts may reopen. At the Y, tennis courts opened this week, and our metro skate park teams are currently working through how to manage the density restrictions.

Regional

- In regional Victoria, indoor swimming lessons are now permitted for those aged 18 and under, with up to 20 people permitted at a time. Our regional sites are working through the details and reengaging with families who have done swimming lessons with us in the past to confirm places.
- Gymnastics in regional Victoria can also now open for those aged 18 and under which is exciting.



- In the last 24 hours there were 5 new cases, bringing the rolling 14 day average in metro Melbourne down to 6.1.
- If things continue the same way the Premier has said that we may be able to move the next phase of loosening restrictions from 1 November to this Sunday – but as he has explained, it is likely that the new restrictions would not come into effect until a few days after the Sunday announcement.
- While it is really exciting that we are making great progress, the elephant in the room is that we unfortunately still do not have clarity on when gyms in metro and regional Victoria, and swimming lessons in metro Melbourne can reopen.

- In the reopening road map release by the government, 23 November is the date gyms are currently scheduled to reopen but it is my hope that if we continue to make the progress we have been making, this date could be moved earlier.
- The reality is the virus has not gone... and we can certainly expect local outbreaks over the coming months and year ahead. We quite frankly need to be prepared to live and work within COVID normal for a long time ...and at least until there is a vaccine ... and if there is a vaccine we know it will take some time to deliver this to everyone.
- Please be assured, that when there is a vaccine and can get it supplied, we will make this free to our staff and as easy as possible at your workplace - like we have always done with the yearly flu shots.
- During lockdown 2.0 we've worked hard to take stock of our business and our business strategy to ensure the survival of the Y.
- We have spent much of this year finding ways to survive, starting projects like "People, Systems Integration", Virtual Y, as well as undertaking a complete strategic review of the organisation and all our sectors.
- Most of our business has been closed since March, and while we are pleased to see outdoor pools re-opening in metropolitan Melbourne and even more programs regionally, 66% of our staff are still currently stood down.
- We're pleased to report we are well-supported by our council partners as we navigate through reopening under government restrictions and we are really committed to growing our business in recreation.
- The financial impact of the coronavirus has been significant.
- And one of our key goals at the moment is to be in a position to break even so we have the means to focus on our recovery.
- And on that note, I am pleased to report that last financial year (ending 30 June 2020) we only had an \$88,000 loss, and so far this year we have managed to break even.
- This is *really* important because when we are able to get back up and running, we are going to have to spend a lot to get ourselves in a position of surplus.

It's almost like we're starting all over again, and this is going to be hard.

- We know that all other states in Australia have had JobKeeper through their recovery period – we are hopeful that Victoria will also get some additional recovery funding... but we can't rely on it. We need to rely on ourselves.
- This is a fine balance we are working through – with the aim that the Y will be what it was once again. We all want that - the board, our partners and our communities – and of course all of you.
- It is with much regret that we have to make some more hard yet necessary decisions including making some further roles redundant to ensure our long-term viability.
- I want to emphasise that this is no means a reflection on any individual's performance. Everyone has been outstanding and I genuinely thank them for their commitment and performance.
- I know this is difficult news to hear and I am very sorry to have to deliver it.
- In terms of the process, each impacted person has already been advised that their role will not continue. In addition, team members of affected people have also been advised. The vast majority of people impacted have been offered a redeployment opportunity already.
- Regardless, this is a difficult time and I'd like to reiterate that we are here to support everyone as much as we can.
- Those impacted have the choice to be on an extended redeployment until 28 March as this coincides with the end of JobKeeper. This will provide additional time to seek alternate opportunities within the Y or, of course, externally.
- The roles affected are in Shared Services (including payroll, risk and business development), Recreation and Youth services. While we have had to make these changes it doesn't mean these areas are any less of a priority – it means we will be undertaking a new approach.
- Fiona is now going to take you through more detail on the Recreation changes – and Martina will follow with Youth and what we're doing in terms of

people support.

- Over to you, Fiona.

FIONA

- Hi everyone...I want to start with sharing how excited we are to be able to now say confidently we are on the road to recovery. It feels like the veil has started to lift – even if slowly – and there are glimmers of hope appearing.
- If there has been any question as to how keen people would be to return to our facilities when they can, that doubt has been well and truly eroded as we have seen huge demand for outdoor lap swimming in the two weeks since reopening. Happily, from Monday we were able to open additional spaces in outdoor pools and we have also seen a reduction in customer anxiety created by the challenge of securing a spot.
- As you know though, sadly our gyms, stadia and indoor aquatic centres have been effectively closed for over six months now and they still are. We know our member and patron habits and circumstances will have changed.
- Clearly, recovery is going to take some time. Customer research conducted back in May after shutdown one, told us that 46% of our customers said they were anxious about returning when restrictions lifted. Additionally, 40% of them would feel unsafe exercising in groups after gyms re-opened.
- We've moved on further since then, having now been through a second wave and a second - even longer - period of shutdown. We don't yet know just how patrons will feel about exercising in groups indoors again and how they will respond to the COVID-safe measures taken to comply with all government restrictions and requirements. With this in mind, we are also reviewing our own processes and capability to ensure we can provide the best experiences to our customers efficiently and safely.
- Our Vision 2025 includes a key focus on our customer. We need to set ourselves up to recover well and re-build our services, programs and membership through the right roles with the right focus, with the ability to confidently adapt our operations to the changing environment.
- In the last three days a number of individuals across Recreation have been advised of changes to their role that will create greater role clarity and bring

the customer back to the heart of what we do in centre.

- You have probably heard of Project MAP, which commenced prior to COVID 19, and its impact now has really highlighted the need to make these changes. We want to know that as we re-open our doors our managers are managing our business and our customer-facing staff are doing everything they can to keep our customers safe and our facilities in their best condition.
- Underpinning principles were developed and agreed across Recreation, including rostering based on demand, leader coverage in centre for at least 80% of operating hours, and having no more than seven layers between CEO and our customer-facing team members.
- These principles will also result in changes that will see all leaders being closer to our people and customers, providing greater support, improved oversight of risk and operations, and greater opportunity to support the development and career progression of team members.
- The changes are delivering consistent role titles that make sense to our people and customers.
- Clearer career pathways, providing whole of centre leadership experience that builds the skills needed to become our future managers will be core.
- We're setting up leaders and you for success. We will remove administration and direct service tasks to create time for more coaching and leadership. And in addition, leaders will be scheduled across all open hours, including nights and weekends, to best support our customers and you.
- The year has been challenging so far. Where roles have changed, there will be details to work through and probably further questions to resolve, but I am committed to taking the time and answering all of your questions.
- Thank you to all those managers who have shown genuine care, empathy and clarity in leading this change. Exciting times ahead for the Y and for our customers and council partners – we're ready for whatever it looks like after each government announcement.
- I'm now going to hand over to Martina.

MARTINA

- Hi everyone. I know this has been a really tough week in our business and I just want to let you know the P&C team are here to talk to you if you need.
- The changes for the Youth sector is in relation to ReBuild BEST funding. Unfortunately the Department of Justice decided to cease the funding in April and we have been actively working with the four roles impacted.
- I am pleased to say that everyone impacted has secured a new role internally.
- Now, in terms of process, each impacted person across the organisation has already been advised that their role will not continue. In addition, team members of affected people have also been advised.
- We will be providing a range of services to support our people affected including:
 - Each impacted person has the choice to be on an extended redeployment until 28 March 2021 and will continue, if eligible, to receive JobKeeper.
 - This will provide additional time for each of them to seek alternate opportunities within the Y or, of course, externally.
 - Should anyone find employment outside of the Y, they can choose to leave at any time with full redundancy entitlements.
 - Everyone has access to a dedicated outplacement agency that will undertake workshops to help with resume building and interview techniques.
 - Everyone will be able to participate in individual LinkedIn training to help navigate re-entering the workforce.
 - An extension of staff and volunteer access card will also be included for the next 12 months.

- All staff will be given all documentation required, including financial, to help them understand their financial position at the end of March 2021.
- All impacted team members and their families will continue to have access to our Employee Assistance Program until the end of the year or beyond if needed.
- We will also be working with our internal Y networks and broader external partners to uncover opportunities for affected people.
- In regards to our previous restructure in June, the majority of staff affected are working on their redeployment whilst receiving JobKeeper or have found new roles externally.
- Now, I am sure there will be questions so we'll open up for those and answer as many as we can.

Q&A

CAROLYN –

- For those of you whose questions we didn't get to or if you think of something else, please contact your line manager or get in touch with the P&C team.
- 2020 continues to be so challenging. We have found ourselves having to make such difficult decisions. None of us thought we would be doing this.
- We are all tired of lockdown and the unexpected changes COVID has created.
- In Victoria the numbers are finally coming down, and I genuinely have confidence that the Y is well placed and prepared as we move forward into 2021.
- I'm sure everyone is looking forward to more positive announcements this weekend for when industries can start the return to work – importantly so we can re-commence to support the communities we operate in.
- Thank you again for taking the time to listen and to ask questions... please continue to care for each other as now, more than ever, we need to be there



for each other.

- Thank you Martina, Fiona and I hope you all enjoy grand final weekend.