

The YMCA

**Child Care and a whole lot more.
We build strong people, strong families,
strong communities.**



The YMCA is ready, willing and able to help re-shape the Australian child care industry.

YMCA Australia has formed a national child care working group in response to the potential crisis in child care in Australia following the appointment of Receivers to ABC Learning and CFK Childcare Centres.

Our primary concern is for parents, families and child care staff who may be affected by the current situation. We are keen to work in partnership with all levels of government and other community-based child care providers towards finding a sustainable, realistic and high quality solution.

YMCA Australia's position on the child care sector in Australia

As a significant provider of child care across the nation, YMCA Australia, in partnership with other leading community child care advocates and state affiliates such as the National Association of Community Based Children's Services and Community Child Care Inc, we believe that the industry critically requires:

- A new child care framework that will deliver high quality child care to all Australian families, including those in disadvantaged communities, and in rural and regional areas.
- A realignment of the not for profit/commercial operator mix of child care providers.
- Workforce training and development.
- National guidelines and quality standards.

YMCA Australia also believes that all agencies in the child care sector must remain realistic about their capacity to contribute to a solution to the current situation. The care and education of Australian children, particularly in long day care is an enormous responsibility.

Any expansion of YMCA services will be carefully planned with a total commitment to quality care, and long term service sustainability. The YMCA's overall aim is to help strengthen people, families and communities and the provision of quality child care is an important component of a strong community. We are willing to contribute our expertise and resources in helping to ensure that all families continue to have access to this essential service.

The YMCA can assist the Australian Government in strengthening families We have the experience

- Serving Australia for more than 150 years, the YMCA is a not-for-profit community development organisation that builds strong communities through partnerships. We invest in local communities and are part of the social fabric responding to community issues. We are here to stay.
- As one of the nation's leading providers of children's services, including long day care, kindergarten, before care, after care, vacation care, crèche/occasional care, family day/in home care, we have 2,219,270 participations in Y Children's Services annually.
- As a Federation of 34 Member Associations, our combined annual turnover is in excess of \$200 million and we manage over \$1 billion in community assets.
- All of our YMCA Associations provide a children's service and collectively we have more than 23 million interactions in our programs and services annually.
- All of our facilities have an access and inclusion policy and operate under an extensive quality assurance system.

STOP PRESS:
National not-for-profit
Child Care Forum
YMCA Australia is
currently working
with Community Child
Care Inc to sponsor a
national not-for-profit
childcare forum to be
held in Melbourne on
10th December 2008.



We have the capacity

- We already manage programs in some 550 localities around Australia – a mix of long day care, kindergarten, recreation and aquatics, Outside School Hours Care (OSHC), stadiums, camps and youth services facilities.
- These locations have the management infrastructure and capacity to take on the management of ABC Learning and CFK child care centres within their region.
- Almost 8,000 staff and 3,000 volunteers.
- Access to vast knowledge, infrastructure and resource sharing across the nation –comprehensive experience which has enabled us to understand the child care and leisure industry like no other, and achieve financial and service standards that serve as a benchmark for the industry.
- We are a Registered Training Organisation – offering a range of training including Diploma of Child Care and Certificate III courses in Child Care along with first aid training, management development and much more.
- Employer of Choice - well resourced induction, orientation and career development programs.
- YMCA Australia operates a National Child Care Taskforce which provides best practice and nationwide support and resourcing to YMCA services at a community level.

We are ready to respond...and fast

- Our YMCA Australia Child Care Working Group has determined a number of current ABC Learning facilities that we believe could best be serviced by our existing infrastructure and management capacity.
- We are experienced and skilled in handling facility management transitions, smoothly and rapidly. (See case study on page 4)
- Advisors, financiers and other relevant parties are supporting the YMCA proposal for assisting the Federal Government in providing a robust Child Care Industry in Australia.
- Various management models utilised by the YMCA in its operations across metropolitan and rural Australia includes long-term management agreements, lease agreements, capital purchases, and public/private partnerships and collaborations.

We have the mission, values, and framework

- The YMCAs of Australia work together from a base of Christian values to provide opportunities for all people to grow in body, mind and spirit.
- Our work is also informed by the evidence-based Developmental Assets™ framework, based on extensive research by The Search Institute, which has identified 40 internal and external assets that children need to grow into healthy, responsible, caring adults. Our child care policies and service delivery is guided by this internationally-recognised framework.

The YMCA understands children

The YMCA believes that each child is unique, capable and curious, with the inbuilt strength and potential to be the master of their own learning. Our aim is to nurture these vital qualities with warmth and understanding to enable all children to grow and develop in body, mind and spirit.

Our child care philosophy

We believe children can be assisted in achieving their full potential through participation in quality, universally inclusive, developmentally appropriate and sustainable child care.

We believe that long day care is an essential service to the community and that community-based, not for profit care delivers the best outcomes for children and their families.

Our overall aim is to help strengthen people, families and communities, and the provision of high quality, affordable child care is an important component of a strong community.



The YMCA understands management.

The YMCA manages 550 community facilities across the nation, in settings including child care, recreation and aquatic centres, hostels and student accommodation, youth services and youth justice.

To do this, we partner with more than 120 local governments in every State and Territory.

We also partner with Local, State and Federal Governments to deliver community based initiatives and work with for-profit private partners with shared goals.

Child care facilities we currently manage

Currently we manage 22 child care centres, over 200 OSHC facilities, 93 kindergarten sessions and 28 family day care programs. However, our 'cluster management' approach means the management of several regionally based facilities – which may be in several different sectors (eg childcare, aquatics, health clubs, youth services) can be overseen by regionally based management teams, who are experienced at incorporating new services into their existing management structure. They are also experienced in working with their local communities and understanding community issues. This also ensures we have the scope to work with other not for profit providers to achieve improved economies of scale in management and administration support. See *Wodonga Sports and Leisure Centre transition case study*.

The number of additional child care facilities we could manage

Our YMCA Australia Child Care Working Group has estimated that the number of additional child care centres the YMCA could manage nationally across regional, rural and metropolitan centres is between 100 and 150.

Case study:

Wodonga Sports and Leisure Centre – a smooth transition to YMCA management in 10 days!

The Wodonga Sports and Leisure Centre made a smooth transition to YMCA management from Rural City of Wodonga management on 1 November 2008 - in 10 days! - with business as usual being the key to the launch.

The day marked the start of a new and exciting partnership between Wodonga Council and YMCA, which will include both the Wodonga Sports and Leisure Centre and the future White Box Rise Estate outdoor swimming complex.

One of the key points to the change in management was the YMCA's commitment to the continuation of all current memberships together with health and fitness programs already in place and operating successfully.

YMCA north east regional manager Leon Newton, based in Wangaratta (45 minutes away) had a significant role in overseeing the smooth transition – something he has done numerous times in his long career with the Y. Leon said that the change in management "was a great opportunity for the YMCA to use its expertise in the recreation industry to grow the business and develop a relationship with the broader Wodonga community".

"The Wodonga Sports and Leisure Centre is a great facility and while the initial focus will be on aiming to grow patronage and membership in all areas and across all programs, our approach will extend beyond the walls of the facility and into the community," Leon said.

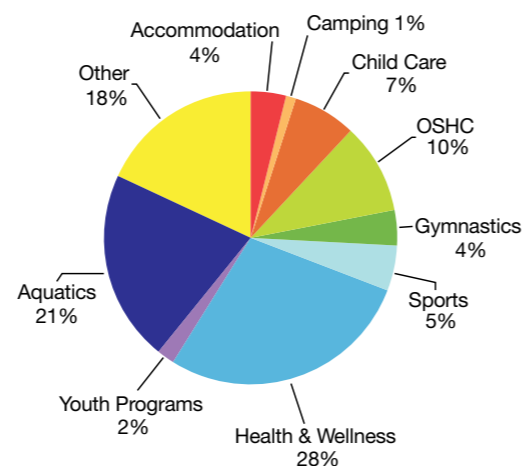
As part of the transition, centre staff have been supplied with new uniforms and officially welcomed into the YMCA family with a 'Welcome to the Y' orientation session.

The process of updating program and membership databases will continue for four to six weeks under transition manager Andrew Mundy, another experienced senior YMCA manager, who will also assist in recruiting the centre's new manager. A family fun day to officially celebrate the YMCA's entry into the Wodonga community is also being planned.

The YMCA is committed to the safety and wellbeing of all children and young people accessing our services. We adhere to a National Safeguarding Children and Young People Policy endorsed by the Australian Council for Children and Youth Organisations.

Our financial viability

The financial performance of the YMCA movement in Australia continues to grow. In 2007-08 we reported a combined turnover in excess of \$205 million, an increase of approximately 9.75% from the previous year. The major revenue areas for the YMCA were as follows:



As a not for profit organisation any surpluses generated by YMCA operations are reinvested in to the future growth of the local Associations or directly reinvested to the local community and individuals in greatest need. In 07-08 the YMCA offered 272,415 people financial assistance to access a YMCA program or service.

Our management systems

We recognise that our staff and people are our biggest asset and support and develop them to their full potential.

The YMCA adheres to quality Human Resource and Risk Management practices and systems, supported by a national Integrated Management System accredited with ISO9100.

Continuous Quality Improvement

The YMCA understands community needs and issues

The YMCA provides a wide range of programs and services for people of all ages in more than 550 communities. The needs of these communities differ, and in responding to local needs, each YMCA develops a unique mix of programs and services, relevant to their community.

- We are actively addressing the rising incidence of lifestyle disease in our community, including obesity, heart disease, and mental illness.
- We are actively addressing health inequalities brought about by disadvantage.
- We are actively addressing the impact of climate change through management changes and our environmental policies.
- We are actively seeking partnerships with National Sporting bodies to increase grass roots participation opportunities for all children and youth,
- We keep in touch with community issues and needs, for example the YMCA "Community Speaks" Newspoll Survey 2008, which identified that in late June almost 8.5 in every 10 surveyed were concerned about the rising costs of living and financial issues.

Case study: Taking it to the streets

Each YMCA Children's Service employs a range of methods to help children to develop and learn. The Bundaberg YMCA pre-school room selects a soft toy on a regular basis for the children to take home. The parents document what the toy did by taking photos and writing a story or drawing pictures about the visit for the teachers to read to the children when the toys return to City Y. "Fluffy" our cat has been to Fiji and New Zealand and "Daisy" our cow had the pleasure of meeting Cathy Freeman on her trip to Perth.

The children enjoy listening to the stories about Daisy's adventures and the teachers use Daisy as a tool to teach the children about the way different children live. Daisy has enjoyed 7 family holidays, some in exotic locations; meals at restaurants; weddings; birthday parties; and many other special occasions. The key element of this activity is that the children and their parents are the ones who initiate all the work, write up the "adventure" stories and record the events in the book back at Bundaberg Y Childcare. A truly cooperative effort producing great results.

The YMCA is an Employer of Choice

YMCA staff enjoy quality working conditions and an organisational culture committed to a lifetime of learning.

- 90% of staff rate us as a good employer.
- We are dedicated to offering rewarding careers with challenging work and many opportunities to learn and grow.
- The Y offers a wide-range of rewarding careers and is an equal opportunity employer that welcomes diversity, volunteer involvement and personal development.
- Our staff enjoy member benefits programs.
- A number of YMCA Associations also offer an Employee Assistance Program, providing all staff and their immediate families with access to confidential short-term counselling services by a professional counselling provider. The service is provided at no charge to employees or their families. Some also offer Hardship Funds for employees and their families.
- The YMCA is known for its legacy of developing leaders, who in turn, influence and shape the future direction of the organisation and the communities in which they work.

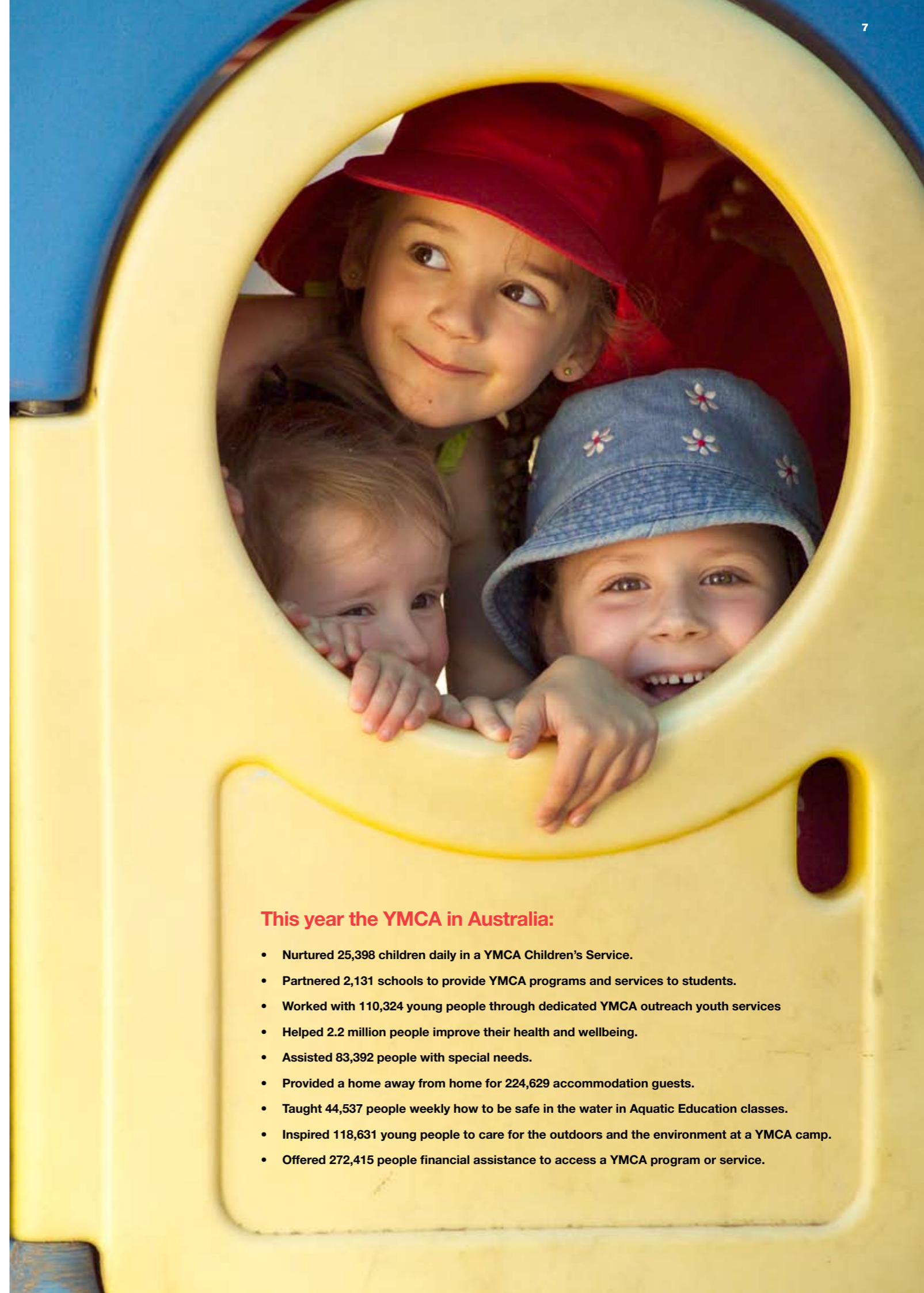


Backed by skills and knowledge; Australian YMCA Institute of Education and Training

In addition to internal training, the YMCA continues to offer nationally recognised training programs to the general community and during 2007-2008 delivered over 3,000 qualifications and short courses. The Institute provided training for full time, part time and school based traineeships at Certificate II, III, and IV as well as Diploma level qualifications. Some of the courses offered by the YMCA Institute to both staff and general public include qualifications in:

- Children's Services
- Out of School Hours Care
- First Aid/CPR
- Business Administration & Management
- Sport (Coaching)
- Sport & Recreation
- Community Recreation
- Fitness
- Assessment & Workplace Training
- Aquatics

Delivered through State based campuses the YMCA Institute relies upon the support and leadership of specialist staff at each of the training campuses.



This year the YMCA in Australia:

- Nurtured 25,398 children daily in a YMCA Children's Service.
- Partnered 2,131 schools to provide YMCA programs and services to students.
- Worked with 110,324 young people through dedicated YMCA outreach youth services
- Helped 2.2 million people improve their health and wellbeing.
- Assisted 83,392 people with special needs.
- Provided a home away from home for 224,629 accommodation guests.
- Taught 44,537 people weekly how to be safe in the water in Aquatic Education classes.
- Inspired 118,631 young people to care for the outdoors and the environment at a YMCA camp.
- Offered 272,415 people financial assistance to access a YMCA program or service.

SCHOOLS CAMPING PROGRAMS WILDERNESS/ ADVENTURE PROGRAMS COMMUNITY DEVELOPMENT PROGRAMS SCHOOL HOLIDAYS CAMPING FOR YOUTH AT RISK RECREATION AND SOCIAL ESCAPES CORPORATE TRAINING THERAPEUTIC CAMPS INTERNATIONAL CAMPER EXCHANGES SPECIAL NEEDS CAMPS COMMUNITY CAMPS PRYME MOVERS OPEN DOORS CHARITABLE FOUNDATION YOUTH PARLIAMENT ADVENTURE CAMPS PARENT LINK LEADERSHIP DEVELOPMENT UNO-Y AND FUTURE LEADERS YOUTH OUTREACH SCHOOL EDUCATION AND SUPPORT PROGRAMS COMMUNITY LIAISON PROGRAM COUNSELLING FOR YOUTH IN CRISIS YOUTH/EDUCATION RESOURCE CENTRES YOUTH EVENTS COORDINATION STUDY ABROAD AND EXCHANGE PROGRAM COMMUNITY ADVISORS COMMUNITY DEVELOPMENT TRAINING AND EDUCATION CPR & FIRST AID TRAINING ACCREDITED RECREATION COURSES ACCREDITED YOUTH COURSES ACCREDITED FITNESS TRAINING ACCREDITED AQUATIC TRAINING THE BRIDGE PROJECT YOUTH JUSTICE TRANSITIONS PROGRAMS REC LINK FOOTBALL YOUTH JUSTICE POST RELEASE PROGRAMS HEATH AND FITNESS AEROBICS AQUATIC EDUCATION – AQUASAFE AQUA EXERCISE ACCESS FOR ALL ABILITIES BASKETBALL BIRTHDAY PARTIES BOXING CIRCUIT BRISK MORNING WALK PROGRAM CHILDCARE/KINDERGARTEN PROGRAMS DANCE & ED GYM FITBALL CLASSES GYMNASTICS ED GYM HEALTH & FITNESS TEEN GYM HEALTHY KIDS PROGRAM HOLIDAY PROGRAMS MARTIAL ARTS NETBALL OUT OF SCHOOL HOURS CARE SPORTS COMPETITIONS SCHOOL EDUCATION SPINNING STRENGTH & STABILISATION CLASSES OLDER ADULTS STRENGTH TRAINING PRYME MOVERS PILATES PRESCHOOL EDUCATION YOGA WALKING SCHOOL BUS PROGRAM SKATE PARKS DADSLINK PARENTLINK. SCHOOLS CAMPING PROGRAMS WILDERNESS/ ADVENTURE PROGRAMS COMMUNITY DEVELOPMENT PROGRAMS SCHOOL HOLIDAYS CAMPING FOR YOUTH AT RISK RECREATION AND SOCIAL ESCAPES CORPORATE TRAINING THERAPEUTIC CAMPS INTERNATIONAL CAMPER EXCHANGES SPECIAL NEEDS CAMPS COMMUNITY CAMPS PRYME MOVERS OPEN DOORS CHARITABLE FOUNDATION YOUTH PARLIAMENT ADVENTURE CAMPS PARENT LINK LEADERSHIP DEVELOPMENT UNO-Y AND FUTURE LEADERS YOUTH OUTREACH SCHOOL EDUCATION AND SUPPORT PROGRAMS COMMUNITY LIAISON PROGRAM COUNSELLING FOR YOUTH IN CRISIS YOUTH/EDUCATION RESOURCE CENTRES YOUTH EVENTS COORDINATION STUDY ABROAD AND EXCHANGE PROGRAM COMMUNITY ADVISORS COMMUNITY DEVELOPMENT TRAINING AND EDUCATION CPR & FIRST AID TRAINING ACCREDITED RECREATION COURSES ACCREDITED YOUTH COURSES ACCREDITED FITNESS TRAINING ACCREDITED AQUATIC TRAINING THE BRIDGE PROJECT YOUTH JUSTICE TRANSITIONS PROGRAMS REC LINK FOOTBALL YOUTH JUSTICE POST RELEASE PROGRAMS HEATH AND FITNESS AEROBICS AQUATIC EDUCATION – AQUASAFE AQUA EXERCISE ACCESS FOR ALL ABILITIES BASKETBALL BIRTHDAY PARTIES BOXING CIRCUIT BRISK MORNING WALK PROGRAM CHILDCARE/KINDERGARTEN PROGRAMS DANCE & ED GYM FITBALL CLASSES GYMNASTICS ED GYM HEALTH & FITNESS TEEN GYM HEALTHY KIDS PROGRAM HOLIDAY PROGRAMS MARTIAL ARTS NETBALL OUT OF SCHOOL HOURS CARE SPORTS COMPETITIONS SCHOOL EDUCATION SPINNING STRENGTH & STABILISATION CLASSES OLDER ADULTS STRENGTH TRAINING PRYME MOVERS PILATES PRESCHOOL EDUCATION YOGA WALKING SCHOOL BUS PROGRAM SKATE PARKS DADSLINK PARENTLINK. SCHOOLS CAMPING PROGRAMS WILDERNESS/ ADVENTURE PROGRAMS COMMUNITY DEVELOPMENT PROGRAMS SCHOOL HOLIDAYS CAMPING FOR YOUTH AT RISK RECREATION AND SOCIAL ESCAPES CORPORATE TRAINING THERAPEUTIC CAMPS INTERNATIONAL CAMPER EXCHANGES SPECIAL NEEDS CAMPS COMMUNITY CAMPS PRYME MOVERS OPEN DOORS CHARITABLE FOUNDATION YOUTH PARLIAMENT ADVENTURE CAMPS PARENT LINK LEADERSHIP DEVELOPMENT UNO-Y AND FUTURE LEADERS YOUTH OUTREACH SCHOOL EDUCATION AND SUPPORT PROGRAMS COMMUNITY LIAISON PROGRAM COUNSELLING FOR YOUTH IN CRISIS YOUTH/EDUCATION RESOURCE CENTRES YOUTH EVENTS COORDINATION STUDY ABROAD AND EXCHANGE PROGRAM COMMUNITY ADVISORS COMMUNITY DEVELOPMENT TRAINING AND EDUCATION CPR & FIRST AID TRAINING ACCREDITED RECREATION COURSES

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