



*Reflect*

# RECONCILIATION ACTION PLAN

YMCA Victoria July 2024 - June 2025



# ACKNOWLEDGEMENT OF COUNTRY

Y Victoria recognises Aboriginal and Torres Strait Islander peoples as the First Peoples of this continent and the islands of the Torres Strait. In doing so, we acknowledge our shared history and recognise the right to self-determination and the importance of connection to and access to the country. We acknowledge and respect distinct Aboriginal and Torres Strait Islander cultural differences, beliefs, values, and languages. We pay our respects to the Elders, past and present.



Photo by Bryan Hynes | Wattle.



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# A MESSAGE FROM KAREN MUNDINE

Reconciliation Australia congratulates YMCA Victoria on continuing its reconciliation journey by formally endorsing YMCA Victoria's second Reflect Reconciliation Action Plan (RAP).

Through this plan, YMCA Victoria continues to play an important role in a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP continues the journey and primes the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line

with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also to increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables YMCA Victoria to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations YMCA Victoria on your second Reflect RAP, and I look forward to following your continuing reconciliation journey.



Photo from Reconciliation Australia.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# A MESSAGE FROM OUR LEADER

As we stand on the foundations laid by our first Reconciliation Action Plan, this is not the start of our journey but a positive continuation toward more profound understanding, stronger relationships, and actionable progress within Aboriginal and Torres Strait Islander communities.

Y Victoria has shown dedication to walking side by side with the First Peoples of this land. We have learned that a RAP is a living framework that requires continual renewal to embody the aspirations of our community.

This evolution signifies our pledge to maintain momentum and accelerate it. Our new RAP reflects our learning journey, honours past commitments, and sets new goals that challenge us to do and be better.

This iterative process demonstrates a noticeable shift from foundational to innovative plans, focusing on building cultural intelligence, measuring impact, and driving positive change.

Thank you for being part of a genuine partnership, learning, and respect. Together, we're not just committing to change—we're living it.

*Photo from YMCA Media Library.*



**Carolyn Morris**  
Chief Executive Officer  
YMCA Victoria



# ABOUT OUR ARTWORK



The Artwork is themed on Y Vic's 2030 strategy and its four key pillars: Meaningful work, a Sustainable Planet, Community well-being, and a just world. As a purpose-led organisation, we act on issues bigger than our products and services to create a better tomorrow.

# THE ARTIST

Nakia Cadd is a Gunditjmara, Yorta Yorta, Dja Dja Wurrung, Bunitj, Boon Wurrung, and Taungurung woman who grew up in the Northern suburbs of Melbourne.

Nakia's work has strong design elements of line work that connect with her family lines and landscapes of her Countries.

Her artwork is also inspired by her motherhood, family, and country journey. Nakia is one of the executive members of the Koorie Youth Council.

Nakia also has a connection with Y Vic, where she participated in the Victorian Youth Parliament in 2016.

*Meet Nakia*



Photo from [morethanlines.au](http://morethanlines.au).





# ABOUT YMCA VICTORIA

**The Y is a community not-for-profit organisation, and our vision is to create a better tomorrow where all people can belong. We provide services to the community and do not operate to make a profit. All contributions are reinvested to improve our programs and services. Our purpose is to inspire and empower young people and communities to thrive.**

The YMCA was established in Victoria in 1853 as a response to the complex social conditions created by the Industrial Revolution. The original contemporaries who worked to develop the Y within Victoria supported the idea that ordinary people, working together, could have an extraordinary impact on community life. Y Victoria is one of Victoria's largest not-for-profit community organisations, employing more than 6,000 staff. Aboriginal and Torres Strait Islander staff currently make up more than 5%. We deliver services at more than 150 locations every day, including: Operations of Community playgrounds, Pools and Gymnasiums, Early Learning Centres, Swim schools, Before/After School care, Discovery Camps, and Youth Services.

We also have a variety of spaces for hire, including recreation facilities and multi-purpose rooms, to help bring communities together.

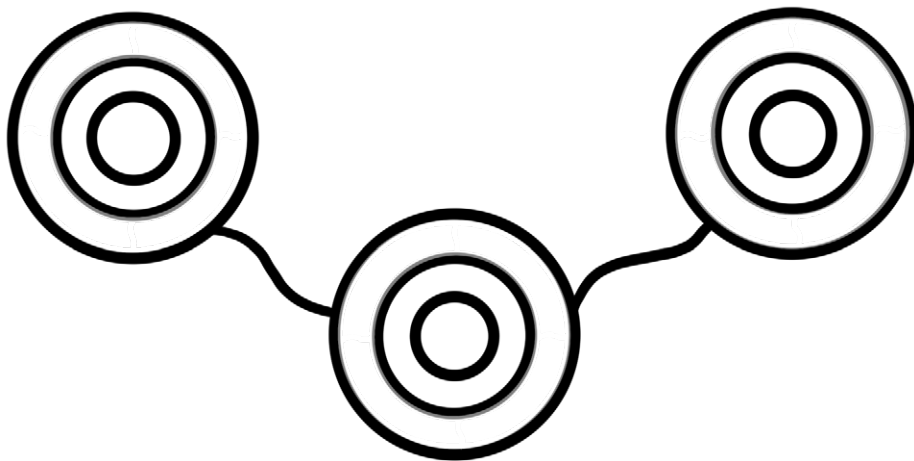


Photo by Bryan Hynes | Eucalyptus leaves.





# OUR REACH

## Action Sport

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Junction Skate and BMX Park  
Knox Skate & BMX Park  
Riverside Skate Park, Melbourne  
YMCA Action Sports

## Bridge & ReBuild - Braybrook

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Bridge Project  
ReBuild Facility Services

## Camps

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Anglesea Recreation Camp  
Camp Manyung  
Howman's Gap Alpine Centre  
Lady Northcote Recreation Camp  
Lake Dewar Lodge YMCA  
Mt Evelyn Recreation Camp  
Phillip Island Discovery Camp  
Windy Corner

## ELC

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Bendigo Childrens Programs  
Clyde North Moroak  
Crescent ELC  
Clyde North YMCA ELC  
Craigieburn West  
Cranbourne Nth YMCA ELC  
Derrimut Community Centre  
Epping North YMCA ELC  
Happy Days Macarthur Square  
Happy Days Narre Warren  
Kororoit/Burnside ELC  
Lightning Reef ELC  
Mernda YMCA ELC  
Pakenham YMCA ELC  
Point Cook North ELC  
Tarneit YMCA ELC  
Taylors Hill ELC  
Torquay North YMCA ELC  
Wyndham Vale YMCA ELC

## OSHC

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Aitken Creek PS OSHC  
Armstrong Creek YMCA OSHC  
Bannockburn College YMCA OSHC  
Barton Primary YMCA OSHC  
Bendigo Violet Street PS OSHC  
Broad Meadows PS OSHC  
Buln Buln PS OSHC  
Castlemaine OSHC  
Cobram PS OSHC  
Cowes PS OSHC  
Derrimut PS OSHC  
Eaglehawk North PS OSHC  
Featherbrook College YMCA OSHC  
Harvest Home PS OSHC  
Hazelwood North PS OSHC  
Holy Rosary OSHC  
Horsham OSHC  
John Henry PS OSHC  
Kororoit Creek PS OSHC  
Kosciuszko St PS Traralgon OSHC  
Marist College ASC  
Mernda Central YMCA OSHC  
Mernda Park PS OSHC  
Moomba Park PS OSHC  
Point Cook P-9 College OSHC  
Rosedale PS OSHC  
Sacred Heart Yarrowonga ASC  
St Francis of the Fields OSHC  
St Josephs S Cobram OSHC  
St Josephs S Quarry Hill OSHC  
St Kilians OSHC  
St Liborius OSHC  
St Monicas OSHC  
St Patricks S Wangaratta OSHC  
St Therese's PS YMCA OSHC  
Taylors Hill PS OSHC  
Torquay Coast PS OSHC  
Trafalgar Primary OSHC  
Truganina South PS OSHC

Tulliallan PS OSHC  
Upper Plenty PS OSHC  
Warragul North PS OSHC  
Wilandra Rise PS OSHC  
Wonthaggi PS OSHC  
Yarrowonga P-12 College OSHC

## Kingswim

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Kingswim Bayside  
Kingswim Carindale  
Kingswim Caroline Springs  
Kingswim Chirside Park  
Kingswim Clyde North  
Kingswim Deakin  
Kingswim Derrimut  
Kingswim Dingley  
Kingswim Epping  
Kingswim Frankston  
Kingswim Langwarrin  
Kingswim Lutwyche  
Kingswim Macarthur Square  
Kingswim Macgregor  
Kingswim Majura Park  
Kingswim Manor Lakes  
Kingswim Mernda  
Kingswim Mornington  
Kingswim Narre Warren  
Kingswim Robina  
Kingswim St Kilda East  
Kingswim Wantirna

## Recreation

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Active Moreland Pools & Leisure Centres  
Ashburton Pool & Recreation Centre  
Bass Coast Aquatic & Leisure Centre  
Bellbird Park Indoor Centre  
Benalla Aquatic Centre  
Berwick Leisure Centre  
Boroondara Sports Complex  
Brunswick City Baths  
Camperdown Outdoor Pool  
Carlton Baths  
Castlemaine Swimming Pool  
Cobden Outdoor Pool  
Cobram Outdoor Pool  
Cobram Sports Stadium  
Coburg Leisure Centre  
Coburg Outdoor Pool  
Cowes Primary School Outdoor Pool  
Dimboola Swimming Pool  
Docklands Flagstaff Gardens  
Doveton Pool in the Park  
Drouin Outdoor Pool  
Endeavour Hills Leisure Centre  
Fawkner Leisure Centre  
Foster Outdoor Pool  
Gippsland Regional Aquatic Centre  
Hawthorn Aquatic & Leisure Centre  
Horsham Aquatic Centre  
Jeparit Swimming Pool  
Kensington Community Centre  
Kensington Town Hall  
Korumburra Outdoor Swimming Pool  
Lismore Outdoor Pool  
Macleod Recreation Centre  
Maldon Swimming Pool  
Mirboo North Swimming Pool  
Moonee Valley Gymnastics  
Mortlake Outdoor Pool  
Nathalia Outdoor Pool

Neerim South Outdoor Pool  
Nhill Aquatic Centre  
North Melbourne Community Centre  
North Melbourne Recreation Centre  
Numurkah Aquatic & Fitness Centre  
Numurkah Outdoor Pool  
Oak Park Sports & Aquatic Centre  
Pascoe Vale Outdoor Pool  
Peter Krenz Leisure Centre  
Phillip Island Leisure Centre  
Poowong Outdoor Swimming Pool  
Rainbow Swimming Pool  
Rawson Indoor Swimming Pool  
Recreation Support Services  
RecWest Braybrook  
SA Aquatic & Leisure Centre  
Skipton Outdoor Pool  
South Gippsland SPLASH  
Springers Leisure Centre  
Strathmerton Outdoor Pool  
Terang Outdoor Pool  
Timboon Outdoor Pool  
Warragul Leisure Centre  
Yarrowonga Foreshore Kiosk & Waterslide  
Yarrowonga Outdoor Pool

Here are the sites where we operate.  
Due to changes in contract, lease terms,  
etc., these can change occasionally.



# OUR RAP

We have developed a Reconciliation Action Plan (RAP) because we recognise the disproportionate challenges faced by First Nations peoples regarding access to equality, employment, and educational prospects. Our RAP is a testament to our commitment to change and willingness to take concrete, measurable actions to advance reconciliation.

Our reconciliation journey has been one of listening, learning, and engaging. We have begun by establishing connections with local First Nations communities, seeking their guidance to ensure our actions are both respectful and effective. Internally, we have held educational workshops and inclusivity training sessions to increase awareness and understanding among our staff.



## Why adopt the plan?

YMCA Victoria strives to build inclusive and empowering communities. A Reconciliation Action Plan (RAP) aligns with this mission by fostering respect and opportunities for Aboriginal and Torres Strait Islander peoples. Here's why YMCA Victoria would implement a RAP:



### Social Responsibility

Recognises the past wrongs of colonisation and commits to healing.



### Inclusive Services

Creates culturally appropriate programs for Indigenous youth.



### Stronger Relationships

Builds trust and understanding with Aboriginal communities through collaboration.



### Diverse Workforce

Encourages recruiting and retaining Indigenous staff, enriching the YMCA experience for all.

A RAP demonstrates YMCA Victoria's commitment to genuine reconciliation and creates a more equitable environment for everyone.



# OUR VISION FOR RECONCILIATION

YMCA Victoria's Vision for reconciliation aspires to be a leading force in fostering genuine reconciliation between Aboriginal and Torres Strait Islander peoples and the wider Victorian community.

We envision a future where:

**Equality and Equity:** All Victorians, regardless of background, have equal access to YMCA programs, services, and opportunities to thrive. We actively identify and resolve existing barriers, remove biases, and promote cultural understanding.

**Unity:** We promote and celebrate the unique cultures and histories of Aboriginal and Torres Strait Islander peoples, fostering a sense of belonging and shared purpose within the YMCA community.

**Historical Acceptance:** We acknowledge and learn from the past, fostering open dialogue and understanding of colonisation's impacts.

**Institutional Integrity:** We act with integrity, ensuring our policies and practices are culturally aware and inclusive. We are committed to ongoing self-reflection and improvement through collaboration with Aboriginal and Torres Strait Islander communities.

**Positive Race Relations:** We promote positive interactions and build bridges between Aboriginal and Torres Strait Islander and non-Indigenous Victorians, fostering mutual respect and understanding.

Through our commitment to these principles, YMCA Victoria will play a vital role in achieving a more just and equitable future for all Australians.

Photo by Bryan Hynes | Australian native ferns.





# OUR JOURNEY TO DATE

At the Y, our mission is to build a better tomorrow where all people belong. Our core values - honesty, respect, responsibility, caring and inclusion drive us to create, acknowledge, and appreciate their invaluable insights and perspectives. Our reconciliation journey will provide First Nations people equal access to meaningful career pathways, training, and personal development programs within the Y.

We aim to integrate the rich culture and history of the First Nations people into our learning centres and camps. We want to educate young learners about the wisdom and heritage of First Nations communities by embracing Aboriginal and Torres Strait Islander people's knowledge and traditions in our programs and activities. We believe in building a better tomorrow where everyone belongs. The Y will embody genuine partnership, cultural respect, and shared decision-making. Here are some examples of our existing initiatives:

**Enterprise** A mandatory induction program for all employees at YMCA Victoria, created and presented by recognised Aboriginal educators from [catonline.tv](https://catonline.tv) to learn about

- Aboriginal and Torres Strait Islander people's history, cultural customs, values, and beliefs.
- Modern impact and effects of past policies.
- Key issues affecting employment.
- The benefits of inclusion for all staff.

**ELCs** Curriculum, play space/environment.

**Camps** Education on Country

**Recreation** Inclusive swimming lessons and swim school diversity.

Photo by Bryan Hynes | Australian native ferns and grasses.



# THE GOVERNING BODY

The RAP working group will work with a collaborative, inclusive and action-oriented mindset. It is not a passive commitment but a strategic framework that sets clear goals, responsibilities, and timelines. We are dedicated to ensuring that everyone at the Y, from leadership to new staff, understands and contributes to the RAP's objectives, embedding its principles into the fabric of our daily operations.

BR = Brett Reid, Chief People Officer

CM = Carolyn Morris, Chief Executive Officer

CP = Claire Polatidis, Media and Communications Manager

CS = Carly Sanders, Head of Product and Performance

FJ = Fran James, Learning & Development Business Partner

FNR = First Nation Representative (TBC)

GJ = Greg Jennings, Chief Operating Officer

GY = Glen Young, HR Business Partner

HP = Hannah Parkin, Marketing Business Partner

JH = Jim Harrison, Head of Talent Acquisition

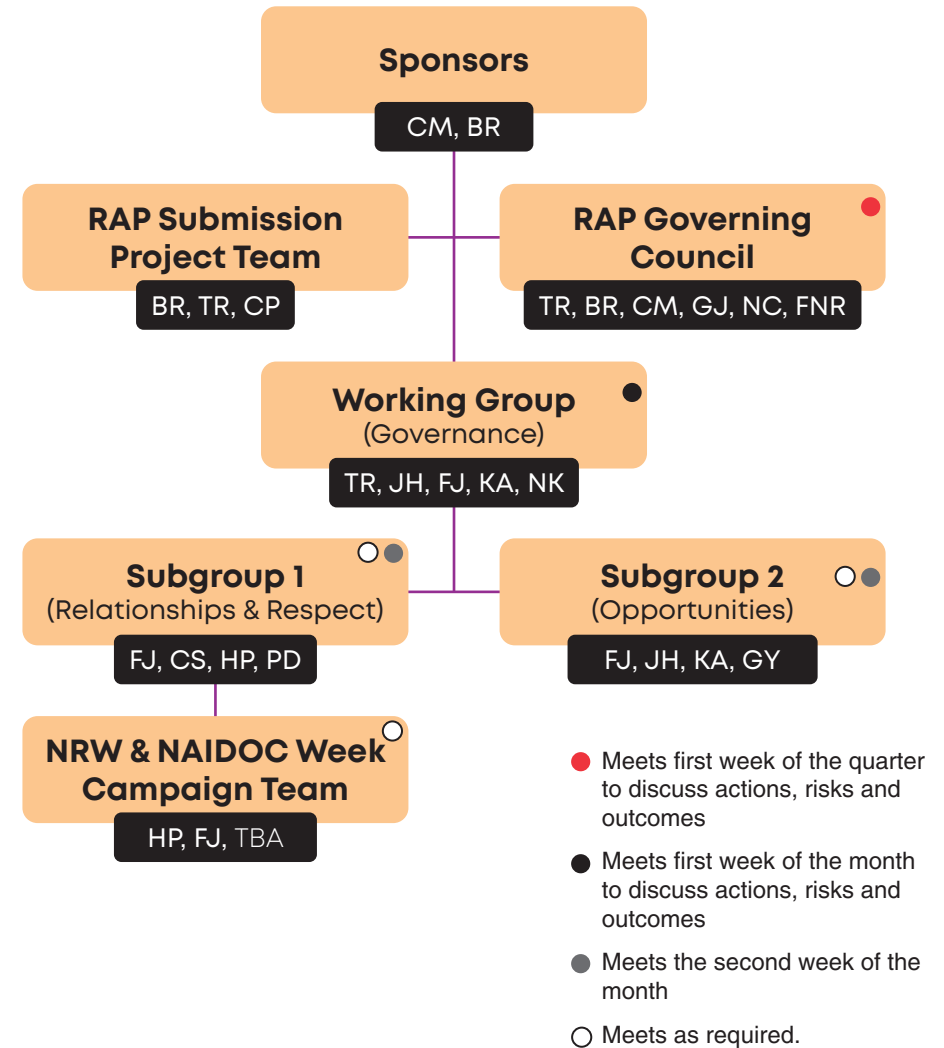
KA = Katie Adams, General Manager – Children's Program

NC = Nathan Costin, Chief Customer Officer

NK = Nadine Kemp, General Manager - Recreation

PD = Pip Davidson, Executive Manager OSHC

TR = Tanzil Rashid, Head of Culture & Capability



# OUR COMMITMENTS

Relationships			
Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Oct, 2024	Head of Culture & Capability
	Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Oct, 2024	Head of Culture & Capability
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025	L&D Business Partner
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June, 2025	Head of Culture & Capability
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2025	Head of Culture & Capability
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	Aug 2024	Media and Communications Manager
	Identify external stakeholders our organisation can engage with on our reconciliation journey.	Nov, 2024	Head of Culture & Capability
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Feb 2025	Head of Culture & Capability
Promote positive race relations through anti-discrimination strategies.	Research best practices and policies in areas of race relations and anti-discrimination.	Oct, 2024	HR Business Partner
	Review HR policies and procedures to identify existing anti-discrimination provisions and future needs.	Oct, 2024	HR Business Partner





Respect			
Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	Aug 2024	L&D Business Partner
	Conduct a review of cultural learning needs within our organisation.	Sep 2024	L&D Business Partner
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Nov 2024	L&D Business Partner
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Nov 2024	L&D Business Partner
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	L&D Business Partner
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	L&D Business Partner
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	L&D Business Partner

Opportunities			
Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Sep 2024	Head of Talent
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Sep 2024	Head of Talent
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Feb 2025	Chief Operating Officer
	Investigate Supply Nation membership.	April 2025	Chief Financial Officer



Governance			
Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	July 2024	Head of Culture & Capability
	Draft a Terms of Reference for the RWG.	Aug 2024	Head of Culture & Capability
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	July 2024	Head of Culture & Capability
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	Aug 2024	Head of Culture & Capability
	Engage senior leaders in the delivery of RAP commitments.	July 2024	Head of Culture & Capability
	Appoint a senior leader to champion our RAP internally.	July 2024	Chief People Officer
	Define appropriate systems and capability to track, measure and report on RAP commitments.	Aug 2024	Head of Culture & Capability
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Head of Culture & Capability
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Head of Culture & Capability
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of Culture & Capability
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	March 2025	Head of Culture & Capability





**Contact details for Public Enquiry**

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