



YMCA Victoria

Reconciliation Action Plan

Reflect

March 2026 - September 2027



Acknowledgement of Country

The Y 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 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.





Table of contents

Acknowledgement of Country	2
A message from Our CEO	5
About Our Artwork	6
Meet Nakia, the Artist	7
About Us	8
Our Reach	9
Our RAP	10
Our Vision for Reconciliation	11
Our Journey to Date	12
RAP Governance	13
Our Commitments	14
Relationships	14
Respect	15
Opportunities	16
Governance	17
Contact details	18



A Message from Our CEO

Reconciliation at the Y is a journey we walk with care and respect. This next iteration of our Reconciliation Action Plan (RAP) builds on the foundations established through our previous RAP and reflects our ongoing commitment to listen, learn and do better.

Over the past year, we have focused on listening to community and reflecting honestly on our role and responsibility. We are educating our people, with cultural awareness becoming part of everyday practice and more opportunities to learn and understand. Through our Early Learning Centres, we are also supporting learning and understanding with the next generation.

A clear structure now guides this work, supported by tools that help us to track, measure and report on progress. Our leaders are engaged in this process, ensuring reconciliation is supported and embedded at every level of the Y.

Each step brings us closer to the First Peoples of this land and strengthens our promise to walk alongside them, now and into the future.

Carolyn Morris

Chief Executive Officer
YMCA Victoria

Photo from Y Media Library



About Our Artwork



This artwork is themed on YMCA Victoria's Vision 2030 strategy and its focus areas: Meaningful Work, a Sustainable Planet, Community Wellbeing, and a Just World. As a purpose-led organisation, we act on issues bigger than our products and services to create a better tomorrow where all people can belong.

Meet Nakia, the Artist

Nakia Cadd is a Gunditjmarra, 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 the Y, where she was a participant in the Y's 2016 Victorian Youth Parliament.



Photo from morethanlines.au

About Us

YMCA Victoria is a community not-for-profit organisation, and our vision is to create a better tomorrow where all people can belong. All contributions are reinvested to improve our programs and services and support local communities.

The Y was established in Victoria in 1853 as a response to the complex social conditions created by the Industrial Revolution. The origins of the YMCA movement support the idea that ordinary people, working together, could have an extraordinary impact on community life. The Y is one of Victoria's largest not-for-profit community organisations, employing more than 5,000 staff. Our current reporting system indicates we estimate over 5% of our employees identify as First Nations peoples.

We make a difference across our service lines:

- recreation centre management (health and wellness programs, aquatic and learn to swim);
- action sports (skate programs, competitions and skate park management);
- camps (including outdoor education);
- children's programs (early learning centres, before and after school programs and holiday programs);
- youth services (Victorian Youth Parliament, youth empowerment);
- community spaces for hire (including community hubs, indoor and outdoor courts, and sports ovals).

At the time this RAP was developed, we operated across the following sites.

See next page.

Our purpose is to inspire and empower young people and communities to thrive.



Our reach



Action Sports

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

The Bridge Project

Ravenhall Correctional Facility

Camps

Anglesea Discovery Camp
Camp Manyung
Howman's Gap Discovery Camp
Lady Northcote Discovery Camp
Lake Dewar Discovery Camp
Mt Evelyn Discovery Camp
Windy Corner

Early Learning Centres

Clyde North Moroak Crescent ELC
Clyde North YMCA ELC
Craigieburn West ELC
Cranbourne North ELC
Derrimut ELC
Epping North YMCA ELC
Happy Days Macarthur Square
Narre Warren ELC
Kororoit Creek ELC
Lightning Reef ELC
Mernda YMCA ELC
Pakenham YMCA ELC
Point Cook ELC
Tarneit YMCA ELC
Taylors Hill ELC
Torquay YMCA ELC
Truganina South ELC
Wyndham Vale YMCA ELC

Outside School Hours Care

Aitken Creek PS OSHC
Armstrong Creek PS OSHC
Bannockburn PS OSHC
Barton Primary OSHC
Bendigo Violet Street PS OSHC
Broadmeadows PS OSHC
Buln Buln PS OSHC
Cowes PS OSHC
Derrimut PS OSHC
Eaglehawk North PS OSHC
Featherbrook College OSHC
Harvest Home PS OSHC
Hazelwood North PS OSHC
Holy Rosary PS OSHC
Horsham OSHC
John Henry PS OSHC
Kororoit Creek PS OSHC
Lightning Reef PS OSHC
Marist College OSHC
Mernda Central PS OSHC
Mernda Park PS OSHC
Moomba Park PS OSHC
Point Cook PS OSHC
Sacred Heart PS Yarrowonga ASC
St Francis of the Fields PS OSHC
St Josephs School Cobram OSHC
St Josephs School Quarry Hill OSHC
St Kilians PS OSHC
St Liborius PS OSHC
St Monica's PS OSHC
St Patricks School Wangaratta OSHC
St Therese PS OSHC
Taylors Hill PS OSHC
Torquay Coast PS OSHC
Truganina South PS OSHC

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

School Holiday Program & Occasional Care

Macleod Recreation Centre SHP
Warragul Leisure Centre OC
Hawthorn Aquatic & Leisure OC
Ashburton Pool & Rec OCC & SHP
Boroondara Sports Comp. OC & SHP
Coburg Leisure Centre OC

Kingswim

Kingswim Caroline Springs
Kingswim Chirside Park
Kingswim Clyde North
Kingswim Deakin
Kingswim Dingley
Kingswim Epping
Kingswim Frankston
Kingswim Langwarrin
Kingswim Macarthur Square
Kingswim Macgregor
Kingswim Majura Park
Kingswim Manor Lakes
Kingswim Mernda
Kingswim Mornington
Kingswim Narre Warren
Kingswim Wantirna

Recreation

Active Merri-bek Pools & Leisure Centres
Adelaide Aquatic Centre
Ashburton Pool & Rec. Centre
Bellbird Park Indoor Centre
Benalla Aquatic 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
Docklands Flagstaff Gardens
Drouin Outdoor Pool
Fawkner Leisure Centre
Gippsland Regional Aquatic Centre
Hawthorn Aquatic & Leisure Centre
Horsham Aquatic Centre
RecWest Braybrook
Kensington Community Aquatic & Recreation Centre
Kensington Community Centre
Kensington Town Hall
Korumburra Outdoor Swimming Pool
Lismore Outdoor Pool
Macleod Rec. 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 Rec. Centre
Numurkah Aquatic & Fitness Centre
Numurkah Outdoor Pool
Oak Park Sports & Aquatic Centre
Pascoe Vale Outdoor Pool
Peter Krenz Leisure Centre
Poowong Outdoor Swimming Pool
Rawson Indoor Swimming Pool
Rawson Indoor Swimming Pool
SA Aquatic & Leisure Centre
Skipton Outdoor Pool
South Gippsland SPLASH
Strathmerton Outdoor Pool
Terang Outdoor Pool
Timboon Outdoor Pool
Warragul Leisure Centre
Yarrowonga Foreshore
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. We are committed towards change and willing to take concrete, measurable actions to advance reconciliation.

Developing our Reflect RAP has:

- helped us to pause, listen, and build a shared understanding of reconciliation across the Y's diverse services.
- strengthened awareness of our responsibility to contribute to reconciliation in ways that are genuine, respectful, and community-focused.
- helped us recognise that reconciliation is a long-term commitment that must be embedded in how we support our communities.

Our reconciliation journey has been one of listening, learning, and engaging. We have progressed cultural audits at our camps in partnership with Sean Andrews (BUNEEN Consulting), to better understand how our environments, practices, and experiences can be more culturally respectful and inclusive.

This work began by establishing connections with local First Nations communities and seeking their guidance to ensure actions are informed, respectful, and meaningful. We have also held educational workshops and inclusivity training sessions to increase awareness and understanding among our staff.

Here's why the Y would implement a RAP:



Social Responsibility

Recognises the past wrongs of colonisation and commits to healing.



Inclusive Services

Creates culturally appropriate programs for Aboriginal and Torres Strait Islander peoples.



Stronger Relationships

Builds trust and understanding with Aboriginal communities through collaboration



Diverse Workforce

Encourages recruiting and retaining Aboriginal and Torres Strait Islander peoples enriching the Y experience for all.





Our Vision for Reconciliation

The Y is committed to being a driving force in achieving meaningful reconciliation between Aboriginal and Torres Strait Islander peoples and the broader Victorian community. everyone belongs. This looks like:

Equality and Equity:

All Victorians, regardless of background, have equitable access to the Y 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 Y community.

Historical Acceptance:

We acknowledge and learn from the past, fostering open dialogue and understanding the impacts of colonisation and its ongoing effects.

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.

Strengthening Relationships:

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 5 dimensions of reconciliation, the Y will play a vital role in achieving a more just and equitable future for all Australians.

Our Journey to Date

Our vision is to build a better tomorrow where all people feel a true sense of belonging. Guided by our core values - honesty, respect, responsibility, caring and inclusion, we are committed to valuing and amplifying the unique insights and perspectives of First Nations peoples.

Through our reconciliation journey, we aim to provide equitable access to meaningful career pathways, training, and personal development programs within the Y.

Implementing the RAP has presented challenges due to the size and diversity of our organisation, with service lines and sites at different stages of understanding and readiness. Balancing operational priorities with meaningful reconciliation work has required sustained focus, while limited internal capability has highlighted the need for ongoing cultural learning and guidance. Ensuring actions are respectful, community-led, and not tokenistic takes time. Relationship building and achieving consistency across sites while honouring local context continues to be an area of focus.

We aim to integrate the rich cultures and histories of First Nations peoples 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 peoples' knowledge and traditions in our programs and activities. In order to a future where everyone feels a strong sense of belonging, we need to be grounded in a future where everyone feels a true sense of belonging. This vision is grounded in genuine partnership, cultural respect, and shared decision-making.

Across our Early Learning Centres, Camps, and facilities, we are embedding respect for Aboriginal and Torres Strait Islander cultures into everyday experiences. Through a variety of initiatives and partnerships, we are creating meaningful opportunities for children, families, and communities to learn, connect, and honour Country.

Examples of our initiatives include:

- Yarning sessions, bush kinder, and NAIDOC Week celebrations that foster cultural understanding and connection.
- Partnerships with organisations such as Willum Warrain and VACCA to strengthen community ties and support.
- Programs like the Koorie Academy of Excellence and Deadly Sisters Healing Camp, which amplify First Nations voices and provide opportunities for growth and healing.
- The creation of new artwork at SA Aquatic & Leisure Centre, reflecting our commitment to reconciliation and cultural inclusion.

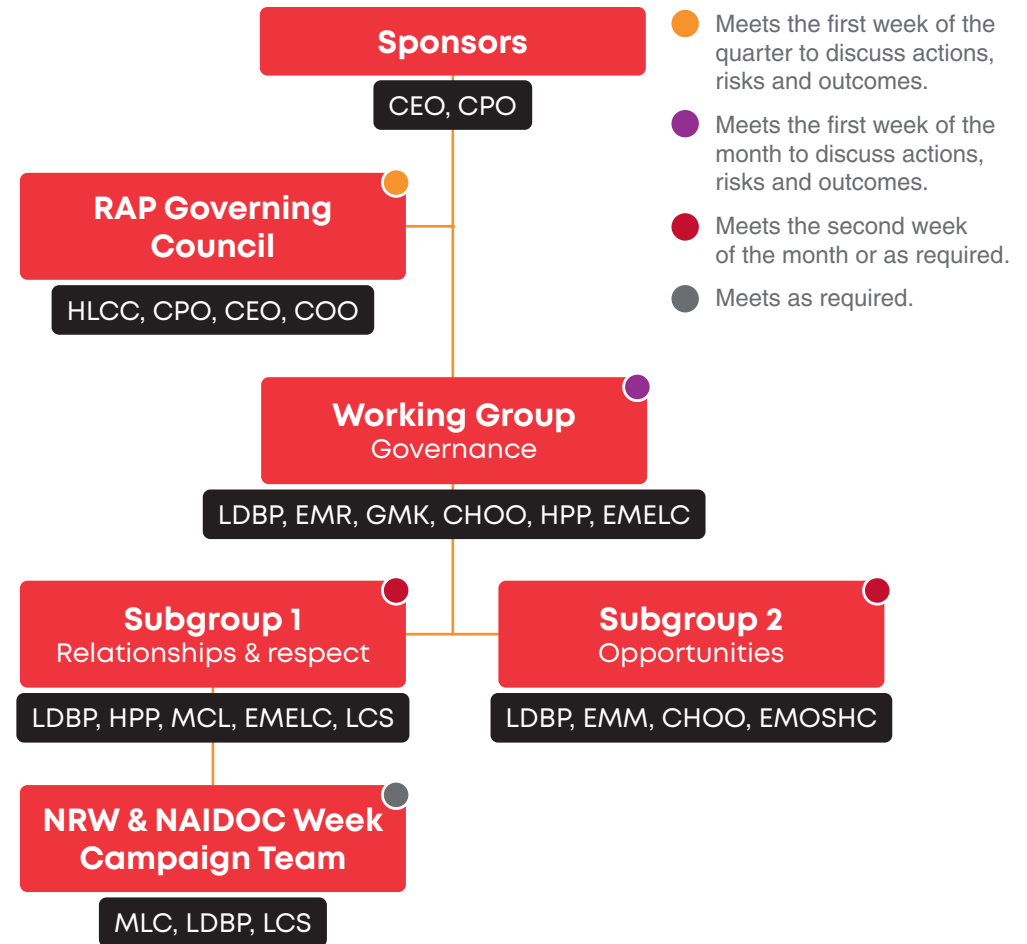
These actions bring us closer to our vision of fostering cultural awareness, inclusion, and meaningful community partnerships across the Y.



RAP Governance

These are the members of the RAP Working Group. They work together 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. Our RAP Working Group includes internal team members, including one First Nations Representative (Swim School Team Lead).

CEO = Chief Executive Officer
 CHOO = Camps Head of Operations Manager
 COO = Chief Operating Officer
 CPO = Chief People Officer (and RAP Champion)
 EMELC = Executive Manager, Early Learning Centre
 EMM = Executive Manager Marketing
 EMOSHC = Executive Manager Out of School Hours Care
 EMR = Executive Manager Risk & Assurance
 GMK = General Manager Kingswim
 HLCC = Head of Learning, Culture & Capability
 HPP = Head of Product and Performance, Recreation
 LCS = Learning and Culture Specialist
 LDBP = Learning & Development Business Partner
 MCL = Media and Communications Lead



The Y will continue to seek guidance from local First Nations communities and external expertise. This approach supports sustainable implementation of our RAP while creating space for First Nations voices to inform, guide, and shape our work in culturally safe ways.

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.	June 2026	Chief Operating Officer
	Research best practices and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	April 2026	Head of Learning Culture & Capability
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2026	Learning and Development Business Partner
	RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2026	Head of Learning 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 2026	Head of Learning Culture & Capability
Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	March 2026	Media and Communications Manager
	Identify external stakeholders our organisation can engage with on our reconciliation journey.	April 2026	Head of Learning Culture & Capability
	Identify organisations with a RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	June 2026	Head of Learning Culture & Capability
	Research the Narragunnawali RAP program and assess the opportunities for our early learning services to participate.	May 2026	Learning and Development Business Partner
Promote positive race relations through anti-discrimination strategies.	Research best practices and policies in areas of race relations and anti-discrimination.	May 2026	Human Resources Business Partner
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	May 2026	Human Resources 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.	May 2026	Learning and Development Business Partner
	Conduct a review of cultural learning needs within our organisation.	April 2026	Learning and Development 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.	May 2026	Learning and Development Business Partner
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2026	Learning and Development 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 2026	Learning and Development Business Partner
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	Learning and Development Business Partner
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026	Learning and Development 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.	Nov 2026	Chief Operating Officer
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Nov 2026	Chief Operating Officer
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.	May 2026	Executive Manager, Procurement
	Investigate Supply Nation membership.	May 2026	Executive Manager, Procurement

Governance

Action	Deliverable	Timeline	Responsibility
Establish and maintain effective governance structures to support the delivery of RAP commitments.	Maintain and support effective governance structures to support RAP implementation.	May 2026	Head of Learning Culture & Capability
	Draft a Terms of Reference for the RWG and Subgroup 1 and 2.	May 2026	Head of Learning Culture & Capability
	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	April 2026	Head of Learning Culture & Capability
Provide appropriate support for effective implementation of RAP commitments.	Redefine resource needs for RAP implementation.	March 2026	Head of Learning Culture & Capability
	Engage senior leaders in the delivery of RAP commitments.	April 2026	Head of Learning Culture & Capability
	Maintain a senior leader to champion our RAP internally.	March 2026	Chief People Officer
	Maintain appropriate systems and capability to track, measure and report on RAP commitments.	May 2026	Head of Learning 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 Learning Culture & Capability
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	Head of Learning Culture & Capability
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Head of Learning Culture & Capability
	Communicate our RAP progress to internal and external stakeholders.	September annually	Head of Learning Culture & Capability
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	July 2027	Head of Learning Culture & Capability



Contact details for more information:

Brett Reid
Chief People Officer
(03) 9403 5000
humanresources.vic@ymca.org.au

