



Statement of Intent

2019 - 2020

We build strong **KIDS**
strong **FAMILIES** strong **COMMUNITIES**





OUR MISSION : WHY WE EXIST

The YMCA in New Zealand is dedicated to building strong kids, strong families and strong communities, through investing in the next generation.



OUR VISION : WHERE WE ARE HEADED

We have a vision of making a positive difference to our communities, providing meaningful programmes of change that encourage healthy spirit, mind and body.



OUR CORE VALUES : HOW WE WILL BEHAVE

Caring:	To love others, to be sensitive to the well-being of others, to help others	Atawhaitia:	Awahi mai, awahi atu tatou tatou e
Respect:	To treat others as you would have them treat you; to value the worth of every person including yourself	Whakanuia:	Me whakanuia i te tangata, ahakoa ko wai, ahakoa no kea
Honesty:	To tell the truth, to act in such a way that you are worthy of trust, to have integrity; making sure your choices match your values	Te whakapono:	Kia mau, kia u ki te whakapono i nga wa katoa
Responsibility:	To do what is right, what you ought to do, to be accountable for your behaviour and obligations	Te kawenga atu:	Te mahi tatika, mau e whakapai atu to huarahi tika, te kawenga atu hoki



BICULTURAL STATEMENT

In New Zealand the YMCA:

- Recognises that the Treaty of Waitangi is the founding document of New Zealand.
- Agrees that New Zealand is a bicultural country with a multi ethnic society and that acknowledging biculturalism is to accept a willingness to share power and resources on a fair and just basis.

OUR EXPECTATIONS

This Letter of Expectation details the drivers for the National Board of the YMCA in their key areas of focus until the end of 2020. The success of our intentions will be determined by measuring the contribution YMCA National has made toward the expectation of *“leading a vibrant and effective YMCA community”*.

The National Board understands that YMCA National needs to increase its influence and engagement at all levels, demonstrating the value the National Office provides to the network of YMCA Associations and to New Zealand.

We need to ensure our YMCA network of Associations are known as a reputable and trusted nationwide delivery agency of community services and active recreation opportunities for developing body, mind and spirit. In particular our stakeholders must understand what the YMCA value proposition is and we must raise our game with central government and ensure that we are *“front of mind”* in terms of the delivery of social and active recreation services.

To do so, National Office will actively foster the growth of key relationships; building trust and accountability through more effective engagement and by increasing its advocacy and policy development work to further our mission.

Greater advocacy and collaboration requires us to improve the communication, promotion and marketing functions of the YMCA National. We will develop marketing collateral that will continue to support internal programme development and delivery for, and within, our Associations.

Our stakeholder engagement will become more proactive in seeking relationship building opportunities and continue to be reactive and supportive to those seeking relationships with the YMCA.

YMCA National will actively seek opportunities to be more proactive in the development of relationships with our international network.



OUR STRATEGY : HOW OUR MISSION WILL BE ACCOMPLISHED

The need for better understanding, improved communication, greater sustainability and informed governance of what the YMCA has to offer increases the demands on our network of Association's. In response to this need our focus must be to develop a solid foundation of governance and operations in order to be able to move forward effectively and build value across the YMCA. It has been important for the National Council to identify in which areas of strategic focus our organisation can be most effective, provide the most collegial support and where our performance can evolve, innovate, grow and to best serve the New Zealand and international YMCA community; continuously bringing value.

The National Council of the YMCA has identified four goals of strategic focus for 2019 and 2020. These goals have been selected because they represent significant areas of development where the YMCA expectations must be met. Work in these areas will help us to achieve our strategic intentions of better deploying our resources, both within New Zealand and internationally, as well as supporting the depth and breadth of each Associations regional delivery.

The four goals of our strategic intent for 2019 to 2020 are:

- Collaboration
- Advocacy
- International
- Our past, our present, our future





GOAL 1: COLLABORATION

Objective: What We Achieve

Greater collaboration is vital to achieve economies of scale and harness the talents within our movement to make a profound impact in our communities and for our nation. In order to do this we will:

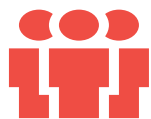
- Work more closely together with our internal stakeholders.
- Engage more closely with external partners, donors, funders and stakeholders.
- Provide leadership in the wider communities.
- Seek, encourage, support and empower opportunities for greater youth engagement.
- Engage in more opportunities to work together, at all levels of the organisation, walking in each other's footprints.
- Listen to the diversity of voices acknowledging the skills, knowledge and experience they have – both internally and externally.
- Drive for improved structures ,frameworks and communication across YMCA Associations.
- Be clear about the rules of engagement – simple, principled and focussed, reflecting our Core Values.
- Always look for decisions with the intent that they will positively change our culture and take us forward.

Output: What We Will Deliver

- Supported and strengthened senior management people across our Associations.
- Maintained relationships with like minded established stakeholders, and strengthened influence and working partnerships with Central Government.
- Greater understanding across New Zealand of the YMCA; our work, our stories and our successes known internally, domestically and internationally.
- Establishment of a movement strengthening fund, to improve capability and capacity across our Associations.
- Improved capability of our governance and operational leadership at national and regional level.

Outcome: What We Will Gain

- **A culture within the YMCA, across New Zealand, that runs true to our "Core Values" and embraces collegiality, cohesiveness and works toward collective growth and progress.**



GOAL 2: ADVOCACY

Objective: What We Achieve

We recognize the responsibility of the YMCA brand, and the value and volume of impact this asset has for our movement across New Zealand. To take our advocacy goals forward we will:

- Actively investigate ways we can leverage our strengths to develop our advocacy platform to achieve our purpose and commitment.
- Design and create media and communication tools that promote a continued positive public perception and better understanding of our work.
- Improve the recognition of the YMCA by Central Government through improved and increased information and influencing policy so they know what we do.
- Prioritise our resources to enhance our effectiveness.
- Know ourselves and our competencies and back ourselves.
- Celebrate our success and tell them to our stakeholders.
- Provide a consolidated YMCA Association interface which portrays a consistent and cohesive voice of the movement.

Output: What We Will Deliver

- Strengthened Association relationships with more involvement and support for Associations (collegial, financial, developmental, communicative) from the National Office.
- Improved alignment, consistency and integration between what the YMCA NZ is doing in New Zealand with what is occurring internationally.
- Improved processes that identify the current strengths and proven performers within our Association's delivery and increased promulgation to the collective benefit of the YMCA nationally.
- More research that provides an understanding of our community and how well we interact with it.
- Youth representation that is actively involved with external and internal initiatives that show our commitment to the Y Youth Mission.

Outcome: What We Will Gain

- **Greater representation by the YMCA NZ as the voice and valued contributor to New Zealand communities for youth, family and community.**



GOAL 3: INTERNATIONAL

Objective: What We Achieve

We are part of a global movement with a vast range of opportunities to learn and contribute. To further our international work we will:

- Be strategic in how we, as a national movement, engage with the international movement.
- Build relationships through better communication (F2F, Newsletters, Internet).
- Develop a knowledge hub of useful international resources.
- Support greater engagement at international level from the Associations.
- Work international events into national planning.
- Establish a mentoring system with youth to engage old heads with young.
- Establish and promote international internships and exchange, particularly of our youth.
- Share information and promote an organisation wide internal calendar around international engagements.
- Build national strength from finding, and bringing in international ideas that grow our capacity and capability.

Output: What We Will Deliver

- A statement of strategic purpose for our international interactions.
- Clarity of accountability for all international engagement.
- Established key country partners, particularly Australia, with increased and strengthened liaison.
- Improved mutually beneficial relationships with international partnerships.
- An increased number of YMCA people engaged from Association level with international initiatives.
- Greater contribution to the world movement.

Outcome: What We Will Gain

- **An improved NZ organizational structure that encourages international liaison and improves effective relationships with our international stakeholders.**



GOAL 4: OUR PAST, OUR PRESENT, OUR FUTURE

Objective: What We Achieve

We have a strong and courageous history in the YMCA with deep roots. To show the benefits of our long organisational heritage we will continue to provide New Zealand and the world with opportunities that:

- Always honour our past, challenge the present, and seek opportunities to embrace our future for a sustainable NZ YMCA movement.
- Involve young people in shaping that future.
- Ensure the purpose of our Movement is embedded in all planning.
- Ensure our Convention, Youth Hui and AGM is a celebration of our successes and a showcase of our engagement in our Mission.
- Finds, develops and integrates mechanisms to ensure our youth voice is present at all levels of our organisation.
- Are always relevant and open to our community's needs.
- Use research to validate our story and support our advocacy.
- Recognise our past contributors, and the legacy they have contributed, and add to this legacy to the next generation of the YMCA.

Output: What We Will Deliver

- Reduced barriers for Youth participation and increased involvement of the next generation at governance, operational and activity functions across our organisation.
- Increased and improved promotion, marketing and communication.
- More research and statistical information that informs and validates the YMCA Mission and how we achieve it.
- Improved and refurbished social media channels and youth communication.
- Understand the options for shared services between Association's in order to provide more effective and better scale of economic returns and greater sustainability, and have a strategy for Association consideration.
- Greater involvement of our alumni.

Outcome: What We Will Gain

- **Strong relationships in the Youth Development sector with a Youth Manifesto that establishes a platform for the young people of the YMCA to have their voices heard.**

THE YMCA NEW ZEALAND

The YMCA Associations in New Zealand are affiliated as the New Zealand National YMCA movement (YMCA New Zealand). YMCA New Zealand is in turn part of the international YMCA movement and a member of the World Alliance of YMCAs (WAY) based in Geneva Switzerland, as well as the Asia and Pacific Alliance of YMCAs (APAY), based in Hong Kong.

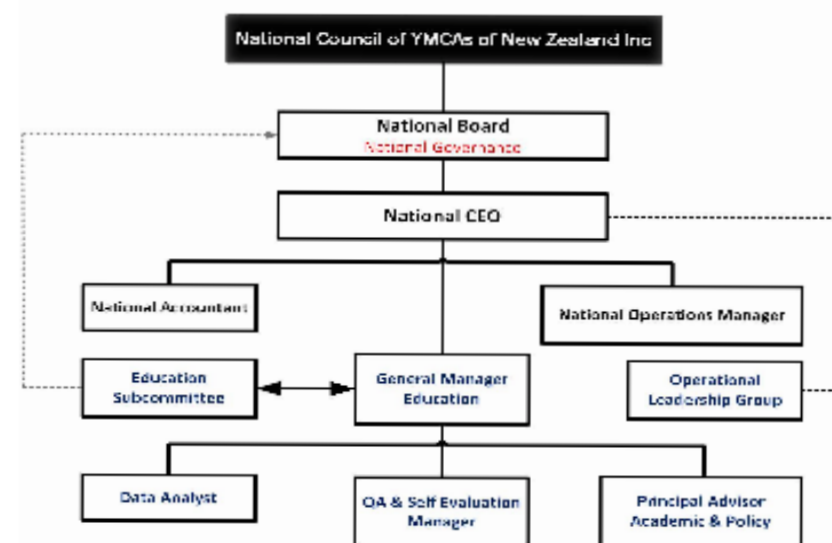
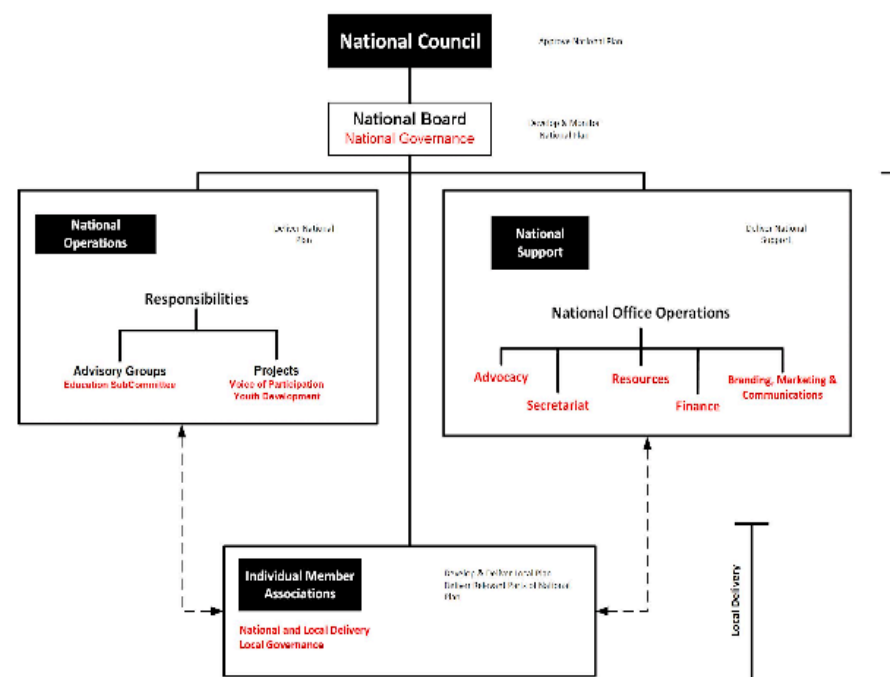
YMCA New Zealand's role is to ensure its member associations fulfill the mission and vision of the YMCA and meet its responsibilities to the international movement.

The charter document of YMCA New Zealand requires its National Office to undertake the following:

1. Brand and Standards Protection
2. Advocacy and Marketing.
3. Governance and Leadership.
4. Conferences and Training.
5. International liaison and alliances (WAY and APAY).
6. Contingencies.

The YMCA National Council charter sets out the conditions of Association membership as:

- The right to use the YMCA name brand and be part of a national and international movement with high standards and world-wide recognition.
- The provision of a levy to National Office operations for the ongoing assistance in such areas as programme standards, staff and volunteer training, human resource development, lobbying, advocacy, and monitoring.
- An investment in each Association's future, through collaborative efforts in programme development, marketing, research and fundraising.
- An insurance policy for times of extreme challenge when an Association may need the resources National Office can provide. This is to ensure that resources are available to YMCAs less fortunate.
- The structure that links all YMCAs, as part of a national and world-wide movement.



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