

YMCA New Zealand 2023 Annual Report



Image: Central





FAATAJALLOFA

S. BE V

Image: South Waikato



OUR MISSION

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



OUR VISION

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 VALUES

| | | | |
|------------------------|---|------------------------|---|
| Caring: | To love others, to be sensitive to the well-being of others, to help others | Atawhaitia: | Awhi mai, awhi 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 Aotearoa 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.

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The YMCA's mission is to empower young people and communities worldwide to build a just, sustainable, equitable and inclusive world, where every person can thrive in body, mind and spirit.

VISION
2030

President's Annual Report



Tēnā koutou, tēnā koutou, tēnā tatou katoa

At the Y, we support future generations by continuing to work with today's communities. We empower tamariki and rangatahi to reach their potential, we create connections between whānau and communities and we promote hauora throughout life and across generations.

As communities evolve, so do we, responding to changing interests and needs. The communities we serve face challenges today with significant cost of living pressures and unprecedented weather events.

We're experiencing changes to the types of support and services our communities need from us. We continue to evolve and adapt how we operate to remain relevant to our communities and financially sustainable. As an organisation, we've also been impacted by lingering impacts of COVID with illness among our team and increased costs of doing business.

2022 year in review

Our Amplify the Y project was a big focus this year which helps shape our organisation for the future. A full report follows although I'd like to call out a couple of highlights including the Te Tiriti workshop in May which allowed us all

to reflect on the role that we all need to play in the journey that we are on to ensure that in the work that we do we is honouring Te Tiriti o Waitangi. This workshop was also the start of discussions across the Y and has led to 5 rōpū being established within the regional associations.

The Raise Up roll-out across the country is a big milestone – a big thanks to Raise Up HQ that is managed by Y North. Communities of Practice also came into being with the great coordination skills of Will Watterson. Youth InspYre is designed to implement the key pillars of the YMCA Youth Declaration and Strategy (2020) to deliver youth voices in its governance, policy and advocacy; focus on development and employment pathways for rangatahi within the Y and create more Youth-friendly spaces and services.

The Y globally marked 2022 with the World Council meeting for its 4 yearly conference. At this conference the Y movement signed on its first ever world strategy – Vision 2030. This strategy was 4 years in the making with meetings and conferences around the world to input into it. Vision 2030 has 4 pillars Community Wellbeing, Meaningful Work, Sustainable Planet and Just World. The expectation is that each country will take the strategy and adapt to meet their community needs.



Participation in this conference was virtual – with Hannah Dunlop, Callum Clark and myself attending sessions. Y Aotearoa New Zealand led a group of countries to put forward a resolution to encourage the Y internationally to take a greater role in ensuring Safeguarding is embedded in everything we do.

We are currently working through how Vision 2030 will be reflected locally. A start was made at the May workshop and with youth at a Raise Up camp where it was clear that this strategy resonates just as well in Aotearoa New Zealand as it does in other countries.

On a local note, two key foundational projects also got underway in 2022 – Safeguarding and ImpactStar. We sponsored an independent audit of 8 associations and National Safeguarding polices. This has enabled us to appoint a project team to work together to lift our standards around this important area of our organisation.

ImpactStar (the distance travelled tool we use for measuring the impact our work is having on individuals) was also reviewed and key recommendations made to improve the functionality and broadened the use of the tool. These changes to the tool will improve the reporting of information, management of questionnaires and how the platform is administered. This will make the tool more flexible to use and allow the Y to produce reports that measure the impact products and services are having on groups as well as individuals. These changes will be delivered in in 2023.

The major strategic project for 2022 has been the Governance and Leadership Project. I'd like to acknowledge everyone's time and energy given to this important mahi.

There is broad agreement that change is needed and we need to be sustainable to deliver for our people and communities. Independent expert MartinJenkins facilitated us on the journey starting with identifying our vision for the Y in New Zealand, what our ambitions are and what we need to do as a National organisation to increase the influence and impact of the Y for the benefit of the communities we serve.

This process involved a number of workshops (virtual and in person) which had the added benefit of getting people reconnected with each other after little contact for 2 years due to Covid. This work is progressing and 2023 is the year where we will make decisions and change how we operate to ensure that we are working as one Y and continuing to grow and support each other in our ever-changing world.

The Y has two Trusts that it manages. The National Board has taken steps to start the revitalisation of these trusts so that they can start adding more value to our work. This process started with the development and implementation of an Investment Strategy and Policy. We then appointed a fund manager (Milford) to actively manage the funds. This work will be continuing in 2023 with the need to review the trust deeds, and working to actively attract more funds into the YMCA Foundation Trust so that it can invest in Youth development, and development of our staff and volunteers in the work that they do.

This is a very high-level summary of the work undertaken and supported by the National Office. Led by Sean McKinley for the first 6 months of the year and Noel Cunneen for the last 4 months. The ongoing support that Barbara Duley-Foote our Operations Manager cannot be underestimated. The Y Private Training Establishment (PTE) has been ably led and managed by Leona van der Heyden and her team of Fiona Breen and David Perry. The accomplishments of the Amplify the Y programme would not be possible without the calm and wise Will Watterson.

I would like to acknowledge the work and support of the National Board. We've seen change in the Board with Matt Roberts leaving after 6 years including one as president and the tough year of the height of Covid, Paul Yallop after significant work on the National policies, and Jennifer Beatson resigning due to other commitments. In May, Bridget-Mary McGown and Kari Garber joined the Board followed by Wee Li Cheong in October. Callum Clark, the Vice President's year was busy with maintaining and growing our international relationships, on-going work on policies and the trust. This year required of the Board considerable volunteered time with regular board meetings and involvement with the Governance and Leadership initiative.

Thanks to all for your continued commitment and mahi. Our organisation is in a period of significant change and I acknowledge that this isn't always easy. I am optimistic for the future as it is very clear that we are united in our passion for the Y and the importance of our services to our communities. Careful implementation of our agreed organisational changes will provide an opportunity for a re-set and a new beginning in how we work together and a bright future for the Y and the communities we serve.

Ehara taku toa i te toa takitahi, engari he toa takitini

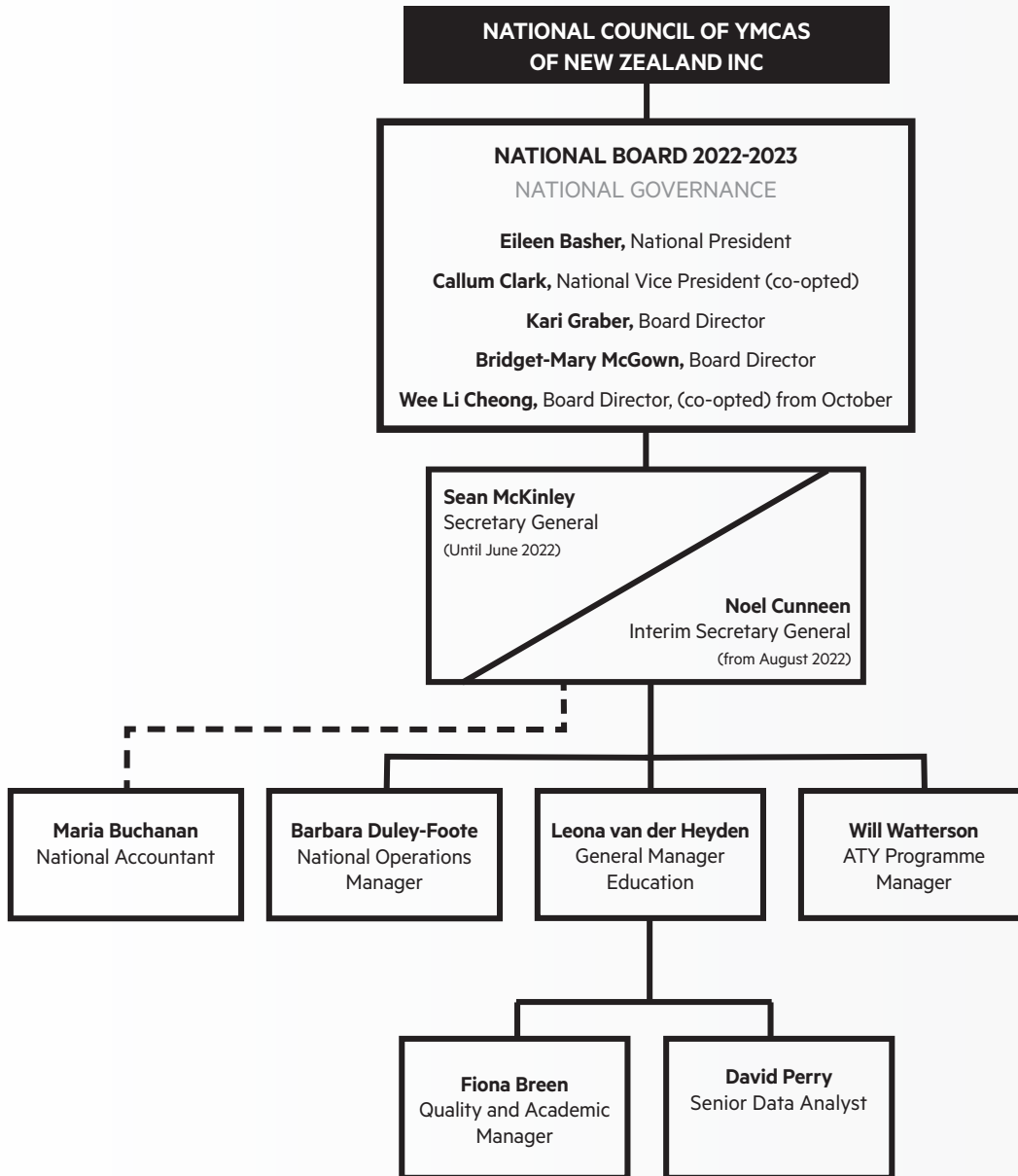
Success is not the work of an individual but the work of many



Eileen Basher

President

The YMCA New Zealand Structure



LIFE MEMBERS:

Claire Ballantyne (Christchurch), **James Barnes** (Gisborne), **Ken Durbin** (Auckland), **Terry Hill** (Christchurch), **Russell Leech** (South & Mid Canterbury), **Paul Le Gros** (Nelson), **Maurie Rendle** (Auckland), **Peter Waterhouse** (Auckland).

Trusts report

The YMCA, New Zealand Soldiers Great War Memorial Trust

In the Great War of 1914 -1918, the YMCA provided invaluable welfare assistance to New Zealand soldiers. They would later donate funds back to the YMCA in gratitude for these services to purchase a property. In 2006, the property was sold, and the proceeds are now used to support YMCA programmes.

The trust has been supporting YMCA Associations for many years and the objectives of this Trust are broad and not limited to just youth development programmes. Funds can be used for staff training, international training and educational opportunities for example, so long as the objective is aligned to the purpose and mission of YMCA New Zealand. The Trustees of this fund are the directors of the National Board of YMCA New Zealand.

In 2022, the trustees furthered the implementation of our National Investment Strategy - a long term strategy for our trusts to grow sustainably, embed good governance practices and fund the future of the Y Movement here in Aotearoa New Zealand. This proved to be a challenging year and a year to build our capacity for growth.

We embarked on a process to select a fund provider to actively invest and manage portfolio risk which began with a request for proposal to seven of the top providers in Aotearoa New Zealand which then followed a process to shortlist and benchmark the potential providers. Milford Asset Management proved to be the best solution and was selected as our preferred provider. The market conditions and high inflation proved to be a challenge for growth for the trusts this year and with the aim to be in a stable position to distribute funds next year in 2023.

YMCA Foundation

The YMCA Foundation was founded through the generosity of Y members and has been serving the wider movement to support the aims of the Y movement throughout Aotearoa New Zealand, promote youth development, assist in developing leadership and education programmes and assisting individuals to create community and social impact.

Through the National Investment Strategy, the YMCA Foundation embarked on the same process to select a fund provider and through the process had selected Milford Asset Management to manage the funds stewarded by the trust. Due to the challenging market conditions and high inflation this year the trust had focused on building capacity and is confident next year will be in a position for support of disbursements.

Our three strategic priorities of our long-term strategy are:

1. Sustainable Growth
2. Good Governance
3. Funding the Future

Our long term strategy has been aligned with Vision 2030, the global strategy for the World YMCA movement and aligned to Agenda 2030 set out by the United Nations.

The YMCA Foundation developed a plan to build the capacity of the Foundation and through an expression of interest process selected 5 new trustees to join the YMCA Foundation Board of Trustees. The unique and diverse skills set brought to the board of trustees are invaluable to move the trust forward to deliver our long term strategy and we are confident that the YMCA Foundation is in a strong position to grow and support the future of the YMCA Movement.

Foundation Trustees



Andrew Kenny

I have always had a great passion for volunteering; some of the most memorable moments of my life have been thanks to my involvement in the community.

I am an active member of Scouts Aotearoa, NZ Cadet Forces, NZISM and now a Trustee for the YMCA Foundation. I have been a member of Scouts Aotearoa for 34 years and at a national level, I was an elected member of the Board from

2005 to 2007 and a member of the National Council from 2008 to 2010 and again from 2016 to 2019. I have been a member of NZ Cadet Forces for 26 years and currently volunteer as an Area Support Officer for South Canterbury. I have been a member for the NZ Institute of Safety Management for 10 years and current Branch Manager for the Canterbury branch that looks after 400 local members. Working in the Health and Safety profession has also given me some experiences which can be used in my role as a Trustee for the YMCA Foundation. I'm also the chairman of a local charitable trust for young people in Mid-Canterbury.

Living in Christchurch, I have worked at Terra Cat for 17 years and currently a Health and Safety Advisor working with our directors, executives, and operational managers to implement initiatives, procedures, and activities in line with the strategic plan. I enjoy coach managers, encouraging awareness and ownership of a proactive safety culture.



Anahita Oei

Anahita is a young professional with a Law and Conflict Resolution background who currently works as an Engagement Advisor for the Devonport-Takapuna and Kaipātiki Local Boards in Tāmaki Makaurau. In her job she is passionate about raising the profile of diverse ethnic and youth communities and facilitates inclusive engagement events to make confusing council processes more accessible to all. On top of her mixed Asian and Middle Eastern background, as a young person she is frequently challenged in the corporate political environment. It is a misconception that young people lack sufficient knowledge and valid experiences, and Anahita strives for positions where she can make a genuine difference. She is also a board member on Auckland Youth Voice, is a member of the Multicultural Young Leaders Network, and has volunteered as part of committees like United Nations Youth, The Climate Action Conference, and the Albert-Eden Youth Board. What she seeks to gain out of being a trustee on the YMCA Foundation is to raise the voices of young people and hopes to make decisions for young people, by young people.



David Bell

David is the CEO of Optima Investment Group, a privately held investment company that owns and manages 5 subsidiary companies in New Zealand. David has also worked in the Energy and Technology sectors, providing services and support to global and local energy customers. David has strengths in the areas of Strategic Planning, HSEQ, People and Capability and Sales and Marketing. David is also a Trustee for Amplify Taupo.



Wee Li Cheong

Wee Li Cheong is an experienced banking and finance executive with over 2 decades of international banking career spanning across Asia, Middle East, Oceania and the Pacific Island. He is currently a regional head of department for a top global bank and is responsible for managing their institutional clients and government relationships across New Zealand and the Pacific Island countries. In 2017 he was invited to speak at the 48th Pacific Island Forum Leaders Meeting held in Apia, Samoa and in 2018 he attended the APEC 2018 and APEC CEO Summit held in Port Moresby, Papua New Guinea. His deep involvement in the Pacific Islands has led to him successfully establishing an offshore branch in Port Moresby, Papua New Guinea in 2020.

In addition, Wee Li is an active member of the BusinessNZ advocating best business practices and influencing government policy for the best interest of New Zealand's enterprises with the aim of promoting positive change, productivity and innovation.

As a devoted Christian and a loving husband to 2 wonderful children, Wee Li is passionate about youth development and believes his background in banking and finance as well as his leadership outside of his workplace could be used to serve and impact the next generation of youth in Aotearoa.

He is keen to deliver to the mission of The Y for every New Zealander youth for a stronger Aotearoa tomorrow



Callum Clark

Callum Clark has a strong background in hotel operations, revenue management and youth development. Specialising in non-formal educational methods, Callum has led youth programme design and development for Scouts Aotearoa and the World Organisation of the Scouting Movement (WOSM) assisting national organisations to develop educational proposals and enhance education for sustainable development aligned with the United Nations Sustainable Development Goals. He has represented Aotearoa New Zealand at multiple international conferences and events enhancing youth development and good governance across organisations such as Scouts and the Y.

He is the current Board Chair of UN Youth an organisation providing opportunities for young people in Aotearoa New Zealand to lead the spirit of the United Nations and active global citizenship. Passionate about tourism he is the General Manager of a hotel and brings experience having worked across many brands and commercial operations in the sector. He is also a member of Skål International New Zealand, a global network for travel and tourism professionals.

Callum is passionate about the impact the Y creates across the country working with communities and young people. Whilst on the National Board of the Y he is enthusiastic to see more young people involved in the governance of the Y and the greater impact and connectedness to communities the Y can create into the future.



Damian Piilua

Talofa Lava! My name is Damian Piilua and I am a proud Samoan, born and raised in South Auckland and am excited to be a trustee for The Y Foundation Trust. At 25 years old, I have dedicated myself to Youth mentorship, advocacy and development on a local and regional scale wearing different potae. I have been blessed to work with a range of rangatahi in different capacities from our most vulnerable in Mt. Eden prison, to our most engaged in the Auckland Council Youth Advisory Panel. I am very excited to offer my insight as we work to activate this trust and unlock opportunities for our Rangatahi.



Eileen Basher

Eileen became involved with the Y as a Board member for Central in 2018. Her focus is no ensuring that today's youth have access to programmes and services that help them reach their potential in today's complex world.

Eileen has strong governance experience through the senior management roles she has held both in the public and private sector. She is currently a contractor working various agencies primarily around governance and programme management. She views being on the trust as a way to ensure that we are actively investing in the next generation both directly and via providing additional opportunities for youth facing staff to have further training. The importance of this is highlighted by her role as mother of two children and active grandparent of two grandchildren.

Financials

National Council of YMCAs of New Zealand Incorporated: Year Ended 31 December 2022

| CONSOLIDATED STATEMENT OF COMPREHENSIVE REVENUE & EXPENSES | | 2022 |
|--|--|------------------|
| Education Services | | (69,540) |
| SNZ - ATY & Partnerships | | 54,609 |
| Other Support costs | | (75,876) |
| Trust Funds | | 4,987 |
| TOTAL DEFICIT FOR THE YEAR | | (85,820) |
| CONSOLIDATED STATEMENT OF FINANCIAL POSITION | | 2022 |
| Total Assets | | 2,953,078 |
| Total Liabilities | | 1,375,956 |
| NET ASSETS | | 1,577,122 |
| ACCUMULATED FUNDS | | 1,577,122 |

Full accounts of the National Council of YMCAs have been audited and are available on request.

The reporting entity is the National Council of YMCAs of New Zealand Incorporated (National Council), incorporated under the Incorporated Societies Act 1908. National Council is a charitable organisation registered under the Charities Act 2005 on 15 February 2008, registration number CC21153.

The consolidated financial statements also incorporate YMCA Foundation and The YMCA, New Zealand Soldiers Great War Memorial Trust.

The National Council has the right to appoint the Trustees of the YMCA Foundation, The YMCA, New Zealand Soldiers Great War Memorial Trust and to benefit from the Trusts and therefore is deemed to have control over the Trusts.

Amplify the Y

Introduction

In October 2020, the Y National Council in collaboration with our regional Associations embarked on a transformational programme of change for a common purpose: to grow the Y movement, increase impact and create amazing outcomes for communities.

By mid 2021 we were in a position where a suite of change projects could be developed and funding sought to make these projects a reality. We had identified five key areas that we knew we wanted to focus on:

- One Y – Developing a national strategy, enhancing governance and board diversity, and ultimately developing a contemporary constitutional model
- Honouring Te Tiriti – increase participation by Māori, build career pathways and enhance the careers of Māori working in the Y by deepening our commitment to honouring Te Tiriti.

- Youth InspYre – Youth voices in governance, policy and advocacy, Institutional capacity building of the Y to better support youth, and creating youth-friendly spaces and services
- Communities of Practice – develop centrally led and resourced Communities of Practice, aligned with each of our different service areas
- Raise Up - scale up the award-winning 'Raise Up' programme considerably, expanding from Auckland and Waikato to include delivery of the programme by the rest of the YMCA associations across Aotearoa New Zealand.

In September 2021 we signed off on a significant investment agreement with SportNZ to fund all 5 of these priority areas. This agreement meant that we had the resources to carry out the ATY programme over the next several years with the support and collaboration of all our regional associations.

Read on to see where each of these projects has got to since then!

Raise Up

The purpose of the ATY Raise Up project was to scale up Y North's highly successful 'Raise Up' youth development programme across Aotearoa.

A national Raise Up HQ was established in Auckland in late 2021, which has supported the rollout of new Raise Up crews across Aotearoa. This rollout has included comprehensive training and quality assurance for every Raise Up programme that is established, regardless of location.

Since its establishment in late 2021 Raise Up HQ has successfully launched 13 additional programmes throughout New Zealand.

They introduced an information-sharing platform, Microsoft Teams updated the Tool Kit (Kete) and programme induction processes. They also updated the Raise Up Social Media presence to reflect the programme's National Rollout. There have been some expected challenges, including reengaging with young people after the COVID lockdowns.

Recently the programme has focused on improving digital engagement and increasing the ability to run online training workshops and meetings for young people and coordinators. The next step for the project is to explore the feasibility of establishing Raise Up crews in new communities, including non-Y areas.



Image: Raise Up camp, October 2022

Statistics or Raise Up 2022 breakdown by region

| Region | Attendance numbers | Volunteer hours | Events | Workshops | Community outreach | Crew Members |
|---------|--------------------|-----------------|--------|-----------|--------------------|--------------|
| North | 23,307 | 11,365 | 23 | 14 | 22 | 133 |
| Central | 2,426 | 797 | 3 | 1 | 9 | 44 |
| South | 1,606 | 1,512 | 6 | 3 | 10 | 40 |

Communities of Practice

| | | |
|--|----|---|
| Facilitators trained for Communities of Practice | 28 | |
| New Communities of Practice established | 10 | |
| COPs active | 8 | Rec/Sport, Fitness/Gym, Marcomms, OSCAR, ECE, Outdoors, Senior Leaders, Rainbow |
| COPs on hiatus/hold | 2 | Safeguarding / Youth Development |
| COPs not yet launched | 1 | Accommodation |

The purpose of this project was to create a structure that enables collaboration across the Y movement. The desired end result was that people in a specialist area of Y service delivery will know their equivalent roles in Ys in other areas of the country and will have a shared pool of resources, knowledge and experience that they can access.

Led by a working group with representation across the motu, a Terms of Reference was developed in late 2021 along with a training program for Community of Practice facilitators, led by Esther Bukholt.

With the support of each association we have been able to launch 10 communities of practice covering services areas like Recreation/Sport, Fitness/Gym, Marcomms, OSCAR, ECE, Outdoors, Senior Leaders, Rainbow, Safeguarding, and Youth Development. One COP (Accommodation) remains to be launched due to low interest.

An initial M&E session in October 2022 with COP Leads highlighted what was working well and what additional support was needed. The overall learning was that COPs are only as strong as their members and the time and commitment they put in to the group, especially the Leads.

As ATY programme manager, I have stayed in touch with all groups and offered support wherever I can, including at times facilitating COPs myself. With continued support, I believe these groups will find a good rhythm and normalised way of working that will make them epicentres of knowledge and best practice for the Y.

ONE Y

The purpose of this project is to develop a clear national value proposition, priorities and plan to guide the focus of the national movement.

We plan to develop:

- A **national strategy** including clear expectations for performance.
- Enhanced **governance** including board diversity, skills and expertise.
- A **contemporary** constitutional model that provides a foundation for a strategically focused future

The original project plan for One Y was altered in 2022, with the first phase (originally intended to be an internal Y working group) being replaced by consultation services provided by Martin Jenkins. This has resulted in the project lagging behind in its first few milestones, with the plan being to catch-up on our S&A milestones once the MartinJenkins report is presented and an implementation plan put in place.

We have been working with MartinJenkins to design a more sustainable leadership and governance model that enables the National Council, National Board and the Local Associations to work in a mutually beneficial way, harness the value of collective effort, and provide our local communities with nationally consistent, world-class youth services, aligned to our values.

In late 2022 we completed the initial set up and strategic direction with MartinJenkins, and have also completed a series of workshops with representation across the movement focused on developing a set of design objectives and principles for our new structure.

Then next steps of this project are to present three high-level options to a broad range of stakeholders within the Y movement and gather feedback on a preferred option and any amendments needed. This feedback, and a potential way forward will be discussed at our June 2023 AGM.

The logical next steps after June would be:

- Final proposed design confirmed
- Scope of governance maturity programme confirmed
- Implementation roadmap confirmed
- Change management approach confirmed

Image: South Waikato celebrating gumboot day





Image: Gareth Jones running a Te Tiriti workshop with Y Taranaki staff

Honouring Te Tiriti

The purpose of this project is to build the bi-cultural capability and diversity of the YMCA, so that we may reflect the modern face of Aotearoa and become a more attractive and inclusive organisation from which a diverse range of people can serve their communities. We will increase participation by Māori and enhance the careers of Māori working in the Y. The Y will have stronger capability and credibility to engage and partner with Māori, iwi, hapū and whānau to support youth development.

A more bicultural organisation will enable programmes and services to be designed and delivered by Māori, for Māori.

| | |
|--|-----|
| Number of rōpū established | 6 |
| Number of workshops delivered and approximate participants | 21 |
| # staff who have participated in Te Tiriti training | 292 |
| Board/governance sessions | 7 |
| Survey interactions on Te Tiriti capability | 139 |

Based on the information collected from a Cultural Capability survey in early 2022, our Te Tiriti consultant Gareth Jones embarked on a series of visits to our Y regions across 2022 (these will continue in early 2023).

The purpose of these visits was for Gareth to meet with Governance, Senior Leadership and operational staff to:

- Listen and learn about how that region operates, services it delivers, and its current thinking on Te Tiriti
- Establish an appropriate 'starting point' for that region
- Provide workshops for staff where they discuss their korero/views on Te Tiriti
- Provide a framework and direction for regions to set up local rōpū's made up of a cross section of staff

Most of these regions visited have now established a rōpū – a group made up of a diverse range of staff and governance who will drive the Te Tiriti work at a local level. These rōpū are a crucial component of our Te Tiriti approach; we believe it is best to hold back on applying a standardised set of policies and procedures that are not regionally grown, but rather have the staff build this organically in a manner which is culturally safe and relevant to that region.

Youth InspYre

The purpose of this project is to implement the key pillars of the YMCA Youth Declaration and Strategy (2020).

This initiative has been led by a working group of youth practitioners from across the Y movement.

Success will deliver to the Y:

- Youth voices in its governance, policy and advocacy
- Focus on development and employment pathways for rangatahi within the Y
- More Youth-friendly spaces and services

The focus of this project in 2022 was on making final updates and edits to our 'Youth Declaration', which has since been signed off by National Board and distributed to all associations. The Youth Declaration is an ambitious and living document. The document outlines a holistic approach for the Y to take in supporting and encouraging the wellbeing and development of young people throughout Aotearoa New Zealand.

In late 2022 the Youth InspYre working group realised that a Youth Declaration is no good to the Y movement without providing corresponding capacity building and support to all Ys to achieve the goals outlines in that document. To this end, the last part of the year was spent planning 3 key initiatives for 2023 that would support our youth workers, senior leaders and governance to align themselves fully with the principles of the Declaration.

Initiative 1 is a partnership agreement with Ara Taiohi (New Zealand's peak body for youth development) has been drafted which will significantly enhance our staff capability across the country. This exciting agreement enables Ys all around the country to host 2-day 'Mana Taiohi' and 'Code of Ethics' trainings that are open to both Y staff and youth workers from other orgs in the sector. In addition, this partnership will support Ara Taiohi to engage with regional groups to offer training opportunities that can also be extended to others in those local communities – creating greater impact for young people in ways that are sustainable for our small organisation

Initiative 2 is a CEO training day (developed internally by our own youth workers) which will provide insight to senior leadership on youth development best practice and the related capability needs of our staff. This training day will showcase the excellent youth development happening across the Y whilst also making a strong case for why having well-trained staff (who have access to regular Supervision) is crucial. The training will help CEs better understand the theoretical underpinning of the work going on in their regions as well as the purpose of professional supervision for youth workers. If the training is a success, it could be rolled out to other staff within the Y movement as well.

Initiative 3 is a 'primer' on youth voice in governance, scheduled for our June 2023 Leadership and Governance Hui. In this session (panel discussion format) we will thoroughly explore three very different models of Youth Participation in non-profits that are not dissimilar to our own. The goal of the session is that our Y leaders will walk away with a greater understanding of the ways that meaningful youth voice can be implemented at a governance level and will be challenged to take this kaupapa back to their regions for further serious discussion.



Education

A huge thank you to all those YMCA staff involved in delivering and supporting Y Education programmes in 2022. The dedication and hard work of our team has seen Y Education being part of the journey of our 335 students across the mōtu, working with each one to further their education and future aspirations. We are proud of the work we do and are motivated by the many success stories of our current and past students.

Overall, we achieved 70% of our TEC funding with 335 students (enrolled in 503 programmes) as outlined below:

| Education Programme | Purpose/Intent | Y-Education Programmes | 2022 Outcomes and Results |
|---------------------------------------|--|--|--|
| Youth Guarantee (YG) | Fees-free tertiary education at Level 1 and 2 for students aged 16-19 years who have no or low prior qualification/academic achievement, with a focus on enabling progression to higher levels of study, training or employment. | <ul style="list-style-type: none"> New Zealand Certificate in Foundation Skills (Level 1) New Zealand Certificate in Foundation Skills (Level 2) NCEA Level 2, vocational pathways: Primary, Services and Social and Community Services | <p>61% of TEC funding achieved with 89 EFTs delivered</p> <p>228 students (enrolled in 274 programmes)</p> <p>73% course completion rate. 2,858 unit standards and 159 qualifications awarded.</p> |
| Adult Community Education (ACE) | Community-based education aimed to meet community-learning needs. | A range of programmes such as 'Preparation for Study', 'Preparation for work', 'Digital Literacy' and 'Te Reo'. | <p>100% achieved with 6,467 hours delivered</p> <p>135 students enrolled.</p> |
| Intensive Literacy and Numeracy (ILN) | Supports the intensive provision of high quality, fees-free literacy and numeracy learning opportunities for learners with low-level literacy and numeracy skills. | Individualised programmes to support literacy and numeracy skills | <p>60% achieved with 15,222 hours delivered.</p> <p>88 students enrolled.</p> |

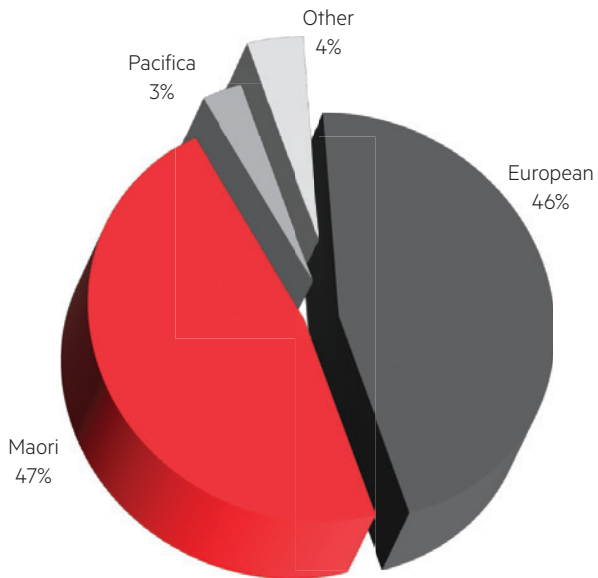


Image: Central

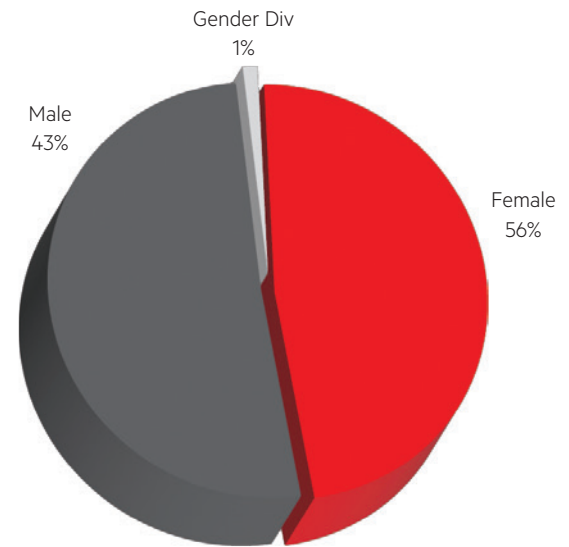
Summary of Student Data and Feedback

Who are our students?

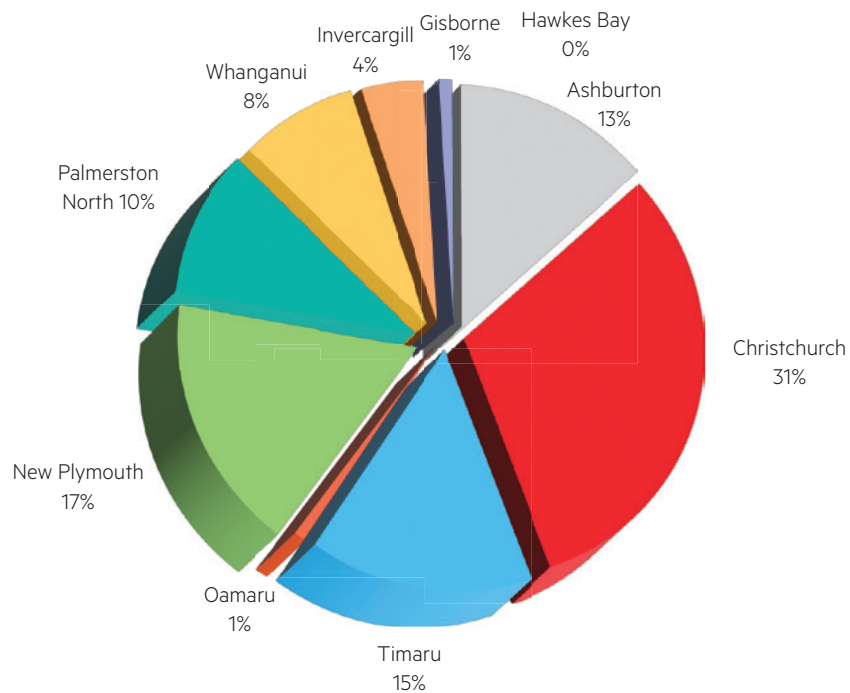
Ethnicity



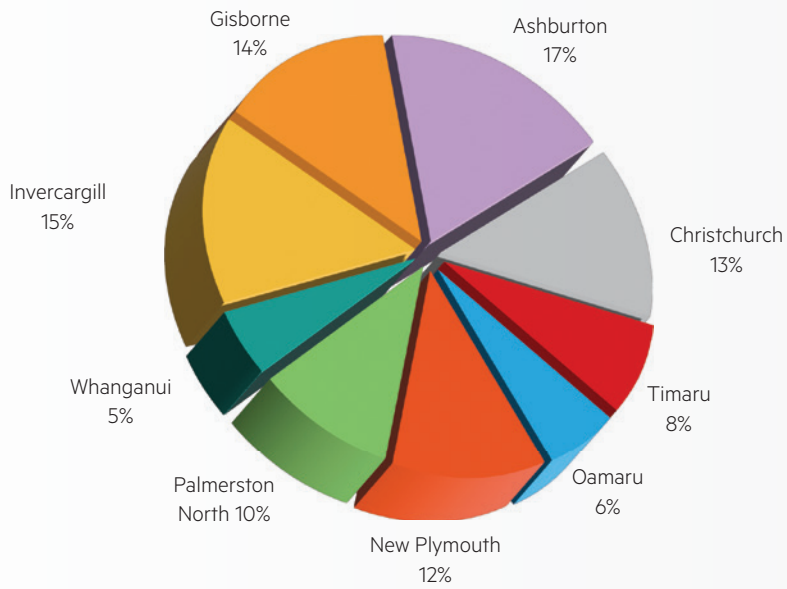
Gender



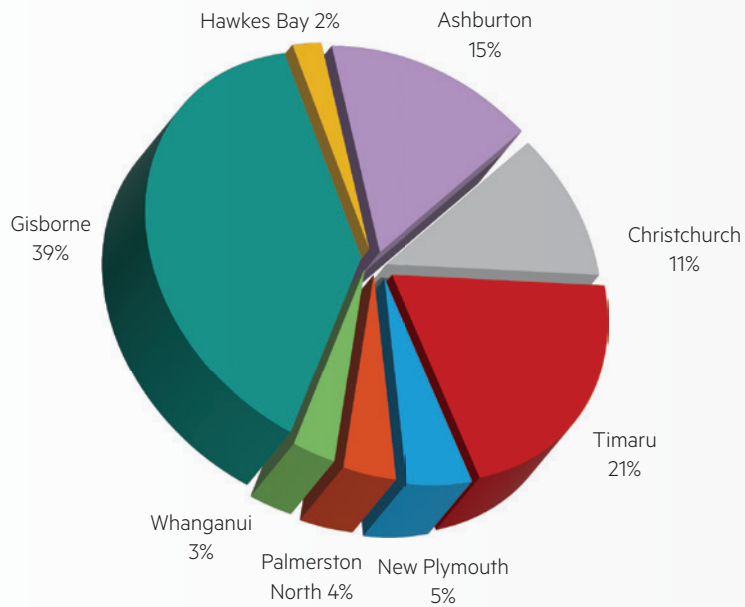
Youth Guarantee Delivery by site



Adult Education and Community (ACE) Delivery by Site



Intensive Literacy and Numeracy (ILN) Delivery by Site



What did our students say about their experience with Y Education?

171 of our students provided feedback at the end of their YMCA Education programme. Here is a summary of the results:

77% 

agreed or strongly agreed that the programme kept them interested and excited.

78% 

agreed or strongly agreed that the programme was better than they expected.

86% 

agreed or strongly agreed that the teaching met their needs.

89% 

were encouraged to learn.

91% 

received help from tutors when learning was difficult.

77% 

received help with reading and math.

78% 

agreed or strongly agreed that the programme allowed them to work on their personal goals.

87% 

were happy with the progress they made.

91% 

agreed or strongly agreed that staff listened to what they had to say.

Overall, the feedback results were improved from our 2021 survey results showing improvement in all areas.

Finally, let's hear from our students....

Here is a snapshot of the feedback we received from our students throughout 2022:

I love my class. I like my work

The social side was good and I felt respected and safe in all ways

I had fun

It's not loud like it is in a class at school

Kia ora te whanau o YMCA. Nga mihi kia koutou katoa

I liked how i can work at my own speed and something to work on is the communication and team work.

There is nothing that would change my mind about coming to the ymca

i like that you get treated as an adult and get listened to as well as all the help u need you just have to meet your tutor in the middle and its sweet as

I like how they teach real life things and what to expect when you grow up, such as taxes and budgeting and all that

I like how everyone is so nice and that I've learnt way more here than at school

I like that the tutors are friendly and welcoming towards me nothing needs improving :)

Small classes help a lot and it's easier to learn

The tutors are always super helpful and will make sure you're on task and aware of what you need to do.

I liked how it was organised and it was easy to understand

The class sizes were really good and the tutors are really helpful.

i love how the y is very much family orientated, the tutors also help through one on one help with your work. i have been helped through many struggles looking for jobs as well. thank you

I liked the workbooks and how relevant the topics we learned.

I liked the support and how friendly the team and tutors are at the YMCA, its a great environment to be in.

the people at the Y are very generous and kind. i was able to work at my own speed and gave myself a good result

I like the positive vibes everyone gives including staff and students

I like the support that was shown and given to myself and the students and the tutors made this environment a safe learning space to work in

The people made it the best learning experience I've ever had

I loved the tutors and the management supported me as much as possible with everything especially my mental health, they are so kind and accepting they support you and motivate everyone with their work as well

I have gained so much skills and knowledge during my experience at the YMCA i have even become more confident within myself. I am very grateful for everything the YMCA has helped me to achieve and all the support they provided to me.

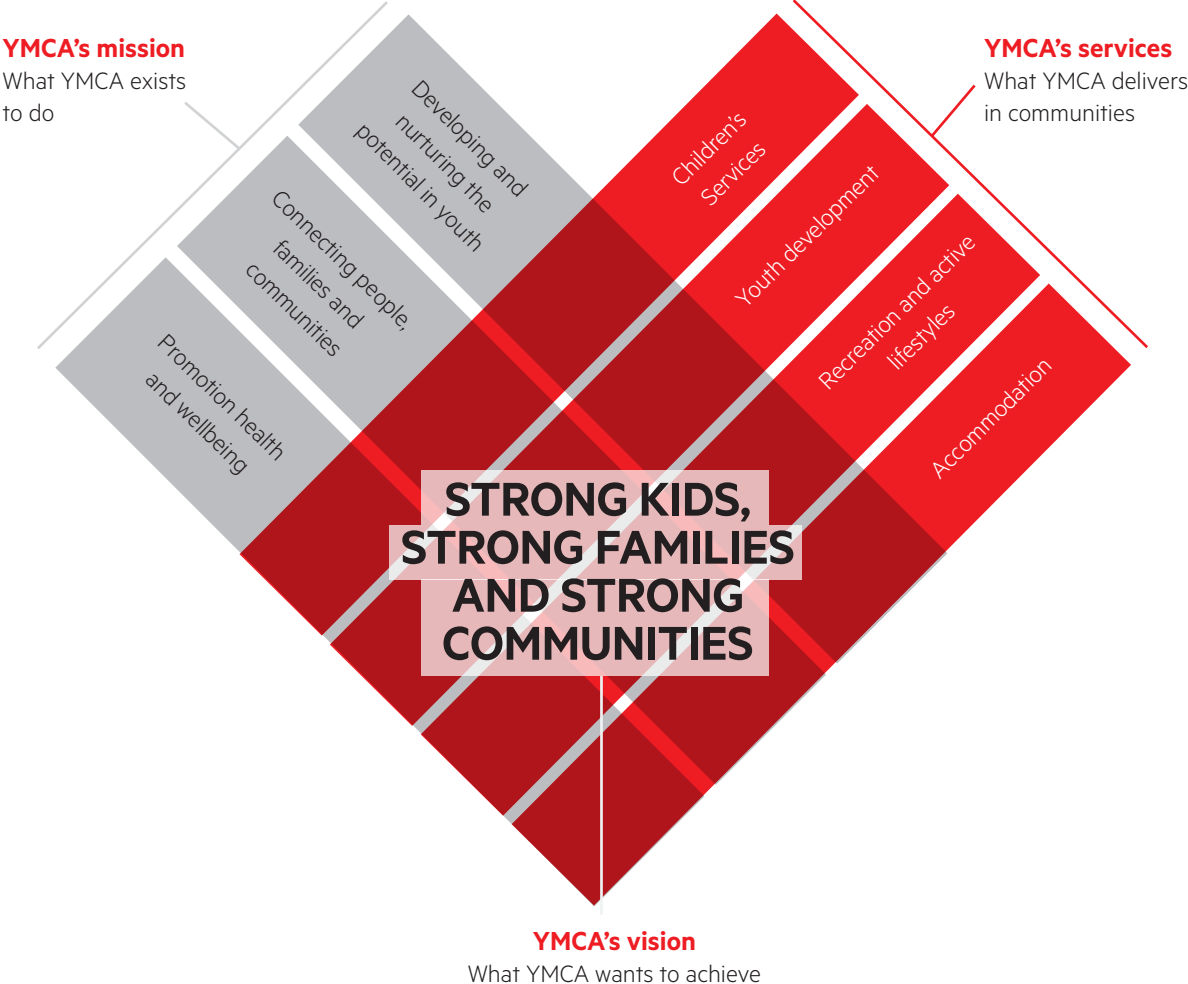
I liked how we were taught how to work, how we were guided and encouraged to make the right choices instead of being forced to sit there and do the work placed in front of us. The environment was everything I wanted in a learning place and met every need I had while I was there

Strategic Foundations

Most of YMCA's activities fall within four clusters – children's services, youth development, recreation, and accommodation.

The connecting threads through these activities are to:

- develop the potential in youth
- connect families and communities
- promote health and wellbeing.



Statement of Service Performance

Non-financial Performance Measures

| Measure | Actual 2022 |
|-----------------------------------|-------------|
| Board Meetings | 14 |
| Board Member Attendance % | 85% |
| Diversity of Board % female | 60% |
| National Council Meetings | 1 |
| Funded CE Meetings | 1 |
| ImpactStar Users | 26 |
| World Council Quadrennial Meeting | 1 |
| APAY Executive Meetings | 6 |
| APAY Non Executive Meetings | 7 |
| Vision 2030 Strategic Workshops | 1 |

Financial Performance Measures

| Measure | Actual 2022 |
|-------------------------------------|-------------|
| Total revenue (excluding Education) | 114m |
| Non levy funding | 657k |
| Association Levies | 491k |
| Surplus (Deficit) | (91k) |
| Reserves | 649k |
| Education (PTE) | 217m |

Measures against Strategy Areas

| Strategic Initiatives | Actual 2022 |
|--|---|
| 1. Brand Protection | |
| <ul style="list-style-type: none"> Work more closely with together with our internal stake-holders | Change in Logo approved and timeline set for implementation - June 2022 electronic, and Dec 2022 physical. |
| <ul style="list-style-type: none"> Engage more closely with external partners, funders, and stakeholders | Fortnightly meetings with SportNZ to monitor progress on Amplify the Y and Partnership funding |
| 2. Advocacy and Marketing | |
| <ul style="list-style-type: none"> Know ourselves and our competencies and back our-selves Provide a consolidated YMCA Association interface which portrays a consistent and cohesive voice of the movement Find, develop and integrate mechanisms to ensure our youth voice is present at all levels of our organisation | Supported Alcohol reform bill One Y project implemented. On hold until outcomes of Leadership and Governance evaluation are known. Organised a Vision 2030 session at the annual Raise up camp to understand the youth perspective on this strategy |
| 3. Governance and Leadership | |
| <ul style="list-style-type: none"> Drive for improved structures, frameworks and communications across YMCA Associations | Leadership and Governance evaluation project to work as the Y movement to collectively decide any changes in structure to assist future proof the organisation. |
| <ul style="list-style-type: none"> Ensure quality management documentation meets the needs at Board, Management and Operations level | Review commenced with identification of policy gaps and some policy development |
| 4. Conferences and Training | |
| <ul style="list-style-type: none"> Attend appropriate World Council Meeting and events | Attended the World Council 2022 meeting (virtually) and proposed a remit to strengthen Safeguarding within the Y. |
| 5. International Liaison and Alliance | |
| <ul style="list-style-type: none"> Work international events into our planning with attendance of Board or Staff members as appropriate Have a YMCANZ representative on APAY Executive | Events listed in calendar and Y staff or Board members attending Hannah Dunlop Vice-President of the Asia Pacific Alliance of YMCAs Callum Clark represented New Zealand at APAY Extraordinary General Meetings and meetings. Callum Clark appointed to the elections committee of the next APAY General Assembly Meetings with Y Australia international committee Co-wrote with Y Australia a resolution to strengthen safeguarding across the Y Movement globally. The resolution was proposed by Y New Zealand and seconded by Y Australia and Y Lebanon |
| 6. Contingencies | |
| <ul style="list-style-type: none"> Implement an adaptable investment strategy aligned to the National Investment Strategy 2030. | Invested Trusts' monies in Milford Private Wealth |

Transformational Change: Amplify The Y

The Y National Council in collaboration with our regional Associations are in the 2nd year of a transformational programme of change to grow the movement, increase impact and create amazing outcomes for communities.

We have continued to engage widely with our internal and external stakeholders, and used the feedback to identify further areas that will enable the Y to more able achieve its mission of youth development, as well as work in ways that are more effective and sustainable.

To that end there we established a suite of change projects in 2021 which continued their work in 2022.

Project 1: One Y

The Y's priority is to be nationally significant and locally relevant, where its impact is greater than the sum of its component association and national office parts.

We will know that we are successful when we are seen as "One Y".

Project 2: Honour Te Tiriti o Waitangi

The Y is committed to honouring Te Tiriti and embedding this into all aspects of what the Y does. This is a national commitment with local implementation.

Project 3: Raise Up

Raise Up is a flagship youth development programme for Rangatahi aged 12 – 18 years, developed and implemented at a regional level by the Y North Association, that empowers young people through leadership, learning, and event management opportunities.

In collaboration with Y North, YMCA New Zealand delivers Raise Up nationally.

Project 4: Youth InspYre

The YMCA Youth Declaration and Strategy (2020) set out a long-term strategic approach for the Y to become the organisation of choice for youth development. The Youth InspYre is a combination of new initiatives as well as transforming the existing movement and services the Y delivers.

Project 5: Communities of Practice

A key part of our strategy to Amplify the Y is to develop centrally led and resourced Communities of Practice, aligned with each of the different service or key interest areas.

| Te Tiriti | Measure |
|--|----------|
| Number of rōpū established | 5 |
| Number of workshops delivered and approximate participants | 21 |
| # staff who have participated in Te Tiriti training | 292 |
| Board/governance sessions | 7 |
| Survey interactions on Te Tiriti capability | 139 |
| Communities of Practice | |
| Facilitators trained for Communities of Practice | 28 |
| New Communities of Practice established | 12 |
| Raise Up | |
| New Raise Up crews established | 9 |
| Raise Up Coordinators recruited | 9 |
| Quality assurance audits completed | 12 |
| Youth InspYre | |
| Youth declaration adopted nationally | Complete |
| ImpactStar® development needs identified | Complete |
| One Y | |
| Martin.Jenkins workshops completed | 3 |
| # workshop participants | 58 |

Education

Education is an important component of the YMCA mission. At the Y we hold to the fundamental purpose of the YMCA movement - founded in enabling young people to thrive and take their place in our community – our purpose is to ‘build strong kids, strong families, strong communities’.

Education at the Y creates new opportunity. Our philosophy is based on the understanding that education is about developing the whole person. We believe learning is socially constructed and that we learn from old and new experiences. We also learn from each other recognising the unique talents in each person. We value qualifications as a statement of competence and the opportunities qualifications open up for us.

As a NZQA registered Private Training Establishment, we are specialist providers in Foundation and Vocational Pathway education. Our full-time programmes can lead to lead to NZQA level 1 and 2 qualifications. Unit standard and/or project-based assessments are features of our programmes and support the development of communication, problem solving, literacy, numeracy and interpersonal skills.

| Funding Stream | Purpose/Intent | Y-Education Programmes | Total and approximate students per annum 2021 | Actual 2021 | Total and approximate students per annum 2022 | Actual 2022 |
|---------------------------------|---|--|---|---|--|--|
| Youth Guarantee (YG) | Fees-free tertiary education at Level 1 and 2 for students aged 16-19 years who have no or low prior qualification/ academic achievement, with a focus on enabling progression to higher levels of study, training or employment. | <ul style="list-style-type: none"> New Zealand Certificate in foundation Skills (Level 1) New Zealand Certificate in Foundation Skills (Level 2) NCEA Level 2, vocational pathways: Primary, Services and Social and Community Services | 142 equivalent full-time students (EFTs). Y Education programmes are approximately 20 weeks so therefore, 142 EFTs = average of 350 students per annum. | 115 EFTs delivered; 227 students (enrolled in 279 programmes) | 140 equivalent full-time students (EFTs) = average 350 students per annum. | 89 EFTs delivered; 228 students (enrolled in 274 programmes) |
| Adult Community Education (ACE) | Community-based education aimed to meet community-learning needs. | A range of programmes such as ‘Preparation for Study’, ‘Preparation for work’, ‘Digital Literacy’ and ‘Te Reo’. | 6,400 hours of delivery = average of 150 students per annum. | 5,833 hours delivered; 170 students. | 6,467 hours of delivery = average of 153 students per annum. | 6,209 hours delivered; 135 students. |

cont.

| Funding Stream | Purpose/Intent | Y-Education Programmes | Total and approximate students per annum 2021 | Actual 2021 | Total and approximate students per annum 2022 | Actual 2022 |
|---|--|--|---|--------------------------------------|---|--------------------------------------|
| Intensive Literacy and Numeracy (ILN) | Supports the intensive provision of high quality, fees-free literacy and numeracy learning opportunities for learners with low-level literacy and numeracy skills. | Individualised programmes to support literacy and numeracy skills. | 25,000 hours of delivery = average of 150 students per annum. | 14,760 hours delivered; 99 students. | 25,542 hours of delivery = average of 160 students per annum. | 15,222 hours delivered; 88 students. |
| Workplace Literacy and Numeracy (WLN) | Supports the provision of literacy and numeracy programmes for employees to increase their literacy and numeracy skills, and contribute to workplace productivity. | Individualised programmes to support literacy and numeracy skills. | 680 hours of delivery = average of 20 students per annum, | 0 hours delivered; 0 students. | 680 hours of delivery = average of 20 students per annum. | 0 hours delivered; 0 students. |
| TOTAL Y EDUCATION STUDENTS PER ANNUM (AVERAGE) | | | 670 students | 496 students | 683 students | 451 students |

In Memoriam

Pat Magill



YMCA HB would like to acknowledge the passing of Pat Magill. Pat passed away on 02 May 2023 at his Westshore Napier home. Pat was special both locally and nationally to YMCA. Pat was an internationally known Napier social justice campaigner and we were fortunate to have him as part of the Y movement in the 1970's. Pat was about reducing inequality and bringing all people from all communities together, in the late 1970's he lead the Y Napier and developed the 'Downtown Y' in the Napier CBD, alongside other community projects this venue and service served to support Maori youth in particular, connect, particularly those that felt perhaps let down by other social, educational and employment institutions. Downtown Y and Pat himself were focused on leading and supporting multi generational connections to whanau and those that were disadvantaged within the community. Pat's reach was across regions, services, iwi's, politics - whatever it took. Pat was known for seeking harmony and peace within communities and was a strong advocate for people having equal opportunities.

In 1978, Pat was awarded an OBE in the Queens Birthday Honours for services- to YMCA and the community.

In later years Pat would take to the street and set up office there, available as a listening ear to hear people, listen and respond as appropriate at all levels with his aroha and influence. Pat's legacy will live on in Hawkes Bay and beyond and there are many lessons to be learnt from his approach and impact. We thank you Pat for your service and for your work, we were honored to have you part of the Y movement.

Pat Magill was awarded Life Membership of the National Council of YMCAs.

Isabel Murray



It is with deep sadness the Y recognises the passing of Isabel Murray or, as many of our team and wider Y whanau knew her, Isi.

Isi's impact on the Y locally and nationally was immense, but first and foremost she was a people person. With a true open-door policy, she led with empathy, with passion, and with heart. Even when she was tired, even when she had a mountain of work to do, she always – always – had time to listen. Often, she could be found working late into the evenings, having spent her days putting people first and ensuring they felt valued and appreciated.

Protective, supportive, empathetic, selfless, generous, caring... she was, as many have described her, one in a million.

Isi's varied experience with the Y formed a significant part of the organisation's history; she was Invercargill Y's education manager from 1998 to 2008, and our Chief Executive from then through until 2015. She also made a significant contribution nationally, leading the Y's national education programmes and services for more than 15 years – all in a voluntary capacity above and beyond her daily role. She was also a member of the Y's New Zealand senior management team for 10 years and was National Manager for Education from Dec 2014 to July 2015 and spent some time in 2016 as Acting CEO and then contracted for operations for Y Tamariki and Staff Culture for the Y in Gisborne.

Isi passed away recently after an illness. We send our condolences and sympathies to her family and friends.

In Memoriam cont.

Dr Laurie Reynolds



Dr Laurie Reynolds, who was New Zealand's oldest man when he died aged 107, was a distinguished cardiac specialist, who was instrumental in the development of cardiac care in New Zealand, including establishing the first coronary care unit in New Zealand, where important medical trials were undertaken.

His connection with the YMCA started when, after a trip to the USA, then CEO Maurie Rendall was inspired to offer specialist cardiac support through the YMCA and connected with Greenlane Hospital. Dr Reynolds had been doing research on top-class endurance athletes and agreed to provide expertise to the YMCA initiative. As he was retiring at the time, he was generous enough to give a great deal of his time to the programme, which offered rehabilitation for people who had suffered heart attacks, which was a national first at the time. Through this support, the programme was an incredible success, and enabled participants to go on to achieve fitness milestones like completing marathons. To acknowledge his service and support, Dr Reynolds was elected a YMCA life member of YMCA North (formerly YMCA Auckland).

NATIONAL LIFE MEMBERS:

Peter Darracott (Wellington)

John Donkin (Hawkes Bay)

Bernard Downey (Nelson)

Alva Faul (Invercargill)

Ross Grantham (National CEO)

Pat Magill (Hawkes Bay)

Dennis Oliver (Hawkes Bay)

Chris Purcell (Wellington)

Lomond Seel (Auckland)

Graeme Todd (Nelson)

John Wilkinson (Auckland)

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