

**YMCA NEW ZEALAND
ANNUAL REPORT
2010/2011**

Our Mission

The YMCAs of New Zealand are community organisations based on Christian principles that aim to enable individuals and families to develop physically, mentally and spiritually and enjoy a healthy quality of life.



Our Vision

We are New Zealand's most respected and successful provider of programmes that builds strong KIDS, strong FAMILIES and strong COMMUNITIES.

We are in effect, helping to build strong NEW ZEALANDERS.

Our Values

We value every individual, regardless of age, gender, ethnicity or belief.

We value and encourage the development of the whole person in Body, Mind and Spirit.

We value healthy communities in which people care for and support each other with understanding and mutual respect.

We value justice and equal opportunities for all people.

We value acceptance of personal responsibility.

In short, the YMCA values are:

Caring	Atawhaitia
Respect	Whakanui I te Tangata
Honesty	Te Whakapono
Responsibility	Te Awenga Atu



National YMCA Leadership

National Board



Russell Leech
President



Tony Jones
Vice President



Helen McEwan
Treasurer



Rowan McGregor



Michael Weusten



Peter Barrett

National Leadership Team

Ric Odom

John Fairhurst (to December 2010)

Leigh Gibson

Isabel Murray

Peter Fergusson (from December 2010)

National Staff

Ric Odom, National Chief Executive Officer

Barbara Duley-Foote, Executive Administrator

Maria Buchanan, National Accountant

Andy Pilbrow, National Manager for OSCAR

Donna Bouzaid, National Quality Services Officer (OSCAR)

Dave Green, National Manager for Youth Services

Phil Chamberlain, National Education Quality Coordinator

Gareth Moore-Jones, National Manager for Sport, Recreation & Outdoors (from November 2010)

Life Members

Alva Faul

Claire Ballentyne

Dennis Oliver

Graeme Todd

John Donkin

John Wilkinson

Lomond Seel

Maurie Rendell

Pat Magill

Paul Le Gros

Peter Darracott

Peter Waterhouse

Terry Hill

Chris Purcell

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Patron

His Excellency The Right Honourable Sir Anand Satyanand GNZM, QSO
Governor-General of New Zealand

From The President

Another year has gone by and so I am looking at the end of my two years as President. When I was elected President I believed that there was a need to get greater unity occurring amongst all the YMCAs. Our twice yearly Presidents/CEOs Forums are a very positive environment for this unity to be developed and I am impressed with the progress we are making. The National Board “buddy” system also enhances this unity.

I believe we are all individual YMCAs, and that together we make up YMCA New Zealand, which in turn is part of the World Alliance of YMCAs and therefore we are all linked together and dependent upon each other to go forward.

Our Federal structure does not always serve us well, but we cling to it, even though we see impediments in it. We must look to the future, find/create a hybrid structure that has parts of the old, but embraces/introduces new structures that have proven to be functional and successful for other charitable organisations similar in purpose to ourselves. Let us not be scared to challenge ourselves and step outside of our comfort zone, to achieve the absolute best for the YMCA in New Zealand, by accomplishing our goal of building strong KIDS, strong FAMILIES and strong COMMUNITIES.

In my previous Annual Report I listed a number of future National Board actions and set out below are the results of those actions:

1. Prepare a New Strategic Plan: This has been adopted and circularised.
2. Develop a National fundraising strategy: The National Board commissioned Foresee Communications Ltd, a certified member of Fund Raising New Zealand to prepare a report, and make recommendations on a strategy for the long term future. An Endowment Fund, to be created over the next ten years was recommended. The National Board has decided to “park” this project for further consideration at a future point in time.
3. Ensure standardisation of national programmes/ contacts is maintained at the highest level. This is working well, with the reorganisation of the Programme Committees from six to three, with a National Manager being employed by each committee. This is a very decisive move and the National Board looks forward to seeing synergies and efficiencies emanating from this restructure.
4. National Branding and Visual Standards protection: This project is still being developed. An amount was specifically allocated in the 2011/2012 budget to fund this initiative.

5. Developmental Assets: This initiative has been taken up by the OSCAR/ Early Childhood Programme Committee. We will await a report in due course.

6. Individual YMCA's Governance and Financial viability: The National Board, at their quarterly Board meetings, reviews all individual YMCAs' current Financial Performance and Financial Position, and communicates their overview. The National Board acknowledges and respects the individuality of each Board and the responsibilities and accountabilities that are part of such individuality.

The 17th World Council of YMCAs', held in Hong Kong from the 19th to 24th July 2010 was a tremendous experience. Held every four years it is a “must do” for both staff and board members to consider attending. New Zealand was well represented, as along with Helen McEwan (National Treasurer), Ric Odom (National CEO) and Paul Le Gros (APAY Vice President and Nelson Board member) and I as National President, representatives from Invercargill, Christchurch, Nelson, Wanganui and Gisborne YMCAs', the National Office and a youth delegate attended. With 1,134 attendees, representing over 80 countries, the diversity of cultures and YMCA activities/ programmes that were being delivered around the world is quite unbelievable.

Resource Mobilisation – a World Alliance initiative to raise millions of dollars (US \$'s) for YMCA programmes around the world, drew donations from National YMCAs', with the USA and England pledging in the tens of thousands of dollars. New Zealand does not have a policy or budget for such pledges, so it was left to the individual New Zealand representatives to make a pledge, on behalf of New Zealand, at a level they could afford.

Of particular interest to me was the research the Americans and Canadians had done in seeing how and for what they were identified for in their respective countries. Both had spent in the millions of dollars, over 2/3 years and the public perception that came out of that was that they were seen as “swim & gym” providers. There is much we can learn from this research and adapt it to New Zealand, as we face the same issues going forward.

What was particularly noticeable was the network of contacts and friends Helen McEwen, Paul Le Gros and Ric Odom had at this International level and the respect the world organisation had for them individually, and for New Zealand as a country. We are seen as one of the “richer” YMCA countries, both in people, resources and money.

These personal connections do not happen overnight and represent years of voluntary involvement in their individual YMCA in New Zealand and then their voluntary involvement internationally. In the case of Helen and Paul, this level of involvement comes at a personal cost, in both time and money and on behalf of YMCA New Zealand, I extend to them both our heartfelt thanks and gratitude for the work they have done and will continue to do.

A further highlight for the New Zealand contingent was the election of Helen McEwen to the position of World Alliance Treasurer, amid strong competition. Helen holds the position for four years.

The bi-annual Australia Convention was held in Bundaberg, Queensland from the 25th-28th November 2010. Helen McEwan, Ric Odom and I attended, representing YMCA New Zealand. Also in attendance were Isabel Murray (Invercargill) and Leigh Gibson (Gisborne). We seem to have similar issues and there is a need for us, at both operational and governance levels, to be sharing information and visions. In this regard we have agreed with Australia to alternate our bi-annual conferences starting in 2013, so we can have an annual forum at which to share potential synergies.

The Cuba Street Trust is still awaiting approval, for the variation to the trust deed, from the Crown Law Office.

The earthquake in Christchurch on 4 September 2010, which caused moderate damage and disruption to YMCA Christchurch, was a minor event compared to the devastating earthquake that occurred there on 22 February 2011. The main YMCA facility in Hereford Street was in the zone cordoned off, with no access for a number of weeks. Although there was no structural damage, the disruption to YMCA programmes and administration functions has been enormous and will take many months to recover from.

The response from other YMCAs in New Zealand and overseas, by making donations and offering practical help has been outstanding. As at the end of April 2011, total donations (National & International) received and forwarded to YMCA Christchurch amount to \$116,173.70. The National Board records its appreciation to all who have contributed and also places on record its gratitude to the National Office staff (Ric Odom & Barbara Duley-Foote) for co-ordinating and facilitating the assistance and donations received.

The leadership displayed by YMCA Christchurch CEO Josie Ogden-Schroder during and post this crisis is without question of the highest calibre. To the staff and Board of YMCA Christchurch we thank you for all you have done and are continuing to do, in maintaining the operation of your YMCA, in these most adverse of circumstances.

Two current National Board representatives, Helen McEwan (National Treasurer) and Rowan McGregor (Board Member) are not seeking re-election at the 2011 AGM. Helen has been a Board Member for 10 years, six of those as Treasurer. Rowan has been a Board member for two years. On behalf of the National movement our thanks are extended to you both for the voluntary contribution you have made during your time in office.

The retirement of John Fairhurst from the position of CEO of YMCA Auckland at the end of 2010, meant that John's involvement with the National Board also came to its conclusion. John had been appointed CEO of YMCA Auckland on the 1st January 1998 and because of that position became involved at the National level. He served on the SMT committee (Strategic Management Team) and then its replacement the NLT committee (National Leadership Team) a position held at the time of his retirement. John's wise counsel at the National level was respected and appreciated by those he worked with and the National Board records its grateful thanks to John for the contribution he has made and wishes him a long and enjoyable retirement.

Thank you to my colleagues on the National Board for sharing the work load and giving of your time to the movement. To Ric Odom, Barbara Duley-Foote and Maria Buchanan, thank you for your dedicated contribution and commitment in your individual roles, administering the National Office and National Board functions.

I conclude this Annual Report by placing on record what a tremendous privilege it has been to serve as National President, of this well respected community based organisation. Although I have indicated that I will stand down from the National Presidency role, I have signalled my willingness to continue to be part of the National Board and to support the new National President and Board, to progress the YMCA in New Zealand further forward, in our quest of building strong KIDS, strong FAMILIES, and strong COMMUNITIES.

Russell Leech
President

From The Chief Executive Officer

The YMCA has continued to adapt and improve to meet the changing requirements of communities, increasing demand for quality programme and services, and tightening economic conditions. Individually, our member associations have increased their connections to their communities resulting in a range of new and innovative services (and many improvements to the tried and proven programmes). Nationally, we now have three core programme areas: Sport, Recreation & Outdoors; Education & Youth Services; and Early Childhood & Out of School Care & Recreation (OSCAR). These three programme areas are overseen by three national committees. Supporting the committees and associations a National Support Centre, comprising national managers and support staff for the programme areas, has been established as part of the National Office. With these changes in place, we will continue to see greater standardisation of and improvements to those programmes and services that are delivered nationally as well as increased levels of support to YMCA staff on the ground in each of the regions.

There is no doubt the economic situation remained challenging but despite this, overall revenue for the YMCA remained steady. This is a testament not only to the directors, managers, staff and volunteers of the movement who seem to work ever harder, but also to the fact that most YMCAs have continued to develop a strategy of creating diverse income streams. Self generated funding through programmes for which YMCAs charge a reasonable fee make up the majority of the YMCA income. For many YMCAs, providing community services that are contracted by central government also makes a useful contribution to their income. Donations continue to be difficult to obtain and we are looking to increase revenue through this source in the future as we notice significant pressure on the funding available for distribution from philanthropic organisations. Obtaining funding to deliver existing and develop new programmes and services for our youth continues to be our greatest challenge. Early in our history, the YMCA embraced the concept of social enterprise (using market based strategies to achieve social outcomes) as part of our funding strategy and our current and future social enterprises will continue to provide us with some of the funds we need to deliver our benevolent goals. Already, a significant amount of the income generated by fees and contracted services covers (or in some cases subsidises) the costs of the Y's benevolent work such as youth programmes and camps. So the fee someone pays to be a member of a

YMCA gym is probably helping to send a kid to camp, or train a youth worker. Looking at the overall income of the YMCA throughout New Zealand, it is apparent that the YMCA continues to be one of the largest charities in the country.

YMCAs continue to do great work in communities throughout New Zealand. Much of this goes unheralded (but not unnoticed) though some of our YMCAs and Y people have received awards for their work. This year, the YMCAs of Auckland and Christchurch each won national awards.

I find that people are often amazed at the work the YMCA does in New Zealand with the most common comment being "I had no idea the YMCA did all that!" Our underlying purpose is to Build Strong Kids, Strong Families and Strong Communities. How we do that is by delivering a mix of nationally and locally developed programmes and services. The nationally developed programmes ensure consistent, high quality delivery of some core services while the locally developed programmes reflect the often unique needs of the various communities. It is a particular strength of the YMCA that we retain the strength of our strong brand and purpose while being responsive to – and part of – the communities in which we operate.

The earthquake in Christchurch in September affected all in New Zealand and the YMCA did not escape. Luckily, the physical damage to the Christchurch YMCA facilities was minimal and it was able to resume normal activities quickly, though a number of bookings – especially for Camp Wainui Park, were cancelled. While the more severe earthquake that struck in February will be dealt with in next year's Annual Report, it would be remiss of me not to acknowledge the difficulties that have been experienced by Christchurch residents in general and our YMCA family in particular. As I write this report, YMCA facilities in Christchurch remain closed, programmes and services remain disrupted and life in general is far from normal. The extended YMCA family in New Zealand and overseas has responded generously, as the National President notes in his report but we acknowledge the efforts and professionalism of the staff of the YMCA in Christchurch – ably led by their CEO and Board.

As is always the case, good things do not simply happen and I would like to express my appreciation to and admiration of all the volunteers, staff and managers in YMCAs throughout New Zealand. The Chief Executives and Executive Directors of the various associations also play a pivotal role in shaping the success of the movement. Theirs is not an easy job but they do it competently, diligently and professionally. I must also thank the many volunteers who serve as trustees and directors in YMCAs, providing sound and wise governance on behalf of their communities. Two volunteer directors deserve particular acknowledgement. Helen McEwan, our National Treasurer for the past six years is standing

down from that position in 2011. Not only has Helen given selflessly of her time to her own YMCA of Nelson and the national YMCA, she was also elected Treasurer of the World Alliance of YMCAs at the World Council in Hong Kong in 2010. Another Nelson YMCA board member, Paul Le Gros, has been involved with the YMCA movement for many years and most recently has served as the Vice President (Pacific) for the Asia and Pacific Alliance of YMCAs. Being elected to these positions reflects the respect in which both Helen and Paul are held and both have made considerable sacrifices to represent us at these highest levels of the international movement.

My greatest thanks are reserved for the National Board, the National Leadership Team and the national staff team. The current board has been extraordinarily active this past year and while the time has not been without stress and frustration, they have collectively kept to their path and the YMCA is stronger because of their courage and determination. For the national staff team: Barbara, Maria, Dave, Gareth, Andy, Phil and Donna, thank you for another year of hard work and achievement.

Ric Odom
National Chief Executive Officer



Everyone has heard of the YMCA but we know that not many know all the things we do. Perhaps it is because we do so much! What we do know is that most people are really surprised when they learn the extent of the work done by the Y in New Zealand.

The first thing we at the YMCA would like everyone to understand is that we are first and foremost a national community organization. We work for every New Zealander and we want to engage with every New Zealander in a way that is positive. Sure, at heart we are youth centred but we work with people of all ages. It's summed up in our by-line: We Build Strong Kids, Strong Families, Strong Communities. It's not just a slogan – we really believe that by helping children and young people to thrive, they will make great adults and parents. By working together with families, we strengthen that most important relationship of all – family/whanau. Building on that, we believe that connected communities are strong communities and strong communities make a great New Zealand society.

So what do we do? It would take too long to list all the things we do (and lists are boring!) but on this page, you can get an idea of the vast range of programmes and services we are delivering all over New Zealand. We don't do everything everywhere, but what we do is tailored to meet the needs of the communities we serve. You tell us what you want and need, and we listen!

After School Care

CLIMBING Fitness Centres

Archery Team Building

Basketball Learn to Swim

Sailing Aerobics Numeracy and Literacy

ADULT VOLUNTEERING

Learn to Swim

Camps

Education

Youth Development

Before School Care

CONFIDENCE COURSE

You

LIA

Sp

You

Fitr

REHABILITATION

**Spin
Camps**

What

Rehabilitation Pro

Alternative Edu

HOLIDAY PROGRAMMES

Before School Care

In-home Child Mi

Outdoor Education

Teen Parents YO

Youth Volunteering

Second Chance Edu

Youth Leadership HOLIDAY PROC

th Leadership

SKILLS

ts Leagues

th Fitness

ness Centres

PROGRAMMES

do we do?

grammes

ucation

Kayaking

Aerobics LEARN TO SWIM

inding Sports Leagues

Confidence Course

OUTH DEVELOPMENT

ng High Ropes

ucation Seniors Fitness

GRAMMES Outdoor Skills Training

Youth Volunteering

After School Care

MOTOCROSS

Children's Gymnastics

Childhood Education

HIGH ROPES

Horse Riding

Alternative Education

Team Building

Sailing

Basketball

Mud Slides

Second Chance Skills Training

EARLY CHILDHOOD EDUCATION

Sport in Schools

How Do We Pay For It?

You might be surprised to know that we earn most of our income ourselves. It's called Social Enterprise and it is something the YMCA has been doing for decades. We are a registered charity and we do get donations (and we are always grateful for those and need a lot more!). We also apply for grants to help us fund some of our programmes. Mostly though, we earn our income in a variety of ways such as government contracts, pay for play, fees for some of our services, revenue from hostels and childcare centres and so on. We have learned that maintaining diverse income streams is really important. What you will see from the finances at the end of this report is that we spent most of what we earn on delivering programmes and services to the community. Those things that make us money allow us to subsidise our benevolent work – things that cost us money to deliver.

The YMCA does not own or operate gaming machines.

A photograph of three children participating in an outdoor activity. They are wearing white and red hard hats and safety harnesses. The child in the foreground is wearing a red helmet and a black shirt, holding a partially eaten apple. The child to the left is wearing a white helmet and a green shirt, also holding an apple. The child in the background is wearing a white helmet and a blue and white striped shirt. The background is a lush green forest.

Core Programme Areas

- Sport and Recreation
- Education
- Youth Services
- Out of School Care and Recreation (OSCAR)
- Outdoors
- Early Childhood Education
- Accommodation

About Our Programmes

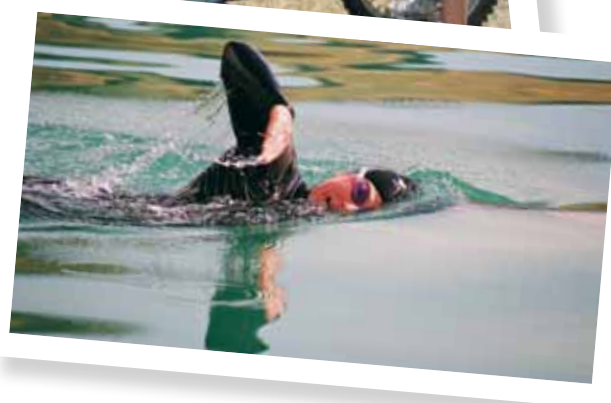
Sport, Recreation and Outdoors

The YMCA footprint in the New Zealand sport and recreation sector continues to grow, making this organisation the single largest national recreation provider in New Zealand. Within our recreation component we provide a diverse and extensive range of sporting, outdoors, fitness and both active and passive recreation opportunities. The YMCA is focussing more and more on our social development role through true community recreation – responding to need and identifying gaps that require to be filled. Our programmes and their delivery all foster the YMCA's mission and values of respect, caring, honesty and responsibility.

As in previous years, the YMCA has been very active, supporting many new initiatives and projects. The appointment in November 2010 of a National Sport, Recreation & Outdoors Manager, with investment from SPARC, not only demonstrates the YMCA's commitment to community recreation but strengthens our ability to be truly strategic in our activity development. A resulting new initiative in 2011, that of establishing a YMCA National Recreation Network consisting of skilled recreation staff from each YMCA, has already paid dividends. Through this network, we have identified areas of programme best-practice and resource development that can be used by all other YMCAs; in the knowledge that the programme has been designed, developed, moderated and produced with the best knowledge available from around the country.

Our associations are encouraged to work in partnership with others, establishing new activity partners, breaking down old barriers to renew historic partnerships and fostering new, unique and sustainable partnerships with non-traditional partners. This collaborative approach with other agencies ensures mutual strengths are combined to achieve, encourage and promote healthy lifestyles and communities. We believe that the YMCA is a national leader of community sport and recreation – particularly in the areas of professional development for staff, delivery of programmes and increasing number of New Zealanders and the development of resources that will increase the quality and quantity of community sport and recreation in New Zealand.

The YMCA has a vision that the recreation opportunities delivered by the New Zealand YMCA are amongst the very best in the world. The YMCAs significant internal investment into this vision, coupled with SPARC's ongoing investment and the appointment of the National Manager to ensure planned strategic growth offer an exciting and vibrant future for the YMCA and all our members.



Education

2010 saw further changes by government to the way education services are delivered and funded but the YMCA has adapted well to the changes. The YMCA is a large Private Training Establishment with national coverage. We are currently providing education opportunities for just under 1050 students who attend one of the 63 programmes and services we have on offer throughout New Zealand. We are meeting all our obligations and have very good outcomes for our students which is reflected in the fact that we were one of the few training organizations to be allocated more student places during the year. Three associations – Auckland, Gisborne and Hawke's Bay joined (or re-joined) the list of YMCAs offering education services this year. YMCA Auckland is delivering youth and other programmes into 22 schools in the Auckland area while the YMCAs in Gisborne and Hawke's Bay are delivering intensive Literacy and Numeracy programmes.

Through the hard work of its Education Programme Committee, the YMCA is constantly looking at ways we can improve our outcomes, provide the best service for our students and develop our staff. We have created an Education Induction Package that ensures new managers understand the Education services delivered by the YMCA and the relationships we have developed and fostered over a number of years. We also make sure that new managers are partnered with another experienced manager who will provide advice and support.

On-going training for staff is crucial as we strive for continuous improvement. In addition to the two staff training sessions conducted this (and every) year, YMCA staff visited member associations during the year, monitoring their progress and providing individual advice and support where needed.

While we do not know what changes there will be for 2011/12, we know that there will be change. We are well prepared for any changes; we are focused on achieving the best outcomes for all our students and have well trained staff and managers.



Youth

The YMCA runs a range of Community based Youth focused services across the country. These Youth services include:

- Community and school based Youth Leadership/ Development programmes
- Outdoor Recreation services
- Alternative Education Service
- Vocational skills training services
- After school and holiday programmes
- Youth Volunteer programmes
- Programmes for Youth Justice clients
- Youth Gyms
- Youth Citizenship development

Our focus is always on meeting the needs of young people, engaging with them and inviting them to actively participate in all aspects of the YMCAs work. For this year, however, we set ourselves key outcomes relating to up-skilling of our staff and the ongoing development and implementation of best practice when working with young people. We introduced youth training huis where we brought together YMCA staff and managers from around New Zealand who work with young people. Using our own team of experts (such as Dave Green and Andy Pilbrow) and a number of respected external trainers, we have raised the level of competence of those working directly with young people and raised the awareness of youth development throughout the wider YMCA and beyond. Here are just some of our achievements for the year:

- *Youth4Youth* programmes were established in the Hawke's Bay, Gisborne and Timaru. These programmes provide leadership and work skills training to Young People who are then employed as staff (voluntary and/or paid) to provide Youth Services within their communities.
- We have provided a range of Youth Leadership programmes throughout New Zealand.
- We grew Youth Volunteer Programmes and continued the implementation of our *Raise up n Represent* Programme.
- Responding to a call from Government, we conducted free "Break Away" holiday programmes in Auckland, Gisborne and Hawke's Bay.
- We supported the YMCA Auckland Youth staff to develop professional networks through the "Super City" transition.
- Some of our staff became internationally accredited RAP (Response Abilities Pathways) Trainers and they conducted RAP training events in Christchurch, Tauranga, Gisborne and the Hawke's Bay, training nearly 100 staff (from the YMCA and local communities) who are involved in working with youth.
- We initiated an internal Youth Leadership Award for our staff that is worth credits towards the National Certificate in Youth Work Level 3. A number of staff from throughout the country have completed this award.
- We partnered with Youthline and The Foundation for Youth Development to develop *Doorways* – a youth volunteer based leadership and work skills programme suitable for national implementation.
- We developed a comprehensive resource kit for working with Youth volunteers

Out of School Care and Recreation

Y-OSCAR programmes are weathering the recession well and continue to go from strength to strength. After initially experiencing a dip, programme numbers have continued to rise this year to 177 programmes across the country. A few new programmes are in the pipeline including one from YMCA South Canterbury – our latest YMCA to join the Y-OSCAR team.

A recent internal review of Y-OSCAR holiday programmes showed consistently high standards were in place. A number of these programmes have also been recognized for their innovation and best practise in this year's OSCAR Foundation awards. The YMCAs of Christchurch (Camp Wainui Park) and Hamilton have won their respective regions most outstanding programme award while YMCA Auckland's Jordan Centre has won the Auckland regional youth award. These programmes are now finalists for the national award in each category as well as the supreme award to be announced at the OSCAR Foundation National Conference late May.

In 2009 Andy Pilbrow, our National Manager for OSCAR, undertook a study tour to the UK and Europe to look at internationally recognized areas of best practice in out of school care. Over the past few years these

ideas and concepts have been promoted to Ys via presentations at the annual YMCA BUILD conference, site visits or programme reviews. It is pleasing to see that many Ys have been able to implement these ideas into their programmes in many areas including; increased provision of risk and outdoor based activities, use of unstructured free play, or attracting and retaining programme volunteers.

The 2009 tour highlighted the importance of allowing our children and youth to experience the outdoors and appropriate risk as part of normal development. Recent tragedies in the outdoors have increased the perception that the outdoors is an extremely risky and unsafe place. This has resulted in many organisations viewing outdoor or risk based activities as too hard and avoiding them despite the many benefits to be had.

Thankfully many YMCAs have stepped up and done the hard work to ensure that they can continue to deliver appropriate outdoor and risk based activities in a safe way. In Andy's recent visits to *Y-OSCAR* programmes in New Zealand, he had the privilege of seeing many of our children and youth having a great time experiencing risk, personal challenge and teamwork in our great outdoors through a wide range of activities such as motor-cross, horse-trekking, canoeing, ropes courses, feeding sting-rays, surfing and various other outdoor activities. Also pleasing to see was an increase in the number of staff undertaking water-safety, first aid and lifeguard training to enable safe water fun and education to occur via the use of school pools or rivers and the ocean.

Another area that stood out from the tour was the widespread use of teams of youth volunteers in out of school and holiday programmes across the UK and Western Europe and the positive impact that had on the programmes. Volunteering has been a huge part of the YMCA since its inception in 1844. However recent changes to lifestyle and work patterns have seen a general decline in volunteer numbers in New Zealand YMCAs. We are now working on that with a view to making volunteering with the YMCA an attractive and meaningful experience for our youth.

Early Childhood Education

2010 has been a year of change for the early childhood sector in Aotearoa as the Government Budget introduced significant cuts to the funding. This caused challenges as YMCA New Zealand Early Childhood Centres needed to adjust operations to meet the demands of the government funding.

Our YMCA National Early Childhood Strategic plan included goals to:

- Increase participation in quality community based early childhood education.
- Improve quality of YMCA Early Childhood Services
- Promote collaborative relationships locally and nationally
- Grow the number of YMCA Values Based, not for profit early childhood centres.

When the Government stopped its Discretionary Grant Funding, opportunities for YMCA's to grow decreased the number of centres and hence increase participation but exploration and consideration continues within many associations. YMCA Auckland successfully tendered for a new 50 placement centre in Swanson.

The Ministry of Education has been focused on increasing participation for priority families. A review of the Discretionary Funding created changes that introduced Targeted Assistance for Participation funding in priority areas. YMCA Associations within their priority areas have been investigating possible options.

We completed the development of the internal review process and in late 2010 commenced the implementation of this model. Feedback from the services that were reviewed was extremely positive and, through our OSCAR and Early Childhood Education Committee, we are committed to having all Early Childhood Services reviewed before the end of 2011. This model will then be evaluated for its effectiveness to improve quality of our Early Childhood Services. Meanwhile, early childhood has become a strong participant at our annual BUILD Conference with over 80 participants in 2010 – including several of our colleagues from Australia.

In late 2010 the Early Childhood Education Committee was amalgamated with the OSCAR Committee. There is synergy between the early childhood sector and OSCAR programmes and we look forward to this positive development.

The YMCA owns and/or operates 13 licensed early childhood services catering for 513 children and we have several developments under investigation.



Stories From Our YMCAs

Auckland

A year of fond farewells, historical appointments and a facelift – were special events in a year of many successes.

YMCA Auckland bid a fond farewell to its much loved and respected leader and CEO – John Fairhurst. John retired at the end of 2010 after 14 years of service, support and leadership. His engaging approach and tireless efforts for the growth of the YMCA was felt and appreciated regionally, nationally and internationally.

History was also made in the later part of 2010 with the appointment of YMCA Auckland's first female President – Katheren Leitner. She takes over the role at a very dynamic time in the organisation's history; with the appointment of a new CEO (Peter Fergusson) and the formation of the Auckland super city.

The beginning of a facelift has also been successfully instigated with the newly refurbished North Shore Centre opening after two years of extensive renovations. A \$3.5 million investment in the existing facility has seen a stunning development and facelift to this YMCA owned community asset. The high specification materials, equipment and technology that have been used throughout, along with leading edge sustainable building choices, has set a standard that will become the template and benchmark for future facilities...and delivers a community centre to be proud of.

South Waikato

In our report last year the South Waikato YMCA wrote that we had an exciting 2010 ahead of us with new programmes being developed for the youth of our District. We had identified the needs and that we were moving forward to implement these new initiatives.



When that report was written we did not believe how fast we would move forward with our youth programmes. By the end of 2010 we had established two youth programmes for youth at risk within the Community. *Youth4Youth* was in its infant stage and at the end of November we were successful with our application for *Breakaway* funding.

Our stadium is starting to look inviting to our community with the second stage of our upgrade being completed with new fire escape doors being installed. Our recreation programmes numbers have not been affected with the current economic climate which has surprised us.

South Waikato YMCA is now the biggest after school care provider in the District. Our numbers are increasing every term which is a credit to the staff running this programme.

South Waikato YMCA has been heavily involved in promotions within the District with Youth Week, Bike Wise and the White Ribbon Bike Ride. It was great to see approximately 30 riders arrive *en masse* at our youth park.

We sent staff to the first youth hui in New Plymouth and the feedback from this event was positive. They are all looking forward to the next hui.

South Waikato has had a very hectic year with growth in programmes which in turn requires more staff. At the beginning of 2010 we employed three staff whereas at the end of January 2011 13 staff were employed to deliver all the programmes being run within the community.

2011 will see the South Waikato YMCA consolidate and strengthen our youth programmes to meet the needs of youth within the Community.

Tauranga

In a first for a New Zealand YMCA – and possibly for any non-profit organisation in the country – the YMCA Tauranga has established a formal Board Giving Policy. In this historic move, each member of the Y's Board of Directors commits to making an annual cash donation to the Y that he or she considers to be "meaningful". This money is then added to other donations in a newly-created, named endowment fund that has been created with the Acorn Foundation.

The establishment of the Board Giving Policy, along with the establishment of the endowment fund, are the first steps in a comprehensive fundraising campaign to cement the YMCA Tauranga's long term financial security.

"It is quite an amazing thing that the Y has done. Even the Acorn Foundation doesn't have a formal written policy about giving. I applaud the Board of the Y for setting such a high standard and the Acorn Foundation is honoured to be a part of this legacy" says Bill Holland, Chairman of the Acorn Foundation.

In fact, the management at Acorn were so impressed with the YMCA policy and efforts they created a matching fund for the Y. If we raise \$15,000 per year and three named funds are established as a result of the YMCA, they will match the \$15,000 dollar-for-dollar. That means that at the end of five years the YMCA could have \$150,000 shoring up its fiscal future.

CEO Amy Thaler explains, “much of what I focus on is establishing systems, policy and processes that will ensure the long term future of our YMCA. The endowment fund at Acorn will grow in perpetuity and will always be there for the YMCA and our community. No one can mess with it. My hope is that we can raise at least \$50,000 within two years and then continue to grow it from there. The potential is unlimited.”

2011 is an exciting year for the YMCA Tauranga for many reasons but one BIG reason is the launch of our new youth programme. For as long as the YMCA worldwide has existed (which is a very long time!) it has been renowned for the extraordinary work that it does with youth. And although YMCA Tauranga has always been engaged with youth through its various programmes such as OSCAR, it has been a while since we had a fully fledged youth group up and running. Therefore, it is with great anticipation that we launch one this year.

The new programme – *Youth4Youth* – was initiated by the combined efforts of staff members Carl Hetherington, Keeley Ferguson and Maria Woods. Their passion to see the YMCA impacting the lives of young people fuelled a well thought out proposal which was embraced by the Board of Trustees as something the Y should definitely take on. Keeley began the groundwork for the programme late in 2010 before leaving on maternity leave.

Tamati Cameron has taken on the role of Youth and Volunteer Coordinator in 2011. Tamati, who has experience working with young people, was previously employed as Tauranga’s After School Care Coordinator and is eager to take on an opportunity to work more directly with young people.

One desire through the programme is to unlock the potential that young people possess. Experience shows that very few people, especially young people themselves, recognize the potential that lies within. More often than not this lack of self belief serves to hinder their opportunities and personal growth. They settle for what comes at them and they give up striving for their dreams.

A young person who gives up on their dreams because they feel they lack what it takes is often likely to begin destructive behaviour that gets them further into a hole. Therefore, it is largely responsible for many of the negative trends we see in society such as self harm, youth suicide, drug and alcohol abuse, eating disorders and teenage pregnancy.

Most non-religious youth programmes are aimed towards “at risk youth” but potentially many young people are “at risk” over time if we fail to help them believe they have what it takes to succeed. A young person who gives up on themselves will also give up on the world they live in and that is a dangerous state for our nation.

The best way of reaching youth is through youth. That is why we like the name *Youth4Youth*. One of the ideas is to stop young people from being so inwardly focused. The more they stare at the flaws that society quickly points out in them, the more consumed they become with those very flaws. It is when young people get consumed with what they lack and aren’t good at, that they experience a sort of internal combustion.

Young people need others who will point out their strengths, not their weaknesses and get them focused on how they can use these strengths to do things like benefit society. A big part of what the programme will do is release young people to use these strengths in a collective way to put on events for young people, organise seminars, and get involved in community projects. By changing the focus from themselves to helping others, young people will experience great reward and understand that as they combine their strengths with others’ strengths they can achieve things of significance. This boosts their confidence in themselves and provides skills that will come useful in pursuing their dreams.

Besides being a truly rewarding and growing experience, *Youth4Youth* will be a heap of fun for all involved. There will be great speakers, discussions, projects, fun nights – all well worth getting involved in. We will be meeting regularly and there will be a strong element of just hanging out and enjoying being together. All young people aged 14 to 17 are encouraged to come along and can get involved as much as they like. The highest level of involvement is for those youth who want to commit to being a part of the team that organises and coordinates the seminars, fun nights, and events. If that level of commitment doesn’t work, any young person within the age group can still just come along and enjoy what’s on offer. But remember – as with most things in life – you get out what you put in!

Gisborne

What did 2010 mean to the Gisborne YMCA? As with most YMCA’s, it has been a year of challenges and successes. Each year has been marked by undeniable accomplishments in the face of challenges of changing times, but more than anything, what marks our history is our commitment to helping people and our communities.

Building strong kids, strong families and a strong Gisborne community is very much a continuation of our past direction and achievement, and acknowledges our desire to strengthen our position as Gisborne’s leading community and youth serving organisation; and to strengthen our presence throughout the Gisborne neighbourhoods.

Recreation (Breakaway, Sport in Schools, Youth Leadership, Stadium, OSCAR, Camps, Youth 4 Youth, School Youth Leadership) continues to grow and thrive. 41 staff deliver these programmes. It is important that the



Gisborne YMCA recognises the support and advocacy received from the Ministry of Social Development and Lottery Grants Board. Without their support, youth programmes operating out of the Gisborne YMCA would need to be dramatically reduced to ensure sustainability. During the Christmas holidays, we had 1200 children register for the free one week *Breakaway* holiday programmes in Gisborne. All recreation programme areas have been extremely successful in terms of participation but financial sustainability continues to be reliant on external funding. This has been the fastest growing area of our YMCA with an increase of more than 300% compared to 2009.

Y-Fitness is a success story and an ongoing challenge for financial sustainability: three Fitness Centres. 20 staff deliver this including six with university degrees in Sport and Physical Education. Our ancestors aspired to create a better life for themselves and their children – the “good life”. The irony is that technology and the accompanying productivity have created a faster and more stressful pace of life, with time pressures for us all and the resulting harmful factor is an obese global population. Obesity is a serious condition faced by all communities in New Zealand, with a high percentage of local Maori population at risk.



Y-Fitness programmes are delivered at our Kaiti and Tokomaru Bay centres which are based in areas with predominantly Maori clientele. Our City centre also has a high proportion of Maori. Our fitness programmes continue to be designed and to evolve around our contribution to our community and the improvement of health and social issues. Therefore our partnerships (which include the local District Health Board, PHO's, the Gisborne Sport Trust, Runanga, local businesses and schools) are valued by management and staff.

Early Childhood is an important and successful aspect of our organisation and the impact that we have every day on our community. We operate with 5 licenses, have places for 250 children and employ 64 staff – 95% of whom are registered Early Childhood teachers). We fund the delivery of early childhood education through a mixture of Ministry of Education funding, Work & Income subsidies and parent contributions. 2010 was a successful year with all early childhood services operating at a financial surplus and maintaining a 98% staff retention rate in a competitive market. We continue to lead the way in Gisborne within the early childhood sector and the Ministry of Education has contracted us to work with and provide support to other early childhood organisations in the area.



Education. Near the end of 2010, an opportunity arose to deliver education programmes with Mothers and Preschoolers and we received confirmation that this programme would continue to be funded throughout 2011. Under the Governments *Fresh Start* initiative, funding has also been obtained to start (in 2011) a *Y's Way/About Face* programme – working with youth who are subject to supervision.

Hawkes Bay

As always we continue to be driven by the desire to meet the needs of our Hawke's Bay community and this past year was no exception. YMCA Hawke's Bay introduced a number of new programmes and initiatives with positive impact in the lives of 'our' people.

A Mothers and Preschoolers (MAP) programme ran for the first time in 2010 (we utilised unfilled placements through YMCA Wanganui) and this year we have secured 30 places under our auspices that have been quickly filled by returning and new participants in both Hastings and Napier.



One young woman returning is Bianca, mother to a three year old child. She is keen to start the course, saying that to have a conversation with someone able to communicate back was something she had missed over the summer break. Bianca says her son is also benefiting from the social interaction with other children. “The holiday was too long,” she says, a far cry from the young woman who didn't want to come initially but now describes the whole experience as “awesome”.

Bianca says that the improvement in her maths has meant she can now budget and understand how to take advantage of sales. While she cooked meals before, now she makes enjoyable meals much more cheaply, stretching scarce dollars further and allowing her money for other things.

She and her son get more creative at home using the information and skills they have experienced. Play dough, bubble blowing, and painting are enjoyed together, and exploring walks provide stimulation and adventure.

The emphasis for this year's MAP programme is good health, and together the groups will be working on ways to eat better, exercise, and take healthier care of themselves and their children. Despite her reservations, Bianca will be joining others for a group visit for smear testing, "I know it will be easier because we will be doing it together."

Building up social confidence and friendships is the motivating factor for Payal and Te Aranui, two 17 year olds who are active members of the Hastings crew of *Youth4Youth*. "The leadership skills we've learnt are definitely used in our everyday life," says Payal who feels confident now to "step out of my comfort zone." This confidence has seen her get involved in volunteering at a primary school which in turn has confirmed her career choice to work with children, probably as a primary school teacher.

For Te Aranui, joining *Youth4Youth* has built his social skills. "I was really awkward at the start but now I can go up to people and introduce myself and chat away." With plans to study psychology, he is less daunted at the prospect of making new friends out of strangers when he goes to university.

Y-Force volunteer and twice-awarded intern, Izzy, has used his YMCA experience to also confirm his career aspirations to become a primary school teacher. Izzy, 17 and in Year 13 at high school, has worked in holiday programmes and after-school *Y-OSCAR* programmes.

His enthusiasm and developing skills have earned him two paid internships. "I've learnt so much on the job, the supervisors guide me in the right direction, and it's great to get some money in return. I love working with kids

and now feel so much more confident that I know how to spark their interest."

YMCA Hawke's Bay summer 2010 – 2011 holiday programme saw two significant first-time additions: a *Breakaway* programme offered to teenagers from Flaxmere, and a motocross programme led by Katherine Prumm, a double world motocross champion.

Breakaway gave teenagers from this low socio-economic suburb the opportunity to explore the Hawke's Bay region, taking them fishing, to the beach, trying new pursuits such as archery, going to swimming pools and other day trip activities for the five week programme.

"Our aim was to broaden their horizons and show them how to take advantage of opportunities that come their way," says *Breakaway* coordinator, Naema Thompson.

For eight year old Jade, the opportunity to learn to ride like a champ from a world champion and her hero was "so much fun". Beginner Jade has since competed in her first motocross race and says she used the new-found skills Katherine showed her. Her mum Wendy, whose son Calvin, 11, also attended the course, says it was a neat opportunity that has set her children up for a positive leisure activity.

New Plymouth

2010 has been a challenging but positive year for the New Plymouth YMCA. March 2010 saw Linda Cox come on board as the new CEO. Emphasis has been placed on strategically increasing the revenue streams of the New Plymouth YMCA, enhancing the profile of the organisation and becoming a home-away-from-home for the community within the New Plymouth district.

The highlights of the year have been many and varied. Three new education programmes/courses have been gained this year – *Fresh Start Innovation Fund*, *Fresh Start Community Youth* and *Community Response*. These have already had far reaching benefit for both the YMCA and in particular the New Plymouth community. CYF has praised the "fantastic work" that is being achieved with the youth on these courses.

A new initiative within the education department is the Y-Cleaning company; this company is staffed with previous students of the youth courses. This is an excellent opportunity for the students and a stepping stone for future career/job opportunities.



YMCA Hawke's Bay Y-Force volunteers celebrated the end of the summer holiday programme with a fun outing of paintball and pizza.



The childcare centre remains full with longstanding clients and continues to provide a top quality service. Constructive changes have been made to the curriculum, all of which have been enthusiastically embraced by staff, children and parents. In addition to these changes the centre has secured the services of a skilled kuia.

We have established a ground breaking intermediate after school care service with one new parent commenting that "... my child gets upset when I fetch her early.....she loves the activities at the service...". In collaboration with a range of age care providers, we also celebrated the International Day of the Older person, hosting a number of events for our seniors.

Our family of volunteers is growing every day, a true indication that the New Plymouth YMCA is at the heart of community and they provide an invaluable contribution to our Y supporting us in delivering our programmes which included:

- *Raise Up N Represent* youth leadership programme.
- Holiday Programmes.
- *Taranaki Youth's Got Talent*: a talent show for youth to show off their talent.
- *The Urban Amazing Race*: teams of four completed an action packed race full of physical and mental challenges.



- *12 Hour Climb-a-thon* to raise money for Canteen.
- *Dodgeball* tournaments where all New Plymouth senior schools have fielded teams.
- *Connexions*. A new initiative, aimed at high school students struggling to engage within the schooling system. The programme encourages independent thinking, self responsibility, self confidence, goal setting, team work and offers opportunities to gain credits towards school qualifications.
- *Youth Hui*. We hosted the 2010 National YMCA Youth Hui. Feedback from organizers and attendees proved the event to be a winning success.
- *Summer Scene/Children's Day Kindy Gym*. The YMCA took part in a range of very successful childrens' day and Summer Scene Events in Taranaki. With the famous YMCA Kindy Gym we were able to work with hundreds of preschool children.
- *Connecting Families Day*. Attracting over 400 people into the Y, our building burst at the seams with families

trying obstacle courses, climbing walls, decorating muffins, playing sport and testing out their rhythm and movement with hip hop dancing.

- *Youth Week* A series of well attended and successful activities including Graffiti art workshops, climbing wall experiences and the Raise Up Urban Amazing race.
- *Funky kids climbing clinics*. Using after school workshops for ages 7-15yrs, these have proved highly successful with many attendees signing up for follow-on intermediate workshops. As an aside, we also had some senior citizens learn to climb. The oldest was 100 years old!
- *Y's Training*. A new initiative aimed at delivering training events to the many corporate organizations within Taranaki. We have secured a contract with NZ Trade and Enterprise to deliver management training and are also working independently with two of the largest local employers to train and develop their staff. As a result a number of new collaborative partnerships have been formed within the corporate sector in New Plymouth.

Wanganui and Palmerston North

During 2010 the YMCA in Wanganui was amalgamated with the YMCA Palmerston North to form YMCA Central Incorporated, along with the set up of the 'YMCA Palmerston North Community Trust (which included Manawatu and Horowhenua)' to exist alongside the YMCA Wanganui Community Trust.

The geographical area in which the association will operate in future will be the districts of Wanganui, Rangitikei, Waimarino, Ruapehu, Manawatu, Palmerston North and Horowhenua. The YMCA proposes to initiate their programmes right across the region and its communities.

Greater Wellington



We have been successful in meeting our overall community outcomes and our financial result in 2010/11 was excellent. During the year we have made significant improvements to our administration and financial

systems. Investing in this has given us a solid platform to run and expand our services and programmes.

Our **YMCA Camp at Kaitoke** continues to be a financial challenge. We have embarked on a programme to upgrade our facilities so we can cater for multiple groups and higher numbers in peak times. It is too easy sometimes to just focus on the financial performance of any activity, especially camps, so reproduced below is one of many communications we have received from the 10000 young people attending a camp during the past year:

Hi Emily,

I just had a session with and his mum He has commenced college and is doing really well! Things are settled at home for him too and things are just increasingly becoming better for him in all areas of his life. Both identified today that following the camps self-confidence just soared and his social skills and ability to make friends were vastly improved. He felt very nervous on the first day of camp and elated on the last day and not wanting to leave as I told you. He started college feeling nervous again but this time he remembered camp he said and how he managed to have a good time and make friends despite this initial worry.

So, his mum and I just wanted to give you that feedback on how the camp has kept on having a really positive impact on his life. Can you please pass that on to any other involved staff too?

Alli Hewitt
Clinical Psychologist
Child & Adolescent Mental Health Service



Recreation and Sport. Over the past 12 months the YMCA has become a very significant active recreation participant in the Wellington region. With the majority of our programmes experiencing significant growth it's fair to say we have had a relatively good year. **YMCA Upper Hutt** (our gym, fitness and sports centre) reached an all time high in terms of membership. Sports leagues continue to be a good growth area for us too with us growing from one indoor soccer league 12 months ago to an indoor soccer league, futsal leagues, volleyball nights and junior basketball leagues. We have also recently acquired the Porirua Junior Sports Leagues which will include 180 junior sports teams with over 1500 participants, this being part of our expanding programme in **YMCA Mana**. We have been in front of 1000's of children with our Kiwisport funded sports programme. Y-OSCAR Programmes in Wellington have grown in

participants from 12 months ago. With the recession having a major impact at one stage we have rebounded well. 2010 was a great growth year for Recreation.

Education and Youth. We moved into our new premises in Community House on Willis Street in central Wellington. During the year, we have coached students through their level 1 and 2 units, providing individual support and



guidance as well as group motivation to the students to complete their own personal achievement plans. Our Youth worker has been building networks and developing a referral system to respond to the specific needs of our young people. She has also been developing new opportunities for the students to develop their skills, confidence and identity through arts, music, sports and vocational activities. We aim for these activities to contribute to achieving the curriculum units as well as globally recognised awards like the Duke of Edinburgh and their prestigious Hilary Award.

We have established a new partnership with Vincent's Art Studio and every week the students can now explore a fully equipped art space. The first project – 'The Wall' focuses on ownership and identity with the students working together to design the wall, paint the background and then independently creating their own bricks and building a collective wall collage, with space for new students to add to it later on.

In association with Wellington youth space Zeal, we have also established a new music project which aims to have the students produce their own EP by the end of the year. The students have been planning what kind of message and genre they want to produce. The project launches with a visit to the recording studio and our Youth Worker will be working behind the scenes with Zeal and the NZ School of Rock to bring in the tutors and structure the programme.

Of concern to us is the number of housing requirements we need to seek on behalf of our high risk young men, setting up benefits for independent youth through Work and Income, and referring our young people to appropriate support groups, services and events to support them in their lives.

Our **YMCA Hostel** continues to be an extremely important income stream for our organization and we maintained an average occupancy of 94% during the year. While the hostel provides an important source of income for us we provide a facility that has a sense of family for residents. It is an important asset for this community.

Our programmes in **YMCA Masterton** have had a strong year. We have developed Tai Chi programmes in many rural townships and have started aquarobics for women using a motel pool. This has proved popular for women not having to be part of a larger aquatic complex. Meanwhile our youth programmes in Dannevirke and Masterton provide excellent practical outcomes for the young people involved.



Our Training Opportunity programme numbers were strong for the year achieving some amazing results in a community that is struggling with unemployment and other social issues. When students were asked what they like best about the programme the most common response is 'the Y is a safe place to be'. Not a bad response we feel.

Nelson

It has been a busy year for YMCA Nelson with a change of management and board membership, growth in our OSCAR programmes, changes in Education funding structures and the purchase of two properties.

Nelson has bought two properties adjacent to our current offices and *YKids* centre. One of these houses has been converted to offices and meeting rooms. We are in the process of obtaining resource consents to develop the other property into an extension of our *YKids* centre, licensing it for another 15 children.

We have added two OSCAR programmes this year – an After School programme in Stoke and a “10+” holiday programme to cater to older children.

Our Youth Training and FETO Education programmes have coped well with the changes in funding structures. We have employed three part-time staff to cope with increased numbers and to ensure we achieve our outcomes.

Much of our Youth work caters to the pastoral needs of our students. YStars is still a successful programme and YMCA Nelson is contributing to several successful youth initiatives in the city.

YKids has developed our involvement in a local Pasifika Playgroup which has led to increased numbers and exciting possibilities. *YKids* has also successfully launched *Explorers* – a “get ready for school” programme which has proved very popular with parents and children alike.

This year we also welcomed Joe Kennedy on to our Board and Ron Kjestrup as Executive Director and we were proud to see Helen McEwan elected as Treasurer to the World Alliance. Paul Le Gros, another long standing and experienced YMCA Board member is currently Vice President for the Asia and Pacific Alliance of YMCAs.

Christchurch

While it could not be said that the 2010/11 year was a financial triumph for the Christchurch YMCA, it has nevertheless been a successful year for us as an organisation. While we have been challenged by the ongoing effects of the economic downturn, internal issues with standards and staff, and the conflict that sometimes occurs in not-for-profits when trying to balance financial viability with focusing on the really important community issues... we have also much to celebrate when we look back at what has been achieved.

We started the year with a desire to show some leadership around some key issues. Too often YMCAs feel hamstrung by their fiscal responsibilities to the detriment of leadership – and of making a real stand. This is perhaps a natural side-effect of YMCAs wanting to be all things to all people, not wanting to be perceived as being politically driven, and perhaps most of all – not to bite the hand that feeds us.

It is a real challenge for both Management and Governance to find a way through these conflicts in a way which provides a stable future for the organization. The Christchurch YMCA staff and Board feel this as much as any – we are fortunate to have a very varied set of income streams (from government contracts, to donations, to fees for a wide range of services). In particular our primary source of steady cash flow has historically come from accommodation income – and in the throes of an economic downturn, increased competition and escalating costs, this particular ‘cash cow’ has become harder and harder to milk.

In the spirit of providing leadership, we made a conscious decision to stop trying to compete on price, but to compete instead on our real point of difference – and to be proud of it. We first had to figure out what our point of difference really was, in a way that our staff, volunteers and participants/customers would appreciate. We have achieved in this area as the following examples show:

- We are about **Young People**: We have moved from an organisation which provides a large number of programmes for youth in a couple of isolated areas, to one where youth are visibly involved across all departments. This has meant pastoral youth-worker support for our 40+ residential tertiary students, launching our Youth Housing Project for young people under 17 who are unable for various reasons to live at home and assimilating these with the aforementioned students, bringing two of our Youth Education courses into the City Y (where previously they were in a separate leased venue) and ensuring we have youth representation on our Board of Trustees.
- We are about **Health & Wellbeing**: We became 100% Smokefree in 2010 after a full consultation process with staff, volunteers, members, students and other

stakeholders. We are the only 100% Smokefree YMCA in New Zealand and we are proud of the message we are sending to the community through this move. We have since financially and emotionally supported 80% of our residents, 70% of our students and 95% of our staff who were committed smokers, to persevere on a quit programme. Alongside this obvious example, four of our Health & Fitness Staff received excellence awards at the 2010 NZ Fitness Awards, further demonstrating the commitment of our staff team to helping our people achieve their goals.

- We are about **The Future of the Planet**: A project that was born from our camp at Wainui, Project Promise is about influencing others to care about the environment and in particular, global warming. It is also about making management decisions in light of what is environmentally responsible – from how we use non-renewable resources, to responsible ethical purchasing, to reducing waste. Regardless of whether global warming is a confirmed scientific truth or not, the reality that cannot be disputed is that we use too much of the worlds resources through inefficiency and materialism. We have instigated a range of initiatives and programmes at Wainui (and within our other departments) to help to increase awareness of these issues. Wainui Park received significant funding from Lotteries Environment and Heritage for this work – and the difference at Wainui in terms of bird life, plant life and the interest generated from environmental groups has been significant. Consequent in part to this work Wainui Park won the much coveted Education Outside New Zealand Award in September 2010 for the initiative that has been shown to creatively and effectively include *environmental education* into the strong *outdoor education* that has been provided at the camp for decades.

Finally, it should also be acknowledged that we have survived against a number of particularly challenging



circumstances in the past year that were particular to the Christchurch Y and not others. The first involved a costly employment court decision. Despite the monetary price, the Management and Board of the YMCA feel at peace with the stand taken despite the final outcome

as we believe the values of the organisation remain of penultimate importance and priority. The second was of course the September (and December) earthquakes – both of which caused damage both to buildings and the confidence of staff. A lot of leadership has been shown by many Christchurch Y staff throughout these disasters, and we have consequently grown stronger, wiser and more resilient as a team.

In summary, despite a pretty disastrous year financially, the YMCA of Christchurch continues to make a big difference in our community. We continue to thrive and we continue to question what is relevant in our community in order to contribute something that will have lasting meaning. We look forward to a difficult 2011/12 year with yet another earthquake in February adding spice to our pre-earthquake plans, but at the same time providing us with a true gift: the opportunity to really look closely at what we are doing, for whom, and for what reasons. We also acknowledge the wonderful support shown to us by our extended YMCA family – both in New Zealand and around the world.

South Canterbury

2010 has seen the continued diversification of YMCA South Canterbury's core "second chance education" business, the strengthening of its staff team and the on-going focus towards the continuous improvement in NZQA quality delivery, assessment and moderation.

YMCA South Canterbury's continued commitment to both youth and adult "second chance education" programmes has remained, with a strong emphasis towards continuing to improve the quality of "second chance education" and learner outcomes. Within our Education Centres in both Ashburton and Timaru, we have achieved positive outcomes (i.e. employment or transitioning on to further training) for in excess of 71% of our learners.

While continuing our commitment to "second chance education" we have also strengthened our staff team, by appointing a Manager of our Ashburton YMCA and also appointing another highly qualified tutor in our Timaru YMCA. We are strongly committed to continuing to provide professional development to, and retaining our staff, in order to deliver quality outcomes to our learners and our communities.

Programmes of shorter duration, coupled with a requirement for greater learner throughput, will provide new challenges in 2011. Nevertheless, we remain committed to engaging all "second chance learners" within our communities in education and direct-to-work programmes that provide them with options for their futures. Our commitment to build strong KIDS, strong FAMILIES and strong COMMUNITIES and a fundamental strengthening across the spectrum of our communities remains the driver for our local success.

Our youth focused programmes (*Youth4Youth*) were restructured early in 2010 and we have found the greater varied delivery of Youth Development, Youth Mentoring and Youth Leadership modules to be a rewarding new challenge when working with young people within our communities. To date, we have typically worked with primarily "at risk" or "wobbly" youth. While we remain committed to this group of young people, working with

young leaders and young people who are already looking to lead within our communities has allowed us to ensure young people “have a voice” and can “rub shoulders” with all young people, irrespective of the label society places on them.

Our working alongside young people has included our first year of managing Aoraki Alternative Education, a Ministry of Education Programme for 14 to 16 year old students who have become dis-engaged from mainstream schooling. In 2010, we have been successful in securing new premises which, together with better quality teaching resources and the appointment of a part-time registered teacher, has seen a successful year in our now desirable alternative education setting.

Our work with youth in 2010 has been rewarded with an additional 10 youth places being allocated for 2011 and this has allowed us to save the highly successful Opihi Services Academy programme, which was at risk of ceasing within our region. This programme delivers a military focused programme, which allows participants to be part of a more physical focused, outdoor disciplined programme, while continuing to achieve units under the New Zealand Qualifications Framework.

Perhaps our greatest achievements in 2010 will be measured by the greater community engagement we have achieved across our entire YMCA operations,



and in particular within our newly formed Youth, Sport and Recreation business unit. In February 2010, we purchased a separate property in Timaru, adjacent to our Timaru Education Centre, which we now use as our youth facility. With the assistance of some “Community Max” funding we received from the Ministry of Social Development, we employed four young people, together with one of our own experienced Youth Team Leaders and asked them to create a delivery channel to deliver youth, sport and recreation activities across our communities.

Today, we continue to employ two of these young people, who work with our Youth Team Leader. As we look back on the successful introduction of our National Archery in

Schools Programme, various KiwiSport contracts for non-participating youth, our Holiday Programmes, Adventure Based Learning activities, the Piazza Fun Run and Walk, supervision of Child Youth & Family children and our end of year “Y” (Youth) Awards, we can only measure our successful achievements by our ability to meet the ever increasing needs of our community.

The work of volunteers was also a highlight during 2010 and must not go unnoticed. Their voluntary giving of their time and their commitment to YMCA South Canterbury definitely assisted us to be as successful as we were



and for that we thank them. We are also excited by the emergence of a Raise Up N Represent volunteer crew, which is currently being established and is likely to provide greater “range and reach” to and alongside young people in our communities.

Financially, YMCA South Canterbury remains strong and although our profit for the year will be modest, as compared to previous years, the costs of meeting the needs of our communities and having a greater positive impact on the lives of all people, young and old, within our communities, is a measurement the Board, Management and the Staff of YMCA South Canterbury feel very proud of. The balance of peoples’ BODY, MIND and SPIRIT is a key factor in our future success!

Invercargill

Our programmes and activities support the health and wellbeing of individuals and the community through health and fitness, recreation, before and after school, holiday programmes, education and personal development. We know that it is increasingly important to encourage people to incorporate activity into their daily lives.

We cater for the diverse and varied needs of Southlanders with programmes for young and old, those with disabilities and those in the youth justice sector. Our work takes place in a variety of surroundings, YMCA buildings in Tay, Leven, Liddell and Ettrick Streets, our camp at Omaui, schools in Invercargill, Riverton and Gore as well as community centres in Invercargill.

Some YMCA Facts

The YMCA is the largest provider of Education for youth with low or no qualifications in Invercargill, where we help young people gain vital qualifications, skills for life and employment opportunities. We also provide education for Mothers and preschoolers, Pacifica peoples and workplace literacy.

The YMCA Alternative Education programme provides education services to excluded and truant under 16 year olds. This approach to learning increases employment opportunities and reduces the number of young people not in education. We reach a broad range of young people with a particular emphasis on those experiencing difficulty in their lives. Every year we help them develop and work through issues ranging from crime to teenage pregnancy.

The YMCA champions cutting edge work with young people in crime prevention programmes. We are working with government's Child Youth & Family and Police Youth Aid to lower the number of young people involved with crime or who are victims of crime. Our work with young offenders is designed to reduce re-offending and includes training in life and social skills, building self confidence, gaining qualifications and learning how to respect themselves and others.

In addition to our formal training we provide opportunities for young people to take an active role in their communities and an interest in issues that are important to them with the *Get an Edge and Raise up N Represent* youth leadership programmes. The Invercargill City Council has supported the Y with funding for our Evo indoor skate ramp which, with the help of Jeremy Smith and volunteers from the youth programmes was built in our old squash court and is being used by an increasing number of youth.

In June we celebrated the YMCAs 166th birthday with a family day that attracted 500 visitors. We were once again able to run Carols by Candle light in December with volunteers and staff this is a very community focused event and is well supported by Invercargill Licensing Trust, Invercargill City Council, H & J Smith and Sono Sounds.

Our Executive Director and a Board member attended the YMCA World Council and World Urban Network conferences in Hong Kong. We were humbled by the work that is being done in countries that don't receive the Government and community funding that we have in New Zealand. It was a wonderful opportunity to meet and share experience and knowledge with a wide range of the worldwide Y.

It has been another busy year and we look forward to continuing the work we are doing to make a difference in many lives.

This year, the YMCA in New Zealand:

- Saw people come and do something active at a YMCA more than 2,500,000 times
- Had more than 215,000 New Zealanders of all ages being part of the YMCA family
- Looked after more than 2,000 children every day during term time either before school or after school
- Provided more than 1,500 New Zealanders with the chance to further their education
- Provided school holiday activities for 6,000 children each day of the school holidays
- Nurtured more than 500 pre-school children daily in our licensed Early Childhood Education centres (and more in crèches)
- Worked with more than 30,000 youth in our youth and education programmes
- Saw an estimated 150,000 young New Zealanders (aged 12 – 20) become involved in one or more YMCA programmes
- Was grateful for the support of around 500 youth volunteers



Our Member Associations Operating In Communities Throughout New Zealand

- YMCA of Auckland**
- YMCA of Tauranga**
- YMCA of Gisborne**
- YMCA of South Waikato**
- YMCA of Hawkes Bay**
- YMCA of New Plymouth**
- YMCA of Wanganui**
- YMCA of Palmerston North**
- YMCA of Masterton**
- YMCA of Paremata**
- YMCA of Wainuiomata**
- YMCA of Greater Wellington**
- YMCA of Nelson**
- YMCA of Christchurch**
- YMCA of South Canterbury**
- YMCA of Invercargill**



City Lodge, Auckland



YMCA Hostel, Auckland



Pilmuir House, Lower Hutt



YMCA Hostel, Christchurch

Some International Stories

Pohang

After 18 months of planning, copious amounts of emails, numerous phone calls and a trip to Pohang, South Korea, YMCA Wanganui hosted our very **FIRST** English Camp from the 9th January to the 5th February 2011, attended by 26 students and four leaders from Pohang and Seoul. To see this project come to fruition was very exciting!

The objectives of this camp were to allow Korean students to experience the Kiwi lifestyle, to understand and to learn the Maori culture, and of course to develop their English Language skills, both written and oral. YMCA Wanganui Outdoors and Business Manager, Sian Forster describes the experience:

“Each student was billeted out to 15 local families, with particular attention paid to where I was going to place the son of the CEO of the YMCA Pohang!! I had devised an action planned schedule including a week at YMCA Camp Raukawa, this was quite an eye-opener for most of them as they had to help with the cleaning – cabins, the kitchen, bathrooms and toilets, something most of them obviously did not have to do back home. They had an overnight stay on a marae, where the boys learnt to do the “Haka”, and the girls learnt the “poi”. A special treat for them was when they learnt Waka Ama and were taught this in the waka that was used in the film “River Queen”. Chronicle Glass Studio hosted a glass making session where they all made beautiful paper weights. Our holiday programme held a sport’s afternoon with the South Koreans and it was great to see interaction. We almost forgot that we were also providing English tutoring for them!”

The camp was a great success; and I am in the planning stage of the next one, which I hope will be July 2011.

Building relations with other Pacific/Asian YMCAs is a **MUST**. The opportunities for both parties are phenomenal, the income brought into the local community is great, and with Pohang City Council and the Wanganui District Council perhaps even looking at a “sister-city” status – these are exciting times.

All that needs to be said now (one of the three words I know in Korean) is:

“anyanghaseyo (I write it like this so I can say it properly!)”

World Urban Network

The YMCA World Urban Network is a group of YMCA CEOs from major urban YMCAs around the world. They concentrate on identifying the key issues facing big city communities and how the YMCA can more effectively provide assistance to these communities. The World Urban Network also provides excellent training and professional development for the CEOs of large urban YMCAs. A number of CEOs of New Zealand YMCAs are members of the World Urban Network and attended training in Hong Kong following the YMCA World Council.

Natural Disaster Support

Once again, YMCAs in New Zealand rallied to provide support to the victims of the many disasters that occurred during the year. Often, this involved providing some financial support to the YMCA in the affected area which in turn delivered a variety of support services to their community. This year, the importance of providing this support was brought home when one of our own – Christchurch – suffered (and continues to experience) a series of earthquakes.



Treasurer's Report

The financial statements for the National Council for the year ended 31 January 2011 have been prepared and audited.

The Statement of Financial Performance shows the result for the year as a deficit of \$7,391 (2010: Surplus \$14,854).

Total Income amounted to \$880,425 (2010: \$907,914) a decrease of \$27,489. This decrease is a combination of a number of factors; perhaps most noticeably a reduction in grants from Lotteries and other funders, a consequence of the difficult economic situation we are currently experiencing. The income required for Education Services was less than the previous year reflecting a reduction in costs.

Against that, the National Council received funds of \$22,000 from some associations to offset the \$27,000 cost of a fund raising strategy report that was independently commissioned. A new income category – Donations for International Travel – has been introduced this year to recognise the costs both incurred and donated by individuals serving on international YMCA boards or attending international conferences in their official YMCA capacity.

Expenditure for the year amounted to \$887,816 (2010: \$893,060), a decrease of \$5244.

All of the movements in income mentioned above have resulted in corresponding movements in related expenditure, particularly in Sport, Recreation and Outdoors, Education (both of which show a reduction in expenditure), Profile/Marketing and International Travel.

Total Accumulated Funds at 31 January were \$183,377 (2010: \$190,768).

The Statement of Financial Position lists the Assets and Liabilities of the National Council, together with funds held in Trusts. These funds are reflected on both sides of the Balance Sheet as Trust Assets and Trust Liabilities. National Council assets and liabilities have not changed significantly over the year with the exception of the reduction in the loan to YMCA Christchurch.

We are in quite a different space this year than we were this time last year. Significant challenges are being faced by YMCA Christchurch after the devastating earthquake in February but we can take comfort in the fact that no lives were lost at the Y and their buildings are structurally sound. We should remember that this event could happen to any of our associations at any time.

Many thanks go to Maria for her continued support, accurate reporting and wide knowledge of the financial positions within the organisation, not only the National Council but all associations.

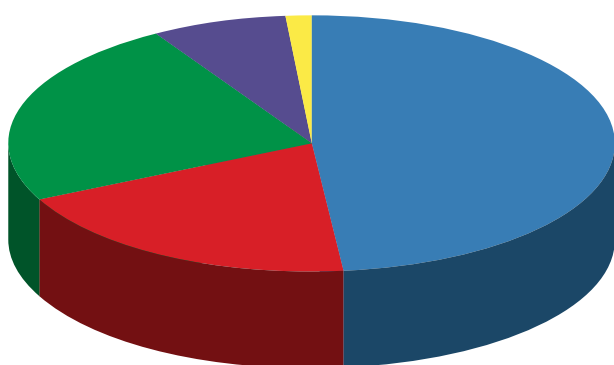
Helen McEwan
National Treasurer



National Council of YMCAs Financial Information for the year ended 31 January 2011

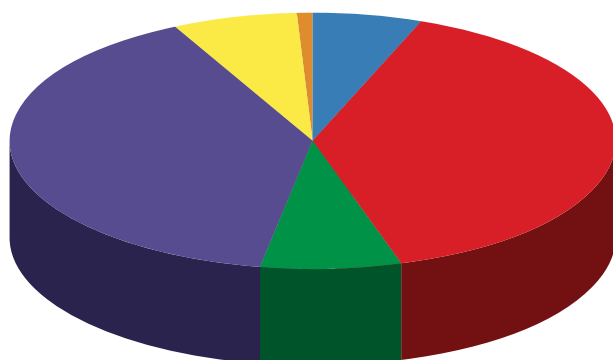
Current and Non-Current Assets	\$240,960
Assets held in Trust	\$1,114,768
National Investments	\$57,821
Total Income	\$880,425
Total Expenditure	\$887,816
Net Surplus (Deficit)	(\$7,391)

Income



Income from Levies (48%)	\$426,003
Other Income from YMCAs (19%)	\$170,790
Grants (24%)	\$208,557
Donations and Interest (7%)	\$64,785
Administration Fees and Contract Fees (1%)	\$10,290

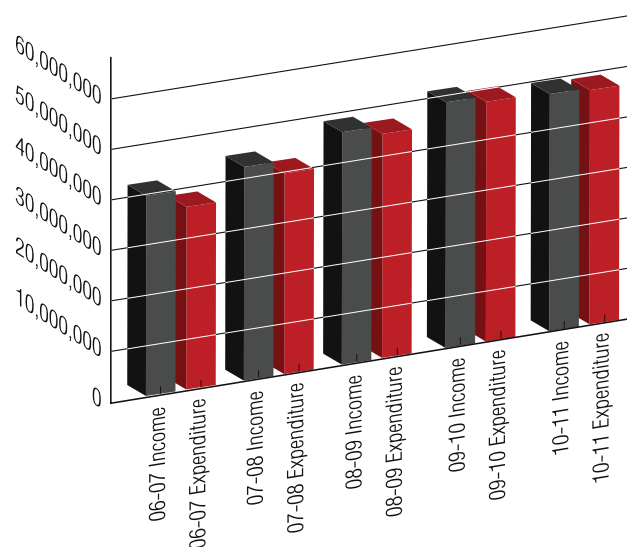
Expenditure



International Alliance (5%)	\$52,197
National Movement Core Costs (39%)	\$350,237
Meetings and Training (8%)	\$67,948
Programme Support (40%)	\$351,617
Profile and Marketing (6%)	\$59,339
Miscellaneous (1%)	\$474
Resource Centres (1%)	\$6,004

Combined Income and Expenditure of all Member Associations

The combined revenue of all YMCAs in New Zealand was \$48,923.00 – slightly down from the previous year.



The YMCA was successful in securing significant government contract funding and acknowledges the ongoing support of:

- SPARC which provided funds for recreation programmes
- The Ministry of Education and Tertiary Education Commission which contracts the YMCA to deliver education programmes
- The Ministry of Youth Development which contracts the YMCA to deliver youth services
- The Ministry of Social Development which contracted the YMCA to deliver and provided support for Out of School Care and Recreation programmes

The Lotteries Grants Board provided YMCA New Zealand funds to help support the delivery of youth programmes and nationally, YMCAs received grants from Lotteries for a variety of purposes and individual YMCAs also received grants from a number of community and philanthropic sources. We are very grateful to the individuals and organisations who continue to support us in our work and especially those agencies already mentioned above and the Winton Bear Trust.

YMCA New Zealand is a Registered Charitable Organisation (CC21153) and operates as a not for profit. Any surpluses are used to fund programmes and services that benefit the member organisations and communities or are reinvested to fund future growth.

YMCA New Zealand has had its accounts for the year audited. Audited financial statements are available on request.

You can invest in a New Zealander by helping send a kid to camp, preparing a teenager for employment, training a youth worker, supporting a family.

Please make a donation directly to the YMCA, support us through Payroll Giving, or consider making a bequest to the YMCA.

The YMCA – Building Strong Kids, Strong Families and Strong Communities in New Zealand since 1855.



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Johnston Lawrence

Auditors

Grant Thornton

Bank

National Bank

National Office

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