



# *Annual Report 2020*





**We are committed**  
to building strong kids,  
strong families and  
strong communities.

**Annual Report 2020 Design Rationale**

The Y faced many challenges in 2020, but with purpose and determination we are still here and are more relevant to our customers than ever before. The design uses elements which convey a positive and inspiring spirit that celebrate the accomplishments this year.



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*Steering ahead through uncertain times*
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# Letter From Our Chair



At the Annual Meeting this time last year I presented a sobering report on behalf of the Board. We reported a financial loss of \$2.3m for the 2019 year-end and projected a further but reduced loss of \$865k for the 2020 financial year due to some “carry-over” financial issues which had given rise to the 2019 results.

Due to the support, commitment and hard work of so many people in the organisation, by March this year, the signs pointed to a healthy recovery.

Our optimism was short lived when in that same month we were then hit by COVID-19, which closed the borders to tourists and resulted in a need to shut down every one of our facilities apart from our accommodation sector – which in itself was hit hard – occupancy sliding from 94% to 8% by the end of April. Our fitness members, totalling 7,583, in numbers fell to zero overnight.

Despite the closedown, as we stand here today, we have been able to maintain all our mainstream operations and we are confident that, having already experienced what a return to Level 1 looks like, we can return to full use of all facilities again. Financially, we have turned the corner despite COVID-19 and whilst still reporting a loss, slightly less than anticipated (845k vs budget of 865k) when we reported to Members at last year’s Annual Meeting. Our Treasurer will speak to that result in more detail in his report.

Whilst employees, volunteers and contractors bore the brunt of COVID-19, the burden of managing the organisation on a day-to-day basis, and in many cases an hour-to-hour basis during closedown, was carried by a small number of dedicated senior management. The Board extends its heartfelt thanks to

both groups for the contributions they have made in difficult circumstances. Although greatly helped by the Government employer wage subsidy, the long impact of the closure and the long path to recovery, lead to some difficult and heart-wrenching decisions, particularly in relation to staff who were lost through a forced restructure, some of whom had given long and loyal service.

My special thanks have to be extended to the Board which has had to meet through COVID-19 on a weekly basis to ensure that the appropriate level of support was provided to management. For members of Board subcommittees, particularly the Finance Committee, this Board commitment often extended to weekly and daily meetings. “Zoom” became a useful assistance during this time.

I must extend a special acknowledgement to Becky Erwood, our Board member who is retiring from the Board and who generously gave a great deal of her very limited time to support both YMCA North and our National Body during this difficult year.

We can continue to be optimistic about the Y’s future. Since its establishment, the Y has been through very trying times including pandemics and wars, and weathered them. This is no different. We continue to be a strong organisation committed to delivering services to our communities and families.

David O Jones  
Chairman - YMCA North

**Despite the closedown, as we stand here today, we have been able to maintain all our mainstream operations and we are confident that, having already experienced what a return to Level 1 looks like, we can return to full use of all facilities again.**

# Word From Our CEO

We proved that we unquestionably work and live to our values – and each and every single one of us should feel incredibly proud.

As a very keen sailor, using marine analogies when reflecting on this past year is very fitting when we think about the unpredictability of the last 12 months – having to make tactical decisions to steer through unprecedented turbulent waters – always staying upright.

Firstly, I'd like to offer a heartfelt thank you to everyone for your support. Our team, our members and crew, our funders and our strategic partners, Auckland Council, suppliers, and our Board – everyone has made an invaluable contribution to ensure the sustainability of the Y into the future. It's with everyone's help and support that our 165 year history did not come to an end in 2020.

2019 was not without its challenges. As an organisation, we had to face into the cold reality of an unhappy financial situation and begin the journey toward recovery. With determination and a common purpose, we had made great progress in turning the ship around – growing our membership numbers, launching additional youth initiatives, gaining smarter cost control, and becoming more relevant to our market – when COVID hit.

The timeframe between New Zealand's first reported cases and the YMCA closing all of its doors for the first time in our history was, even after all these months' reflection, frighteningly short. Our revenue dried up overnight – and we were in a very scary position.

The Y family united like I've never seen before. Whether it was phoning our vulnerable Goldfit members to check in, providing a home to our hostel guests throughout lockdown, a Herculean effort around cost-control, loan capacity and the

intricacies of applying for and successfully receiving the wage subsidy or other funding, working around the clock to support our staff and customers, or opening our homes and business virtually to our colleagues and our members through delivering online content – no area of our responsibility was left out. We proved that we unquestionably work and live to our values – and each and every single one of us should feel incredibly proud.

It was not without its challenges and hardships. A very painful part of our year was having to say goodbye to some staff, all of whom had provided loyal service – some for significant lengths of time. This was not something that I or the leadership team took lightly.

After these tumultuous times, we emerged a stronger organisation. We could confidently, warmly and safely welcome our ELC and OSCAR children, hostel clients and gym and aquatics members back in – and in fact we gained more fitness members than before lockdown. The very difficult headcount decisions we had to make left us with a leaner, adaptable team with an even greater appetite for innovation and financial stability.

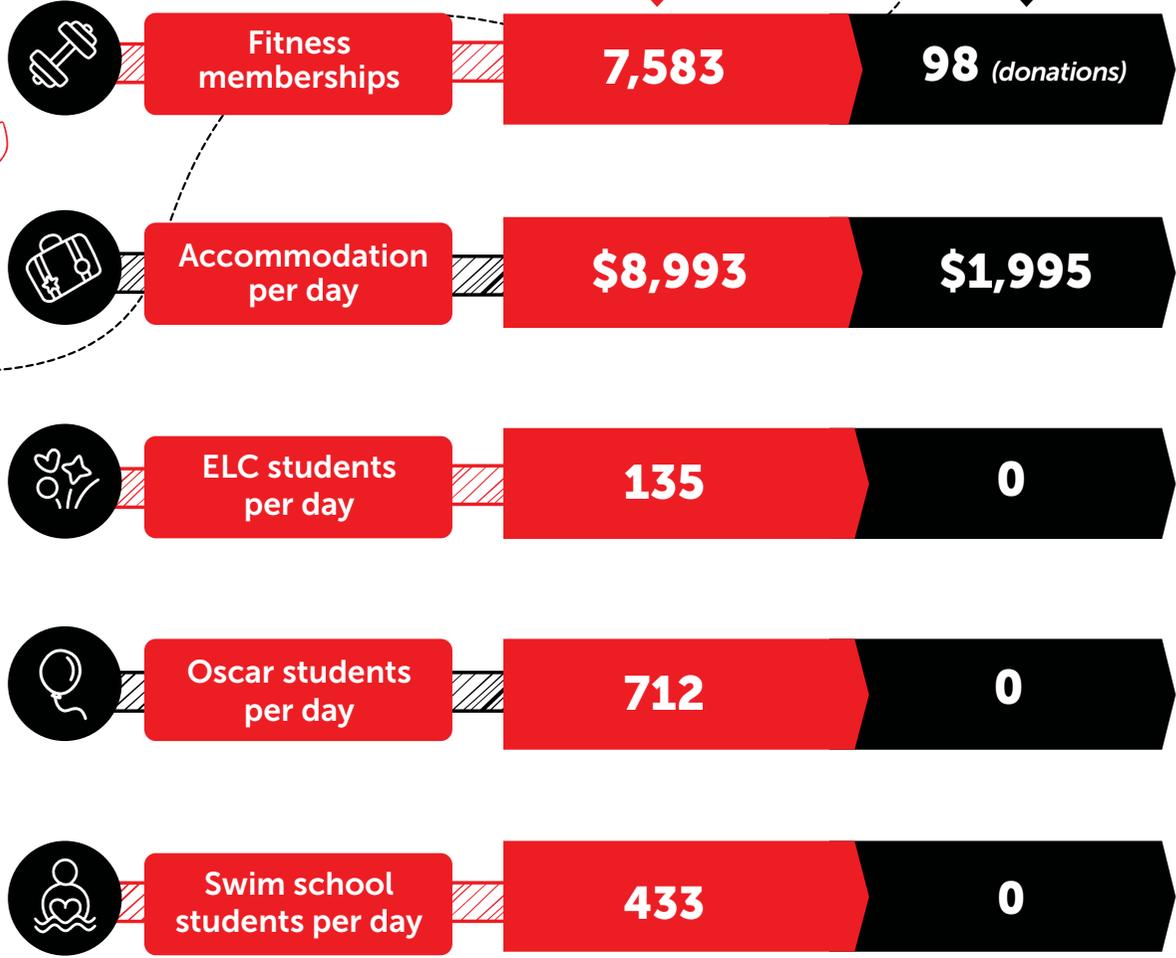
With further expansion to our youth footprint, delivery of improved programmes and many more opportunities on the horizon, even with the squalls that this new, COVID world can bring, I could not be more excited to see what lies ahead.

**Julian Baldey**  
**Chief Executive Officer - YMCA North**

# year in review

Pre-COVID Stats

COVID Stats (while we were closed)



## Engagement

### Raise Up goes online

25

online youth activations



935

people attended



968



Raise Up crew  
volunteer  
hours worked

COVID-19

COVID-19

# Through Crisis

Creation of YMCA family facebook page quickly reaching **1,700** members across New Zealand



**2,272**

Website Updates



**305,466**

People Emailed

**1** Announcing online workout timetable



**33**

Comments



**144**

Reactions



**1370**

Views

**1**

Live Goldfit class with Nicola



**23**

Comments



**71**

Reactions



**1028**

Views

**2**

Live dance workout with Jai



**28**

Comments



**46**

Reactions



**971**

Views

**3**

COVID-19

COVID-19

# Recovery (28 June)



Fitness memberships

**8,080**



Accommodation per day

**\$3,030**



ELC students per day

**110**



Oscar students per day

**446**



Swim school students per day

**235**

## Our Causes | *Raise Up*

### The changing face of youth

In partnership with Point Research, we ran a detailed analysis to understand the concerns our young people are facing to shape our future programmes and support. The issues most highlighted were; (in order), suicide & self-harm, youth mental health, loneliness & isolation, bullying, body image and environmental sustainability.

Over the period Raise Up has been in operation, providers, funders & young people have seen the evolution from youth participation projects (such as large dance events) towards increased youth development programming. This means making a difference in young people's lives, teaching meaningful skills, linking young people to employment and education opportunities, and mental health and other wellbeing youth services.

Feedback from the young people in our programme shared that they believe volunteer work delivered within the Raise Up programme should be formally acknowledged and would like to develop life skills and skills to support employment and university study. They also reinforced the value of their coordinator's role for them - mentoring, linking them to youth wellbeing services, event management, designing workshops, and community outreach projects.

### New initiatives

2019 was the first year of delivering to the 2019-2021 Raise Up strategic plan – which outlines programme growth and outcome targets over the upcoming years. New initiatives include the Raise Up endorsement certificates, Real Talk with Raise Up web series, youth Safeguarding workshops, and the introduction of the Raise Up Youth Festival event – some of which are detailed below.

### Youth Fest

February 2020, Raise Up ran it's first-ever "Youth Fest" event; conceptualised from Raise Up crew members. The event aims to bring young people together, connecting to support services and different youth organisations in a fun and safe environment. Also part of the day were food truck vendors, stalls, marquees, interactive activities and a range of youth performers. Youth Fest 2020 highlighted our range of youth service partners and incredible youth volunteers. Our young people ran the event flawlessly and were the primary contact on the day, only looking to the coordinators for guidance or advice. Over 1000 people attended.

2019-2020  
Raise Up crews completed

36

Events

18

Workshops

17,662

Volunteer hours

Plus community outreach,  
weekly meetings and weekly  
drop-in social sports afternoons  
at local YMCA recreation centres



## Our Causes | *Family Camp*

Over the years we have supported thousands of families to create happy memories at Family Camp. Family Camp has meant a lot to so many, and we are pleased we have been able to make a difference in their lives. In November 2019 we delivered the last Family Camp at Camp Adair, bringing in 22 families from across the Auckland region together. Whanau spent quality time together to reconnect with their children, parents, siblings, and partners.

Our guests had a blast getting muddy in the confidence course and conquering their fears on the high ropes course. Many who attended Camp were facing challenging circumstances and would not have had the opportunity to get away together without our help, and many told us they left feeling refreshed and closer together. We would like to acknowledge the hard work of Helen Hugglestone who has made Family Camp possible for so many families during her time with the Y. We also wish to thank all of our funders, supporters and all of those families who have taken part in Family Camp.

Family Camp is now evolving into Send a School to Camp. Send a School to Camp will make camp a reality for schools that would not otherwise be able to afford it. In 2019, Camp Adair supported Edmund Hillary School in Papakura to bring their students to Adair. Due to lack of funding it was their first school camp in 14 years, despite only being located a few kilometres away. Principal of Edmund Hillary School in Papakura Katarina Nock said this brought home to her how important school camps are. "The value of what they gain from the camp experience will probably stay with them for life. To deny our students the opportunity to attend camp means we deny them a very necessary part of the education they all have a right to."

School camps are a rite of passage for Kiwi kids, and we believe that no one should miss out on this experience, and believe this change will have a positive impact in our community.

Donate to Send a School to Camp and ensure no Kiwi kids are missing out on this invaluable experience.

[www.ymcauckland.org.nz/donation-causes/](http://www.ymcauckland.org.nz/donation-causes/)



### South Sites

In December 2019 Raise Up and Auckland Council reached mutual agreement to change the model for South Auckland, and the four South Auckland sites left the Raise Up programme. As there is a huge opportunity to support the local community, South Auckland area is a crucial location for Raise Up. We were fortunate to launch a new crew from Wero Whitewater Park in Manukau before lockdown, and we're looking to add additional South Auckland locations next year.

### COVID response

At the beginning of 2020, COVID 19 disrupted planning for Camp and recruiting new members. With the April lockdown, Raise Up had to pivot and move online. Raise Up organised online events, including Netflix parties, Tik Tok, Instagram takeovers, quiz nights, and gaming nights. Before COVID-19, we kicked off the Wero Raise Up programme; during lockdown, we recruited sixteen new crew members to the Wero crew. Raise Up coordinators, and YMCA PTs provided online exercise classes for young people.

It was great to see some particular crews engage well with the online space – particularly in Hamilton, while others were very grateful to re-connect in person at the end. The stress of COVID-19 was felt highly in our young people. Our coordinators noted an increase in youth wellbeing related issues and provided one to one mentoring support. Out of lockdown came what is now a permanent part of the Raise Up Programme:

### "Real Talk with Raise Up" web series

One of the qualities of our young people is their willingness to use their voice to stand up for what's important to them and to advocate on behalf of their peers. The new Raise Up youth advocacy group supports and channels this desire. The group firstly brainstormed ideas concerning the most pressing issues facing young people today. Similarly to the results of the wider study above, they concluded it is online bullying, drug & alcohol issues, unhealthy relationships, and mental wellbeing.

This then lead to action – we connected with external providers, developed peer-to-peer workshops, and invited the providers to feature on the 'Real talk with Raise Up' web series. Raise Up crew members interviewed the experts - NetSafe, drug and alcohol issues through CADs, and healthy relationships with Shine. The web series is streamed live on social media, and our young audience is encouraged to submit questions for the youth interviewers to discuss with the guest experts, along with their pre-researched questions. The web series is made possible with support from the council regional development fund.

# Social Impact

At the YMCA, when we are working with fitness customers or looking at our numbers, we have a deep understanding of linear measurement – increasing membership volume or revenue over time, health metrics like BMI, resting heart rate or numbers on the scales.

However, as a values-based not-for-profit, measuring our social impact within the communities is not as straightforward. Participation numbers only tell part of the story about the difference we make in people's lives. Being able to tell this story will empower us for funding, government support, and enable us to use our voice about the issues we face as a country.

Our experience with young people – through Raise Up, our youth development programme, our new Youth Advisory Panel, or as an employer of young people (the Y is a third of our

employee's first job), has led to some exciting initiatives towards gaining this understanding – the 'Distance Travelled' tool which has been developed by our national office with input from the YMCA associations, will be released at the end of 2020. Raise Up graduates are able to articulate how their lives have been shaped by being part of the Y family.

But this is only part of the picture. Regular attendance, positive feedback, social media posts, and their advocacy on our behalf tells us that some of our most engaged groups of people are our seniors who take part in Goldfit. More than keep fit, these classes provide social connection in a community group highly vulnerable to loneliness.

Over the coming year, we're excited to be delving more into this space and sharing our results. Watch this space.

**"After three years, I am so much more confident and can take control of most situations with ease."**

Raise Up crew member

**"The Y, however, provides a remarkable health and fitness programme for the over 60s through its Goldfit programme."**

**"I am a keen participant in Goldfit activities which are delivered and supervised by a highly professional staff who fully understand the needs of the aging body."**

Patti O'Neill  
Goldfit Participant

**"I write to you, as CEO to say how much I appreciate the Y's wonderful work, to copy in a letter I've sent to the PM and to my two MPs in Epsom and to wish you and your staff all the very best in the days ahead. Please do pass on my best wishes to the others in your team."**

Brian Davis  
Goldfit Participant

# Acknowledgements

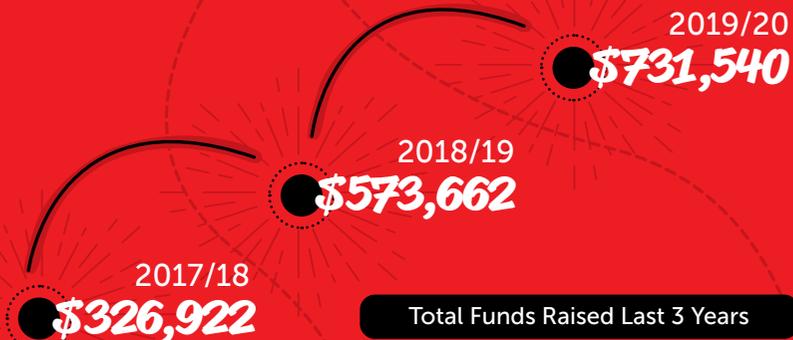
Our work is made possible thanks to the generous support of our partners and funders. Despite the challenges presented by COVID-19, grants and donations of \$731,540 helped us to continue delivering positive outcomes for our communities. In the past year funding has enabled us to deliver the first ever Raise Up Youth Festival, support youth during lockdown with online hangouts and events, purchase new life jackets for water safety lessons, build a new mountain bike track at Camp Adair and so much more. We are grateful for the support we receive from the listed individuals and organisations

Number Of  
Grants Applied For:

112 

Funds  
Raised:

\$731,540 



## Partnerships & Funders

Auckland Council  
 Albert-Eden Local Board  
 Franklin Local Board  
 Henderson-Massey Local Board  
 Hibiscus & Bays Local Board  
 Kaipātiki Local Board  
 Manurewa Local Board  
 Maungakiekie-Tāmaki Local Board  
 Ōrākei Local Board  
 Papakura Local Board  
 Puketāpapa Local Board  
 Upper Harbour Local Board  
 Waitemātā Local Board  
 Australian Childhood Foundation  
 Diabetes New Zealand Auckland  
 Ministry of Social Development  
 Ministry of Education  
 NZ Fashion Tech  
 New Zealand Principals' Federation  
 Outward Bound  
 Pharmaco  
 Plunket New Zealand  
 Revlon New Zealand  
 ProCare Health Limited  
 Skills Active  
 Sport New Zealand  
 SRA  
 The University of Auckland Dietetic Clinic  
 Premier Institute of Education

## Grants and Donations

Acorn Foundation  
 Aktive  
 Ara Taiohi - Youth Week  
 AT Community Bike Fund  
 BlueSky Community Trust  
 Creative Communities Scheme  
 Dragon Community Trust  
 Foundation North

Four Winds Foundation  
 Grassroots Trust  
 Hugo Charitable Trust  
 Infinity Foundation  
 Joyce Fisher Charitable Trust  
 Lottery Community Facilities Fund  
 Lottery Community Grants (National)  
 Lottery Youth Workers Training Scheme  
 Milestone Foundation  
 Mt Wellington Foundation  
 Multi Board Local Grants  
 Whau Local Board  
 Howick Local Board  
 Multi Board Local Grants  
 Māngere-Ōtāhuhu Local Board  
 Franklin Local Board  
 Newman's Own Foundation  
 NZ Christian Foundation  
 NZCT  
 NZRA Outdoor Activity Fund  
 Ōtara-Papatoetoe Local Board  
 Potter Masonic Trust  
 ProCare Charitable Foundation  
 Rano Community Trust  
 Regional Community Development Grant  
 Regional Event Fund 2019/20  
 Sir John Logan Campbell Residuary Estate  
 SKYCITY Hamilton Community Trust  
 Sport Bay of Plenty  
 Sport Waikato  
 St Joans Trust  
 The Lion Foundation  
 The North & South Trust  
 Trust Waikato  
 The Trusts Community Foundation  
 Waikato WDFP Karamu Trust  
 Water Safety New Zealand  
 WEL Energy Trust

# ymca Heroes



In 2020 YMCA North entered the new year with grand plans, (to name just a small handful - sports camps for South Auckland intermediate schools, growing our fitness memberships, photoshoots at our outdoor camps, the 10th year of Walk the Line). However, like so many of us, COVID-19 stopped us in our tracks.

I don't think anyone in the world could have imagined the cataclysmic events that have unfolded this year – to think that we would be given a few hours' notice to close our doors and not reopen for more than 7 weeks would have been unthinkable. The uncertainty COVID-19 caused throughout our lives was incredibly scary.

However, during tough times you can make amazing discoveries. And we learnt many lessons about our resilience, our ability to unite, and, one of the most gratifying – the love and care that our members have for their Y family.

Here at the Y we're used to giving help, but we find it hard to ask for it. But we dug deep and reached out. To our delight, our community turned up for us when we needed it. YMCA Heroes donated to help us continue our work, including some who opted to keep paying their membership fees while we were closed. Their contributions helped us to keep supporting our staff and paying our bills in a time we had no money coming in.

The support of our YMCA Heroes also meant our teams were able to continue supporting youth in our Raise Up programmes, provide online workouts and keep our Y family connected even when we were not together.

To you, our YMCA Heroes – you know who you are – we say thank you.

Link to video [www.youtube.com/watch?v=QR-4lspkpCA](https://www.youtube.com/watch?v=QR-4lspkpCA)



# Your Legacy

**a strong community**

**We all want to leave the world a better place for our mokopuna, and leaving a gift for YMCA North can help you do this.**

Leaving a lasting gift is surprisingly easy, legacy gifts cost you nothing in your lifetime and are an excellent way to support your community through the work of the YMCA.

By leaving a gift in your will for YMCA North you will support our work to empower youth and strengthen communities for years to come.

Thank you for considering making YMCA a part of your legacy. Email us for more information about legacy giving.

Email: [fundraising@ymcauckland.org.nz](mailto:fundraising@ymcauckland.org.nz)



# Governance

## Board Composition

The structure of the YMCA North Board is governed by the Association's Constitution which also details how Directors are appointed and removed. The composition of the Board reflects the duties and responsibilities it is to discharge and perform both as the representatives of the members and also in setting the Association's strategy and monitoring its implementation.

The Directors are independent of management and free from other relationships which could materially interfere with the exercise of their independent judgment.

The Board normally meets monthly, with the standard number of annual meetings being 11. However, between 1 July 2019 and 30 June 2020, they met 14 times, holding additional special purpose meetings to discuss the impact of COVID-19. Further details on meeting attendances is shown in the table to the right.

## Board Committees

The Board has three standing sub-committees: the Finance Committee, the Audit Committee and the Remuneration Committee. Other committees are formed for specific purposes and disbanded as required. Being sub-committees of the Board, only the Directors constituting those committees have the right to vote on matters requiring determination despite the presence of observers or advisers who may have been invited to assist.

## Director Independence

All Directors are considered to be independent. No remuneration is paid to Directors.

## Number of meetings attended during the 2019/2020 financial year

	Board (14 Meetings*)	Finance (12 Meetings)	Audit & Risk (1 Meeting**)	Audit (1 Meeting)	Remuneration (4 Meetings)
Andrew Howard***	0				
Becky Erwood	11				
Christine Pears	11	9			
David Jones	14	8	1		4
David Kranz	14				
Katheren Leitner	13		1		
Ken Durbin	12	9	1	1	
Mark Lawlor	12				
Matt Roberts	10				4
Paul Yallop	12	11	1	1	4

\* Board Meetings: 6 of the 14 meetings were additional meetings related to discussions on the impact of COVID-19

\*\* The Audit & Risk Committee was reconstituted in January 2020 to 'Audit Committee'

\*\*\* Andrew Howard retired from the Board on 23 October 2019

## Gender Composition of the Board and Senior Management

	At Year End 2020		At Year End 2019	
Directors Total	9		10	
Female Directors	3	33.3%	3	30%
Male Directors	6	67.6%	7	70%
Management Total	4		7	
Female Management	2	50%	4	57.1%
Male Management	2	50%	3	42.9%

# Financial Highlights

30 June 2020 (\$000)



**Fixed assets**

**\$18,885**



**Total assets**

**\$20,167**



**Total income**

**\$27,252**



**Total expenditure**

**\$28,097**



**Net loss**

**\$845**





# Life Members

Christine Cormack

Christine Walter

Colin Giffney

David O Jones

Don Soloman

Gerry Hugglestone

Helen Hugglestone

Rev. James Withers

Jennifer Hewitt

Dr J. Laurie Reynolds

Joe Hall

John Sinclair

John Fairhurst

Ken Durbin

Kevin Orrell

Lomond Seel

Lyn Thornton

Maurie L Rendle

Mike Lacey

Pat Gross

Paul Stubbing

Peter O'Brien

Peter Waterhouse

Tony Jones

# Patron of the Board

Sir Michael Jones



**Annual  
Report  
2020**

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