



YMCA North

One

Annual
Report
2019





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We're working together
to have greater impact
for **tamariki & rangatahi**

Our **Vision**

We build strong kids,
strong families, strong
communities.

Our **Mission**

To lead the way as the most
respected provider of services
for people to reach their potential
in body, mind and spirit.

A message from our Chair

David O Jones

I present our 2018-2019 Annual Report against the backdrop of a challenging year for our organisation. Our financial reports show a significant loss for the financial year ended 30 June 2019 and we acknowledge the prospect of a further smaller loss in the current financial year. This is not the manner in which any Chairman likes to write an Annual Report but it is my duty, and the duty of our Board, to be transparent and frank with our members. On that note, it is important for me to say that despite this financial performance, we are still a very strong organisation financially, and supported by our long-term banking partner, Bank of New Zealand. Our Treasurer's report addresses this more directly.

So what went wrong? This time last year we optimistically reported that we were poised for long term growth as a consequence of the commitment which our Board and Executive had put into our evolution. Realistically, we moved too quickly on this strategy, especially given the number of challenges which came our way during the year and which continue to hinder our progress. The most damaging has been the introduction of a new customer relationship management software system known as "Legend", the cost of which blew out significantly, and which has not yet provided us with the financial reporting detail and accuracy that is critical to our organisation.

The Board has dedicated itself to overcoming these challenges and is confident that the steps which it has taken to date in conjunction with

management will result in positive outcomes. The Board wishes to acknowledge the un-tiring efforts that the Treasurer, Paul Yallop, has committed to in addressing these challenges, as well as those of Julian Baldey. It has not been easy for Julian. He started as our new Chief Executive in September last year, not as he would have expected, as the CEO of a solid, financially sound organisation that he could mould and grow as was indicated by the Board, but rather one in which he was at the centre of many, unexpected challenges.

I mentioned in opening that we are strong financially despite our financial loss for the past year. Just as importantly, if not more so, we are a strong organisation in the sense of the commitment of our amazing staff to delivering our services and supporting our causes. I am referring to the individuals on the ground - the individuals who greet members, run classes, clean rooms, manage finances, care for precious young children and want to make a difference. The Board acknowledges their commitment in a tumultuous year in which they have worked in a pressure environment to achieve results, reports and outcomes.

These challenges have not deterred the organisation from its commitment to our communities and families to whom it provides its facilities and programmes.

To all members, staff, funders, supporters and tireless volunteers, thank you.







“Together we
are OneY”



A Message From Our CEO

Julian Baldey

For me, the last 12 months at the helm of YMCA North has been many things. Firstly, it's been a pleasure and honour to lead such a passionate team; secondly, it's been a challenging year as we work to correct the financial performance of the organisation to allow us to continue making a significant social impact into the future; and thirdly, it's been a time for recognising what more we can do to empower today's youth and foster healthy living for all.

Empowerment can only be achieved when an organisation's people think, act and operate as one cohesive unit. The last twelve months have reinforced this for me. It's been a time of talking, learning, talking some more, and mobilising our Auckland, Hamilton and Tauranga teams to function with one overarching goal – to empower youth and foster healthy living for all. This goal shone through at our National Convention held in Auckland earlier this year. What also shone through was the fact that not only is YMCA North working towards this goal, but YMCAs throughout the country recognise that the future success of the movement lies firmly in the hands of our young people. Giving them a voice, and harnessing their thoughts, energy and passion for positive change will ensure the YMCA has a long and healthy future ahead.

In November I had the pleasure of attending the 53rd YMCA National Convention in Melbourne which was themed the 'power of one'. Australian youth led guests on a journey inspired by fresh ideas and exciting concepts that focused on working together with one plan, one mission, one vision in mind. The convention motivated us to support a OneY movement, and look further into how we can work with other associations for the betterment of all. To ensure we continue on our path to achieve youth empowerment and healthy living for all, we must remain relevant to those who either use our

facilities or support our causes. We're either relevant or irrelevant, there's no in-between. With the needs of local communities changing by the week, day and hour, our quest to remain relevant must start by listening to all our communities and embracing the forward-thinking ideas presented by our youth. By working together we are stronger. By working together we are OneY.

I'm proud of what our 800-strong team has achieved over the last twelve months. Together we've overhauled operational systems and worked hard to implement Legend (our Recreation booking system). Together we've achieved all our safeguarding recommendations through the Australian Childhood Foundation, and continue to prioritise the safety of children and young people in our care. We've held our first Raise Up youth graduation dinner, and our eighth Walk the Line Fashion show which took to the runway at New Zealand Fashion Week. Plus, we hosted another 21 families at Family Camp earlier in the year.

Together we've achieved a lot. We've made a difference, yet, there's more work to be done.

One notable event from the last year was Minister of Youth Hon. Peeni Henare opening our YMCA National Convention in Auckland. While having him attend was somewhat of a coup, it was his avid interest in our grassroots and youth programme activity that was both heartening and encouraging.

In the 175th year of our global YMCA brand, our team has garnered the attention of the Minister, and together we will continue to make a difference to youth and local communities.

Thank you for being members, supporters and cheerleaders of our team.

Year in Review

22 Facilities

Number of fitness club visits:

721,692

12 Fitness Clubs

Number of fitness club members:

11,070 

2 Outdoor Camps



Camp Adair

19,533 overnight stays by school children

13,759 overnight stays by other groups

1,884 overnight stays by holiday camps



Shakespeare

97 different groups hired our services

13,846 visitors to Shakespeare Lodge

7,998 participations in activity programmes

OSCAR



709 kids enrolled each day in the YMCA holiday programme

952 kids enrolled each day in a YMCA Before or After School Care programme

4 Aquatic Centres

18,600 swim school students

1,800 babies learnt to swim

13,600 school aged children learnt to swim

1,200 adults used our aquatic centres

Fundraising

\$521,269 Worth of grants



2018
2019

2 Accommodation Sites

accommodation visitors:

96,210

Top 3 visitor nationalities 1. New Zealand 2. France 3. Germany





In the public eye

From the unique sports of aquapole and pickleball to the revolutionary ‘bounce to breathe’ drowning prevention technique, our programmes and services certainly caught the media’s eye over the last year. Getting nationwide media coverage in a competitive ratings-driven environment is no mean feat. With TV, radio and print publications living and dying by the rating sword, they tend to be somewhat selective when it comes to what stories receive coverage. In saying that, a good dose of persistence combined with a solid team effort and unique stories meant YMCA North spent quite a bit of time in the public eye over the last twelve months.



'Bounce to breathe' drowning prevention technique

Taught across our YMCA Swim School programmes and that of Council, this technique saved the life of three year-old Willow Dando after she accidentally fell into the family swimming pool. The survival story was covered by The Herald on Sunday and TV3's AM Show, providing print and TV exposure of our Swim School programmes, and promotion of our renewed push for zero pre-school drownings.



YMCA Glen Innes first New Zealand organisation to offer aquapole classes

TV1's Seven Sharp leapt at the chance to cover New Zealand first aquapole classes – their reporter even gave it a go. The uniqueness of the sport generated prime time interest and resulted in 26,000 views of the story across social media, plus a further 300,000 broadcast views.



Water Y-ise with Karla is a hit across social media

Over the last twelve months we generated our own media coverage, offering families bite sized water safety tips across the summer months. The Water Y-ise video campaign effectively utilised our social media platforms to circulate topical water safety tips. The five videos received 90,000 views across a two month period.



YMCA National Convention features on Maori Television

Our National Convention in May caught the eye of Maori Television. The focus of the convention was 'empowering youth' by giving them a platform to tell the older generation what needs to change in today's world and why. The convention's 'youth empowerment' theme was newsworthy as it followed a strike by hundreds of thousands of youth worldwide who were demanding action on climate change. The prime time broadcast and online coverage provided a platform for our youth guest speakers and National CEO to have a voice in today's media.



Our Programmes & Services





Fitness

Our fitness clubs provide a great range of modern equipment, classes and personal training options to cater for all abilities and interests.

Indoor sports

We host a number of indoor sports leagues including basketball, soccer, netball and badminton.

Swimming

We operate four aquatic centres, and our award winning swim school is teaching thousands of people every year vital water safety skills for life.

Early learning

We're giving tamariki the best start in life by providing immersive education experiences in our four early learning centres.

Kids recreation

We're introducing a whole new generation to the fun of physical activity by offering engaging gymnastics, cheerleading, dance and basketball programmes.

Targeted health programmes

We're helping seniors stay active, and improving health outcomes for people with diabetes by providing inclusive and supportive health and fitness classes.

Outdoor education

Our two outdoor camps provide a range of challenging and exciting outdoor activities for students and corporate groups.

Youth development

Each year our Raise Up youth development programme helps hundreds of young people learn new skills and develop the confidence to chase their dreams.

Out of school care

Our before and after school care programme is supporting the needs of working families.



Coming together to listen to youth

“Today there are 1.8 billion young people across the world. That’s 25% of the world population under the age of 25. They are our future and young people need to be listened to.” Those were the words uttered by YMCA National CEO Chris Knol at our National Convention in Auckland earlier this year. The convention which was themed ‘the changing face of youth’ brought together YMCA representatives from across the country with the purpose of understanding what more can be done to empower our youth.

The convention, which was officially opened by Minister of Youth Hon. Peeni Henare, gave rangatahi the opportunity to take centre stage and tell the older generation what needs to change for youth to succeed. The youth voice is loud, proud and strong in today’s society, and our convention followed a global strike by hundreds of thousands of youth demanding action on climate change. Young people aren’t afraid to speak up, and they want to be listened to. Chris Knol adds, “The Y is really committed to finding avenues and spaces for young people to thrive and come forward. We’re doing a lot, but we could do more.”

Youth panel discussions and presentations by youth guest speakers, namely GirlBoss CEO Alexia Hilbertidou and Laura O’Connell Rapira, provided valuable insight into what the youth of today both need and desire. O’Connell Rapira, who is a director for Action Station, a 190,000 strong not-for-profit organisation which campaigns on issues affecting New Zealand youth, said “Young people want to see a zero carbon Aotearoa in their lifetime, they want to make sure that people have jobs... they want spaces where they can explore their identity without feeling pressure.”

The open forum not only gave YMCA youth and guests a chance to voice their views, it reinforced a commitment by YMCAs across the country to empower youth. “Our organisation is about youth, and we really need to look closely into what we’re doing for youth. We need to consider whether we’re offering things that keep young people busy or whether we’re making a profound effort to deliver programmes that will benefit youth,” says Knol.

“
**YMCA
National
Convention
2019**
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Pharmaco



“

THE

CHANGING FACE



OF YOUTH

”

Delivering for our youth

They're the movers, the shakers,
the generation of changemakers.
They're the youth of YMCA's
Raise Up programme.

You could say seventeen year-old Casey Pram is addicted to Raise Up. Into his fifth and final year with the YMCA's youth run organisation, he credits Raise Up with his personal growth, and giving him the confidence to open new doors.

"I'm a performing artist outside of school. It's a world where I need good social skills, and Raise Up is where I learnt those skills," he says.

That's one of the reasons Casey has stuck with the Massey crew, a crew he calls his family.

"I've been doing performing arts since I was seven, but Raise Up gave me the confidence to branch out into other forms of musical theatre. I've gone from doing two shows a year to seven. It's fantastic."

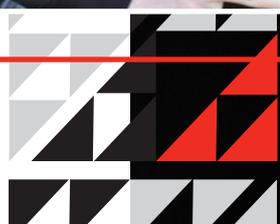
Being involved with planning Raise Up youth events has not only allowed Casey to give back to his local community, but it's opened the door to a potential career.

"After Raise Up I want to branch out from the YMCA and try my hand at event management or marketing."

Having found his voice and confidence through Raise Up, the world is now Casey's oyster.



Casey Pram credits
Raise Up with his
personal growth





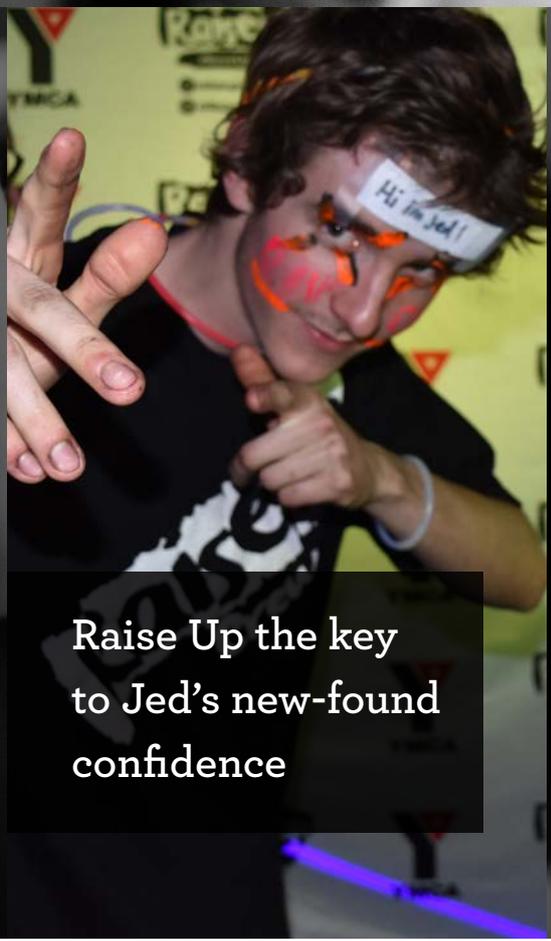
Seventeen year old Jed Stancliffe's no longer a follower, he's a leader with a vision.

Three years ago the reserved 14 year-old was curious about what Raise Up, a YMCA youth run empowerment programme could offer him. But, it was a speech by a coordinator at school assembly that turned Jed's curiosity into action. "When I heard they planned and managed events, I wanted to experience it for myself. So, I grabbed a form and signed up. I just did it".

Jed has come a long way in three years. Now, instead of letting others take the lead, he's taking charge. He says, smiling, "the best thing Raise Up did for me was turn me from a follower into a leader. At meetings and events, if there are issues that need to be solved I jump in and fix them rather than stand back and let other people do it."

Jed's new found confidence amongst his peers has translated into life. "There's a lot I want to do," he says, "I have a lot planned for my life. I want to continue with my hobby of too-tooing with cars, and work-wise I would like to get into the theoretical side of maths and physics. It's always been a dream of mine, so perhaps it can be my dream job."

Jed adds, smiling, "Raise Up has taught me to say yes to challenges, something I used to shy away from." One of those challenges was speaking in front of 250 people at Raise Up's graduation. "That speech," Jed says, "was improvised, but it was how I truly feel about the programme. Raise Up helps the youth of today give back to their little corner of the world."



Raise Up the key to Jed's new-found confidence

Our people

The YMCA family benefits from our diverse, committed and passionate staff members on a daily basis. These three team members wonderfully demonstrate how a mutual commitment can give long-lasting benefits.





Lexi Tetenburg

Recreation Manager / YMCA Mt Albert Community & Leisure Centre
Been with YMCA North: 3.5 years

Lexi's Y: "I work at the Y because we make a difference. Everything we do is to encourage healthy and strong kids, families and communities."

Lexi was one of only two people nationwide who got to represent the YMCA at the Melbourne youth Summit in 2018. This experience inspired her to contribute her insight and energy to the YMCA New Zealand conference in May.

Her manager says "Lexi is passionate about recreation and children's

programmes and often steps up and takes the lead of the Recreation operations team. To my surprise she nominated me for Local Hero without me knowing and scored Mt Albert an extra \$10k so we could take kids programmes to schools!"



Richard Bond

Maintenance Assistant / YMCA Camp Adair
Been with YMCA North: 6 years

Richard's Y: "I Love working for the Y, love working at Camp and I enjoy solving problems."

Richard was awarded the YMCA Outward Bound Scholarship in 2015. His application demonstrated his personal courage and commitment to himself and his family.

Richard has continued to be a dedicated member of the outdoors team and a valued member of the YMCA family. His manager says "Richard is our

Maintenance Assistant. This man basically keeps Camp Adair functional. He is the cog that keeps all of our infrastructure operational, including our wastewater system, drinking water and storm water. Richard is very solution focused and incredibly resourceful, he is always able to find an innovative solution to keep camp running."



Jessica Baker

Operations Manager / YMCA Massey Gym & Leisure Centre
Been with YMCA North: 2.5 years

Jess' Y: "What drives me is seeing our impact on people's lives, whether that be a senior who has joined our Goldfit classes and is now more mobile and independent in their home or seeing a child achieve a new skill in gymnastics."

The right-hand woman for successive Centre Managers and the quiet support to customers and staff across the entire Massey centre. A voice of authority on children's programmes and passionate about children's recreation. Through the YMCA, Jess has been able to gain New Zealand residency and make Aotearoa her home.

Her manager says "Jessica is our Operations Manager and has become such an integral part of the Massey Y Family. She has professionalism, respect and care for all our customers and delivers a high standard of service across all aspects of her role. We are incredibly grateful to have her on our team."

Corporate Governance Statement

Role of the Board of YMCA North

The Board of Directors is elected by members to supervise the management of the Association in the best interests of members. The Board currently has 10 members (as permitted by the Constitution) and has several key functions which are:

- The establishment of business objectives, strategies and policies.
- The approval of annual capital and operating budgets.
- The appointment of a Chief Executive to manage the day to day operations of the Association within the established framework.
- The ongoing monitoring of management performance in relation to the goals established for that purpose.

The Board is committed to the highest standards of behaviour and accountability from Directors and accordingly endorses the principles set out in the FMA's Corporate Governance in New Zealand, Principles and Guidelines.

The Board considers that its governance processes do not materially differ from the principles set out in these documents. The practices adopted by the Board are prescribed in the Board Charter which sets out the protocols for operation of the Board, and in the Code of Ethics which sets out the manner in which Directors and Employees should conduct themselves. Both the Board Charter and the Code of Ethics are available on the Association's website.

Board Composition

The composition of the Board is governed by the Association's Constitution which also details how Directors are appointed and removed.

The composition of the Board will reflect the duties and responsibilities it is to discharge and perform as the representatives of the members, and 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 and has met 11 times between 1 July 2018 and 30 June 2019. Special purpose meetings are held as required.

Board Committees

The Board has three standing sub-committees, being: the Finance Committee, the Audit and Risk Committee and the Remuneration Committee.

Other committees are formed for specific purposes and disbanded, as required.

Being sub-committees of the Board, the Directors only 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 the particular committee.

Finance Committee

Paul Yallop is Chairperson of the Finance Committee which met on twelve occasions during the year and has the following objectives:

- The primary objective of the Finance Committee is to assist the Board of Directors in fulfilling its financial oversight responsibilities. The Committee reviews the financial information presented by management to the Board and to its members. In addition, the Committee:
- Reviews the financial reporting process;
- Assists management with its financial analysis of proposed acquisitions and projects prior to presentation to the Board; and
- Works with the audit and risk committee to determine the adequacy of the organisation's administrative, operating and accounting controls.

Audit and Risk Committee

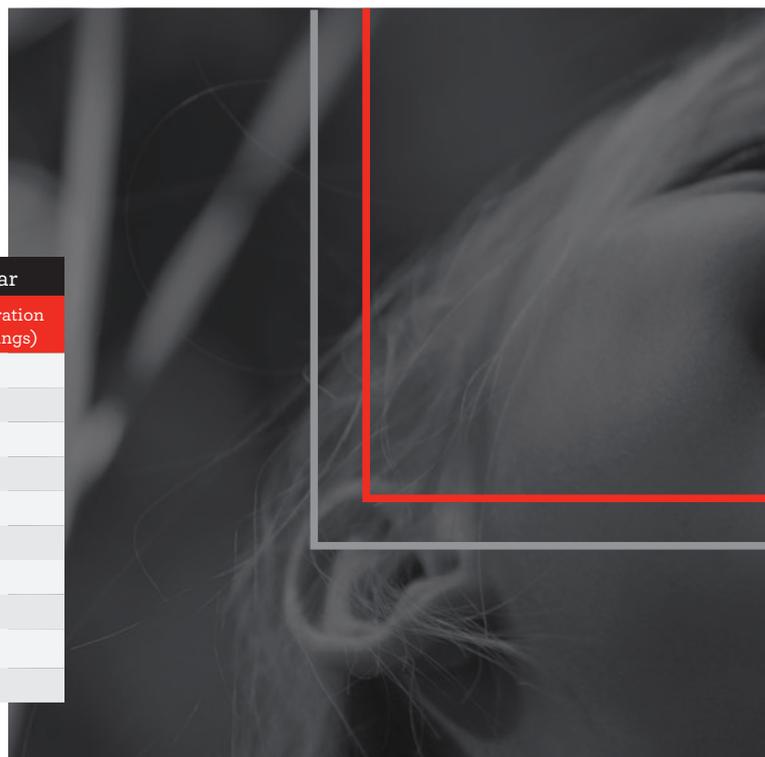
Katheren Leitner is Chairperson of the Audit and Risk Committee which met on five occasions during the year and has the following objectives:

- The primary objective of the Audit and Risk Committee is to assist the Board of Directors in fulfilling its oversight responsibilities. The Committee reviews the system of internal control and management of business risks, the audit process, and the Association's process for monitoring compliance with laws and regulations.

Number of meetings attended during the 2018/2019 financial year

	Board (11 Meetings)	Finance (12 Meetings)	Audit & Risk (5 Meetings)	Remuneration (6 meetings)
Andrew Howard	7	NA	NA	4
Becky Erwood	9	NA	NA	NA
Christine Pears*	2	NA	NA	NA
David O Jones	11	6	1	NA
David Kranz	9	NA	NA	6
Katheren Leitner	10	NA	5	NA
Ken Durbin	10	12	4	NA
Mark Lawlor	8	NA	NA	NA
Matt Roberts	8	2	NA	6
Paul Yallop	11	12	5	1

*Commenced on the Board in May 2019.





In addition, the Committee:

- Oversees and appraises the quality of the audits conducted by the Association's external auditors;
- Maintains open lines of communications among the Board and the external auditors to exchange views and information. The Committee also confirms their respective authorities and responsibilities; and
- Determines the adequacy of the organisation's administrative, operating and accounting controls.

A copy of the Audit and Risk Committee Charter is available on the Association's website.

Remuneration Committee

This Committee comprises David O Jones (Chair), and two members who have the role of reviewing the remuneration levels of the Senior Management.

Diversity Policy

The Association has adopted a formal diversity policy. It recognises the wide ranging benefits that diversity brings to an organisation and its workplaces. YMCA North endeavours to include diversity at all levels of the organisation to ensure a balance of skills and perspective are available in the service of our members and business partners.

Director Independence

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

Conflicts of Interest

Where any Director has a conflict of interest or is otherwise interested in any transaction, that Director is required to disclose his or her conflict of interest to the Association, and thereafter will normally not be able to participate in the discussion, nor vote in relation to the relevant matter. The Association maintains a register of disclosed interests.

Communication with Members

The Directors are committed to ensure that members are informed of all major developments affecting the Association.

Annual Reports are posted onto the Association's website and each member receives a hard copy of each report.

Members may raise matters for discussion at the Annual meeting each year.

Risk Management

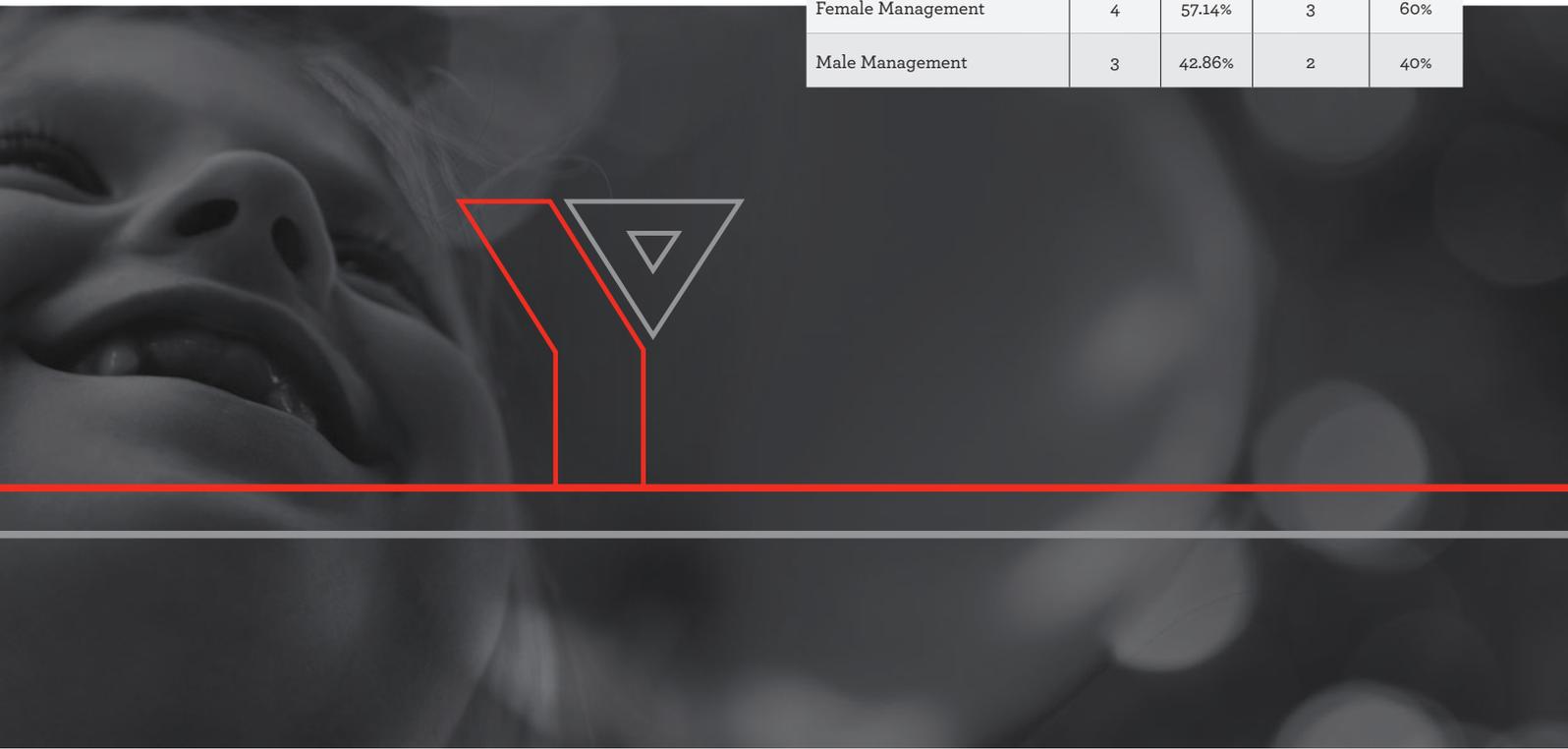
YMCA North is committed to managing risk to protect its staff, the environment, financial business risks, assets and its reputation.

A comprehensive risk management system is in place which is used to identify and manage all business risks. The risk profile is reviewed annually. As part of risk management, the Association has a comprehensive Treasury Policy which sets out the procedures to minimise financial market risk.

Code of Ethics

A Code of Ethics has been developed and adopted by the Board which sets out the ethical and behavioural standards expected by the Association's Directors and Staff.

Gender Composition of the Board and Senior Management				
	At Year End 2019		At Year End 2018	
Directors Total	10		9	
Female Directors	3	30%	2	22.22%
Male Directors	7	70%	7	77.77%
Management Total	7		5	
Female Management	4	57.14%	3	60%
Male Management	3	42.86%	2	40%





Financial Highlights

For the financial year ended

30 June 2019 (\$000)

Fixed assets

\$20,597

Total assets

\$22,326

Total income

\$27,844

Total expenditure

\$30,175

Net Loss

\$2,331





Acknowledgements

◀ We are grateful for the support we receive from the following individuals and organisations ▶

Partnerships & Funders

Local Government	Diabetes New Zealand Auckland Branch
Auckland Council	Ministry of Social Development
Albert-Eden Local Board	Ministry of Education
Devonport-Takapuna Local Board	NZ Fashion Tech
Henderson-Massey Local Board	New Zealand Principals' Federation
Hibiscus & Bays Local Board	Outward Bound
Kaipātiki Local Board	Pharmaco
Manurewa Local Board	Plunket New Zealand
Maungakiekie-Tāmaki Local Board	Revlon New Zealand
Ōrākei Local Board	ProCare Health Limited
Papakura Local Board	Skills Active
Puketāpapa Local Board	Sport New Zealand
Waitematā Local Board	SRA
Australian Childhood Foundation	The University of Auckland Dietetic Clinic
Beatnik Publishing	Premier Institute of Education
Good Neighbour Charitable Trust	

Grants & Donations

Akarana Community Trust	Maungakiekie-Tamaki Strategic - Partnerships Grants
ANZ Staff Foundation	Milestone Foundation
Ara Taiohi Youth Week	Mt Wellington Foundation
BlueSky Community Trust	Page Trust
Blue Waters Community Trust	Pub Charity
BP Community Fund	Regional Event Fund
Creative Communities Scheme	St Joans Charitable Trust
David Paykel and family	SKYCITY Hamilton Community Trust
Dragon Community Trust	The YMCA, New Zealand Soldiers Great War Memorial Trust
One Foundation	Trillian Trust
Foundation North	Trust Waikato
Four Winds Foundation	Z Good in the Hood
Gallagher Charitable Trust	Waterway Protection Fund
Grassroots Trust	WEL Energy Trust
Infinity Foundation	NZCT
Joyce Fisher Charitable Trust	COGS Manukau
Lottery Community Grants (National)	
Massey Matters	

Thank you to all the wonderful donors, supporters and fundraisers who made a contribution to our philanthropic programmes.

Life Members

Christine Cormack	Gerry Hugglestone	John Sinclair
Ken Durbin	David O Jones	Don Soloman
John Fairhurst	Tony Jones	Paul Stubbing
Lex Forrest	Mike Lacey	Lyn Thornton
Colin Giffney	Peter O'Brien	Christine Walter
Pat Gross	Kevin Orrell	Peter Waterhouse
Joe Hall	Maurie L Rendle	Rev. James Withers
Jennifer Hewitt	Dr J. Laurie Reynolds	
Helen Hugglestone	Lomond Seel	

Patron: Sir Michael Jones



Annual Report 2019 Design Rationale

The design theme for this year's report is a progression on 2018, however design elements used throughout the report are underpinned by the recent brand development work.

The triangle element is a key component to the overall design framework. The treatment of the triangle is inspired by the patterns found in the traditional Maori art form of Tuktuku Panels. This approach adds a subtle cultural context and texture to the look and feel. Other design elements such as colour and imagery are used throughout each spread to support the report content in a visual context.

As the organisation begins to incorporate more culturally appropriate communication, it makes sense that our design outcomes complement this approach.

YMCA Support Office

Private Bag 92150, Victoria St West, Auckland 1142

Ph: (09) 303 2068

Email: communication@ymcaauckland.org.nz
www.ymcaauckland.org.nz

 YMCA Auckland  YMCA Auckland

