

YMCA Christchurch

Social Outcomes Report

1st February 2009 – Jan 31st 2010

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 - ✓ Also thanks to Lindsay Jeffs of Christchurch Small Business Centre for his help and guidance.
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 - ✓ And finally, most important thanks to all the people who took the time to fill out surveys, submit to interviews, attend focus groups and provide honest feedback: members, participants, staff and customers.
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1 Introduction

This is the inaugural set of social accounts the YMCA of Christchurch has undertaken – the organisation itself being 148 years old to date.

The decision to attempt to create some organisational social accounts was the consequence of a desire to measure our social outcomes so that (as an organisation, as well as individual staff members), we remain as connected, (if not more), with our mission and purpose outcomes and objectives as with our financial objectives.

At a time when financial objectives are so much the measure of organisational success, within an organisation which is most definitely NOT about money, this seemed to be a pertinent move.

The aim was to discover what we are doing well: what we need to think more about and strategise around for future improvement. Provide some feedback to staff, members and other stakeholders that holds more 'real meaning' than dollars and cents. At the end of the day, after all, the YMCA is about *people* and what we are doing for people. The social accounting process is an attempt to measure our success at this.

This project has been largely undertaken by myself as CEO – a mammoth task which consequently has not been done as comprehensively as first imagined due to resource and time pressures. However, with the help from Senior Staff and a few others in gathering data and ensuring survey forms were distributed and so on, and we have obtained a lot of good material to help us ensure the process is more robust next year.

The timeframe of the social accounting period corresponds with our financial year. A condensed version of the social accounts findings will be included in the Annual Report for the year ended Jan 31st 2010.

2 History and Background

The YMCA as a worldwide movement.

The YMCA of New Zealand consists of 16 separate YMCA Associations who collectively operate out of 52 YMCA facilities from Invercargill to Auckland. The YMCA is organised in a federated structure: the National Board providing governance for a National office which provides support and some leadership for the 16 otherwise autonomous, and self-determining, YMCA Associations.

Similarly, the YMCA of New Zealand is a member of the Asia & Pacific Alliance of YMCAs, and the World Alliance of YMCAs – with New Zealand YMCA staff and volunteers actively involved in world-wide governance and leadership for the movement.

The origins of this worldwide organisation is an inspirational story. George Williams, (knighted by Queen Victoria 1894), at age 23, founded the first YMCA in London in 1844. This was his response to the industrial revolution and his concern about the many young men (himself included) moving from the rural areas to the city to find work and prosperity – to find instead poor conditions, loneliness and hardship. The first YMCA was a place of fellowship and Bible study for young men, which grew over the years to not only include women but also to provide accommodation, sport and recreational outlets for all. A key

aspect of George Williams' idea was to provide a place of friendship and support which was not aligned to a specific church – an ecumenical concept that was to challenge the very structure of the organisation well into the future.

The YMCA is unique in this regard – an organisation that is firmly rooted in Christianity but which actively denies any special alignment with a particular faith, race, religion or socio-economic class.

In New Zealand, the first YMCA was opened in Auckland in 1855, followed by Dunedin and Christchurch, in 1865. The Auckland and Christchurch YMCAs remain today the largest and most diverse of the 16 YMCAs in New Zealand today – offering, like other Ys around the world, a range of community programmes for people of all ages, races, religions and means.

The Christchurch YMCA

In 2010 the Christchurch YMCA is significantly more evolved and established than it was in the 1860's. With 110 permanent staff, about 50 casual staff, and literally hundreds of volunteers, (mostly youth), involved with running the myriad of programmes and services it offers.

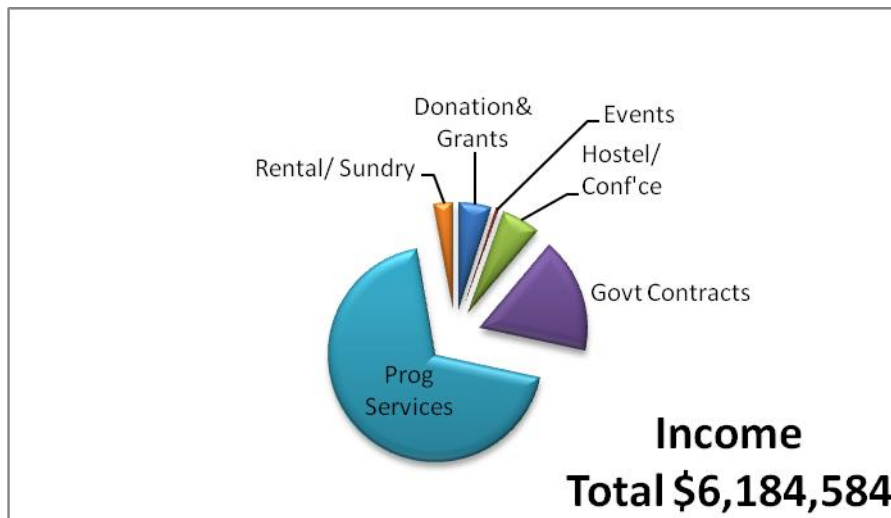
The legal structure mirrors other Y's around the world – a charitable trust with a Board of Trustees (12 in total), engaged to watch over and safe guard the governance of the organisation, to whom a CEO reports on operational, financial and strategic matters.

What is notable about the Christchurch Y, compared to some other Ys in NZ, is that the departmental 'work' areas are not related to facilities, but programme services. So we have *programme areas* which are headed by a Senior Manager, rather than Senior Managers which oversee particular *physical centres*. This means that both Management and staff move between facilities to carry out their work, and there is a fair amount of cross-over and shared responsibilities across the organisation. The heirachy, by necessity therefore, is relatively flat.

The departmental areas are:

1. Youth & Outdoors – providing outdoor education to schools & community groups, climbing wall, holiday programmes (OSCAR), leadership development, and special interest clubs (for example the Thursday Club, for adults with disabilities).
2. Accommodation/Hostel – providing tourist accommodation (from backpacker – hotel), long term tertiary student accommodation, and long-term residential services for single men. The Accommodation department also runs a 7-day-a-week dining room for guests and residents.
3. Health & Fitness – two fully equipped health & fitness centres/stadiums in separate locations, with gym, fitness classes, term programmes for children, basketball, netball, and so on.
4. Early Childhood Education – Licensed full-time pre-school for 40 children.
5. Youth Education Centre – courses for young people aged 13-24 in a variety of courses aimed at students who for some reason have not engaged with 'mainstream' education.
6. Wainui Park Camping, Conference & Outdoor Education Centre – a residential camping site with 3 different accommodation options including conference, cabins and tentsite, with a dedicated fulltime instructional staff team providing a range of outdoor education and environmental education options for children, young people and adults.

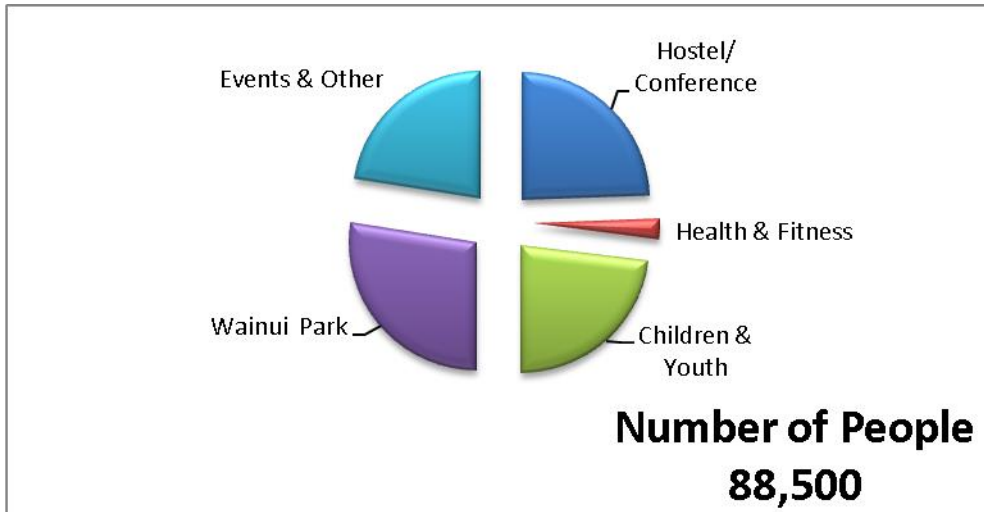
Income streams for all of these activities is very varied – from user fees/payment for services, to philanthropic fundraising, to government subsidies, to government contracts.



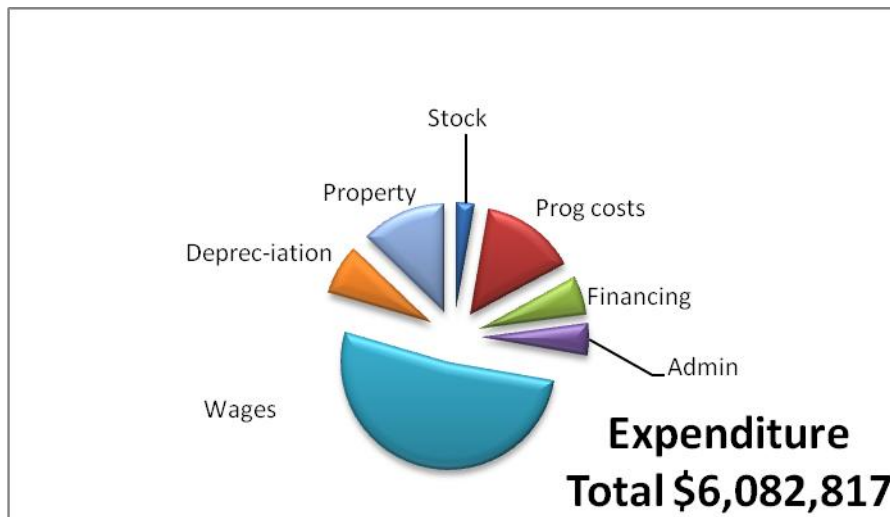
In the year ended January 2010, our data indicates that a calculated 330,724 people were involved with the organisation in one or other of the programme or service areas listed above (with one person being counted once, each time they visit a Y service or facility) during the year.



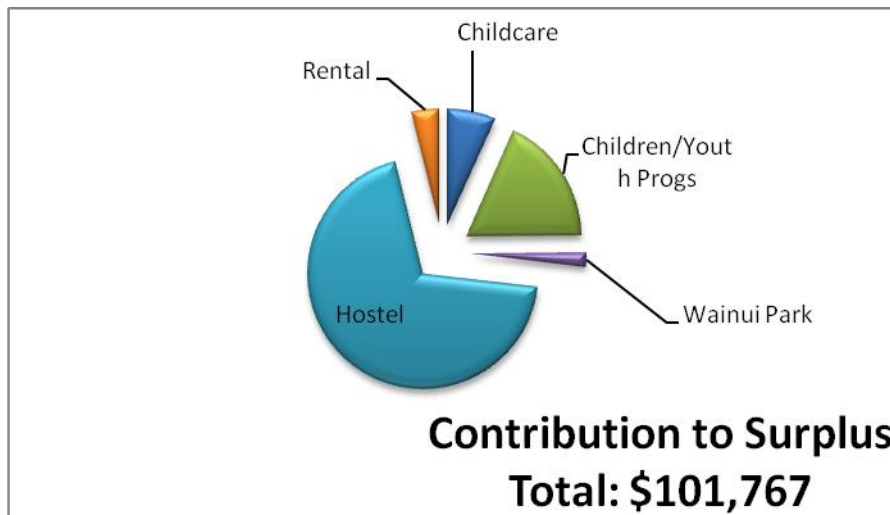
The actual number of individual people involved is estimated at around 88,500. This is calculated according to the total number of visits for each area, divided by the estimated average number of visits per year by those participants. Carols by Candlelight, for example, attracts around 20,000 people per year – but it is a one-off, annual event. It is not possible to know, for example, how many of the people attending the Carols are also involved in another part of our service, so these people could be counted twice. This would apply to other programmes where a participant is involved in more than one programme or service.



Overall the biggest cost is wages – which is not surprising considering much of what we do is about people working with people.



What is unique about the YMCA (and this is a fundamental common trait across most, if not all, Ys worldwide) is the social enterprise aspect of our operations. Some of our services and programmes create a surplus which directly pay for and/or subsidise other programmes and services. To this end, some departments are what we call 'financially contributing' departments (increasing our equity), while others are not. Some (such as Thursday Club, our recreational club for adults with disabilities) operate at an ever-increasing loss. At different times in the organisation's evolution this balance will shift. It is expected, for instance, that the Bishopdale Recreation Centre (built in 2006) will financially contribute at some date in the future. You will see from the table below that despite Health & Fitness being a major feature in our participation figures, it is not currently operating at a surplus.



The Social Audit

The Social Accounting period matches our financial year, which is Feb 1st to Jan 31st. The coordination of the various tasks, the analysis of data and the decisions made about methodology was done by myself, as CEO – with some help from Lindsay Jeffs (Manager Christchurch Small Business Centre and YMCA Christchurch Board Member).

I also had significant help in the distribution and collation of surveys and other data and information, from Senior Managers and staff. .

3 Mission, values, objectives and activities

Mission

The Mission Statement of the YMCA of Christchurch is “Christian Action Through Community Programmes.” However, this would not be a statement that is used by staff or members in everyday YMCA discussions! The mission statements of other Ys are versions of this – some of them very long-winded. It is a testament to our strong connection to, and respect of, our organisational history that this mission statement has not been altogether abandoned despite the difficulty that we have in relating it to our daily activities and the YMCAs need to stay ‘modern’. Due to the vision and achievement of George Williams and his contemporaries, the ‘Christian’ aspect in particular of our mission statement remains very important to YMCAs.

However, if staff are asked what our Mission statement is, most will in fact say: “Helping to build strong people, strong families and strong communities” - which aligns with many Ys around the world. This is, therefore, to all intents and purposes our ‘aim’ or ‘vision’. It is used in our promotional material and a key phrase which attempts to communicate with our stakeholders what the YMCA is all about - in the new millennium.

Values

Our organisational values are embedded: Honesty, Responsibility, Respect and Caring. These have been internationally adopted the world over – and at the Christchurch Y they are very much in the minds of the staff who work in all departments. These values are characteristic ‘Christian’ values and also common central values to many other cultures and faiths. Despite their broad appeal – that could lend themselves to lip-service – at the Christchurch Y these four words are a guiding light in decision and policy making within all levels of the organisation, Board down.

Goals & Objectives

In late 2008, the Senior Managers spent a day working out what our organisational goals were and what 'activities' were applicable to each goal. The objective was to establish a short list of goals that could be applied across a lot of situations – and could be easily remembered and recalled during day to day operations. The goals that were agreed to were:

- To be responsive to the needs of the community
- To be the best place to work
- To ensure long-term sustainability and viability through effective risk management
- To be responsive to the Treaty of Waitangi
- To actively work to reduce barriers to participation
- To foster environmentally responsible behaviour

Every activity, strategy, financial decision etcetera, should fit into at least one of these ultimate goals for the organisation.

With these goals placed within the context of our values and our over-riding mission statement "Helping to build strong people, strong families, strong communities" and "Christian Action through Community Programmes". The goals and mission statements formed the basis of the framework of what it was we wanted to measure via the social accounting process. Namely, are we achieving these goals, this mission statement, and living up to these values?

Activities

As mentioned, the YMCA of Christchurch engages in a wide range of activities across a very wide variety of industries and sectors.

Some of these are purely aimed at a community need which is not being met elsewhere locally, but for which there exists skills and passion among the YMCA staff team. These projects & programmes (A) are the life-blood of a YMCA because they provide opportunities for the community that would otherwise not exist.

However, there are some programmes which the Y has historically always provided and, while other community groups are also providing these now, there continues to be a strong demand for these at the YMCA. These programmes (B) were in many cases only offered by the Y at a time in the past – but the community need for them is such that either other business or community groups have stepped in to provide them or the Government has contracted others to provide them. It is often a tension for management to know when the programme continues to address a 'need' within the community, and when it becomes a mere business decision to continue to provide it or not.

There are also a number of programmes at the Y which, as we have seen before, contribute to our bottom line – and therefore subsidise other Y programmes – such as those in category A. These are our 'social enterprise' activities (C).

Other activities at the Y are predominantly internal activities which are focused on achieving better results for our external and internal stakeholders. These are things which are to do with policy, practice and evaluation for future improvements. (D, E, F)

Refer to the table below to see the different activities differentiated by way of these definitions.

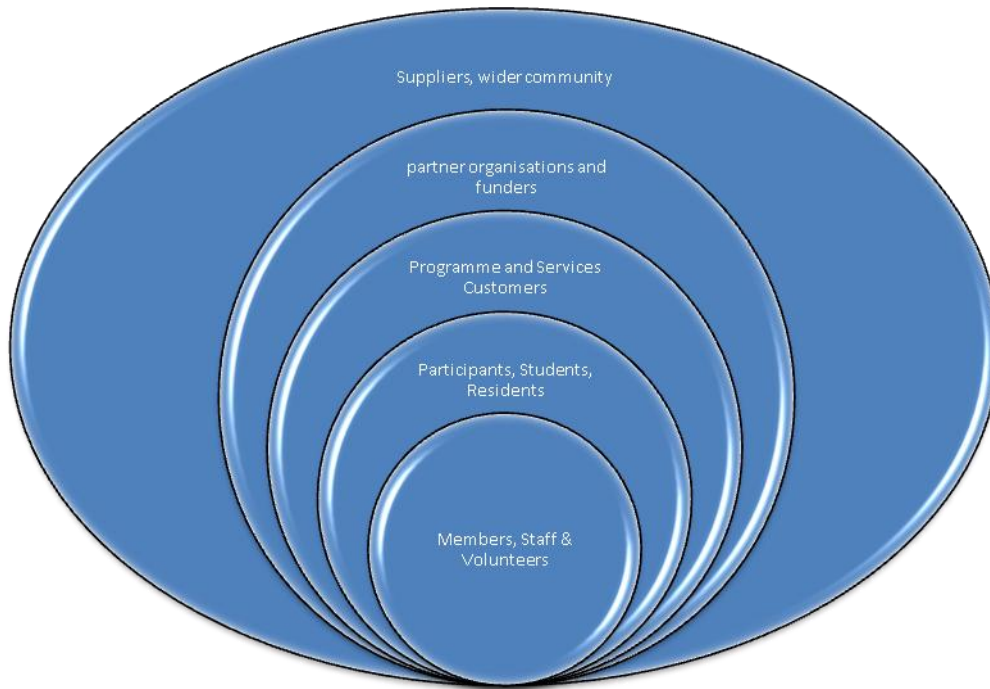
Activities at the Christchurch YMCA					
A: Programmes which are the only of their kind in the local community.	B: Programmes which are not unique (other similar progs available), which do not generate a significant surplus, but for which there is a demand.	C: Social enterprise activities – programmes which are intended to generate a surplus for organizational growth & viability.	D: Internal activities which are specifically aimed at ensuring mission and values are aligned with organizational goals, practice and culture.	E: Practices and policies which reduce barriers	F: Risk Management practice/policy
Friday Club, Energyse, Adventure Cons, Life Fit, Activ8, Williams House, Project Promise, Mothers & Pre-schoolers literacy prog, Carols By Candlelight	Gymnastics, Youth Training, Alt.Ed, Basketball league, Climbing wall, holiday progs, camps, some aspects of Health & Fitness operation, Outdoor Education, Adult courses, Leadership training, post-placement mentoring (education), After school progs & clubs, Walking club.	Health&Fitness, Accommodation & Hostel, Conference services, Catering services, Rental properties, facility hire, childcare, Fundraising, retail shop.	Weekly Senior Manager meetings with CEO, Monthly Board meetings, Bi-Monthly inter-dept. staff get togethers, Green Team, staff newsletters & events, staff training/qual schemes, flexible employment options, Carols by Candlelight.	Participant scholarship scheme, facility review, internal policies relating to access, user friendliness, customer service, Friday Club, Energyse, Adventure Cons, Life Fit, Activ8, Williams House,	Policies and Procedure documents and regular review. External audits – financial, CYFS, OutdoorsMark, ERO, NZQA, National YMCA self-checklist...

4 Stakeholders

The YMCA stakeholders are a diverse range of individuals and groups of individuals who have a wide variety of involvement in the organisation. One difficulty the YMCA has is defining its 'membership'. The YMCA started as a member-organisation, but has evolved over the decades to include staff, participants, customers and others – not necessarily 'members' in the strict sense of the word but nevertheless as important to our activities and goals as the members themselves.

As part of a three year social audit cycle, a range of stakeholders were surveyed and consulted as will be shown later in this report. For the sake of elucidating the options that were available (and the huge potential scope of this study) the wider stakeholder group is summarised as:

1. **Members, Staff and Volunteers:** Members are those people who are paid members of the fitness centre, or a specific term programme (eg: youth leadership, basketball, climbing club etc). It also includes all staff – casual and permanent, volunteers who have been involved in the past 12 months.
2. **Participants & Residents, newsletter recipients:** includes those people who involve themselves in short-term activities/programmes (eg: a holiday programme or short course), students enrolled in our Youth Education programmes or childcare (and their parents), long-term residents in Williams House and the student hostel, and everyone on our database who wish for a variety of reasons to receive our newsletter and annual report.
3. **Programme and Services Customers:** Potential one-off customers engaging with the organisation in order to receive a specific service –eg: tourist accommodation, meals, facility hire, professional services bookings (outdoor education etc).
4. **Partner organisations and Funders:** In particular these include the organisations which the YMCA works in partnership with or whom are important to one of our strategic objectives – specific partner organisations that would be included in any consultation or surveys in relation to a social audit would be: Child Youth & Family Services, WINZ, Ministry of Ed, Tertiary Education Commission, Cashmere High School Consortium, schools who use our services a lot and whom we hire facilities from, other YMCA's, Christchurch City Council. Funders are wide ranging and include a variety of small and large charitable trusts and government funding bodies but the key ones are: Canterbury Community Trust, the NZ Lottery Grants Board, Canterbury Foundation, SPARC, Christchurch City Council, NZ Community Trust and a number of Lions and Rotary foundations and individual regular donors.
5. **Suppliers and the wider community:** Primary suppliers of goods and materials (catering, accommodation, property maintenance, programme equipment) and anyone else within the wider community who do or do not have any involvement or knowledge of the YMCA.



5 Scope and methodology of the social audit

Omissions

The scope of this social audit is to look at the impact that a range of YMCA programmes and services have on individuals. “Helping to build strong people.”

Year Two will look at family groups – that is, the impact that a range of YMCA programmes have on families. “Helping to build strong families.” The intention is to focus on a case study group of families who have 1-5 members involved in Y programmes. Also to hold a range of consultations with other community groups/experts who know about what families in our community need, who is providing what, and where the possible ‘gaps’ in service are. The hope is also to look at the different needs of the diverse cultural and socio-demographic groups that live in Christchurch.

Year Three will look at the wider community. This will be the year that far wider external stakeholder consultation will occur in relation to environmental and cultural impact goes. We will measure how we have reduced the organisations carbon footprint, how we embrace and respect the Treaty of Waitangi, and how we contribute to community social capital overall.

In each year there will be some overlaps as it is not always easy to categorise a particular stakeholder group. For instance in Year 1 there have been some crude analysis’ of economic impact – however this in fact will be more of a focus in Year 2, and in particular, Year 3.

This year, being year 1, has been a case of trail and error. A number of areas (classifications of individuals involved in our programmes and services) have been missed out for the sake of simplicity and/or minimal resources available to carry out the data collection and analysis required to do a more thorough job.

Most obviously – the following activity areas have not been surveyed:

- Youth Training and Alternative Education students (we have some quantitative data only in relation to meeting Government outcomes).
- Tertiary Students living in the hostel (quantitative only)

- Accommodation customers (quantitative only)
- Youth Leadership young people (quantitative only)
- Climbing wall users (quantitative only)
- Board members (quantitative only)
- Volunteers (quantitative only)

Further, we have not measured our environmental or cultural impact beyond the inferences that can be made from general survey results and focus group discussions. These impacts will be looked at closely in Year's 2 and 3.

In regards to stakeholders – we have consulted only selections from each group of stakeholders, excluding:

- Suppliers/Contractors
- Funders (philanthropic)

These groups will be consulted in Year 3.

- Other funding partners (government contracts) have not been consulted separately from ordinary compliance reporting and review that is initiated by the partner. Compliance/review results are summarised in the social accounts.

Again, these groups will be consulted in Year 3.

Methodology

Stakeholder Group	Method of consultation	Number of responses	Response Rate
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Members of Health & Fitness, participants in holiday progs, after school care, childcare, Life Fit, Williams House residents	Paper survey (some by Survey monkey) distributed to participants (Childcare parents) key questions asked which focus strategic goals / values	H&F	498	H&F	42%
		Life Fit	95	Life Fit	95%
		After School	35	After School	8%
		OSCAR	108	OSCAR	6%
		Childcare	14	Childcare	47%
		Williams	10	Williams	75%
	TOTAL	760	Total response	21%	
			Average response rate	45%	
Staff	Electronic/Paper survey by external consultants: JRA Full time and part-time permanent employees only – not volunteers/casuals	Total responses:89	84.8% response rate		
Members of the public currently involved with a Y programme or service	Public focus group. Advertised through database comms	Total attendances: 12			
	Public focus group Advertised through local community newspapers	Total attendances: 8			
Adventure Conservation (MYD funded) programme	Paper survey at end of course	Total complete: 10	100% response rate		

participants			
Parents of young people who have had minimum 4 consecutive years involvement with Y camps at Wainui park	Telephone survey – 5 set questions	Total complete: 27	96% response rate
Young people who had minimum 4 consecutive years involvement with Y camp at Wainui park	Electronic survey	Total completed: 23	82% response rate
Young people who have had a minimum 4 years involvement with Y camp at Wainui park	One on one interviews	Total completed: 4	NOT YET COMPLETE
External funders – government contracts	Youth Training (TEC outcomes per contract) Alternative Education (MoE outcomes) Adv. Conservation (MYD outcor		
External Stakeholders those with a compliance role	OutdoorsMark audit NZQA Review CYFS audit ACC audit		

Book-keeping methods

Year 1 – Helping to Build Strong PEOPLE

Data/Info type	Method
Paper surveys distributed via hand, mail or electronic	Paper surveys were distributed to members and participants in health & fitness, after school programmes, childcare and Life Fit over a period of one month. They were handed to participants as they arrived and asked to complete and return. Similarly, the paper surveys for Williams House residents were handed to the residents and returned within approximately one week.
Qualitative information	<p>Electronic surveys for holiday programmes were distributed via email, as they are after every holiday programme period. I suspect parents of Y holiday programmes are suffering from 'survey fatigue' which is indicated by the low response rate after surveys being sent out for two holiday periods in a row.</p> <p>Telephone surveys of Y camp participants' parents were done by a student employee. paper answer sheet was retained from each conversation.</p> <p>Surveys to Y camp participants were done through a combination of email surveys and paper surveys sent in the mail.</p>
Quantitative information	<p>Monthly statistical data was gathered by the relevant Manager responsible for each area and returned to the YMCA secretary to collate on a spreadsheet specifically designed for National YMCA statistic gathering.</p> <p>Other statistical data is readily available on our live database system – one for holiday programmes and health & fitness, another for accommodation, and another for payroll accounts.</p>

Hours contributed to work by volunteers was also calculated via quantitative data and converted to a financial contribution to the overall organisation by using conservative wage estimates for the tasks performed (and skill level/experience level) of volunteers.

Interviews and
Focus Groups
**Narrative
information**

Interviews of young people NOT COMPLETE

Focus groups were done by calling for 'volunteers' – one group from the general public, the other from YMCA participants.

An independent facilitator was engaged, and two staff members took notes. The discussions were recorded, and later transcribed by a student employee.

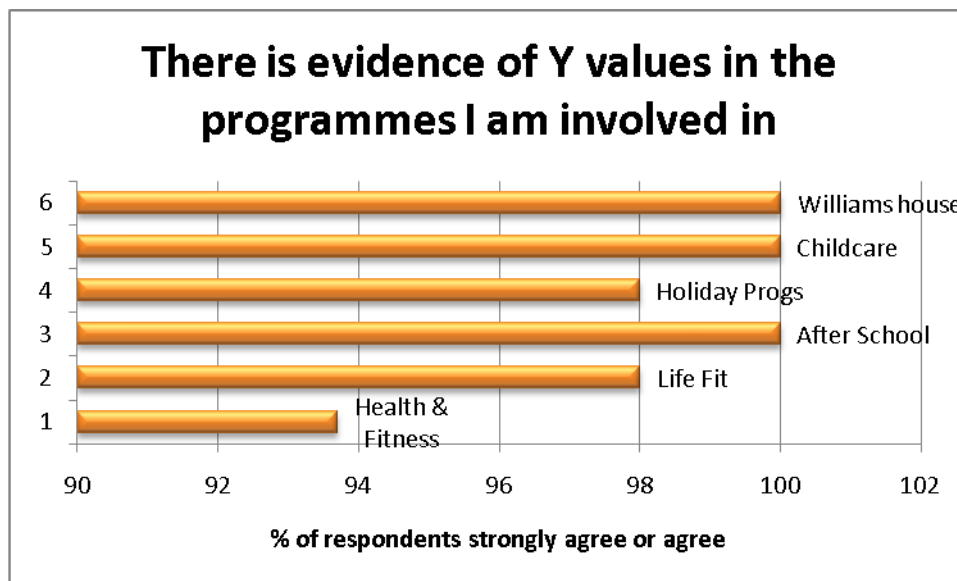
The independent facilitator thematically analysed the results.

Please refer to Appendix 1 for examples of surveys and working papers.

6 The Report on performance: analysis of the Social Accounts

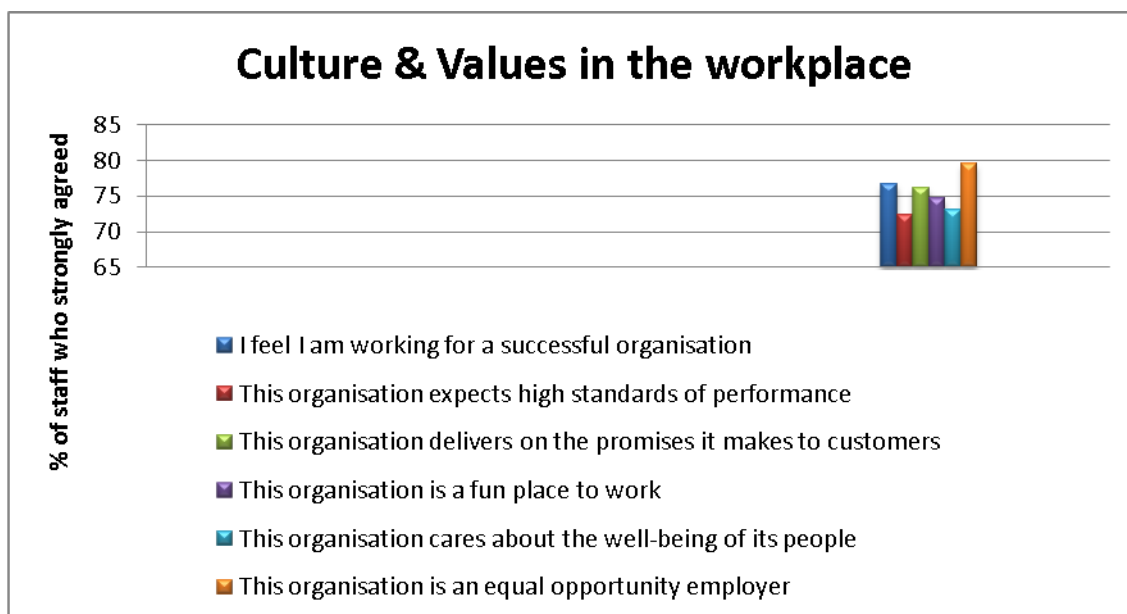
Values: Honesty, Respect, Responsibility and Caring

A question in relation to participation perception of how Y values were evident within our programme and services was asked of 760 people through written surveys.



A general analysis of these results shows that overall our values are real and present within our daily delivery of YMCA activities (with 93.5% of all surveyed strongly agreeing or agreeing). Most obviously that of the programmes which involve either long-term ongoing relationships with the Y and Y staff (Williams House) or close interaction with programme staff (childcare, after school) show values being most evidenced in the minds of those surveyed.

The staff survey that was also conducted (by an independent, external company) resulted in some positive feedback from staff but also some areas in which we can aim to improve. Refer to Appendix 1 (a) for full staff survey results.



The Management team of the YMCA will be looking at ways to improve staff engagement via internal communications initiatives – in particular around communicating the vision and how it relates to the daily work of staff, and connecting staff performance to perceived tangible recognition or reward.

Activities

There were six categories of activity areas where members/participants were asked to rate on a sliding scale (Strongly Agree, Agree, Disagree, Strongly Disagree, Don't know) their impressions of our ability to achieve our 6 objectives.

The 6 activity areas were:

1. **Health & Fitness:** This included members utilising both or either of our two H&F centres – one located at the City Y and the other at the Bishopdale Y. The H&F member group include people who have brought gym memberships, concessions to aerobics, or spin, are regular users of the squash courts, are involved in our adult netball league and so on. They are predominantly independent adults who are also the decision makers in regard to where they spend their money. The YMCA has an average membership base of around 1800 at any one time, with estimated retention rate of 80%.
2. **Life Fit:** This is a recreational and social club for adults 55 years and over aimed at fitness and social connectedness. There are on average 100 members at any one time, with an estimated retention rate of 90%. Life Fit won 'Best Community Programme' in the NZ Fitness Awards in 2009.
3. **After School:** These are programmes which are held at the Bishopdale Y for children after school on a term by term basis. They include dance, gymnastics, basketball. Energyse (teenage circuit training), youth recreation, and futsal classes. This category also includes pre-school gymnastics because numbers in this category were too low to isolate.
4. **Holiday Programmes:** These are programmes which are run only during the school holidays for children and young people aged between 5 and 16 years. These

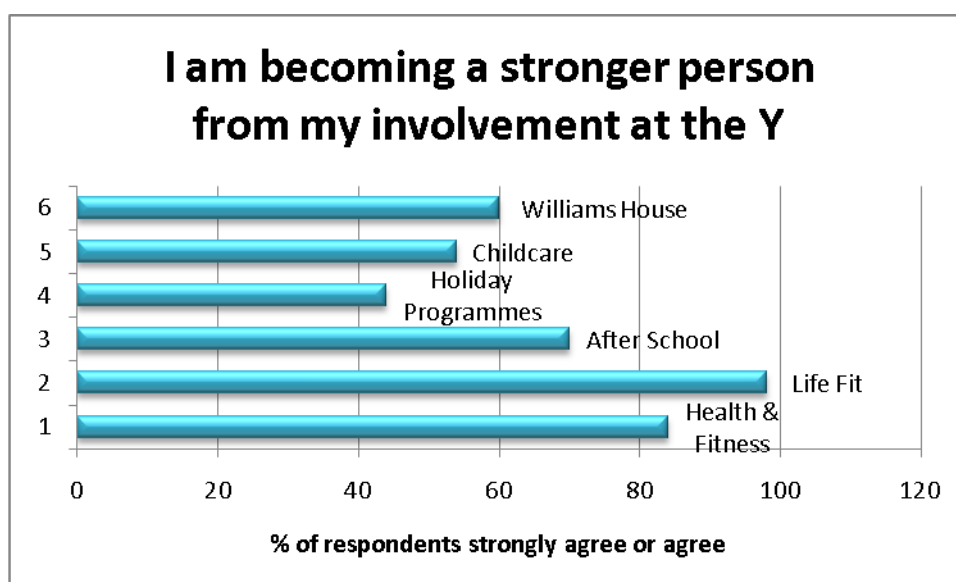
programmes include day programmes which are city-based, adventure programmes aimed at outdoor skills and leadership development, and residential camping programmes at Wainui.

5. **Childcare:** These surveys were completed by the parents of children enrolled in our fulltime licenced early learning centre at Bishopdale Y. The centre has 30 over-two places and 10 under-two places and also offers the government subsidised 20-hours-free initiative. There are on average about 55 children on the role at any given time.
6. **Williams House:** This is a residential boarding house for single men that has been part of the YMCA of Christchurch for over 100 years. Men can opt for a short-term or longer term stay depending on their needs. On average there are about 20 men who live in Williams House long-term, averaging about 12 years each in terms of occupancy.

Paper Surveys – members & participants

We asked this cross-section of a range of our programmes and services not just about values but also questions around our other strategic objectives. Refer to Appendix 1 (b)

Are we building Strong People?

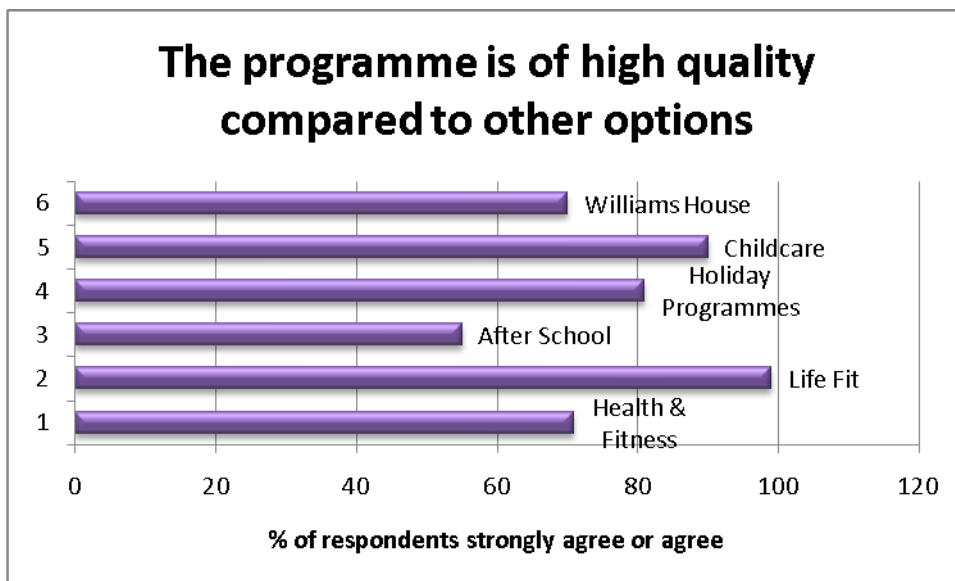


Our mission statement claims that we “Build Strong People”, but this is a very subjective standard. Strength means different things to different people. However, no matter how you define ‘strength of person’, it is clear from the above graph that we do in fact achieve this very well. Life Fit making the biggest impression in this regard in the minds of the members, a telling statistic considering there was also a 95% response rate from Life Fit participants to the survey.

Health & Fitness being the next highest indicates physical strength and fitness is being achieved.

There is potentially an opportunity for programme development in the Holiday Programme sector – to get creative to build ‘strength of character’ as a more obvious theme into our programming.

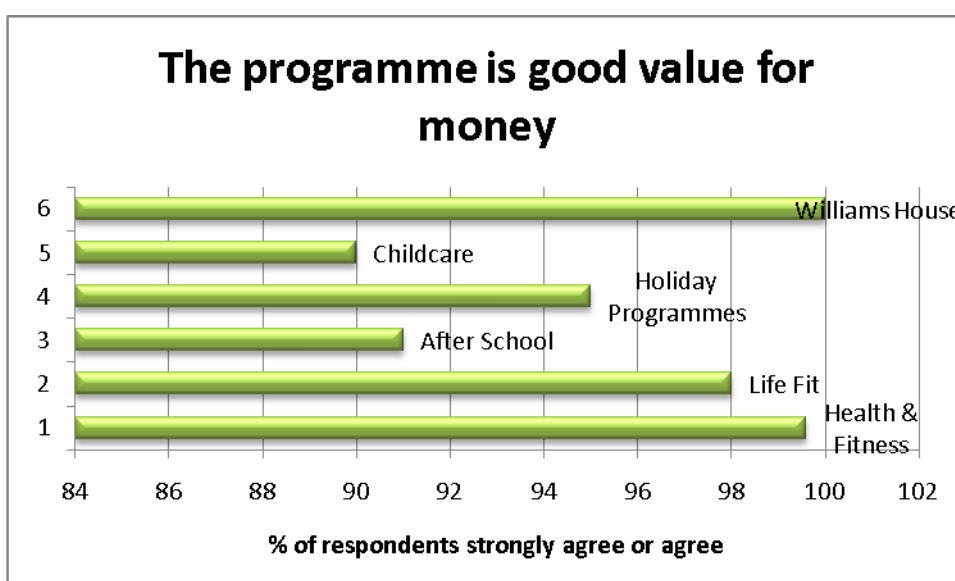
To be responsive to the needs of the community



This question was an attempt to find out if we were providing quality programmes and services. Again Life Fit members are very happy with the quality of the service, although this is likely influenced by the fact that there are no similar services available in Christchurch. Williams House residents are also reasonably happy with the quality although Williams House itself is an old building in dire need of renovation.

After school programmes is the lowest scoring area which may also be relative to the huge level of competition in this area of business. The statistics will also be skewed due to the low response rate of this group. Further investigation to find out if there are any true reasons for concern and areas for improvement will be required in this area.

Value for money; cost not prohibitive to participation



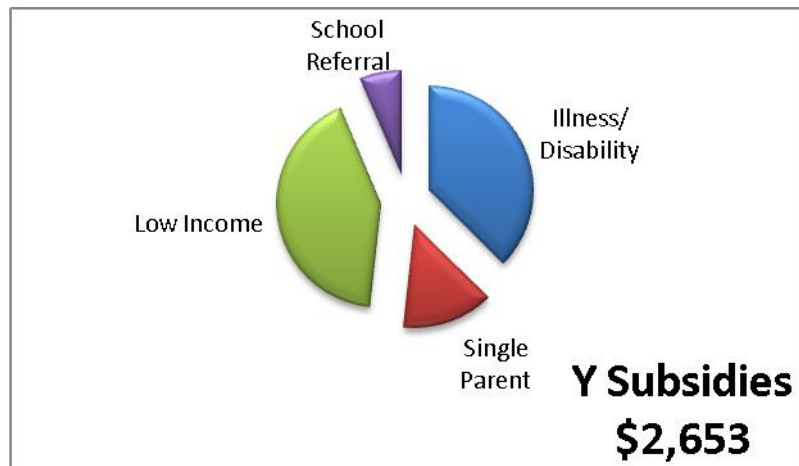
This question was intended to differentiate between 'quality' and 'value' – as clearly making a programme cheap or expensive does not necessarily likewise relate to quality. Here, despite the fact that H&F members feel the overall quality can be beaten elsewhere, it appears that they are very satisfied with the price of a membership. Williams House residents are also happy about their cost of living.

The graph makes it appear as though childcare/after school care is less value – although in fact these areas have 90% and 91% strongly agree/agree respectively.

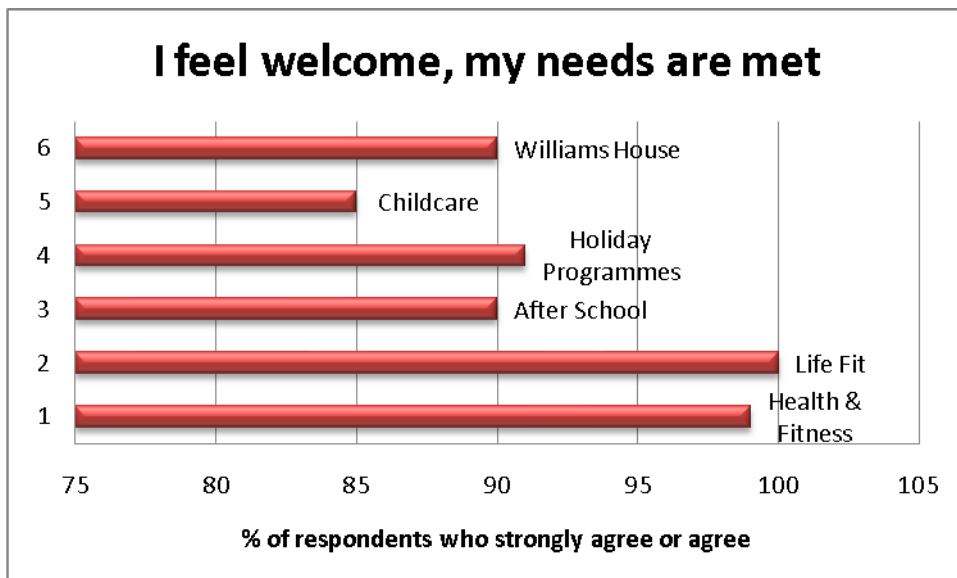
Clearly the YMCA is managing to break down barriers to participation through affordable price, based on the views of those who are currently involved.

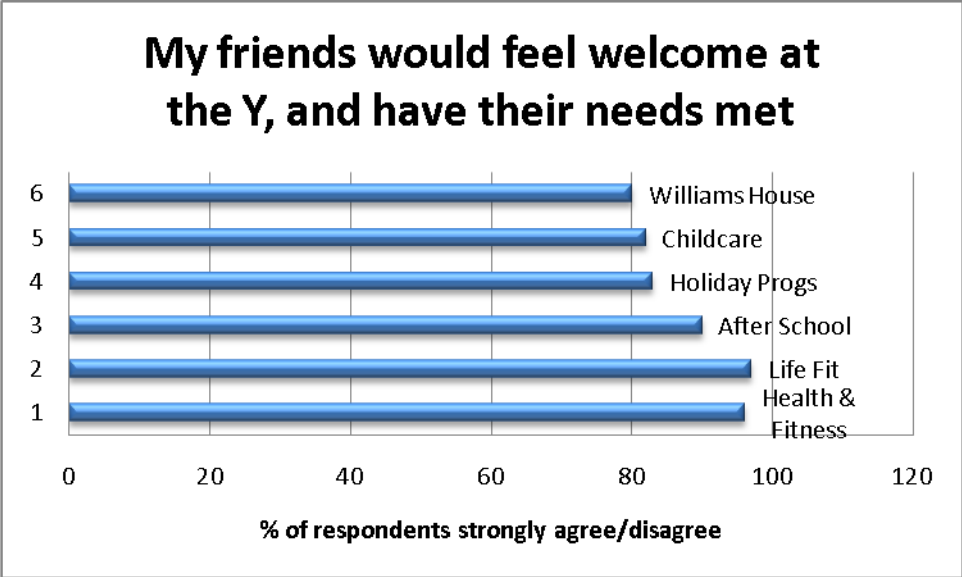
What has not been measured are the opinions of people not currently involved.

However, the YMCA scholarship programme during the period Feb 1 – Jan 31 2010 provided \$2,653 worth of subsidies to enable participants to be involved in YMCA programmes that had fees/costs attached. These subsidies were at a lower level in 2009/2010 than in the past due to the decrease in donations from the public we received during the year and the year prior.



Other Barriers to Participation





These questions were aimed at finding out if members' felt that we were breaking down some of the more common barriers to participation (other than affordability). Asking themselves: do I feel welcome? And: would my friends feel welcome?

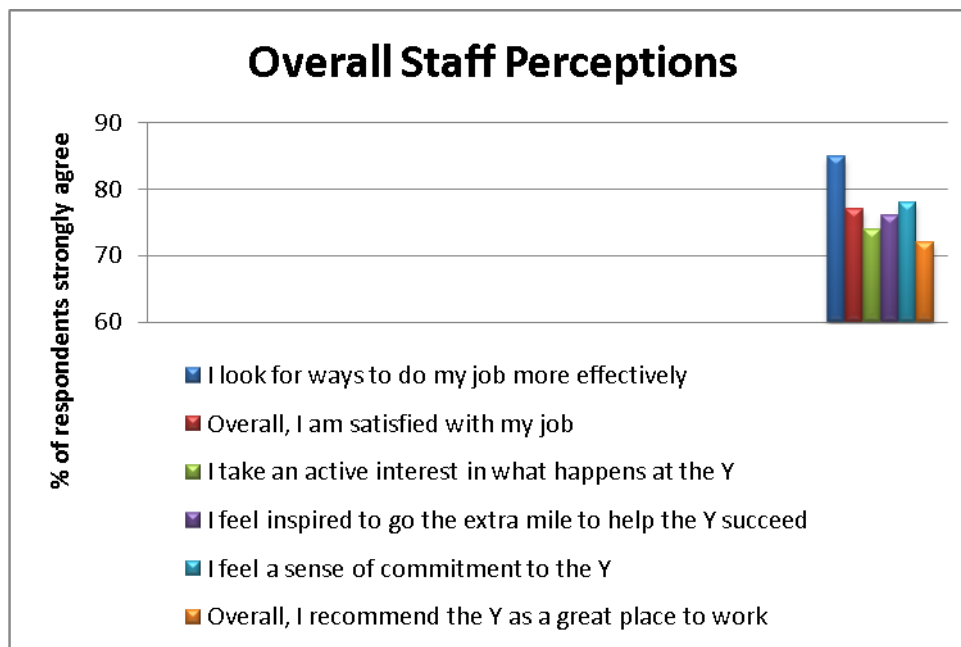
The intention was to see if there were any particular areas where barriers were being presented that was causing members to feel less engaged with the organisation (such as: unfriendly staff, inequitable policies, physical access etc). The responses show that for these people, feeling welcome is not an issue.

However, because these surveys were given to regular attendees of Y programmes, these figures only tell a part of the story. There are other members/participants who have not attended, not joined, or left our programmes/services: it is these people whose insight on barriers would be most useful. Unfortunately time has not allowed us to follow up with these people, but this will be done in future cycles, Year 2 and Year 3.

Of note from the above two graphs is that Holiday Programme participants identified that their *friends* would feel 'less welcome' than *they* would. This highlights a potential issue in terms of barriers that may be more applicable to holiday programme participants (who provide programmes to by far the broadest range of cultural groups than any other activity area).

Staff Survey

As has been mentioned above, in mid 2009 a staff survey was carried out by an external company. The results are not distinguishable between department or activity area. However, the results showed that overall the staff enjoy working for the YMCA, with nearly 72% of all respondents strongly agreeing with the statement “Overall, I would recommend this organisation as a great place to work.”



Overall, the JRA workplace survey indicated that 37% of the employees who responded to the survey were ‘engaged’, and 55% of staff were ‘ambivalent.’ Research has shown that engaged staff are easier to retain, more productive, and happier in their jobs – with obvious spin-offs in regard to customer satisfaction. The industry benchmark for staff engagement rates (as calculated by JRA) is 33%. Finalists in the JRA Best Workplace competition have engagement rates between 45 – 50%. Refer to Appendix 1(a).

Wainui Youth

Wainui Park has provided holiday camp experiences for children and young people for 80 years. It is not uncommon, over all of those years for a child or young person to have a long-term involvement, starting as a camper and then ‘growing up’ into a leadership or instructor role.

The database at the Christchurch Y does not allow us to go back 80 years, but it does provide data from around the year 2000. A sample group of 28 children/youth were extracted from the database archives of those campers and leaders who had had four years consecutive involvement at some stage since the year 2000.

The parents/caregivers of these campers were then interviewed – with three simple questions asked of them by a student employee over the telephone.

The objective was to establish if long-term involvement with Wainui had had any significant impact on their development or career aspirations.

After the parents were interviewed the children/young people themselves were also interviewed – being asked much the same questions and also being asked to elaborate, where they felt comfortable, so as to get some narrative stories about the impact that Wainui had had, (or not) on their development and decisions they had made in regards to school or after-school employment or training.

Some of these young people and their families will form the basis for further surveying and consultation in Year 2 – during the ‘Helping to build strong families’ phase, and also during Year 3 – during the ‘Helping to build strong communities’ phase.

Parents and Youth (separately) were asked to rate three statements, again on a sliding scale from Strongly Agree to Strongly Disagree.

There were 27 parent respondents and 23 youth respondents. Refer to Appendix 1 (c)

The questions were:

“I think it is likely that the attitudes and behaviours [I/my child has], in relation to community and individual responsibility, have been influenced by (my/his/her) Y camp experiences.”

“[I/My child], through attending Y camps at Wainui has been exposed to leadership and self-development opportunities that has shaped [my/their] future career aspirations.”

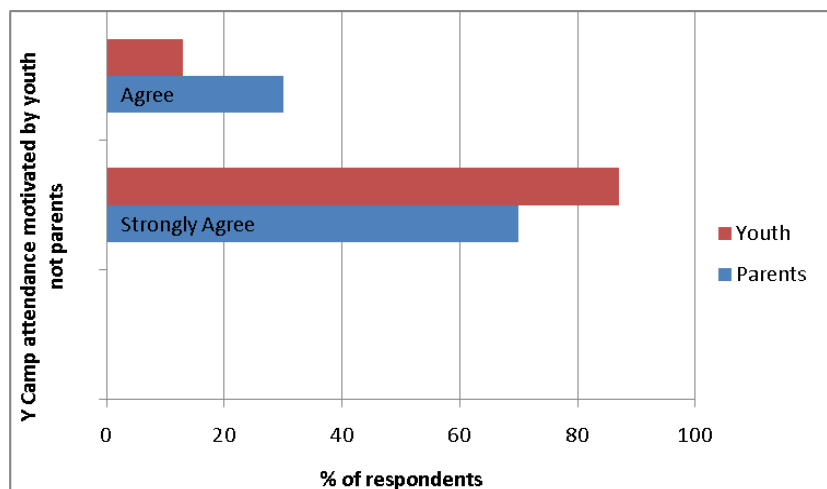
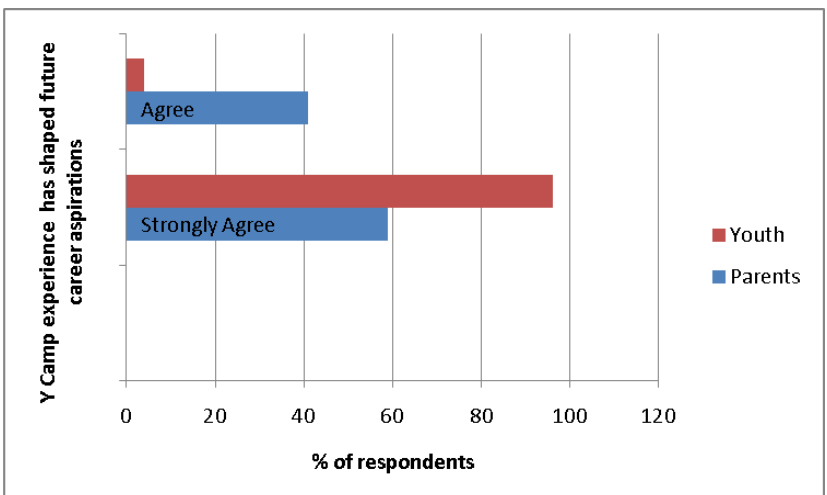
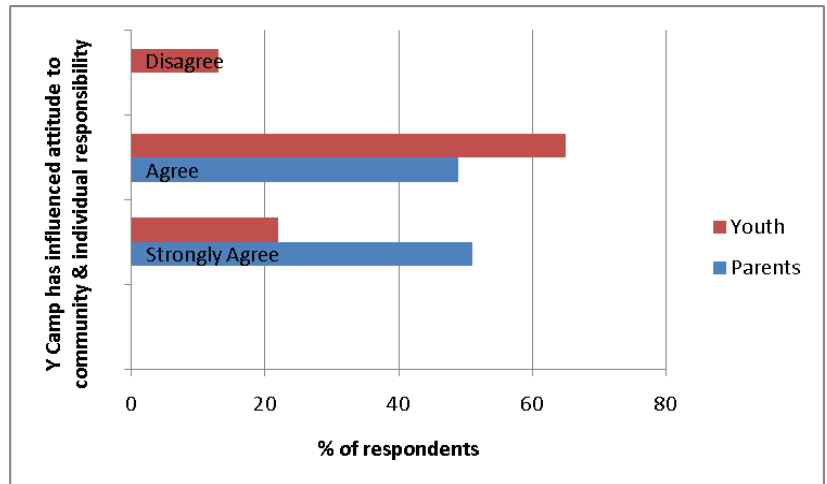
“The long-term involvement of [me/my child] with Wainui Camp has been motivated far more by [my/their] own desire to be involved than by a parenting decision.”

These three questions have been designed to find out:

Does Y Camp involvement have an impact on attitudes and values over time – and in particular that of responsibility which is a key theme of Y Camp programming?

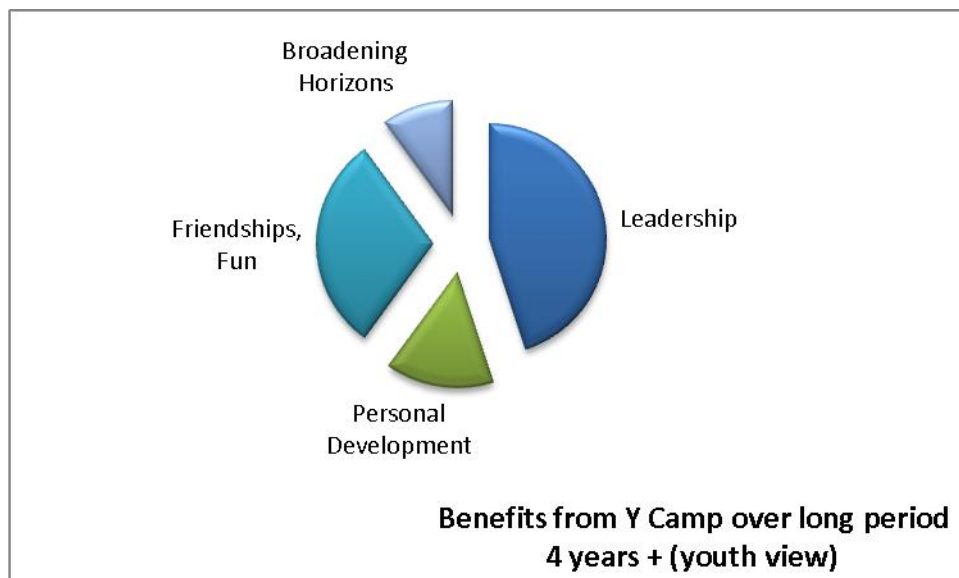
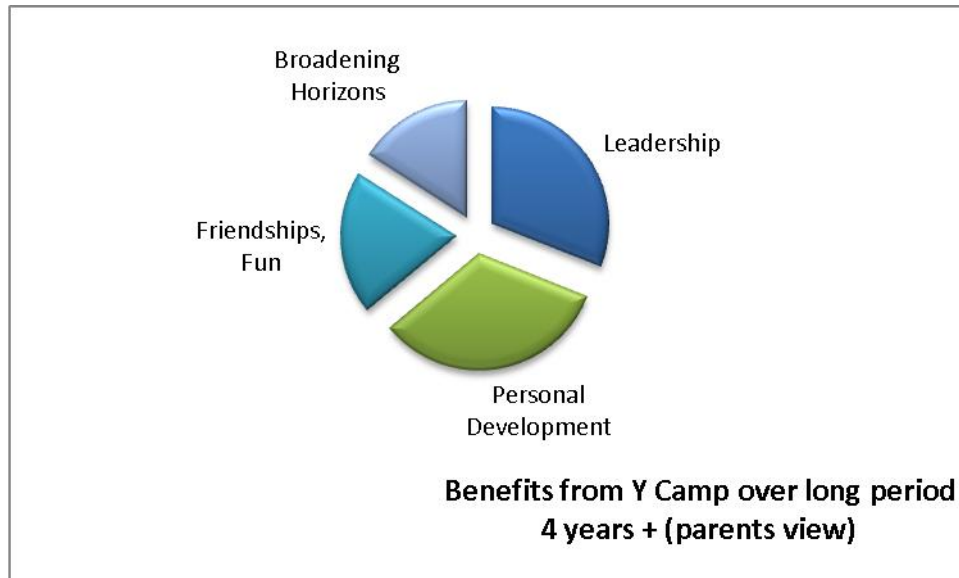
Does Y Camp influence the ‘world view’ of campers in terms of what they can achieve in the future?

Are young people actively choosing to attend Y Camp for their own reasons, or is it a convenient childcare service for families over a long period of time?



Parents and Youth were then also asked to simply state what they would tell someone else in describing the reasons why they had continued their involvement over such a long time? The answers were grouped according to general themes that emerged: these being:

- Friendships and fun
- Leadership experience and training
- Personal Development (learning to cope, teamwork, trust, skills, behaviour etc)
- Broadening Horizons (discovering other opportunities for themselves)



These findings provide for programming staff and those involved with the strategic planning for Wainui Camps and other youth focussed programmes, information that enforces how important youth engagement principles are. The long-term engagement, leadership opportunities and the 'community' culture – values etc – have impacted on these young participants in such a way that

it has broadened their horizons, shaped career aspirations and developed their community awareness.

As one young interviewee stated:

“Wainui has had a big impact on my life. I am really into doing things for others because I have learnt skills in terms of different ways of talking to kids – of all ages. I’ve learnt that from the Wainui staff – and from having a chance to try things, and use my own ideas. I have made so many friends but most of all I think that the staff have influenced my attitude to so many things: to what I can achieve, what I should study at University, what one person can do to change the world and stuff.”

This aspect of the social accounting is far from complete. Further interviews with young people engaged at Wainui and in other departments (Youth & Outdoors and Education) will be conducted throughout Year 2.

Focus Groups

A key component to discovering if we were achieving some of our strategic goals was to talk to members of the public – which was done via focus groups. The original intention was to hold a series of focus groups but in the end resource and time constraints resulted in two focus groups: one for people who knew nothing or little about the Y, and another for people currently involved with the Y.

An external facilitator and researcher, Lynda Jeffs, was engaged for the purposes of running the focus groups and evaluating the results. Transcripts of the focus groups (which were recorded), minutes taken at the actual meeting, and the findings of Lynda Jeffs can be found at Appendix 1 (d).

The purpose of the focus groups was to illuminate the answers to the following questions:

- What the Y does and through what methods (programmes / services)
- Who does the Y attract to it’s services, and who are not?
- What barriers/difficulties exist that inhibits a persons involvement with the Y?
- What could be done about those barriers?
- What does a YMCA do for a community? Does the Christchurch Y do those things?
- What else could the Y do?

Some key commonalities between the two groups (both members/non-members) were:

- That the Y is for participants “from all walks of life”, and that there is something for everyone – all cultures, ages, abilities etc. “Don’t think there is a typical way to describe YMCA people.” “There is a diversity which isn’t off putting but is interesting.”
- That there was little understanding of the funding, governance structure or charitable status.
- That the main services/programmes were the gym, children’s holiday programmes and accommodation.

The first group (non-members) generally felt that while the Y was inclusive generally, there was misunderstanding about who could be a member or get involved with services.

“Do you have to be a member to do anything in the YMCA?” and “I’ve always thought, oh yeah, I’d like to join the YMCA but oh I can’t go there because its for men.”

In discussion about barriers, while programmes and services were expected to be affordable at the Y, there was a reluctance to join because of the brand image. “As soon as you say Christian that’s going to put a lot of people off for a start.” “Everyone thinks it is old fashioned, traditional.”

There was a general consensus that the YMCA had been going for a long time and that it was important: “the YMCA, its like, its natural. There just should be a YMCA.” “Its been going everywhere for years.”

The second group (members) were less concerned about the brand and image confusions and more interested in discussing what the strengths and weaknesses of the programmes were.

However, it was noticeable that even among members who were regularly involved, they only knew about the area of service/programme that they were active with personally – and didn’t realise the wide range of other options and opportunities the Y offered.

In relation to barriers and inclusiveness, they had a lot of positive comments. For example: “You don’t have to be the thinnest most glamorous person to come.” “More users that have special needs/disabilities are catered for.” “Older and younger people here.” “Creates good relationships.”

This group had a number of ideas to help with organisational promotion which will be useful for YMCA strategic planning.

This group also discussed ways in which the Y was contributing to local community, and were very enthusiastic about this aspect of the purpose of the Y. “The Y’s tentacles go out wide.” “Locally is doing a great job serving the community.” “Focal point in the city.” “Really good staff that get to know you and introduce you to people that might be like you.” “If it weren’t for the Y there would be a lot more naughty kids.”

Overall, the YMCA has strong brand recognition – which has its pro’s and con’s in that on the one hand the brand is well known while on the other it can still be perceived as being for ‘members’, men or Christian’s only, and for possibly being ‘old fashioned’. It also became evident that as an organisation we are not promoting ourselves as well as we might – very few people from the members group and none from the non-members group were aware that the YMCA organised and ran the Carols By Candlelight event – which has been occurring annually now for over 60 years.

Neither group had a good understanding of the breadth and depth of services offered by the organisation, or how it is structured Nationally or Internationally.

Adventure Conservation Students

The Adventure Conservation Course is funded by the Ministry of Youth Development and is consequently required to provide feedback in regard to set outcomes. The full set of survey results is available, but for the purposes of this report the aspects of the survey that were similar or the same as the things measured in other activity areas are shown below.

CONSERVATION CORP END OF YEAR FEEDBACK

Key questions

	YES	NO
Did the programme help you learn useful skills?	100%	
Did the prog help you to learn how to take care of yourself?	90%	10%
Has the prog helped to improve your general health?	90%	10%
Do you think you are fitter now than at the start of the prog?	90%	10%
Do you feel more confident about making decisions?	90%	10%
Do you think your relationships have improved?	90%	10%

Other stats

Number of students who started the course	10	
Number of students who completed the course	8	
Reasons for not finishing	1= family illness	2= gained fulltime employment

Courses ran for 20 weeks.

Other views of stakeholders

Each department of the YMCA has a complaints procedure which deals with minor complaints or suggestions as they arise. However, written complaints and more serious issues are directed to the CEO for information and/or a response.

In the year Feb 1st 2009 – Jan 31st 2010 the CEO has dealt with a total of four complaints that resulted in direct action by the CEO.

Two of the complaints were to do with young children being injured while attending a YMCA programme – both of which were put down to failed risk management and supervision on the behalf of staff. Both accidents were minor with the potential for them to have been more serious. Both accidents resulted in a review of organisational policy in relation to the particular activities in which the accidents occurred, and, in once case, a refund for future programme involvement that they no longer wished to partake in.

Another of the complaints was to do with customer service and maintenance of facilities at Wainui. In this instance the issues were addressed and the staff involved were provided with feedback as to their performance and how they could improve on the manner in which they deal with customer grievances. In this instance the complainant received a discount on their invoice amounting to approximately \$600, and compensation in the way of two tickets to the Christchurch Symphony Orchestra. That group has re-booked for a future camp at Wainui.

The final and most serious complaint came anonymously and resulted in a thorough investigation into some historic decisions and actions by a particular group of staff in one department area. The consequence of this investigation was that one staff member resigned and another was dismissed.

In all cases the complainants ultimately expressed satisfaction at the action taken by the YMCA to address their concerns.

7 Environmental impact

The social accounts did not attempt to measure environmental impact this year. This will be done in Year's 2 and 3 of the three year cycle.

However, the YMCA of Christchurch has a number of initiatives underway that are endeavouring to both measure our environmental impact and decrease our carbon footprint. These include in particular two things:

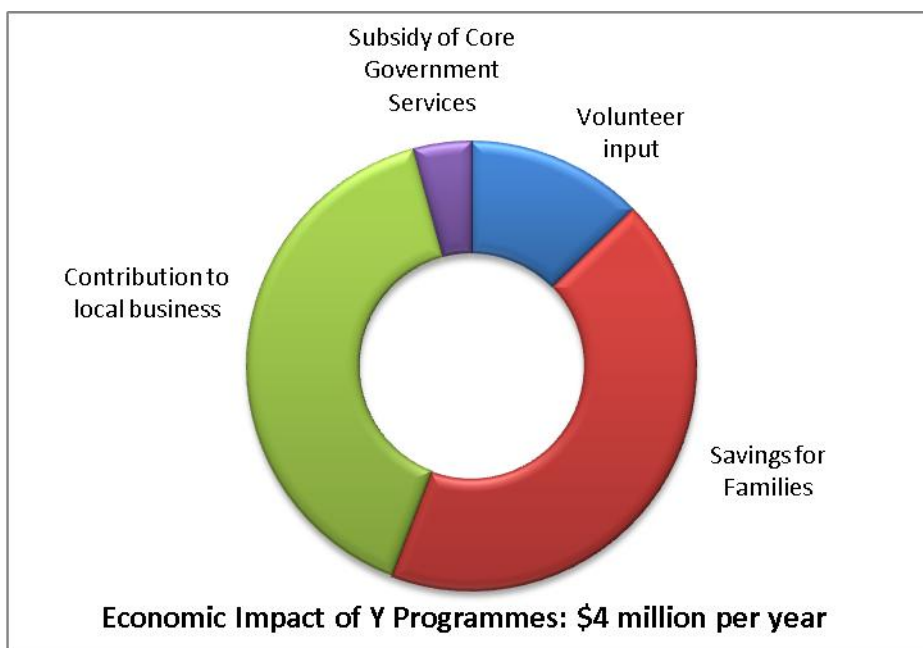
1. Project Promise: an initiative at Wainui Park which is about reducing carbon footprint of the camp but is also about educating campers about environmental issues.
2. Asia Pacific Alliance of YMCAs resolution January 2010 "Statement on Climate Change". The forum for this resolution was held over a week at Wainui Park (hosted by YMCA Christchurch) – and YMCA Christchurch staff were significant contributors to this statement and the goals therein (refer to appendices). The YMCA of Christchurch will be implementing the recommendations that came from this forum.

There are also a range of other initiatives being led by staff – such as the YMCA Green Team (staff looking at ways to minimise impact of operational activities and educate peers etc) and a range of programme activities and themes within OSCAR and Youth Leadership.

8 Economic impacts

Economic impacts and social return on investment have not been a significant focus of this study, as this will be a focus in Year's 2 and 3. However, it is a conservative estimate to say that at least \$4 million dollars worth of positive economic impact is contributed by the YMCA to the local community and central government each year.

Economic impact of YMCA activities	\$
Total Voluntary input	507,240
Savings to families HP	1,711,766
Contribution to productivity	1,591,766
Contribution to Govt outcomes	167,230
Economic impact (estimate)	3,978,002



Please refer to the appendix 1 (e) for workings. In essence, volunteers contribute unpaid work in holiday programme leadership, Wainui Park camps and outdoor education, Climbing wall supervision, Thursday club leadership, Governance etc. These people enable us to keep prices low for participants – in particular families who require something for their children during school holidays (thereby enabling them to go to work – impacting on local business, productivity etc), as well as demonstrating a commitment to community responsibility to others around them. This is hard to quantify.

Our Education programmes are entirely funded by Government contracts and we have over-fulfilled their contracts in terms of numbers and outcomes. This has resulted in a calculation in relation to Government outcomes.

Where a ‘wage’ equivalent has been used to calculate economic benefits, the most conservative median wage for the particular area of work, and average age of volunteer, has been used. These figures were gleaned from the 2009 Ministry of Social Development Social Report.

What has not been measured or quantified (but will be in cycle’s 2 and 3) has been the social return on investment YMCA programmes potentially bring to NZ society overall. To what extent do YMCA programmes and services change people’s lives and therefore minimise or avoid social costs of poor health, anti-social behaviours and poor education?

Compliance

The YMCA of Christchurch undertakes the following audits annually or bi-annually. Please refer to Appendix 2 for examples of external audits that have been undertaken recently.

- Early Childcare Centre – Education Review Office (ERO) – bi-annually and compulsory.
- Outdoors NZ Outdoors Mark – Quality and Safety Management audit – annually, voluntary.
- Child Youth & Family OSCAR Standards – Wainui (annually), Holiday Programmes (bi-annually) – compulsory if recipients of MSD assistance funding.

- NZ YMCA OSCAR Code of Practice – about once every 2 years, compulsory

Other agencies we are legally required to report to or have accountability with on an ongoing, regular basis (and subject to random audits at their demand) include: NZQA, Tertiary Education Commission (TEC), Ministry of Education (MoE), Ministry of Youth Development (MYD), Ministry of Social Development (MSD), Sport and Recreation Council (SPARC), Charities Commission.

Other accountabilities that are usual in the running of a business are also relevant, including regular accountability to the IRD and ACC. ACC audited the Christchurch YMCA in 2009, and consequent of this had levies adjusted. As per other businesses, the YMCA complies with a wide range of legislation, including:

- Building Act 2004
- Children, Young Persons and Their Families Act 1989
- Conservation Act 1987
- Commerce Act 1986
- Employment Relations Act 2000
- Fair Trading Act 1996
- Fire Safety & Evacuation of Buildings Regulations 1992
- Food Hygiene Regulations 1974
- Hazardous Substances and New Organisms Act 1996
- Health & Safety in Employment Act 1992
- Holidays Act 1993
- Local Government Act 1974
- Marine Reserves Act 1971
- Maritime Transport Act 1994
- Privacy Act 1993
- Resource Management Act 1991

9 Financial information

Please refer to our Annual Report for full audited financial report and accompanying notes.

10 Main issues and achievements, conclusions and recommendations

The strengths of the YMCA of Christchurch are expanded on in the results outlined above, which show a phenomenal level of satisfaction and support for our values, activities, level of service and ability to meet our strategic objectives from a wide range of stakeholders.

However, the range of stakeholders that have been consulted is not complete – which is why the social accounting period will stretch over a period of three years. Further consultation on a wider stakeholder group (including 'lost' members and participants, funders and the general community at large) will be undertaken during Year 2 and 3.

A key issue that was discovered in undertaking the social accounting process was that our database – though extensive and effective in many ways – lacked some capability. In particular, the ability to get good information on member retention rates was missing, and the ability to obtain reports on how long people had been involved for over a continuous period was likewise

only possible through a largely manual process. Further, the statistics collated in each department by individual managers were not consistently gathered – indicating a need for further training in this area before continuing into Year's 2 and 3.

The Focus Groups that were held highlighted in particular a need for better promotion of the range of services the YMCA offers, and to creatively counteract the impression that the YMCA is not contemporary and modern. To address the impression that some have that the Y is for 'members only' and/or for men or Christian's, is one which presents a significant challenge for the organisation. There is a need to uphold Christian principles and values, and to respect the heritage and history of the organisation on the one hand, while on the other there is a need to correct misimpressions about our ultimate mission and purpose.

In summary, some key recommendations for the YMCA, that have come about as a consequence of the results of the social accounting process are:

1. Improvements to be developed in our existing database to assist staff to use the database as a management tool for measuring success/improvements.
2. Development of an internal promotion programme (staff induction and ongoing internal communications for staff and members/participants) that enhances members' understanding of what the YMCA does beyond their specific interest area.
3. Development of a strategy to combat perceptions that the YMCA is not contemporary and modern.
4. Development of policies and strategies around responding to the APAY Statement on Climate Change and Treaty issues.
5. Researching ways to measure the economic impact and social return on investment for YMCA programmes that are specifically aimed at disadvantaged groups (eg: youth at risk, people with disabilities or illness, homeless people).

11 Strengths and weaknesses of the Social Accounting Process

The key weakness of Year 1 of the YMCA Christchurch Social Accounting Process has been the fact that all of the staff involved were new to the process and not necessarily engaged with it as a useful expenditure of their time and energies. It is therefore not as full as it could be and also the reason for deciding on a three year cycle. Parts that were missed or not fully completed in Year 1 will be addressed in Year's 2 and 3. Further to this the planning and delegating of the social accounting tasks will be more exacting so as to get better results and in a more timely manner.

The main strength of the process has been getting some useful feedback about how others see the organisation. More than anything else it has been affirming: our members, participants and staff do see the YMCA as a values-based, community relevant, welcoming, and affordable provider of programmes and services. There are many instances in the feedback where members say more than this – in the case of young people involved at Wainui, for example, parents talk about the Y being pivotal in broadening the horizons of their children – an outcome that was unexpected and unplanned for by the staff who design the programmes at Wainui.

The staff survey has provided management with a lot of useful insight into how the Y staff feel about their roles and the way in which they are supported in their work. In particular, this has lead to improved communication between Management and frontline staff, including the beginning of the development of an interactive intranet to aide staff communications and induction.

12 Future plans for the next Social Accounting Cycle

As has been explained elsewhere in this report, the plan for the three year cycle is as follows:

SOCIAL ACCOUNTING CYCLE

YEAR 1 2009/10

Helping to Build Strong People

Focus

on:

Individual members, participants,
staff

Questions about values, objectives, mission

Tracking some long-term participants

YEAR 2 2010/11

Helping to Build Strong Families

Focus

on:

Indirect impact on families of members/participants

Tracking some families with more than one person
involved

Continuing to track long-term participants, talking to other family members

Programmes which have a focus on building family connectedness surveys

Treaty responsiveness / barriers for Maori /Pacifica
people

Case study families?

Repeat base surveys/stats as per Year 1 for comparison

YEAR 3 2011/12

Helping to Build Strong Communities

Focus

on:

Communities we work with: schools, business, non-profit

How the YMCA plays a part in the outcomes of the goals of other
groups

Environmental Issues - carbon footprint, impact etc

Environmental Issues - changing attitudes

Barriers for specific community groups to involvement

Funding

partners

Repeat base surveys/stats as per Year 1 for comparison

13 Dialogue and disclosure

A summary of aspects of the draft accounts will be included in the Annual Report and a full copy of this report made accessible on the YMCA website. Both the website and the written report will explain how interested parties can provide feedback in relation to the information.

The Annual Report includes not only a written report from the CEO (including social accounts information) but also a written report from the President (Board of Trustees) and the full financial accounts and notes to the accounts.

It is published and distributed to approximately 500 people off our database who have expressed a desire in being sent a copy of the Annual report. They will also be available to take away from YMCA facilities, and be sent to our key funders and partners.

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