

SAMPLE ENDS POLICIES

This document contains a number of sets of ends policies for various kinds of organisations¹. These are intended to broadly illustrate the nature of ends policies, rather than to serve as perfect examples of precisely how to write such policies.

One important note about ends policies. Such policies should ideally comprise three elements: the **results** to be achieved by the organisation, the **recipients** of those results, and the **worth** (or cost, or value, or priority) at which the results are to be achieved. You will notice that some of the policies below do not include the third element. In such cases, it is to be assumed that the board has chosen to leave the interpretation of worth to the CEO and will accept any such interpretation that is reasonable.

(A) Not-for-Profit Entities

Professional Association

- 1.0 The New Zealand Association of Nurse Practitioners exists so that nurse practitioners have every opportunity to succeed in their careers, at a worth that demonstrates wise use of subscription income.
 - 1.1 Nurse practitioners enjoy conditions favourable to career development throughout their careers.
 - 1.1.1 Clinical, administrative and academic pathways are available for nurse practitioners.
 - 1.2 Nurse practitioners have the knowledge, skills, abilities and behavioural competencies to succeed in their careers.
 - 1.2.1 Nurse practitioner education is informed by evidence-based research.
 - 1.3 Nurse practitioners are valued by their clinical colleagues and others as a trusted source of clinical expertise.
 - 1.3.1 There is a growing body of research which demonstrates the value of nurse practitioners in clinical practice.
 - 1.3.2 Nurse practitioners influence the development of public policy at regional and national levels.
 - 1.4 Nurse practitioners benefit from a supportive professional community.

¹ As I noted in the introduction to *Te Kete Kāwanatanga*, one of the hazards—and benefits—of having been a consultant for many years (well over 30, in my case) is that one accumulates a treasure-trove of resources, illustrations, diagrams, examples, stories and the like. The sample ends policies in this document are part of this treasure-trove. One of the downsides of such magpie-like accumulation is that I am unsure of the provenance of many of the policies of which I am not the original author. If, therefore, I have inadvertently used anything without proper attribution, please accept this apology and let me know; I will correct the mistake in future versions.

Christian Church

- 1.0 Redeemer Fellowship exists so that people who connect with us experience God's love in an authentic way, come to know Him and grow in their walk with Him, at a cost that represents faithful stewardship of our resources.
 - 1.1 Members of Redeemer Fellowship grow in the knowledge and grace of our Lord Jesus Christ.
 - 1.1.1 Most members of Redeemer Fellowship belong to a discipleship group.
 - 1.1.2 Members have ready access to age-appropriate discipleship resources.
 - 1.1.3 Members show age-appropriate evidence of personal spiritual growth.
 - 1.2 Our neighbours and contacts in the community around Redeemer Fellowship experience love and care from us.
 - 1.2.1 Those in severe material need have their basic needs met.
 - 1.2.2 The gospel of Jesus Christ is presented to those who do not know Him.

Secondary School

- 1.0 Students of Middletown High School discover, develop and achieve their potential at a worth that demonstrates effective and efficient use of public funding.
 - 2a. Students maximise their academic potential.
 - 3a. Māori students achieve at the same level as the general student population.
 - 3b. Gifted and talented students achieve in the top five per cent in their respective areas of ability.
 - 3c. At-risk students achieve at the same level as the general student population.
 - 3d. Years 9 and 10 students demonstrate numeracy and literacy skills at or above national averages for comparable groups.
 - 2b. Students express their physical potential.
 - 3e. Students discover, develop and confidently express their physical capabilities.
 - 3f. Students participate in sport at an appropriate level.
 - 2c. Students experience and/or participate in a wide range of artistic and cultural activities.
 - 2d. Student at and above Year 11 understand and apply the concepts of citizenship and civil society.
 - 3g. Students can explain the New Zealand constitution at an appropriate level.

- 3h. Students can explain and illustrate the concept of civil society at an appropriate level.
- 3i. Students can explain the history, content and application of the Treaty of Waitangi at an appropriate level.
- 3j. Students are familiar with the indigenous culture of New Zealand.
- 3k. Students participate in community service.
- 3l. Students can explain their personal values.
- 2e. Students demonstrate the five key competencies in the New Zealand curriculum.
- 2f. Students graduating to higher learning demonstrate appropriate study skills.
- 2g. Students leaving to join the workforce demonstrate appropriate vocational skills.

Mental Health Service

- 1. Mental Health Bay of Plenty exists so that members of the community of Bay of Plenty with mental health challenges, substance abuse problems, and developmental disabilities, as well as affected family members, will function at their highest potential in an accepting family and community context, to an extent that justifies the expenditure of available funds.
- 2.A. The highest priority, where the total need must be met, is that persons in life-disrupting crises will resume functioning at their pre-crisis equilibrium.
 - 2.A.1. Patients will learn methods of coping with the challenges that cause crises.
 - 2.A.1.a. Patients will learn to manage their addictions.
 - 2.A.1.b. Patients will be aware of the consequences of decisions they make about the use of prescribed medication.
 - 2.A.2. Families affected by crises will be able to function and make decisions in their interests as well as in the interests of the patient.
- 2.B. Sharing the second priority, chronically affected patients will learn what they need to know to cope with their condition and lead lives that are active and fulfilling.
 - 2.B.1. Skills in activities of daily living and social skills will allow patients to participate to the level of their ability.
 - 2.B.1.a. Patients will have jobs or an alternative way of productively using their time.
 - 2.B.2. Families will be able to discern the needs of their members for support.
- 2.C. Sharing the second priority, people experiencing transitional mental health issues will gain the understanding and skill they need to resolve problems and maintain functioning.

- 2.C.1. Patients will be able to solve interpersonal problems without violence.
- 2.C.2. Parents and grandparents will have the ability to raise and discipline their children and grandchildren constructively.
- 2.D. The third priority is that the community of Bay of Plenty will be understanding of the problems associated with substance abuse, developmental disabilities, and disruptions to mental health.
 - 2.D.1. People with mental health challenges or developmental disabilities will be welcomed in schools, clubs, churches and other places where the community of Bay of Plenty gathers.

Savings Association

- 1. The Association exists for the financial self-sufficiency of its members.
 - 2.A. Members will have the ability to transact personal business on a 24/7 basis.
 - 2.A.1. Members will be able to make deposits, withdrawals, transfers, and payments at times of their choosing.
 - 2.A.2. Costs to members will be the actual costs of this result, except where preferential pricing is applied to encourage customer loyalty.
 - 2.B. Members who are able to repay loans will be able to obtain credit at a competitive cost.
 - 2.B.1. Loans will be available for primary residences, education and vehicles, with the exception of recreational vehicles.
 - 2.B.2. Credit will be available for all members over the age of eighteen.
 - 2.C. Members will receive a competitive return on their funds.
 - 2.C.1. Members' savings will yield interest at a rate better than competitively available.
 - 2.C.1.a. Savings of minor members will yield a higher rate than that available to other members.
 - 2.D. Members will have the information that will assist them in wise financial decision making.
 - 2.D.1. Members will be able to obtain sound plans for their retirement.
 - 2.D.2. Members will have the knowledge they need to decide their insurance needs.
 - 2.D.3. Members will be aware of the risks and benefits of a variety of investment options.

Family Support Agency

- 1.0 Families and individuals living in eastern Southland, assessed as having (or being at risk of having) social needs, have these needs met and become more independent.
 - 2.1 At-risk and poorly-functioning families learn to function better and to be less dependent on external assistance.
 - 2.1(a) Families under financial strain learn to live within the limits of their income and/or increase their level of income.
 - 2.1(b) Families with multiple needs learn to identify and discuss their needs, develop plans to meet these needs, and follow through on the plans so that the needs are met.
 - 2.2 Individuals develop skills to cope with their circumstances, improve their prospects and increase their independence.
 - 2.2(a) Children who have been exposed to family violence learn strategies for effective relationships.
 - 2.2(b) Individuals with anger-management issues learn to manage their anger.
 - 2.3 Ninety-five per cent of individuals attend scheduled appointments with SDHB services.
 - 2.4 Truancy rates amongst school pupils are very low.

National Trade Association

- 1.0 The National Association of Builders exists for this purpose: *Conditions conducive to member success for dues no greater than in comparable organisations.*
 - 1.1 Regulatory conditions will be favourable for member success for approximately one third of resources.
 - 1.1a Regulations imposed on members will be no more constraining than is necessary to produce their stated goals.
 - 1.2. Public image of builders will be favourable for approximately one third of resources.
 - 1.2a The investing public considers members to be more trustworthy and competent than alternatives.
 - 1.3 Members will have adequate skills for successful competition for approximately one third of resources.
 - 1.3a Members new to the business willing to pay the full cost of skill upgrading will have adequate basic skills for business survival and profitability.

- 1.3b All members willing to pay the full cost of skill upgrading will have advanced technology skills and knowledge about materials and construction methods.
- 1.4. Comparable associations will be trade groups operating at a national level without significant deviation from our members' average revenues comprising approximately the same size membership base.

Hauora

- 1. Te Hauora o Ngāti Mea exists so that whānau and hapū affiliating to Ngāti Mea achieve whanau ora.
 - 2a Whānau achieve overall improvements in key health risk areas.
 - (i) Each whanau member has a body mass index within an acceptable range.
 - (ii) Each whanau member is engaged in an appropriate form of physical activity.
 - (iii) The incidence of alcohol abuse is low.
 - (iv) Most whānau are drug-free.
 - (v) Most whānau are smoke-free.
 - (A) The number of rangatahi taking up smoking decreases.
 - (vi) Whānau acquire the skills to manage stresses affecting the whanau.
 - (A) Whānau under financial strain learn to live within the limits of their income and/or increase their level of income.
 - (B) Whānau members keep 95% of scheduled appointments at TRaMDHB facilities.
 - (vii) The incidence of sexual-transmitted infections declines.
 - 2b All whānau members have age-relevant screening and/or interventions.
 - (i) 95% of pēpi are fully immunised by age 2.
 - (ii) 100% of tamariki with hearing difficulties have their needs addressed by age 8.
 - (iii) 70% of tāne have a comprehensive check-up at least once every two years.
 - (iv) 85% of wāhine have a cervical screen at least once every two years.
 - (v) 85% of wāhine have a breast screen at least once every two years.
 - 2c Pēpi are raised in safe, caring, violence-free whānau.
 - (i) Fewer than 3 pēpi in 100 are admitted to hospital with respiratory issues.
 - (ii) First-time parents feel confident about their responsibilities (both pre- and post-natal).

- (iii) Average birth weights across the region increase.
- (iv) 95% of pēpi are breast-fed for six months.
- 2d Rangatahi navigate the transition to adulthood with confidence.
 - (i) The rate of youth suicide decreases.
 - (ii) Self-reported levels of self-esteem steadily improve.
 - (iii) The number of unplanned pregnancies declines.
- 2e Koroua and kuia live functional lives in the context of whānau, hapū and iwi.
 - (i) A high proportion of koroua and kuia live independently in their own homes.
- 2f Whānau are connected in meaningful ways to their hapū and iwi context.
 - (i) A high proportion of koroua and kuia report satisfaction with their involvement in whānau, hapū and iwi life.
 - (ii) Tamariki and rangatahi are meaningfully engaged in hapū and iwi life.
- 2g Whānau members with serious and enduring mental health issues are able to remain in a whānau setting.
- 2h Whānau have the skills to identify and discuss their needs, develop plans to meet these needs, and follow through on the plans so that the needs are met.

Rūnanga

1. Te Rūnanga o Ngāti Mea (“TRONM”) exists for this purpose: **Ngāti Mea expresses its rangatiratanga.**
 - 2a: The authoritative voice of Ngāti Mea is heard and respected.
 - 2a(i) The nature of traditional authority within Ngāti Mea is clear.
 - 2a(ii) The different levels of authority within Ngāti Mea (especially in relation to the difference between political authority and operational authority) are clear and respected.
 - 2b: The whenua and moana of Ngāti Mea are protected.
 - 2b(i) The relationship of hapū to whenua and moana is respected and supported.
 - 2b(ii) Hapū have the tools and resources to be actively involved in protecting whenua and moana.
 - 2b(iii) Iconic Ngāti Mea taonga are protected.
 - 2c: The marae of Ngāti Mea are strong and functional.
 - 2c(i) Marae assets are in good condition.
 - 2c(ii) Marae governance is strong.

- 2c(iii) The tikanga and kawa of marae are strong.
- 2d: The hapū of Ngāti Mea are strong.
 - 2d(i) The identity and membership of hapū are clear.
 - 2d(ii) Hapū governance is strong.
 - 2d(iii) The authoritative voices of hapū are heard and respected by TRONM.
- 2e: The language and culture of Ngāti Mea are preserved, expressed and celebrated.
 - 2e(i) By 2018, 50% of Ngāti Mea households use te reo Māori regularly.
 - 2e(ii) All Ngāti Mea tamariki have the opportunity to attend school up to and including Year 13 in a Māori immersion environment.

(B) For-Profit Entities

Commercial Entity #1

- 1.0 The overall goal of the company is a return on shareholder equity of not less than five per cent (5%) above the risk-free return on a three-year rolling-average basis.

Commercial Entity #2

- 1.0 The ultimate aim of the company is return on shareholder equity better than the return for companies of similar risk characteristics.
 - 1.1 Risk characteristics for comparison will include similar size, industry and maturity of market.
 - 1.2 Better return will mean above the median of such companies, rather than above the average.

Commercial Entity #3

- 1.0 The company will achieve 10% compounded growth in annual earnings per share by the end of the 2024 financial year and in each year thereafter.
 - 1.1 By the end of 2022, performance will be at least 5%.
 - 1.2 By the end of 2023, performance will be at least 7.5%.

Family Company

- 1.0 The overall aim of our company is shared family wealth through joint commercial endeavours.
 - 1.1 Our first priority is that the family stay together with appropriate, satisfying and rewarding work for every adult member who chooses to be part of the company.
 - 1.2 Our second priority is that the worth of the company, and therefore the worth of each family member's shares, grows at a rate comparable to indexed funds.

Private Company

- 1.0 The purpose of our company is to enable us to be autonomous, to work at what we choose, and to work in our own way.
 - 1.1 We will earn financial rewards based on our own effort and intelligence, not affected by large-company politics.
 - 1.2 We will have the opportunity to work with a technology we love and are stimulated by.
 - 1.3 We will enjoy the collegiality of working with enthusiastic, committed partners of our choice.
 - 1.4 We will have the opportunity to change the way private wide-area-network satellite networks are architected, engineered and maintained in retail and industrial vertical markets.

Boutique Professional Practice

- 1.0 Our firm exists to increase our personal wealth and to enhance our respective professional images.
 - 1.1 We will be acknowledged experts in our field by 2025, with a reputation for competence and integrity.
 - 1.1(a) Our impact will be international in scope, but with emphasis on New Zealand and Australia.
 - 1.1(b) Impact will be measured in terms of name recognition and the extent to which our ideas have brought about substantial change in the field.
 - 1.2 We will both have accrued sufficient funds by age 50 to enable us to retire in comfort.