

Value Our Children

Cholmondeley Annual Report 2010



Cholmondeley
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Presidents Report

It was a "pleasant autumn day" on Saturday March 7 1925 when Sir Heaton Rhodes opened Cholmondeley Memorial Home. Using a nine carat gold key to 'open' the home and to mark this important occasion, the incredible 85 year history which is Cholmondeley's legacy, began.

That legacy is providing care and respite for approximately 25,000 children. It also includes the contribution made by many individuals who have volunteered their time and skills to serve on the board and Cholmondeley's various committees, those who worked as staff (both voluntary and paid) and the ongoing generosity of the Canterbury community, which extends now to several generations.

Cholmondeley entered its 2010 financial year with a degree of uncertainty and concern about its financial position, having incurred a financial loss for five of the previous six years, and was faced with diminishing reserves.

These circumstances threatened Cholmondeley's ability to sustain its role or to further develop its legacy. I referred to this in my President's speech at the 2010 Annual General Meeting, of the need for Cholmondeley to become a sustainable organisation and that we all had a part to play in that.

While the organisation's position was serious it was not terminal, but another forecast deficit for 2010 indicated that urgent action was required to address the immediate situation and begin to work towards medium and long term financial sustainability.

Therefore, an organizational review was conducted and changes made to position Cholmondeley for future sustainability.

While Cholmondeley has evolved significantly over the years, its core values, purpose and reason for being have largely remained the same: - to provide planned and emergency respite care for children whose families are experiencing difficulties.

As a result of the review, a restructure of the organisation occurred in July 2010. Cholmondeley consolidated the level of services it provided and reduced expenditure within the home. Priority in this consolidation was given to the retention of its core business of community accessed respite care and support for children and their families.

I am pleased to report that this has been successful in addressing our immediate financial position.

While this appears to be an excellent result compared with previous years, we have yet to turn the corner in terms of long term sustainability. We are, however, now moving in the right direction, which we are confident will continue with your ongoing support.

Thank you.



General Managers Report *Tena koutou katoa*

As a new General Manager coming into Cholmondeley at the end of 2009, the first thing I became aware of was Cholmondeley's unique position within the spectrum of community services available to children and their families. It was with this in mind that the Cholmondeley Board and I went into a review in order to address the home's immediate financial position, and begin developing a new strategy for ongoing sustainability.

This has been a significant challenge for the organization in, its 85th anniversary year, but, primarily I believe that 2010 should be viewed as a year of many successes.

One of the key things I realised early on in the review process was that this could not just be about money. We needed an anchor point to base decisions on and ensure the core values that have surrounded Cholmondeley from its very beginning were not sacrificed for the sake of just keeping it open. This anchor was easy to find; we placed the best interests of children at the centre of our decision making. In deciding what and how Cholmondeley's services should be delivered in the future, balancing the quantity of what we do with the quality has been vital. This has been reflected in the total number of occupied beds for 2010 in comparison to 2009.

As a result of the review there have been significant changes to our service delivery which represents a consolidation back to a community accessed respite care service for children aged between 3 and 12 years. In returning Cholmondeley to its roots, we are in the process of establishing a new foundation for its future. While Cholmondeley may be seen as being relatively isolated over the hill in Governors Bay, we recognize that we are part of a much wider network of social, health, education and other services, all making a valuable contribution to the wellbeing of children in our community. Working as a collaborative partner within these networks is a key part of our future direction.

As the President reports, this year has shown an improved financial position. Two key factors to this have been:

- A substantial drop in ongoing operating costs through a reduction in the salaries budget and a focus on operating the home more efficiently to reduce its ongoing costs.

- The continued generosity of the Canterbury community through individual and corporate donations and the outstanding efforts of Cholmondeley's fundraising team.

In terms of donations to Cholmondeley, a particular highlight this year have been two major gifts in kind. One made by The Laser Group who provided over \$100,000 worth of electrical and plumbing improvements during their annual conference, and McKenzie and Willis for their donation of leather furniture which has significantly enhanced the physical environment of the home.

Unfortunately the restructure also resulted in the loss of valued colleagues. The period of June and July in 2010 was particularly challenging as the Cholmondeley staff needed to maintain "business as usual" during a time of uncertainty and change. I want to extend my personal thanks to the staff of Cholmondeley for their patience, resilience and professionalism throughout this time and beyond.

Cholmondeley's annual report on 2010 cannot pass without reference to the September 4th earthquake. As for many others, it was a stressful and traumatic time at Cholmondeley, particularly for the children who were with us. Significant superficial damage internally, and structural damage to two external walls resulted in Cholmondeley closing for a week. There are many people and organisations to thank for their support during this time. I would first like to thank the several staff who, went well above and beyond the call of duty to support the children. In particular Lynley Ward and Carol Blake who accommodated the children unable to return home, in their own homes in those first several days of the earthquake. In acknowledging the importance of collaboration and partnership I also thank Denis Aldridge and his team at Living Springs for providing alternative accommodation for the children. Thank you also to the Lyttleton Lions Club, the Governors Bay Volunteer Fire Brigade and the Riccarton Rotary Club for assistance in the initial clean up of the home and school. I am pleased to report that Cholmondeley became fully operational after that week (albeit with slightly less area to work in) and repairs were fully completed by mid-October.

A common question that may well now be asked is "has Cholmondeley turned the corner?" in terms of its financial position, and the simple answer is "not yet!" 2010 has seen a successful restructure of Cholmondeley where the organisation has consolidated its capacity back to core business. However, in order to remain relevant and continue to create positive outcomes for children and their families, it is vital for Cholmondeley to move forward rather than stand still.

From 2011 a new three year strategic plan is being introduced. This plan focuses on the home remaining the centre of the Cholmondeley organisation and achieving greater financial sustainability by 2014. This requires a multi-dimensional approach that can't just be about money. The quality of what we do, the care experience of the child and the outcomes that are achieved has to develop in parallel with the "business" of Cholmondeley and the development of its people. In 2011 we will be working on establishing the foundation for this development and ongoing sustainability, with many exciting projects ahead.

In simple terms Cholmondeley still requires the financial support of the community in 2011. The benefit of the work we are undertaking now will not be immediate as our goal is long term sustainability, moving away from year to year uncertainty.

This foundation also requires a refreshed vision, one that provides a call to action, not only to us at Cholmondeley but also to the wider community and society. It acknowledges Cholmondeley's legacy and its reason for being. It also encapsulates the extraordinary effort and generosity of the Canterbury community that enables Cholmondeley to do what it does through providing the resources it needs.

Our vision and call to action is Value Our Children. This will anchor Cholmondeley's future development and I am proud to lead an organization with such a vision.

Nga mihi nui





Board of Management (blue) right to left.

Patron - Marion Judge. Immediate Past President - Peter Young. President - Sir Kerry Burke.
Treasurer & Vice President - Kerry Dellaca. Vice President - John Garside

Board (green) right to left.

Vic Claude. Sarah Adams. Lachie Griffen. Bryon Porteous. Glenn Jones. Nuk Korako. David Johnstone

Senior Management (yellow) right to left.

Shane Murdoch. Sarah Barrer. Edwina Poynton. Anney Collin.

The changes being made in Cholmondeley have had a significant impact on Cholmondeley School and 2010 was a year of transition in almost every area of the school. After a visit from ERO in term 1 we began to identify areas of priority for development. It was clear that considerable work was necessary for the integration of practice in the Home and School and that a clear strategic plan was needed before Cholmondeley School could develop an on site curriculum.

Our school is child centred and our learning for each week is driven by the needs of the children who are in school that week. We have a broad interpretation of Adventure Based Learning which encompasses a range of learning experiences from science experiments, gumboot throwing contests, music composition, film making, through to water slides and kayaking.

Teaching staff decided that because of the short term nature of visits to Cholmondeley School it is difficult to address the literacy and numeracy needs of the children who attend in a meaningful way. These curriculum areas form an important part of the school day but are seen as tools for the development of the Key Competencies in our students, rather than as targets in themselves.

We are developing a system of reporting to schools which gives a relevant and precise snapshot of a child's visit. This takes the form of a learning story in which photos and other examples of the children's work are displayed.

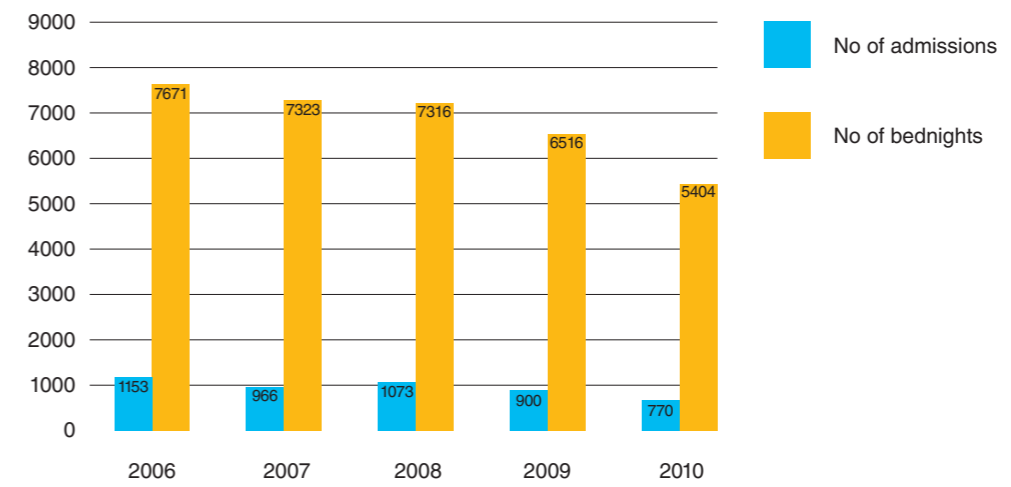
A number of the children who attend Cholmondeley School experience social, emotional and behavioural challenges. Our intention is that these children experience the opportunity to identify, and begin to address, some of these issues while they are in our care. The whakatauki which drives our teaching and appraisal is: Kia arahina te mahi e nga iti kahurangi o te tamaiti, e hua mai ai ona kamehameha. Let the uniqueness of the child guide our work to reveal the treasure within.

Anney Collin
Education Services Manager

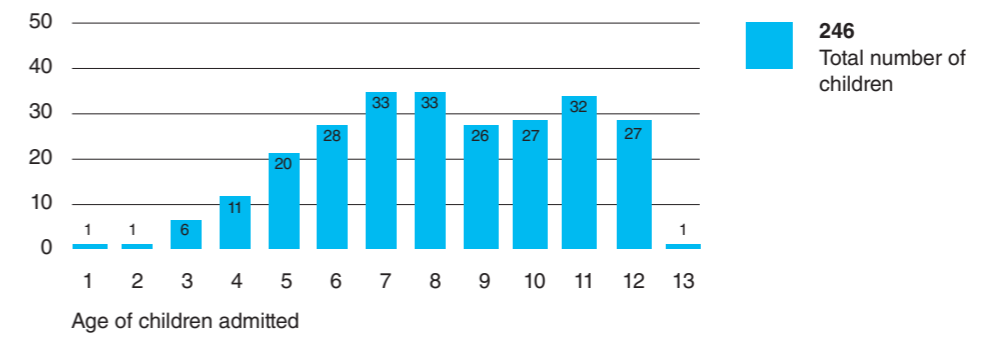


Financials

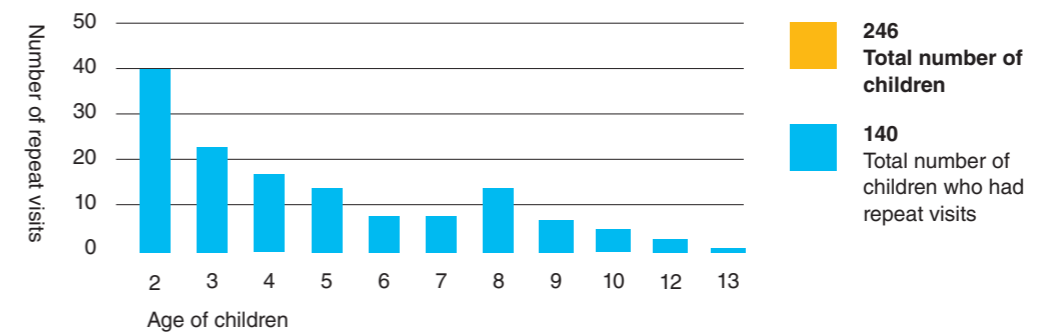
Admissions and bednights at Cholmondeley for the last five years



Number of children at Cholmondeley 2010



Number of children at Cholmondeley 2010 who had more than one visit



Donations 2010 Trusts & Foundation

*Rockefeller Philanthropy Paul Newman
The Canterbury Community Trust
Sheelagh Thompson Trust
Southern Trust
Perry Foundation
NZ Lottery Grant Board
Jones Foundation
Rotary Club of Christchurch Charitable Trust
N & A P Wignall
J Twigger Trust
Un Cadeau Charitable Trust
Blogg Charitable Trust
Farina Thompson Trust
Litcom Charitable Trust
Christchurch City Council
David & Noreen Nicol Charitable Trust
Pub Charity
Beacham Foundation
Pamela Webb Trust
Lochmaben Charitable Trust
CNZFGW Trust
Darren & Elizabeth Brown Charitable Trust
Eureka Trust
Robert & Barbara Stewart Charitable Trust
E B Millton Charitable Trust
Maurice Carter Charitable Trust
Burrows Bros Charitable Trust
New Zealand Charitable Foundation
Ron Ball Charitable Trust
Hyman Marks Trust*

