

Value Our Children

Cholmondeley Children's Centre
Annual Report 2014



Cholmondeley
Value Our Children

President's Report

Ladies and Gentlemen,

Four years after making the decision to demolish the old homestead and rebuild, we are finally going to see everyone back on one site at Cholmondeley Lane in a new modern facility that will serve the children of Canterbury for many years to come. Bring it on! 2014 will be seen as the year in which the future of Cholmondeley was defined.

After we lodged our building consent application in February 2014 and had it approved over six months later, our contractors, City Care Construction, were able to start building in October. A wonderful season of summer weather and few problems has seen excellent progress and, as I write, everything is on target for completion within budget at the end of June 2015, the original date specified in the contract. You can't ask for much better than that!

I acknowledge City Care Construction along with RMBH Architects and our Project Manager, John Sinclair, for the great job they have done. The first thing City Care did was educate their staff and contractors as to what Cholmondeley was all about – the result: a group of people working on providing a new facility for the children and it has shown in their performance and in their attitude.

Thanks to our Property Committee: David Johnstone (Chair), Shane Murdoch, and Gill Hay for the many hours they have given to the project. We have had fantastic support from within Canterbury and other parts of New Zealand to raise the \$4million required for the rebuild. I acknowledge: Christchurch Earthquake Appeal Trust, The Lion Foundation, New Zealand Community Trust, Canterbury Community Trust, the combined effort of Newmarket and Riccarton Rotary along with a large number of other donors, who have contributed to a very successful outcome. We were well in to raising the last \$1million of our fundraising target when we received advice of a significant legacy left to the Cholmondeley Foundation for "building and property improvements and extensions" by the late Cyril Smith. To say we were stunned would be an understatement, and we thank his wife and other members of his family for this wonderful gesture by their late father and grandfather.

All of the funds raised by the Capital Committee, along with the majority of the proceeds of this legacy will meet the total cost of the rebuild, with a small portion of the legacy retained for future building, property improvements and maintenance. Yes, the new facility will be delivered debt free, and we will be eternally grateful to all who have contributed to Cholmondeley over the years or to the rebuild project. I thank all members of the Capital Fundraising committee, our contractor Sarah Barrer, and all the firms who provided services free of charge for their outstanding contributions to this project. The most memorable moment of the rebuild year was the turning of the first sod: emotional because it signified the rebuild was about to start, but more so because the Grand Old Man of Cholmondeley, Lachie Griffen, and one of our greatest supporters over the years, Sir Miles Warren, carried out the duty.

Sadly, it was to be the last time that Lachie set foot on his beloved Cholmondeley. I know that Lachie would have been

hugely proud and excited to know that Cholmondeley was being rebuilt – and on the original site – thus allowing the wishes of Hugh Heber Cholmondeley nearly 90 years ago to carry on.

It was a poignant moment too for the staff who have done such a great job for the last four years in temporary and restricted facilities at Living Springs. To finally see the new facility taking shape has been very exciting for them as well. The Board has also worked extremely hard with respect to the rebuild which placed extra demand on their voluntary contribution. There have been some difficult questions asked, decisions made, and some differences of opinion, but always a solution reached. In time we will look back at some of those decisions and realise just how important they were for the future of Cholmondeley and this project, but for now I extend my gratitude to all members of the Board, and to Shane as well, for their dedication to the cause and their excellent work throughout this year.

Likewise, my thanks to those non-Board members who served on our various sub-committees. As part of getting back to the business of Cholmondeley and its future, a new Strategic Plan and Marketing Strategy have been approved. Protection of our assets, health and safety, and business efficiency will be key topics in 2015, along with the development of a new website.

Financially, 2014 has been a very good year thanks to a change of focus in our fundraising with more emphasis on Trusts and Grant funding, and major donations. My thanks to Sarah Vidette for her sterling efforts here. To raise \$1.2m operationally at the same time as others were raising funds for the rebuild was an outstanding achievement. For the year we are showing a surplus from operations of \$102k.

This year we bid farewell to two long-serving Board members. Glenn Jones, after nine years, decided not to seek re-election, while Nuk Korako in his new role as an MP now spends so much of his time in Wellington. Both of these gentlemen have given great service at a very difficult time. I know they will continue to take a keen interest in Cholmondeley, and we wish them good luck with their future plans.

The saddest part of the year was the death of Lachie Griffen. There will never be another Lachie. No one will surpass the service that he gave to Cholmondeley; we will never forget him and what he did for this organisation. It was a privilege to work with him – his passion and commitment were an inspiration.

Finally we should all reflect on what has been achieved over the 2014 year. The financial result, the rebuild, the capital fundraising, a new strategic plan – all significant factors in setting the future of Cholmondeley. Be incredibly proud, for people will look back at 2014 as a defining year in the future of Cholmondeley.

Kerry Dellaca
President

General Manager's Report

It is my privilege to present the General Manager's annual report for the year 2014 one of the busiest of the five years I have now been in this role.

In 2014 Cholmondeley worked with 347 children from 320 families from Canterbury and the surrounding region – for a total of 992 admissions. This compares with 350 children and 1010 admissions in 2013. The similarity of these figures is indicative of what can be achieved with the current challenges and the demands of the rebuild process. With tight management of costs and capacity, we effectively reached a peak in relation to our current bed capacity in what will be our last full year of recovery.

Approximately half of the 347 children who came to Cholmondeley in 2014 did so for the first time which is consistent with the past several years. The reasons for children needing to come to Cholmondeley are many and varied. For the past several years, and no less so in 2014, it is clear that post-earthquake issues, particularly in relation to housing, parental stress and mental health, and increases in domestic violence remain prevalent and continue to have an ongoing impact on children in our community.

Considerable progress continues to be made in the development of a Cholmondeley model of practice with children that maximises the opportunity for long-term benefits for the children, their families, and our community. Led by Edwina Poynton, our dedicated and highly professional practice team work across both the care and education spheres. They are the genuine face of Cholmondeley, and with their sense of purpose and commitment to the organisation's vision and philosophy they are essential to positive outcomes for the children and families we serve.

I know I also speak on behalf of all the staff, and completely concur with Kerry, that there is great excitement and anticipation with construction of the new centre well underway and due for completion mid-2015. Choosing to remain on site for our administration and education programme has not been without its challenges but it has been the right decision. It has been fascinating watching the building go up beside us, for both the children and the adults. From an operational perspective the level of relationship and collaboration with City Care, and in particular Sean Boland, has been very positive and collegial. My thanks go to Sean and his team for being such great neighbours, albeit a little noisy at times. I also need to acknowledge and thank all the Cholmondeley staff and children for their uncomplaining patience and tolerance of the noise and periodic disruption.

As already mentioned Cholmondeley has had a strong year financially thanks to the very strong fundraising efforts of Sarah Vidette and the fundraising team, the continued generosity of Cholmondeley's many supporters, whether they be individuals, groups or businesses, and the financial oversight and guidance provided by the Cholmondeley Board. This has allowed Cholmondeley to recover somewhat from a more challenging year in 2013.

It is also important for me to acknowledge the enormous effort undertaken by our capital fundraising committee, Sarah Barrer, and in particular our Board president Kerry Dellaca who led this very successful endeavour from the front.

With this and the ongoing generosity of our community there is great optimism that Cholmondeley will complete its earthquake recovery and rebuild in 2015 in a relatively stable financial position. This is important in a fast evolving sector as the organisation can now focus on its strategic direction for the next several years without spending a large part of that time paying financial catch up.

A revised strategic plan to the end of 2017 has been approved by the Board. This continues on the work begun in 2010 with a major restructuring of the organisation, and includes elements from the 2011 strategic plan deferred due to the earthquakes. Strategic development of Cholmondeley is not necessarily about becoming bigger, but denser. A revised programme of policy development which includes crucial health and safety development (in line with impending legislation), risk management systems at both the governance and operations levels, and a focus on our people development is now underway.

The completion of the new Cholmondeley Children's Centre should be looked upon as a remarkable story of successful collaboration and collective effort from many individuals and groups. Within that story are many chapters and vignettes alluded to by Kerry which I hope can be captured in the near future.

It is with sadness that I also acknowledge the passing of one of Cholmondeley's primary story tellers, Lachie Griffen. A frequent visitor to the original home and to me in my first several years as General Manager, Lachie's knowledge of Cholmondeley and its legacy was without peer and he is fondly remembered by those staff who were privileged to know him over the years.

Finally, a sincere thank you to our staff, Board, and all those who have contributed to another busy but successful year at Cholmondeley. Lachie's passing and the fact that 2015 is Cholmondeley's 90th year has reminded me that we are only the current guardians of this remarkable legacy begun by Hugh Heber which has supported many generations of Canterbury's children. Come mid-year in 2015 we will have successfully protected this legacy from the challenges of the earthquakes, and we all need to feel proud of what we have achieved together. Now our duty is to secure this legacy for the future, continuing to provide support for children and families and leaving the organisation in a strong and secure position for the next generation of guardians. I look forward to working with you all in achieving this.

Ngā Mihi Nui

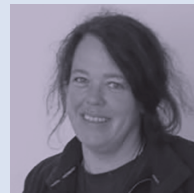
Shane Murdoch
General Manager



Patron
Sir Kerry Burke

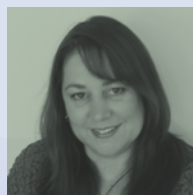


Board of Governance left to right
President - Kerry Dellaca
Vice President - Glenn Jones



Board of Governance left to right

Nuk Korako
John Garside
David Johnstone
Gill Hay
Margaret Reeve
Tania King
Tania Biddles
Nettles Lamont



Senior Management left to right
General Manager - Shane Murdoch
Integrated Services Manager - Edwina Poynton
Funding and Marketing Manager - Sarah Vidette



Evaluation and Outcomes

Last year, we were pleased to share the findings of an independent evaluation of Cholmondeley Children's Centre. The evaluation was designed to answer two questions that would help us to make informed strategic decisions about the organisation's future:

- What is Cholmondeley's role in the Canterbury community and the Canterbury social services sector?
- What impact does Cholmondeley have on the ability of families to keep their children safe, and prevent issues escalating, creating care and protection issues for the child?

In short, the evaluation affirmed what we had always believed: that Cholmondeley's service was unique within the sector, and essential for building family resilience.

More than this however, the evaluation report is the first objective examination of outcomes being achieved in the organisation's 90 year history. It reflects a strategic move away from reliance on anecdotal information to developing a more rigorous framework for identifying and quantifying the difference that Cholmondeley is making for the child, the family, and the community.

Using a grounded theory and qualitative approach the evaluation has enabled us to identify the following key outcomes to be further researched:

- a. Increased resilience for the child.
- b. Improvement in overall ability of the child to continue achieving in home and school settings through increased wellbeing.
- c. Strengthening of the overall family system through reduction of stress and tension and a reduction in risk of care and protection issues for the child.
- d. Decrease in risk of family disintegration and child needing to be placed in statutory care.
- e. Reconstitution of family after disintegration has occurred.
- f. Long-term maintenance of resilience for the child into adulthood.

By the end of 2015 the framework for assessing and measuring these outcomes will be ready to be implemented based on the following:

1. Short Term Outcomes (measurable immediately through pre and post admission surveying)
 - a. Increased resilience for the child.
 - b. Improvement in overall ability of the child to continue achieving in home and school settings through increased wellbeing.
 - c. Strengthening of the overall family system through reduction of stress and tension and a reduction in risk of care and protection issues for the child.
2. Medium and Long Term Outcomes (measurable in one to five years)
 - d. Decrease in risk of family disintegration and child needing to be placed in statutory care.
 - e. Reconstitution of family after disintegration has occurred
 - f. Maintenance of resilience factors for the child into adulthood.

We are committed to completing this critical component of our organisation's development as part of its 2015-18 strategic plan.

In addition, while the organisation has been preoccupied with simultaneously rebuilding our physical space and maintaining our services in alternate premises, significant development of our service delivery and practice models has been occurring. The aim has been to adapt our everyday operations towards achieving our key outcomes. These developments are being formulated into a more clearly defined programme logic which will be completed in 2015.

We look forward to a future of sharing with you, in a more tangible way, the impact Cholmondeley is having on Canterbury children and families.

Tētōia, tē haumatia
*Nothing can be achieved without a plan, a workforce,
and a way of doing things.*



The Rebuild

As devastating as the earthquakes were for Cholmondeley and the Canterbury region, the necessity of rebuilding has provided us with an opportunity to take a researched approach to the physical environment in which we care for and educate our children. We have designed a modern facility that is safe and inviting, and also provides purposeful and rewarding experiences.

The new building incorporates:

- Integration of care and education – the entire building designed as a ubiquitous learning environment.
- Community and safety – open plan spaces with minimal use of right-angles where children can be lost or disappear.
- Privacy – individual space for ablutions, bedrooms that can be reconfigured, and alcoves to relax or read in.
- Emotional safety – a building that is non-institutional and warm in its design.
- Children at the forefront – unique design features such as windows, seating, door handles, benches and vanities built at heights appropriate for children.
- Cost efficiency – insulation innovations, and thoughtful use of materials that require minimal maintenance.
- Sustainability – use of local sustainable materials that complement the community we live in.

Staff and children will be relocating to the new centre mid 2015.

An official opening is scheduled for later in 2015, and will include an opportunity for our supporters in the community to see first-hand the result of their generous contributions. We acknowledge all the individuals, businesses, trusts and foundations, major sponsors, fundraisers, volunteers, contractors, committees and sub-committees, who have helped ensure Cholmondeley's future of serving the children of Canterbury. Together, we have rebuilt Cholmondeley.

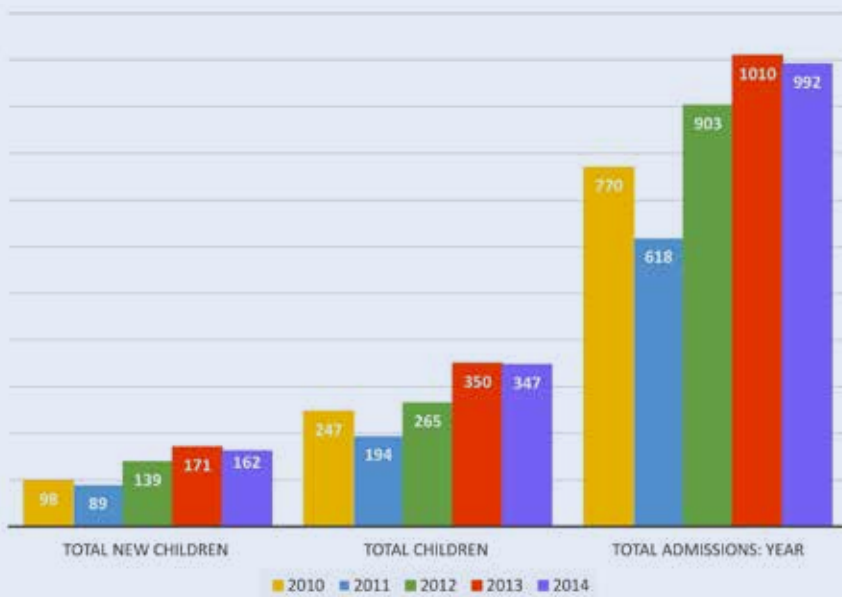


Cholmondeley
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Key Statistics

Cholmondeley Admission Figures for 2010 - 2014



Embracing Culture at Cholmondeley

Sitting on the shores of the beautiful Governors Bay, or Ohinetahi, we are fortunate to be in the rohe (region) of the people of Ngāti o Te Wheke at Rāpaki. Since its earliest days there has been a connection between Cholmondeley and Ngāti o Te Wheke, with Rāpaki being the cultural guardians of our place. Over recent years, as we developed our practice model that we use in our work with children/tamariki and families/whānau, a key part of this has been our understanding of being, and being with, Māori.

Much of this has occurred with us developing our knowledge and understanding of how Māori view and experience the world so that we can ensure that we are supporting those 25 percent of children/tamariki who stay at Cholmondeley and who identify as Māori, so that they can develop their cultural identity and celebrate this as a part of their Cholmondeley experience.

Putting the necessary supports in place for our Māori staff to lead the rest of us in our growing understanding has led us to being able to develop an environment where a child's cultural identity is celebrated through the use of language, art, song, tikanga and whakawhanaungatanga (relating to others). We look forward to growing our relationship further with Rāpaki as we continue on this exciting journey and, with their support and guidance, we develop from being culturally sensitive to being culturally insightful.

Sharon Ellingford
Ngāti Kahungunu
Care Supervisor

“Cholmondeley sits on the shores of Ohinetahi (Governors Bay) nurtured and under the shadow of Te Poho o Tamatea Pokai Whenua (Tamatea, the Great Explorer and Gatherer of Lands), The Mauka Teitei (Sacred Mountain), the Mauri (Life Force) and the Wairua (Spirit) of Rāpaki o Te Rakiwhakaputa”.

Quote from the Vision Statement for the New Building at Cholmondeley 2011.



Independent Auditor's Report

Audit

Grant Thornton New Zealand
Audit Partnership
L1, The Antarctic Attraction
38 Orchard Road
PO Box 2099
Christchurch 8053

T +64 (0)3 379 9580
F +64 (0)3 366 3720
www.grantthornton.co.nz

To the Trustees of Cholmondeley Children's Centre Incorporated

We have audited the summary financial statements of Cholmondeley Children's Centre Incorporated for the year ended 31 December 2014.

Trustees responsibilities

The Trustees are responsible for the preparation of summary financial statements, in accordance with New Zealand law and generally accepted accounting practice.

Auditors' responsibilities

It is our responsibility to express to you an independent opinion on the summary financial statements.

Basis of opinion

We conducted our audit in accordance with New Zealand Auditing Standards. We planned and performed procedures to ensure the summary financial statements are consistent with the full financial statements on which the summary report is based. We also evaluated the overall adequacy of the presentation of information in the summary financial statements against the requirements of FRS-43: Summary Financial Reports.

Other than in our capacity as auditor we have no relationship with or interests in Cholmondeley Children's Centre Incorporated.

Unqualified opinion

In our opinion, the information reported in the summary financial statements complies with FRS-43: Summary Financial Reports and is consistent with the full financial statements from which it is derived and upon which we expressed a unqualified audit opinion in our report to the Trustees dated 8 May 2015.

Our examination of the Summary Financial Statements was completed on 9 July 2015 and our qualified opinion is expressed as at that date.

Grant Thornton New Zealand Audit Partnership
Christchurch, New Zealand
9 July 2015

This summary financial report (audited) covers the operations of Cholmondeley Children's Centre Incorporated for the year ended 31 December 2014

Statement of financial performance for the year ended 31 December 2014

Operations of the Centre	Note	2014	2013
		\$	\$
Revenue	1	598,499	582,340
Home expenses		(1,645,609)	(1,719,198)
Administration expenses		(284,053)	(246,336)
Deficit before investment income and fundraising		(1,331,163)	(1,383,194)
Investment income	2	94,796	77,405
Donation - Canterbury Community Trust		36,117	33,883
Grant - Lotteries Grants Board		10,200	47,450
Donation - Cholmondeley Foundation		0	51,203
Fundraising income		1,279,690	976,492
Fundraising expenses		(37,862)	(45,913)
Revaluation of investments surplus/(deficit)		64,343	48,255
Net investment and fundraising income		1,447,284	1,188,775
Interest paid on loan		(12,509)	(12,318)
Write off of fixed assets		(1,340)	(363)
Finance and non-cash items		(13,849)	(12,681)
Operating surplus/(deficit)		102,272	(207,100)
Legacies		164,503	8,741
Provision for repairs reversal		67,590	0
Donations in kind - MOE classrooms		279,000	0
Rebuild fundraising surplus/(deficit)		2,899,815	194,276
Total surplus/(deficit) for the Centre for the period		3,513,179	(4,082)

Statement of movements in equity for the year ended 31 December 2014

	2014	2013
	\$	\$
Balance 1 January 2013	4,086,037	4,090,119
Surplus/(deficit) of the Centre for the period	3,513,179	(4,082)
Balance 31 December 2014	7,599,216	4,086,037

Balance sheet as at 31 December 2014

	2014	2013
	\$	\$
Assets		
Cash and cash equivalents	2,922,183	2,695,865
Trade receivables	222,875	103,800
Receivable donation - Cholmondeley Foundation	413,463	0
Prepayments	39,961	58,361
Total current assets	3,598,482	2,858,026
Property, plant and equipment	4,600,119	1,365,283
Other investments	429,459	360,965
Total non current assets	5,029,578	1,726,248
Total assets	8,628,061	4,584,273
Equity	7,599,216	4,086,037
Liabilities		
Trade and other payables	485,141	33,334
Tagged grants unspent at balance date	69,195	43,540
Rebuild grants unspent at balance date	0	90,553
Employee Entitlements	120,824	130,525
Income in Advance	64,095	0
Retention payable	84,581	0
Accrued charges	4,116	0
Total current liabilities	827,952	297,952
Interest bearing loans	200,894	200,284
Total liabilities	1,028,846	498,236
Total equity and liabilities	8,628,061	4,584,273

Notes to the financial statements

	2014	2013
	\$	\$
1 Revenue		
Children's board from parents	12,999	24,637
Children's board from CYFS	286,906	294,363
Children's board from health funding agencies	28,015	26,290
Miscellaneous income	697	12,671
Ministry of Education operations grant	269,882	224,379
	<u>598,499</u>	<u>582,340</u>

2 Investment Income

Dividends received	11,349	8,526
Interest received on fixed interest securities	24,019	24,604
Income from the Twigger Estate	19,428	4,275
Income from the Sheelagh Thompson Trust	40,000	40,000
	<u>94,796</u>	<u>77,405</u>

3 Contingent Assets

The deed of sub-trust dated 17 November 2003 provided that a donation of \$500,000 by Sheelagh Thompson to the Board of Cholmondeley Children's Centre shall be held in trust administered by an independent financial advisor for 79 years during which the income earned on the \$500,000 will be used to carry out the objects of the Centre. At the expiration of the 79 years the funds shall vest in the Centre absolutely provided the Centre is still in existence. Until the vesting of the trust capital the Centre has no right or powers to deal with the capital. At 31 December 2014 the fair value of the investment fund was \$449,851 (2013, \$441,879). This amount has been treated as a contingent asset and is not included in the Centre's balance sheet at 31 December 2014. The Centre received income from the investments of \$40,000 (2013, \$40,000).

4 Subsequent events

As a result of the Canterbury earthquakes, Cholmondeley's emergency and respite care service for children aged 3-12 years has been relocated to Living Springs in Governors Bay, and has been back to business as usual from that site since mid-March, 2011. Cholmondeley's management and administration continue to operate from an administration block in Cholmondeley Lane while the children have been able to attend school each day as well. Extra business costs associated with the earthquake are now isolated to the rental of an alternative facility during the rebuild period and additional transport costs.

5 New building and Cash reserves

Significant progress has been made on the construction of a replacement facility and this is due to be completed by the middle of July 2015. The tenancy of Living Springs is scheduled to be terminated in July 2015 after handover of the new facility.

A capital fundraising campaign to raise the \$4m shortfall between the insurance settlement and the cost to rebuild has been successful and has now closed. Every effort is being made to bring the construction in on time and budget to achieve the goal of completing the reconstruction debt free.

At balance date the Centre had a further \$2,229,393 (excluding variations) committed to City Care to allow the completion of the rebuild. This will utilise a significant amount of the cash reserves held at 31 December 2014.

The loan was repaid in full on 5 March 2015, from the proceeds of the sale of a section of land in Governors Bay.

A sale and purchase agreement dated 10 December 2014 was subject to conditions at year end, hence the sale of land has not been recorded at balance date. The sale was completed subsequent to year end and collection of proceeds was 6 March 2015.

Relationship to the full financial report

- The summary financial report has been audited and examined by the auditor for consistency with the full financial report.
- This summary financial report cannot be expected to provide as complete an understanding as provided by the full financial report of the financial and service performance and financial position of the Centre.
- The full financial report was prepared in accordance with NZ FRS.
- The nature of the audit opinion is unqualified.
- The full financial report is in compliance with FRS 39.
- **A copy of the full audited financial report may be obtained from Cholmondeley.**





Trusts/Grants 2014

Blogg Charitable Trust	New Zealand Charitable Foundation
Burrows Brothers Charitable Trust	New Zealand Lottery Grants Board
Cholmondeley Children's Foundation	New Zealand Red Cross
Christchurch Casino Charitable Trust	Newman's Own Foundation
Christchurch City Council	NZ Community Trust
Christchurch Earthquake Appeal Trust	Pamela Webb Charitable Trust
Christchurch Rotary Earthquake Charitable Trust	PwC Foundation
E B Millton Charitable Trust Inc	Robert & Barbara Stewart Charitable Trust
E G & D M Kerr Charitable Trust	S J Charitable Trust
Eliza White Trust	Sheelagh Thompson Charitable Trust
Estate J P Cooper	The Beacham Foundation
Farina Thompson Charitable Trust	The Canterbury Community Trust
Fonterra Grass Roots Fund	The Dublin Street Charitable Trust
Foodstuffs South Island Community Trust	The Elizabeth Ball Charitable Trust
Four Winds Foundation	The Estate of George Sevicke Jones
Harcourts Foundation	The Keith Laugesen Charitable Trust
Hyman Marks Trust	The Lady Tait Charitable Trust
Infinity Foundation Limited	The Lion Foundation
Jegual Investments Ltd	The Southern Trust
Jones Foundation	The TOC H New Zealand/Bowerbank Charitable Trust
Litcom Charitable Trust	The Trusts Community Foundation
Mainland Foundation	The Waiwetu Trust
Maurice Carter Charitable Trust	Un Cadeau Charitable Trust
	Young Family Charitable Trust

Legacies/Bequests 2014

Estate D Frisken	Estate of John Twigger
Estate Grover Thomas Allen	J K Britten Estate
Estate JM Roberts	K A Boyd Estate
Estate of Sir Alan Douglas Holland	Margaret M Blackwell Bequest
Estate Agnes Burling	

At Cholmondeley we believe that...

Children have the right to be unconditionally respected by adults.

Children have the right to feel safe and be free of violence.

Children have the right to have their physical, emotional, social, intellectual, cultural and spiritual needs met.

Children have the right to experience positive and secure attachments.

Children have the right to have fun.

Children have the right to experience opportunities for success.

Children have the right to expect adults to notice their strengths and to support them to further develop these.

Children thrive in relationships where they are valued.

Children thrive in warm, stimulating, nurturing and developmentally appropriate environments, and are capable of making choices and decisions about things that affect them.

The child knows what works for him or her self and has the right to expect the adults to acknowledge and build on this.

Children have the right to make mistakes without fear.

Children have the right to have their voices listened to.

Children have the right to ask for help and for advocacy.

Children have a right to expect their whole community and society to take responsibility for their safety and wellbeing.



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Cholmondeley Children's Centre Inc., 6 Cholmondeley Lane, Governors Bay, Lyttelton 8971
PO Box 12276, Beckenham, Christchurch 8242, Tel 03 329 9832, Fax 03 329 9781
Email cholmondeley@cholmondeley.org.nz