

# Value Our Children



**Cholmondeley**  
*Value Our Children*

Cholmondeley

Children's Centre

Annual Report

2016/17



## Chief Executive's comment

### Tena koutou katoa

I may have only been the Chief Executive of Cholmondeley Children's Centre for a little over two weeks but already I have a deep sense of the privilege entrusted to me to partner with this outstanding team to serve and value our children and lead the organisation forward.

I am profoundly mindful of my responsibility to protect Cholmondeley's legacy whilst using this remarkable historical foundation as a platform for creating new possibilities in our service offering. We can build on this strong foundation to effectively and dynamically serve the needs of Kiwi children.

I look forward to getting to know you more in the coming months and learning from you as we share our mutual commitment to valuing our children. I acknowledge and thank you for the special part you play in making this possible, and for making a very real difference.

Nga mihi nui,

Arron Perriam  
Chief Executive



Outgoing

## Chief Executive's report

This annual report marks my eighth as CEO of Cholmondeley Children's Centre, and a chance to say thank you and goodbye as I move on to a fresh challenge.

As I prepare to leave, I have spent some time reflecting on our progress over the past eight years.

The earthquakes and subsequent loss of the original home were tragic and an incredibly challenging time for all involved. But, in hindsight, this was also a moment of serendipity.

The need to become innovative, rigorous and progressive in our thinking across the organisation allowed a building to be designed that expressed the value of children and our rights based philosophy of care.

At the same time, we continued to build a practice model which has established cutting edge provision of residential care for children as a means of support for their families. In many respects, the past year has seen the completion of key developmental milestones that began in 2010.

This was all about placing the best interests of children at the centre of our decision-making, and I am pleased to see our world-leading child focused practice recognised in our shortlisting for this year's Community Impact award at the Champion Canterbury Business Awards.

Cholmondeley's success has been due to a highly collaborative effort and the contributions that many people

have made, be they staff, board members and other volunteers, and the many donors and champions of this amazing legacy begun by Hugh Heber Cholmondeley in 1925.

It has been a pleasure to work with you all over the past few years, in an organisation focused on genuine child centred practice.

The relationship between CEO and Board Chair is key to an organisation and Kerry Dellaca has been Board President for most of my tenure. His determination and commitment to Cholmondeley, along with his support of me over many years has been enormous. As his term as President draws to a close, I acknowledge Kerry and thank him in the strongest possible terms.

And finally to the children and their families. Thank you for the privilege of allowing us to work with you. You brought the energy and fun to Cholmondeley on a daily basis and inspired us all with your resilience through tough times. It is this I will miss the most.

Nga mihi nui,

Shane Murdoch  
Chief Executive - Outgoing





## President's report

This year my six-year term as President of Cholmondeley Children's Centre will come to an end, and what a buzz these years have been.

This was a term which started with a devastated homestead, and continued through our rebuild, undertaken by a group of dedicated people including no less than ten Cholmondeley alumni.

Completion of the build was marked by a wonderful opening ceremony accentuated by the presence of Prime Minister John Key, and ever since we have experienced huge and growing demand for our services. During the rebuild period we ran an innovative and ground-breaking capital campaign which is undoubtedly the highlight of my term, a campaign wrapped up by an out of the blue legacy gift that completely changed the financial stability of Cholmondeley.

This legacy is a reminder that we at Cholmondeley are just so grateful for the financial support we receive from many, many individuals and organisations within the Canterbury community. Without them we would not survive, so an enormous thank you to all of those who have given to Cholmondeley in so many ways, not just over the last twelve months but throughout its existence.

The last twelve months have seen a continuation of this increase in demand, as the number of individual children attending Cholmondeley during that period rose 19%, from 436 to 519, many of whom return more than once during the year.

Financially, this year's result is an improvement on budget. Although our final result is a deficit after depreciation of \$52,324, this is an improvement on the budgeted deficit of \$120,000, and reflects an excellent team effort in both controlling our expenses and generating revenue.

However, Cholmondeley's financial position continues to have its challenges, requiring in excess of \$1.3 million to be raised annually. We pride ourselves on being readily available to the Canterbury community, and while we acknowledge and appreciate the support we do get, growing funding from government agencies is a challenge. This remains an area of strategic focus for our Board to ensure that we can support the growing needs of our community.

This year we bid farewell to our long serving CEO Shane Murdoch, who has implemented a now world-leading programme of respite care for children. Shane also led us through a number of challenges during his time at Cholmondeley, none more so than the earthquakes and the aftermath of such a shattering event.

As CEO, Shane was heavily involved in all aspects of the rebuild and he is rightly very proud of the final result. On behalf of everyone associated with Cholmondeley over the last eight years, I'd like to thank Shane for his significant contribution through a difficult, but very rewarding time.

We also thank our management team, our staff and our volunteers who give so much during the year. Your commitment and dedication to the children and to making a difference in their lives is truly appreciated.

To the Board, thank you for your time and effort over the last twelve months, and indeed to all of the Board members I have worked with during my time as President. Any Board role requires commitment, in this case voluntarily, and we are very fortunate to attract such a high calibre of Board members.

I'd particularly like to pay tribute to David Johnstone who is stepping down at the AGM. David's contribution over many years has been immense, and in particular his contribution during the rebuild upon assuming the role of Property Committee Chair.

So much of Cholmondeley's future has been defined and implemented during this recent period, and it has been a privilege and an honour to serve this great organisation during this time.

Cholmondeley is unique, it is special, it is a legacy that we must continue to protect along with its history.

Kerry Dellaca  
President, Board of Governance

For full details of our 2016/2017 financial performance, please see our website at [www.cholmondeley.org.nz](http://www.cholmondeley.org.nz).







## Building resilience through relationships and activity



Edwina Poynton

Edwina Poynton is our inspiring Service Development Manager. She has spent the past nine years leading and developing the Cholmondeley practice model, and late last year she presented a keynote address on the Cholmondeley model to a major international conference on residential care for children in Dublin.

### Here she explains the inspiration behind what it is we do.

At Cholmondeley, our aim is to foster resilience in children and their families. Resilient children are hopeful and possess a sense of high self-worth. They feel special and appreciated. They have learned to set realistic goals and expectations. They have developed the ability to solve problems and make decisions and therefore are more likely to view mistakes, hardships and obstacles as challenges to confront rather than as stressors to avoid.

Resilient children are aware of their vulnerabilities but they also recognise their strong points and talents. They have developed effective interpersonal skills with peers and adults and are able to seek out assistance and nurturance in appropriate ways. They focus on the aspects of their lives over which they have control rather than those over which they have little or no influence. And essentially, they have the ability to bounce back in times of adversity.

**“They really get to know you and you get to know them. And they just accept you... don't judge you. They help you to sort stuff out... they encourage you a lot... they show a lot of empathy and stuff.” 11 year old child**

When a child comes to stay at Cholmondeley they are welcomed into a warm and nurturing environment where they have opportunities to build supportive relationships with the adults. It is within these relationships that they engage in activities, adventure and experiential learning and where they develop social skills, self-management and a sense of belonging. They develop friendships and a collective sense of being in a team.

Within these nurturing relationships the children feel supported to be themselves, to connect, engage, trust, see themselves and their world differently, and grow their strengths and sense of wellbeing. It is this combination of relationship and activities that enhances strengths and where the children develop their understanding and sense of their world and that of those around them.

At Cholmondeley, we incorporate each of these elements into the children's experience here, ultimately enhancing resilience.

**“I like how the adults do stuff with me... they help you to try new things....I like (staff name). He likes doing the stuff I like. We have fun playing together on the bikes...we fix them together. I'm happy to do that together.” 8 year old child**



## Securing ongoing support

Our fundraising team are responsible for keeping the Cholmondeley name at the forefront of our community, and securing the support we need to provide such a fabulous service to children and families.

Over the last year, we have continued to develop Cholmondeley's profile, meeting with many wonderful new supporters and cementing our relationship with those who already give so generously to us.

The net fundraising result exceeded budget expectations, raising just over \$1.4 million in the 2016/17 financial year.

Late last year, we bid farewell to Fundraising and Marketing Manager Sarah Vidette. Sarah did a sterling job leading her team, and her tireless work contributed to much of our success over a very challenging five years. Thank you Sarah.

Our fundraising never sleeps while demand for our service continues to grow. As we enter our new financial year, we're acutely aware of the competitive fundraising space we operate in and the number of times our supporters get asked to help the numerous causes across Canterbury.

Ka pai and thank you to all of our valued supporters in the community. It means so much to all the team and we truly acknowledge your support each and every day when we get to hear the children's giggles and see those big smiles as we work here, adjacent to the wonderful outdoor space the children experience at the Children's Centre.

**Carolyn, Renee and Katie**  
**Sustainability team**



The Crusaders' visit



## Join the crew

“It’s that amazing feel-good factor from direct interactions with the children, which you don’t get from just injecting funds.” Troydon Lill, Vulcan Regional Manager.

“It’s been great to see the good Vulcan Steel does as a company through financial support, transferred to our staff, giving them this heart-warming experience, and putting smiles on the faces of children.”

Cholmondeley cannot survive without the generous support we receive from people across the Canterbury community, and we are always looking at new and innovative ways of fundraising. This year, we are growing our Join the Crew corporate sponsorship, offering opportunities for companies to really get involved with our children and staff.

One of our sponsors, Vulcan Steel, became more closely involved with Cholmondeley this year. In June, the team visited Cholmondeley and cooked up a Mexican feast with the children.

Troydon Lill, Vulcan’s Regional Manager, says that ‘Join the Crew’ is a great opportunity to get involved with a cause they have supported for years.



Having fun at the Fiesta!

Key

statistics

We managed

41%



more admissions  
in the 16/17 year  
than in 2014



Nearly 3/4 of children are  
between 5-10 years old



No. of children supported has  
increased by

50%

from 347 to 519 since 2014

Over

56%

of our children are  
repeat visitors



2/3 of referrals come directly  
from the family or caregiver



## Children supported in 2016/17 financial year

# 519



**315 families**

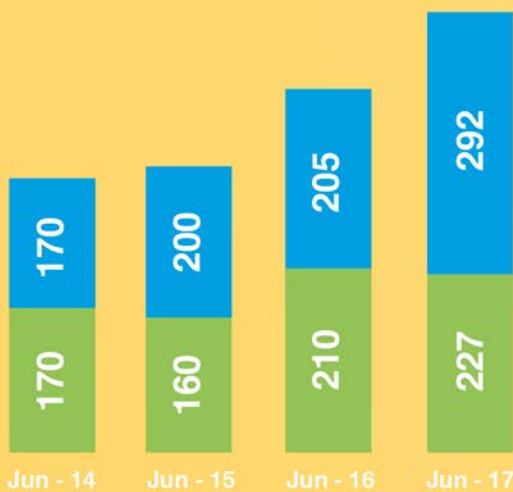


**1403 admissions**

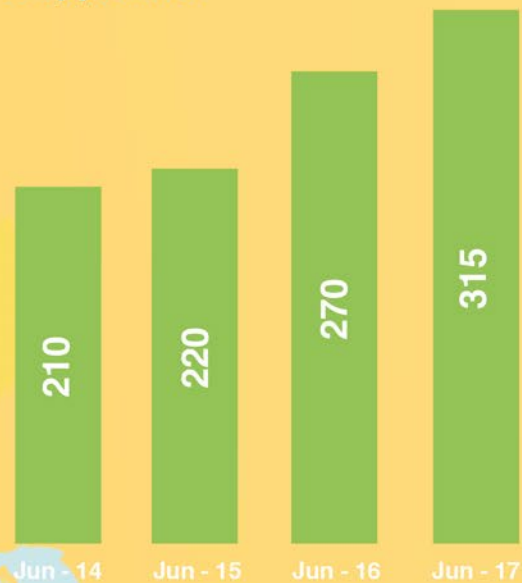


**4320 bednights**

### New and repeat children supported



### Families supported



-  Total new children
-  Total repeat children



# Board and management team



**Patron**  
Lady Barbara Stewart



**Board of Governance left to right**  
President - Kerry Dellaca  
Vice President - Margaret Reeve



**Board of Governance left to right**  
David Johnstone  
Tania King  
Nettles Lamont  
Tania Biddles  
Brent King  
Janine Morrell-Gunn



**Senior Management left to right**  
CEO (incoming) - Arron Perriam  
CEO (outgoing) - Shane Murdoch  
Service Development Manager -  
Edwina Poynton  
Business Support Manager -  
Carolyn Stiles



# Trusts and Grants 2016/17

A D Hally Trust  
Anstiss-Garland Charitable Trust  
Blogg Charitable Trust  
Christchurch Casino Charitable Trust  
Christchurch City Council Strengthening Communities  
CS Luney Charitable Trust  
E B Millton Charitable Trust Inc  
E G & D M Kerr Charitable Trust  
Eliza White Trust  
Estate J P Cooper  
Estate of George Sevicke Jones  
Farina Thompson Charitable Trust  
First Sovereign Trust Ltd  
Jones Foundation  
Little Company of Mary - New Zealand  
Maurice Carter Charitable Trust  
New Zealand Charitable Foundation  
New Zealand Lottery Grants Board  
NZCT  
Pamela Webb Charitable Trust  
Rātā Foundation  
Robert & Barbara Stewart Charitable Trust  
Sheelagh Thompson Charitable Trust  
The Clyde Graham Charitable Trust  
The Elizabeth Ball Charitable Trust  
The Kirby Trust  
The Lady Tait Charitable Trust  
The Lion Foundation  
The Southern Trust  
The Trusts Community Foundation  
Un Cadeau Charitable Trust

# Legacies and Bequests 2016/17

Estate of Dorothy Frisken  
Estate of Robert Grant Comerford  
JK Britten Estate

Our sincere thanks to all that have contributed to  
Cholmondeley Children's Centre in 2016/17.





Support through a child's

formative years

We often get asked how we know whether we're making a real difference. The simplest answer is to understand the stories and the progress of some of the real children that we've helped over the years.

Sue\*, a twelve-year-old girl, is one such child. Sue lives with her mother and younger brother, Joe\*, and was referred to Cholmondeley by her mother as an eight-year-old.

Back then, Sue's mum needed some time out. She had been diagnosed with depression, and her mental health difficulties and physical health resulted in regular hospital stays. She described herself as being 'at the end of her tether' with Sue, who was aggressive and had outbursts of hitting objects, damaging property and directing aggression at her mum. She struggled with peer relationships and had difficulty engaging at school. Sue and her brother did not have any contact with

their father due to previous family violence.

As a single parent and through the birth of her second child, Sue's mum had been supported by another NGO and by Child and Adolescent Mental Health, who indicated that Sue was likely to be diagnosed with Oppositional Defiant Disorder. The family had no suitable support, with many contacts refusing to care for Sue due to her difficult behaviour.

Sue has stayed with us every five weeks for the past four years, usually as planned periods, although she also joins us during times of emergency when her mum is unwell.

The team at Cholmondeley works with Sue's school to implement a consistent, supportive plan, while supporting her mum to access the support services she needs.





During this time Sue has developed relationships with the staff, where she is guided and supported to make positive choices. She has developed her confidence, empathy and social skills and is now seen as a supportive role model by the other children.

Sue was diagnosed with ADHD and was briefly put on medication. After a short period, the medication became unnecessary as Sue began to demonstrate her new skills. Consequently, Child and Adolescent Mental Health Service withdrew their service.

Sue is now doing well at school and is very engaged with learning and peer relationships.

Sue's younger brother, Joe, started coming to stay with us in 2015 when he turned five. Together they have enjoyed their time at Cholmondeley and see it

as a safe place where they can relax and be children while learning new skills and developing supportive relationships. Cholmondeley's support of Sue and her whanau has ensured that as she approaches her teenage years, Sue is now working towards achieving her fantastic dreams for the future.

Many children come to us regularly, when, for a variety of reasons, they need some time out from the family. We support children up to the age of 12, and we are now planning a 'weekend camp' style of stay for teenagers such as Sue, to help them retain the sense of belonging that they develop at Cholmondeley.

\*All names have been changed









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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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