

REPORT ON VISIT

TO

**BARNARDOS
NEW ZEALAND**



1991

9109

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Barnardos

Children, their rights
and their needs

Date due back:

To renew please contact:
National Children's Resource Centre,
Barnardos,
Christchurch Square,
Dublin 8
Tel: 01 4549699

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GENERAL INTRODUCTION

Barnardos in New Zealand began as a fundraising support group of British ex-patriots for Barnardos UK. It began to develop services in New Zealand in the late 1960s and when the current Chief Executive, Ian Calder, joined twenty two years ago there were only a handful of staff providing services in Auckland (North Island) and Christchurch (South Island) while he was based in the capital, Wellington, which remains the headquarters of Barnardos in New Zealand.

Today, Barnardos has an extensive range of services throughout New Zealand and employs approximately 850 staff (NZ population - 3.6 million). They have revised their management structure this year and a chart of the new structure is attached. Of interest is the fact that, in addition to six National Directors (Service Delivery x 2, Strategic Planning, Service Policy, Children's Trust and Finance and Administration) reporting to the Chief Executive, they also have four advisors - Information Technology, Human Resources, Communications and Cultural Relations (not shown on chart), who also attend senior management meetings. During my visit I attended and spoke at their Management Group conference, which comprised about fifty middle and senior managers.

The two Directors of Service Delivery share responsibility for all child care services throughout the country and each has specific responsibility for a geographical division - Northern/Midland (based in Auckland) and Central/Southern (based in Wellington). Each area stretches for at least 500 miles and each is subdivided into 9 Area Management Units headed by an Area Manager. The Fair Centre and Policy (internal and external) report to the Director, Service Policy. Overall they appear to have a relatively small head office operation with a high level of decentralisation to the areas. Payroll is handled internally by administration and finance, recruitment and personnel management is the responsibility of the appropriate Director/Manager, supported by the Human Resources Adviser. In staffing terms Barnardos NZ has grown rapidly in recent years as illustrated by a substantial number of participants at the management conference with less than five years service with Barnardos and a significant number with less than two years service.

The Chief Executive reports to a Council of about 12 members. The current chairman, who was recently appointed is Warwick Harvey, Human Resources Director of Royal Sun Alliance. In addition, all fundraising activities are combined under the Children's Trust of Barnardos (for reasons that will be outlined below) of which there are six trustees, two of whom are Council members. The Chief Executive is also supported by the Kaumatua, three advisers appointed by the Maori community, who advise on cultural matters, liaise with local Maori leaders and perform a number of representational roles.

In addition to its "welfare" services, i.e. services for children and families who are vulnerable/disadvantaged, Barnardos also provides early childhood services to the general public for which it charges fees. These are both group day care and family day care (childminding) services and will be briefly described subsequently. In spite of the extent of these services and the size of its staff, Barnardos appears to have a relatively low profile - market research shared at the management conference indicated that Barnardos had low 'top of mind' awareness (1%) and when asked for their three favourite charities New Zealanders

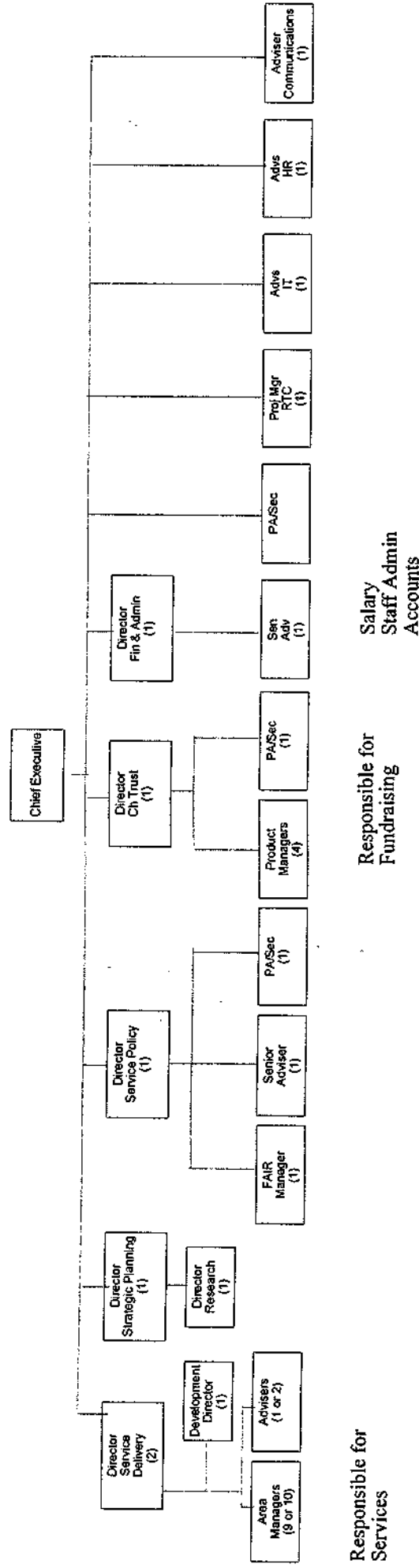
mentioned Barnardos in only 2% of answers for first, second and third favourite charity, while none rated Barnardos as their favourite charity.

Like us, Barnardos NZ is currently also in planning mode and there was discussion at the conference I attended on vision, values, culture, etc., as part of this process. Other issues addressed which had echoes for me were priorities for advocacy/campaigning and designing a new corporate identity. Some documentation relating to these issues accompanies this report.

Looking to the future Ian Calder envisages further expansion of services, especially in managing welfare services under contract to the Children, Young Persons and Their Families Service (CYPS) which is the national statutory authority. He sees Barnardos becoming a major provider of services for children and young people at risk and also those who have offended. In this regard Barnardos is currently developing, under contract, a residential treatment centre in Christchurch, which will be a secure unit for young people who have sexually offended. Future priorities can be summarised as

- Growing the welfare services
- Developing the funding base
- Nurturing the early childhood services

Barnardos New Zealand Organisational Chart - May 1998



I J Calder
Chief Executive
7 May 1998

FAMILY SUPPORT SERVICE

Visit to Mangere Family Support Service, South Auckland

South Auckland is quite a sprawling area with a large Polynesian population which comprises a number of active and well-organised ethnic and religious communities. However they tend to be marginalised from mainstream New Zealand society and there are significant problems of unemployment, family breakdown, violence, parenting difficulties, etc.. The family centre I visited was the base for Barnardos' first services for children and families in New Zealand approximately thirty years ago. It has recently been renovated and, in addition to providing a base for family support staff, a number of parenting programmes and initiatives are run from the centre.

It is important to note that the term family support service as used in New Zealand applies to a specific service of support to vulnerable families, essentially of a practical nature, as opposed to the more generic way we use it. It resembles the work of our Family Support Worker, but without much of the more broadly based services we offer in our various projects which also generally have a strong local community dimension. Family support in New Zealand is largely a one-to-one goals based programme for vulnerable families. Family support workers visit families in their homes to develop skills in parenting, family relationships, household management, budgeting and how to use community resources. A number of group-based parenting programmes are also offered from the Mangere centre. Notices for two such programmes - (a) 'Growing as Parents - a class for mothers and fathers linking child behaviour development with child behaviour management'; and (b) 'I'm on the Right Track - a class for women building confidence and dealing with difficult feelings' - are attached.

EARLY LEARNING CENTRES

a) Mangere Early Learning Centre

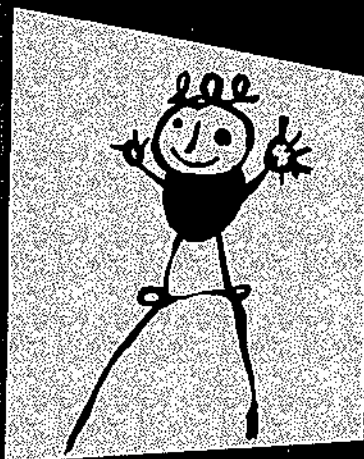
Next to the Family Centre is an early learning centre which provides group day care for thirty pre-school children and twenty infants 6 months to 2½ year olds. The service is primarily for children of working parents who pay a fee to Barnardos.

b) Cranwell Park Early Learning Centre

This service is based in a modern, purpose built centre which was developed by the local authority and Barnardos has been contracted to manage it. Numbers of children are basically the same as in Mangere and at the time of my visit all the 50 children attending were children of fee-paying working parents. Where a child is referred to reasons of vulnerability, the costs can be paid by CYPS. New Zealand has a national early learning curriculum, Te Whariki, Early Childhood Education Curriculum Document, which forms the basis of the Barnardos programme.

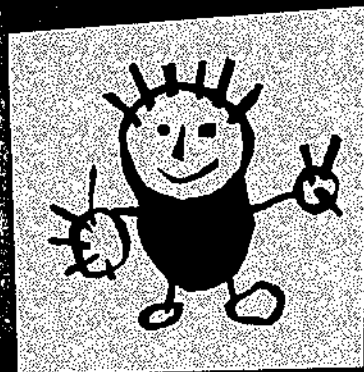
When family life is stressful, Barnardo's can help

Ki te hua, ka kiki ka pōwhiwhi te noho a te whānau,
ka taea he āwhina i a Barnardo's



If you have children
and you're having problems with:

- how you deal with their behaviour
- the other adult(s) in your family
- organising your home and family life
- managing your money
- finding out what help you can get



Barnardo's Family Support
can help you change things



To find out more
about this free service,
ring your local Barnardo's office:



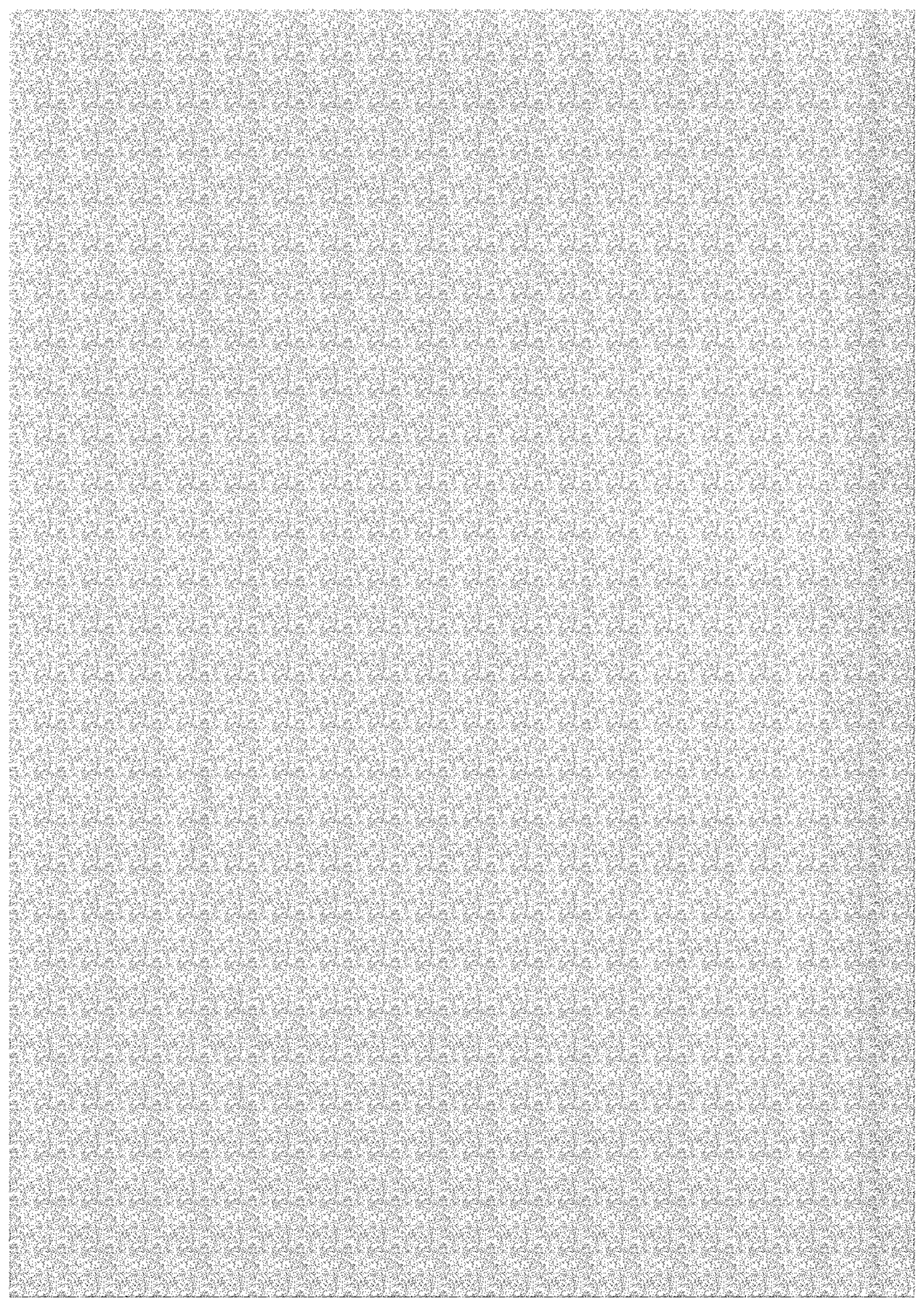
or ring freephone 0800 222 345

Barnardos
#222345

Working with families, caring for children
He tauawhi i te whānau ki te penapena i ngā tamariki

Te Tari Āwhina Whānau

Whānau Support Services






Barnardos
1944



I'M ON THE RIGHT TRACK

*A Class for Women Building Confidence
and Dealing with Difficult Feelings*

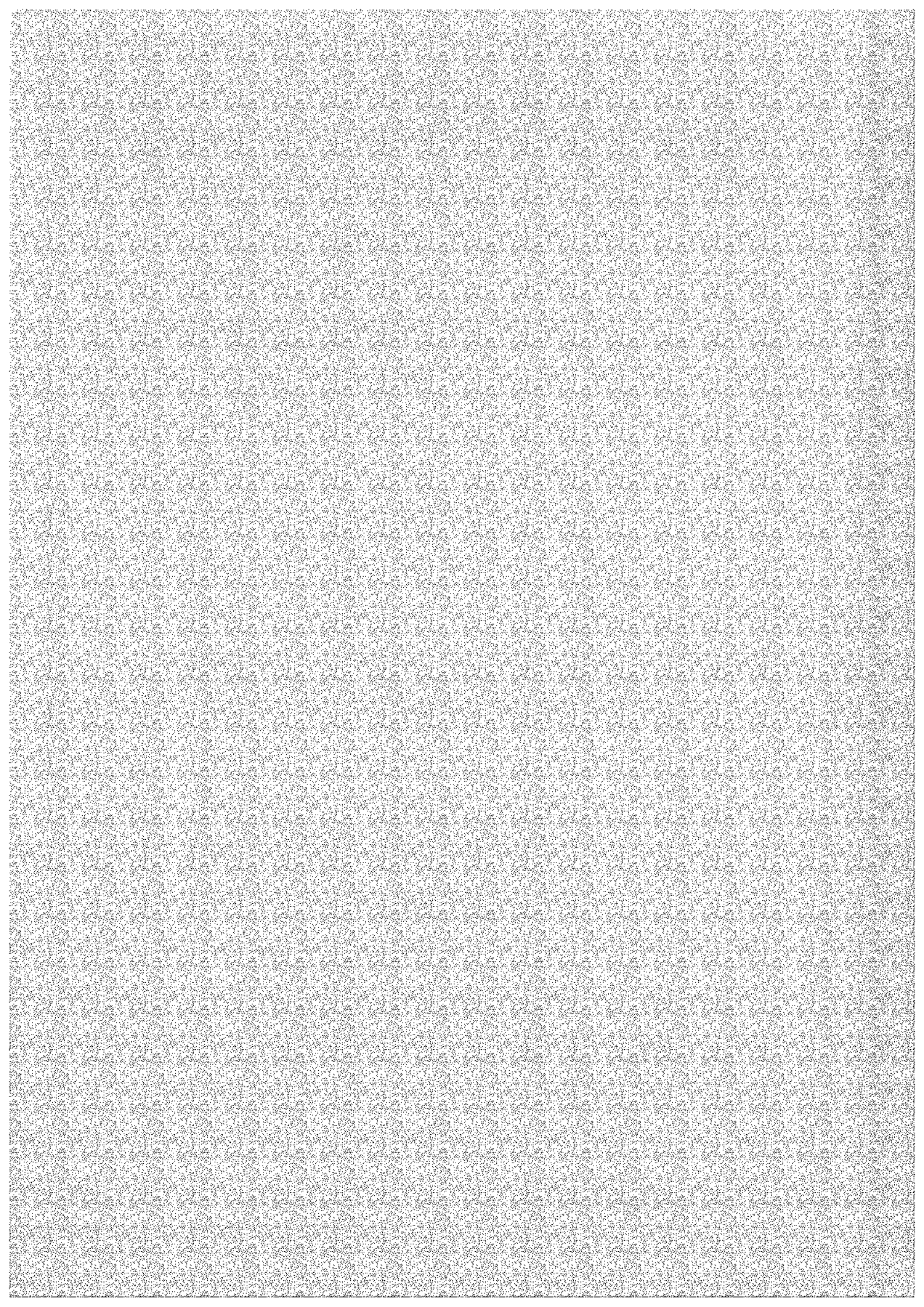
Like to build a positive image of yourself?

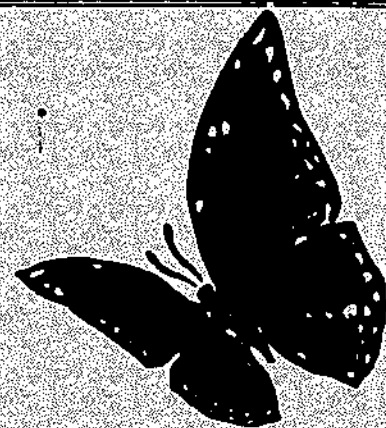
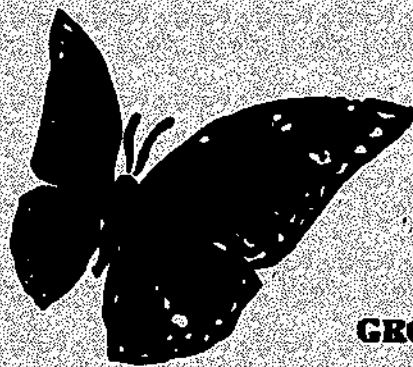
Would you like to build a strong support system
for yourself?

Would you like to be able to make healthy choices
for yourself?

**YOU CAN?? KNOW HOW TO DEVELOP CONFIDENCE
AND HAVE THE ABILITY TO DEAL WITH CONFLICT
SITUATIONS.**

- WHERE:** Barnardos Family Centre
Wadden Place
Mangere (behind Mangere Shopping
Centre)
- WHEN:** Wednesdays 21 October - 9 December
10am - 12 noon
- CHILDCARE:** Creche available with qualified staff
to care for your children
- CONTACT:** About classes ask for Trish or
Maggie Ph: 275 9336
- TRANSPORT:** Provided in special circumstances





GROWING AS PARENTS
P A R E N T I N G C L A S S

*A Class for Mothers & Fathers Linking Child
Behaviour Development with
Child Behaviour Management*

Ever wondered how your child develops behaviour?

Ever wondered how to deal with this behaviour?

What influences the way your child thinks about
themselves and others?

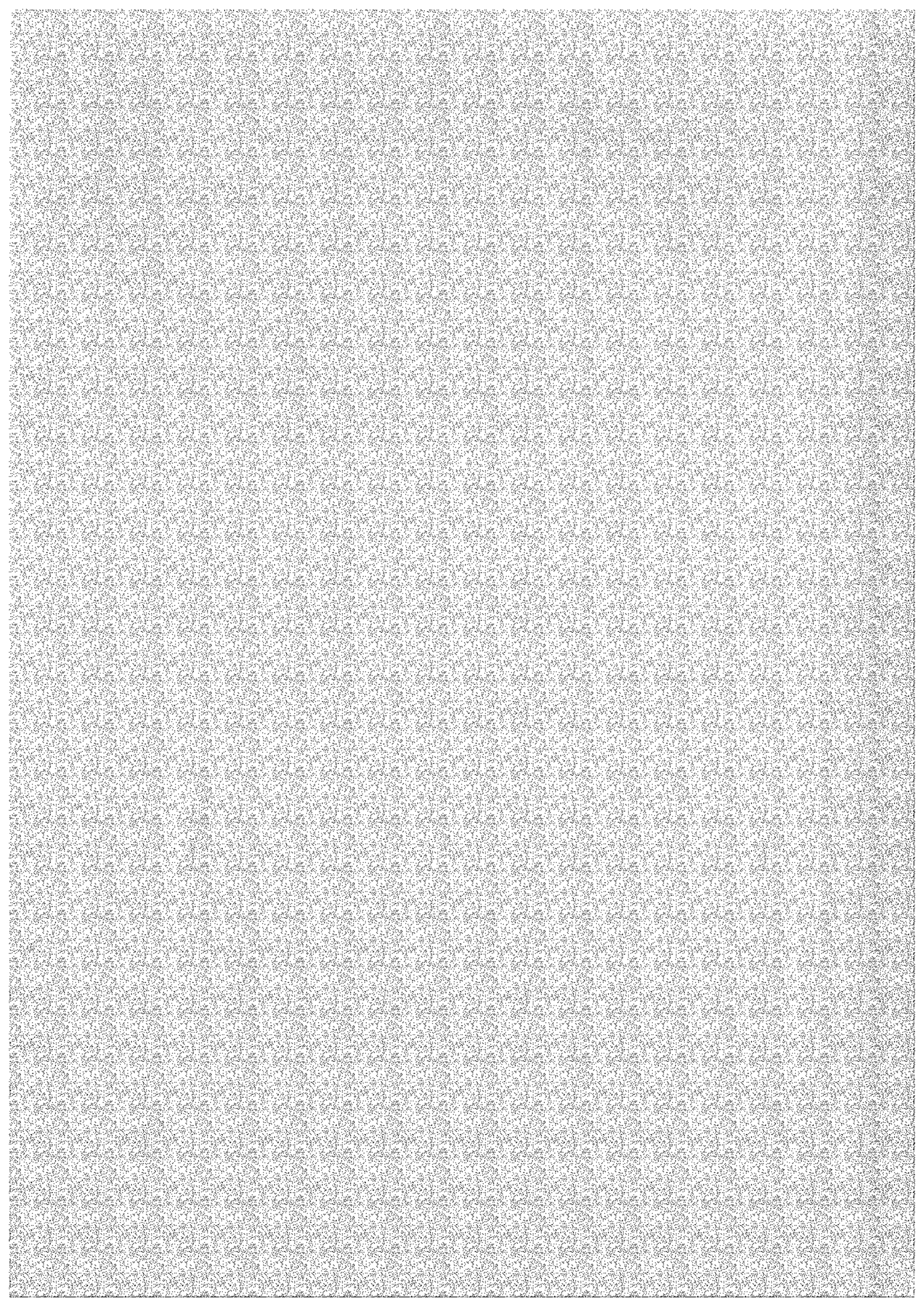
**WOULD YOU LIKE TO LEARN NEW WAYS TO
MANAGE YOUR CHILD'S BEHAVIOUR?**

- WHERE:** Barnardos Family Centre
Wadden Place
Mangere (behind Mangere Shopping
Centre)
- WHEN:** Thursdays, 22 October - 10 December
10am - 12 noon
- CHILDCARE:** Creche available with qualified
staff to care for your children
- CONTACT:** About classes ask for Trish or
Shelley Ph: 275 9336
- TRANSPORT:** Provided in special circumstances



THIS IS AN NZQA APPROVED COURSE





"The environment, routines, people and happenings within and around a home provide opportunities for the spontaneous learning which should be a feature of all early childhood learning contexts"

(Te Whāriki p18)

Each FDC Caregiver will have particular strengths and interests and will be able to provide children with learning in some of the strands more easily than in others. However, all Family Day Care programmes need to be based on all five strands.

Your scheme co-ordinator can provide support to understand and use Te Whāriki further.

Ongoing training sessions to help you implement Te Whāriki are provided by Barnardos. Ask your co-ordinator about these sessions.

The pamphlet is not a substitute to having ready access to the actual curriculum document -

Te Whāriki
Early Childhood Curriculum

Which can be borrowed from your co-ordinators.

The weaving pattern represents the relationship between the principles (weft) and the strands (warp)

Te Whāriki - Early Childhood Curriculum for Barnardos Family Day Care Caregivers

What is Te Whāriki?

Te Whāriki is the first national curriculum for the early childhood education (ECE) sector in New Zealand which includes Barrardo's Family Day Care settings. It was introduced in 1996.

Like any curriculum document Te Whāriki tells us **what the essential areas of learning and development are for children who attend ECE services and centres.** These are called the strands.

Te Whāriki also provides guidelines on how learning will take place. These are called the principles.

This pamphlet briefly describes the principles and strands.

The Principles - How will the learning take place?

The learning environment and the caregiver's behaviour is guided by four principles:

Empowerment - Whakamana

- giving the child the power to learn and grow to see themselves as capable people and confident learners.

Holistic development - Kotahitanga

- learning as a whole rather than in separate subjects intellectual, physical, social, cultural, emotional and spiritual dimensions of human development interweave.

Family and Community - Whanau tangata

- linking with and involving the child's family and community.

Relationships - Nga Honotanga

- children learn through their relationships with the caregiver, other children and by interaction with things and places related to the home-based setting.

The Strands - What is to be learned?

There are five essential areas of learning and development described in Te Whāriki. They are called strands. Each home-based setting needs to be planned and organised to ensure that children are able to learn in each of these areas.

Each strand has either three or four goals which help explain the strand. The learning that is expected to take place as a result of the goals, includes particular knowledge, skills and attitudes. In the document these are expressed as learning outcomes for children.

Wellbeing - Mana Atua

This strand is concerned with nurturing the child's health, well-being and safety - physical, emotional and spiritual. Children will in time learn how to keep themselves healthy in all these areas.

Belonging - Mana Whenua

Children understand how they belong in this world - with their family, their early childhood family, the local environment. This includes also learning about routines - customs and regular events - the limits and boundaries of acceptable behaviour.

Contribution - Mana Tangata

Each child has the right to actively participate and contribute to their day in the home-based setting. They learn to get on with others, empathise, take another's point of view, discuss and get along with children and adults alike. They learn a range of positive social skills and attitudes.

Communication - Mana Reo

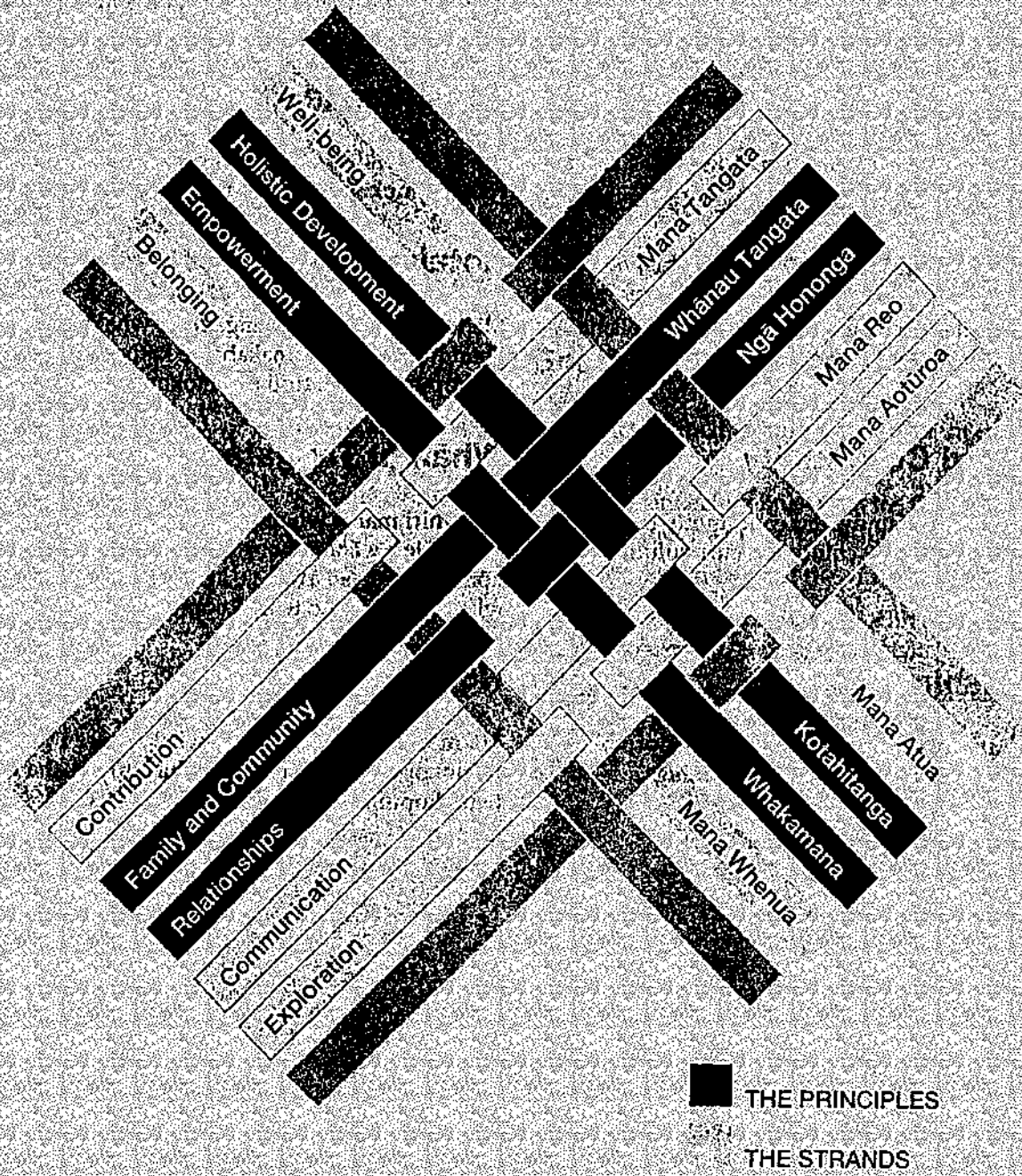
Children need to learn and use all kinds of language - spoken, written, drawn and signed in order to communicate effectively. The language of books, stories, mathematics, music, movement and the creative arts are also important and should be promoted and learnt during the early childhood years.

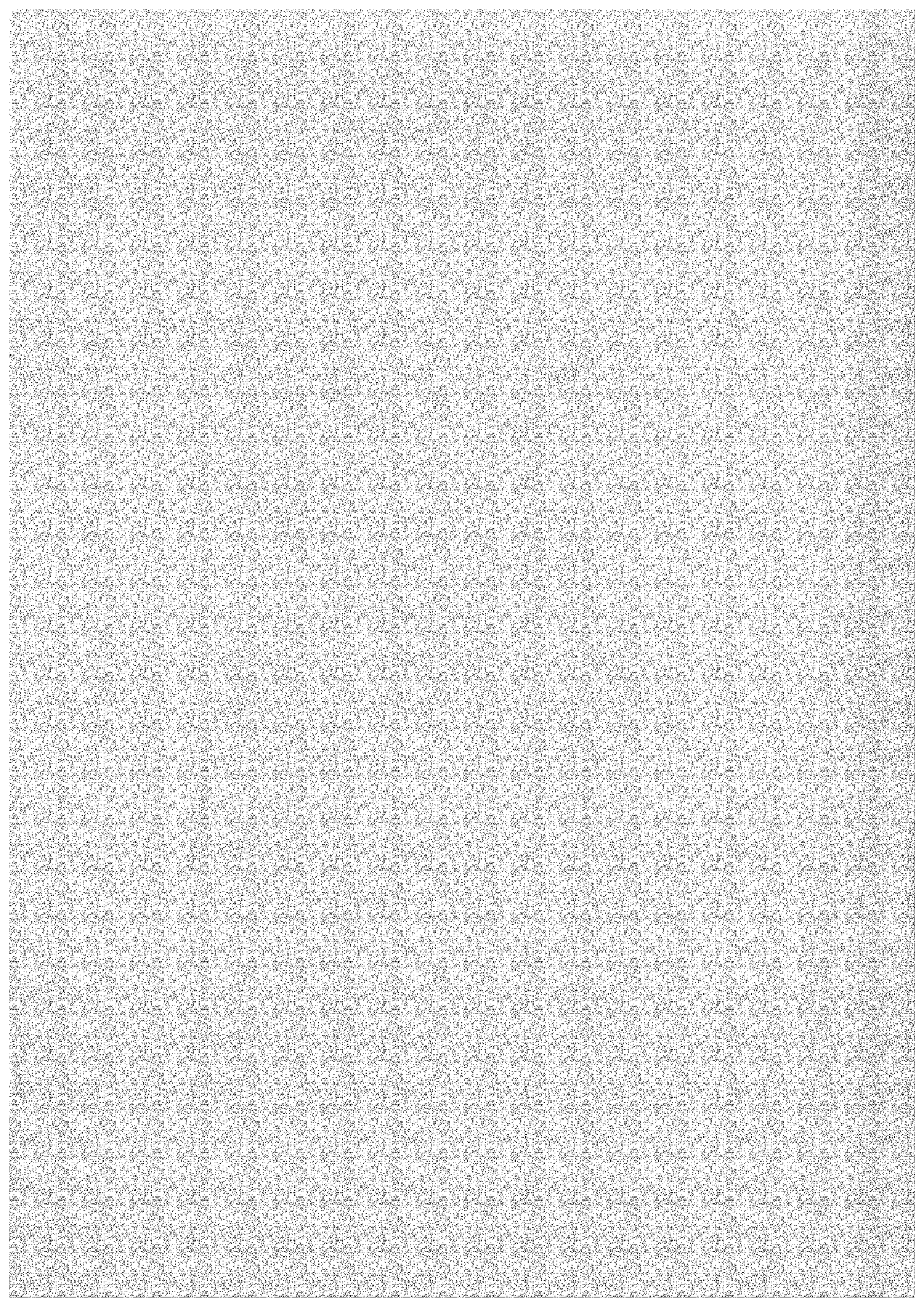
Exploration - Mana Aotūroa

Infants, toddlers and young children constantly explore, learn from and make sense of their world through playing and working things out. The physical body and the mind are the primary focus of learning and development in this strand.

A child's learning in any one of the strands is dependent on the learning opportunities in other strands. For example, a child is less likely to try things out and explore if they don't feel they belong.

Te Whāriki





Attached as an appendix is a copy of the very detailed information provided to parents covering all aspects of the service offered, including fees, daily programme and sun protection policy.

Other points

- Staff:Child ratios are as follows

	Barnardos	National Standard
mths -2 years	1:3	1:5
years	1:7	1:10

- Funding Support is also received from the Ministry of Education according to number of children, by age, based on attendance. There is allowance for 15 days absence, through illness, per child.
- Parents on low pay receive a subsidy.
- Centres open from 7.30am to 5.30pm.
- There is a 12 week cycle of review for each child.

FAMILY DAY CARE

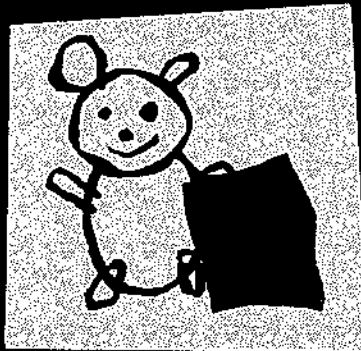
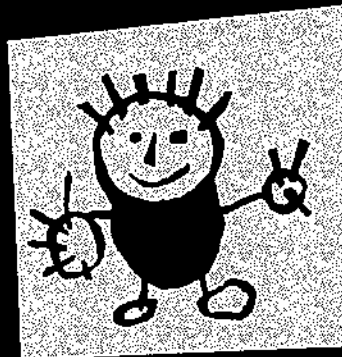
Family day care is a developed form of what we know as childminding. Barnardos recruits, trains, supports and supervises family day carers who care for children in their own home. The children are primarily children of working parents who pay a fee to Barnardos and Barnardos pays the carers. The carers are not considered as Barnardos staff, however. Currently there are over 2,000 family carers nationally who are, collectively, caring for up to 7,000 children daily.

Family day care is described as day care and early education for babies to school-age children (including those with special needs) whose parents are working, studying, needing time-out, under stress or experiencing difficulties. Care is provided in the caregivers home and hours are flexible. The caregivers are trained to provide an early childhood education in a home environment. All projects are "chartered" with the Ministry of Education. Some children are cared for under the Family Day Care Projects before and/or after school. Parents pay NZ\$2.80 per hour (IR£1 = NZ\$2.70) between 9am-3pm and NZ\$3.60 outside those hours. Carers are reimbursed by Barnardos NZ\$3.20 per hour. Carers can earn up to NZ\$12.80 per hour (i.e. for four children) tax free. Parents also get tax relief on child care fees. Under the regulations carers may care for up to four children under six years but no more than two children under 2 years, including their own.

The statutory basis of this service is the Education (Home-Based Care) Order 1992 as amended by the Education (Home-Based Care) Amendment Order 1998. Both of these instruments can be accessed through the NCRC.

(note - In the Wellington area Barnardos have developed a "Nanny Service" where the child can be cared for in his/her own home).

Let Barnardo's Care For Your Child



Family Day Care

If you are working or studying, or just need a break, we can care for your child.

We carefully select and train experienced parents to provide safe, educational childcare in their homes.

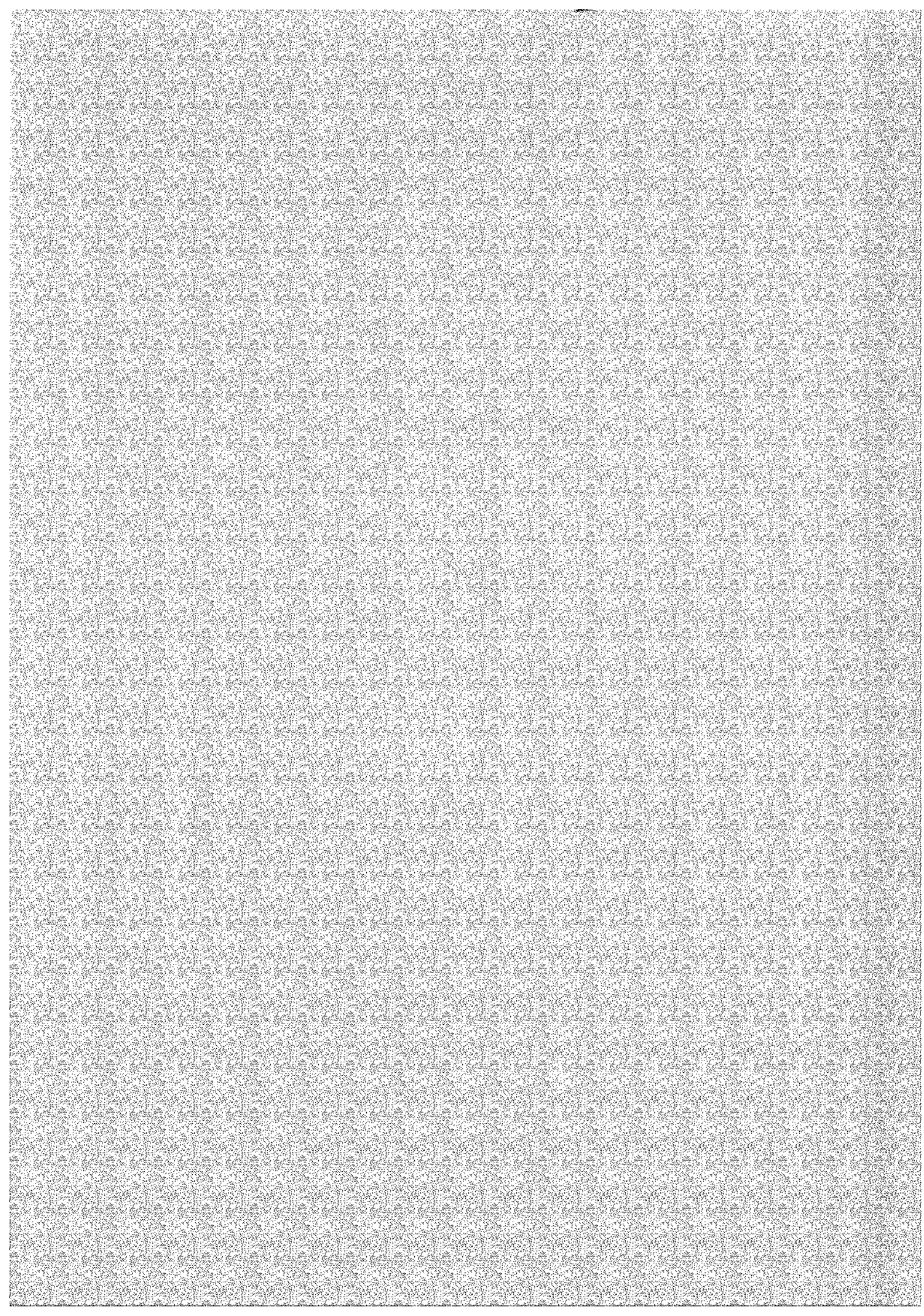
Family Day Care is for babies and children of any age and for any time of day.

In some communities care can be arranged in your own home.

We would also like to hear from you if you are interested in being a Barnardo's Family Day Care caregiver.

**Freephone 0800 222 345, Freepost 2091,
Barnardo's National Office, Box 6434, Wellington
or ring your local Barnardo's office**

Barnardos
FAMILY DAY CARE





If you are working or studying, or just need a break, Barnardos can care for your child.

Family Day Care is safe, educational childcare in a caregiver's home for babies and children of any age and for any time of day.



Barnardos cares about:

You - whether you are working, studying or just need a break, Barnardos can help.



Your child's safety - caregiver selection includes a police-check and a check of the home for safety features, and caregivers are trained and supervised.



Your child's happiness - our caregivers are warm and loving.



Your child's development - our caregivers provide educational experiences in a family environment.



Your peace of mind - our staff monitor your child's progress and report to you regularly - and you know the quality of care and education is high because Barnardos early childhood services are chartered with the Ministry of Education.

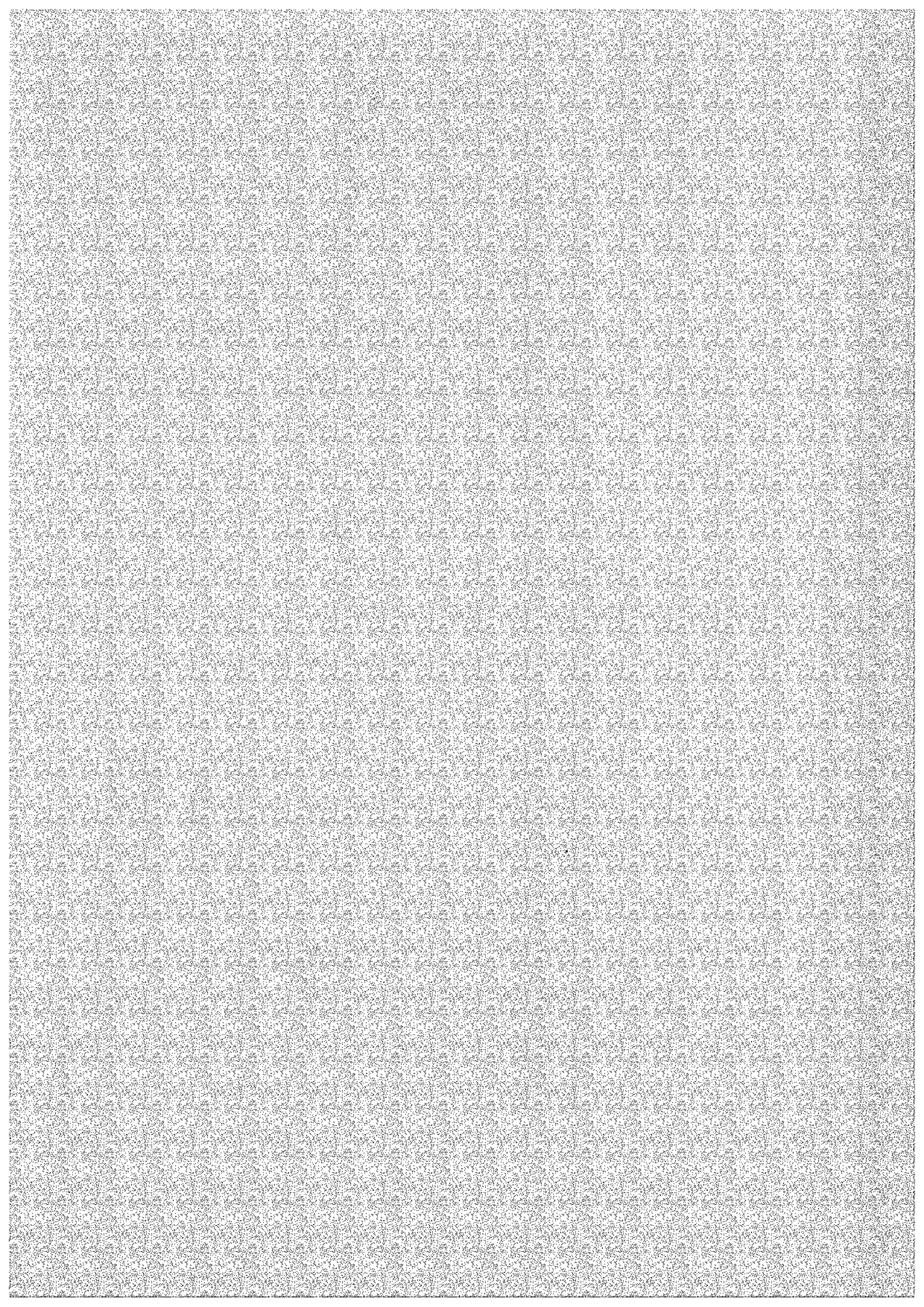


Your convenience - care can be arranged for babies and children of any age, for any time of day and any combination of days.

To find out more, ring your local Barnardos service [redacted] **or freephone 0800 222 345**

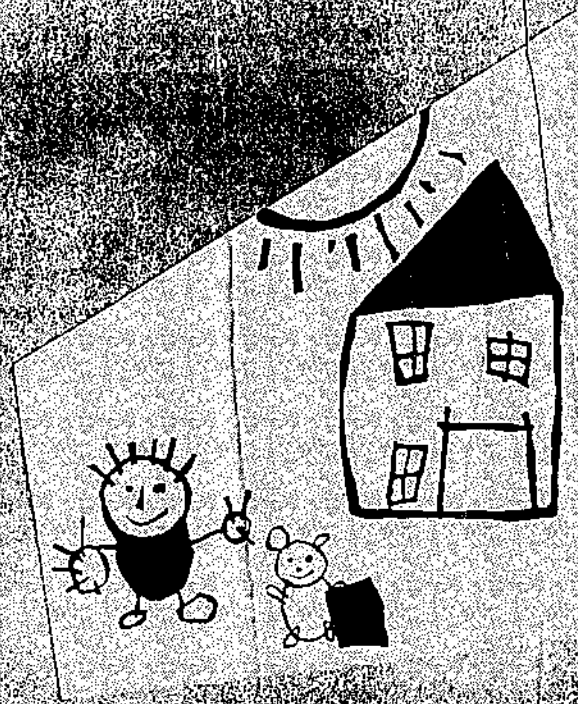
In some communities care can be arranged in your own home.

We would also like to hear from you if you are interested in being a Barnardos caregiver.



Have you thought about caring for someone else's child in your own home through Barnardo's?

Family Day Care



You can choose the hours you work

You receive a tax-free reimbursement

It fits in with your own family's needs

It can be the first step in a career in early childhood education and care

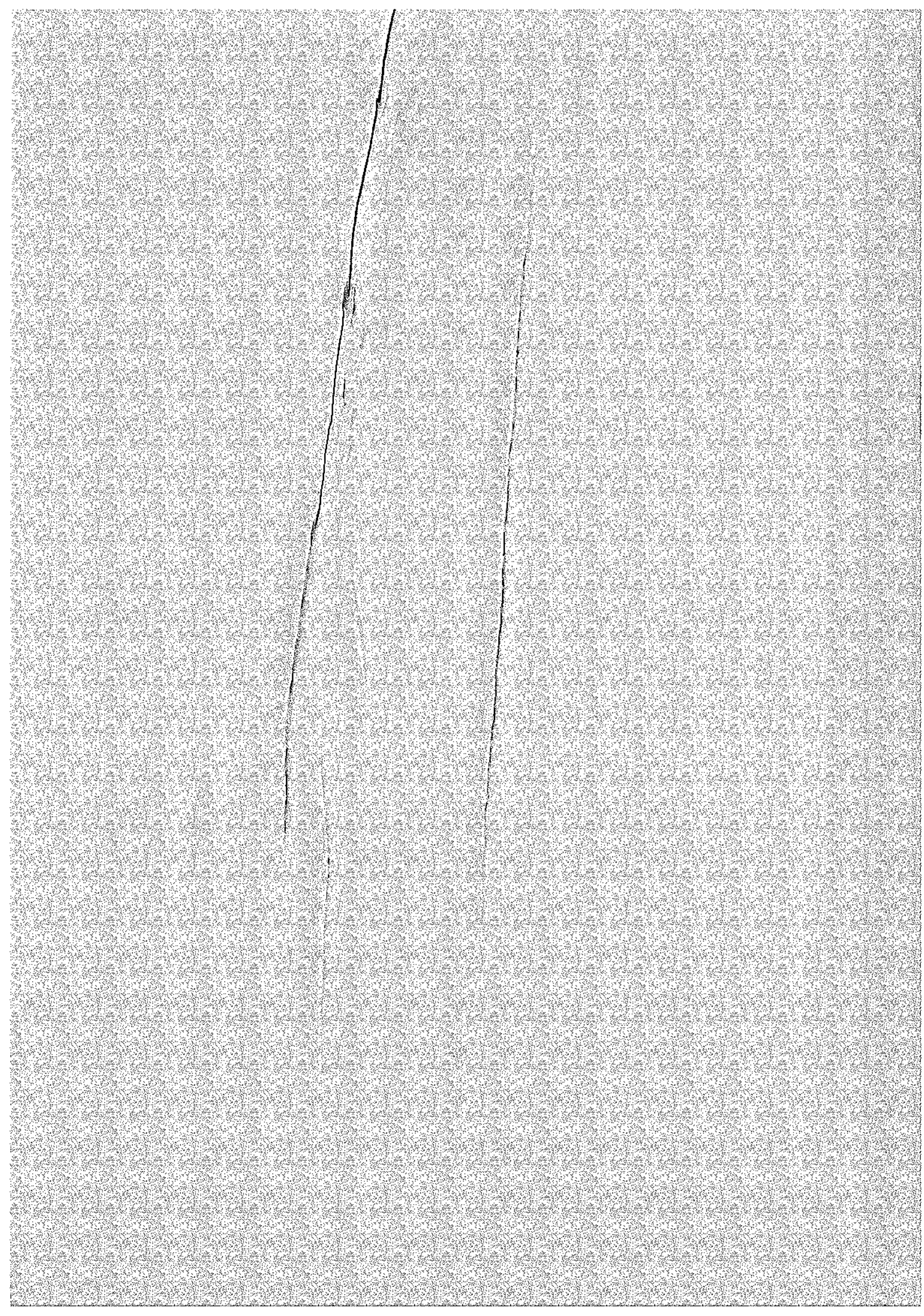
You receive training (course approved by NZQA) and ongoing support

You are helping young children on a good start in life

Ring your local Barnardo's office
or freephone 0800 222 345,
or write to freepost 2091,

Office PO Box 6434, Wellington





RESIDENTIAL/FOSTER CARE

Barnardos New Zealand only provided residential care for the first time in late 1994 and, in addition to a foster care programme, currently manages four family group homes in Auckland where I met senior staff of their Residential Services Management Unit. Separately, Barnardos is developing a secure Residential Treatment Centre in Christchurch (South Island) for young people who have sexually offended.

The Residential Services Management Unit is headed by a residential services manager supported by two senior staff, one each for foster care and family group homes.

a) Foster Care

Barnardos foster care programme began in Auckland in 1990 and provides temporary families and respite care for children when their families are experiencing crisis. Where possible children are placed with extended family. Referrals come from the Children, Young Persons and their Families Service (CYPFS) but Barnardos also accepts community/self referrals.

The Children, Young Persons and Their Families Act (1989) led to a reduction in the use of foster care in the interests of children being supported to return to their families from care. However the experiences in the interim has been that there is a continual under supply of foster placements. There are a number of agencies providing foster placements but Barnardos tend to be used first as they are seen to be most professional and effective. Barnardos is contracted by CYPFS to provide 1,000 bed nights per month in foster care but the managers of the service were estimating that the allocation would be exhausted by April (1999) - i.e. 12,000 bed nights would have been used in the period 1 July to 30 April. Placements are mostly short to medium term, i.e. one night to 6 months, but twelve children have been with their foster parents for several years.

Foster parents are paid NZ\$20 (c. £7.50) per night per child/young person, or NZ\$170 per week. It is estimated that NZ\$100 covers food, power, etc. while the remaining NZ\$40 covers extras and basic medical care. The payments are considered to be appropriate - they cover costs but don't represent a lucrative income by any means. Where a child with special needs is being placed, Barnardos can negotiate additional payments with CYPFS at the outset. There is an ongoing tension with regard to fostering in that it is often viewed as an easy job which allows the carer to remain at home whereas the services are continually increasing demands on them and expecting them to be more professional.

Barnardos recruits new foster parents through advertising, but finds word of mouth is more effective. When advertising, they use "situations vacant" columns which indicates that it is seen as a job. Many fosters parents are "solo parents" (lone parents). CYPFS have the statutory responsibility for the children placed and Barnardos don't have much contact with the natural family.

b) Residential Care

The development of residential programmes by Barnardos commenced in late 1994, partly as a response to the increasing difficulty being experienced in placing adolescents in foster care. Barnardos now manages four family homes in the Auckland area - three generic and one specialist. The 'generic family homes' are short to medium term and comprise two which are mixed gender and one for young women. Young people are referred by CYPFS or the police - eg. shoplifting, homeless - "unaccompanied child in need of care and protection".

The specialist family home is for young people who have sexually offended and had just opened on 1 October 1998 - about six weeks prior to my visit. It operates under a tripartite arrangement between CYPFS (which has the statutory responsibility), an organisation called SAFE (which provides therapeutic programmes for sex offenders) and Barnardos (which manages the home). It takes up to six young people aged 13-17 years who have been assessed by SAFE as representing a low to medium risk of re-offending. Three of the beds are designated for Auckland and the other three for the rest of the North Island, but in reality it is seen as a national resource. Barnardos has a right of veto over admission of any young person if it considers the risk of reoffending is too high. The therapeutic programme runs for two years but new admissions can join at any time. The establishment of this home was very controversial politically and a lot of work was needed to reassure neighbours.

The model that Barnardos applies to its family homes is of staff recruited primarily for their personal qualities as "family home caregivers" and upskilled by training provided by Barnardos. In addition, the Residential Services Management Unit provides back-up support and supervision. The caregivers provide 24 hour care, supported by two youth workers who work on a rota basis. Approximately 75% of the caregivers are Maori or Pacific Islanders which also reflects the ethnic backgrounds of the majority of children in care. The support staff operate an after-hours duty system on a seven-week roster. CYPFS social workers remain involved with the young people after they have been placed in the family home, providing operational social work support to individual young people. Barnardos anticipates further expansion of its family homes, particularly those of a specialist nature.

c) Residential Treatment Centre, Christchurch

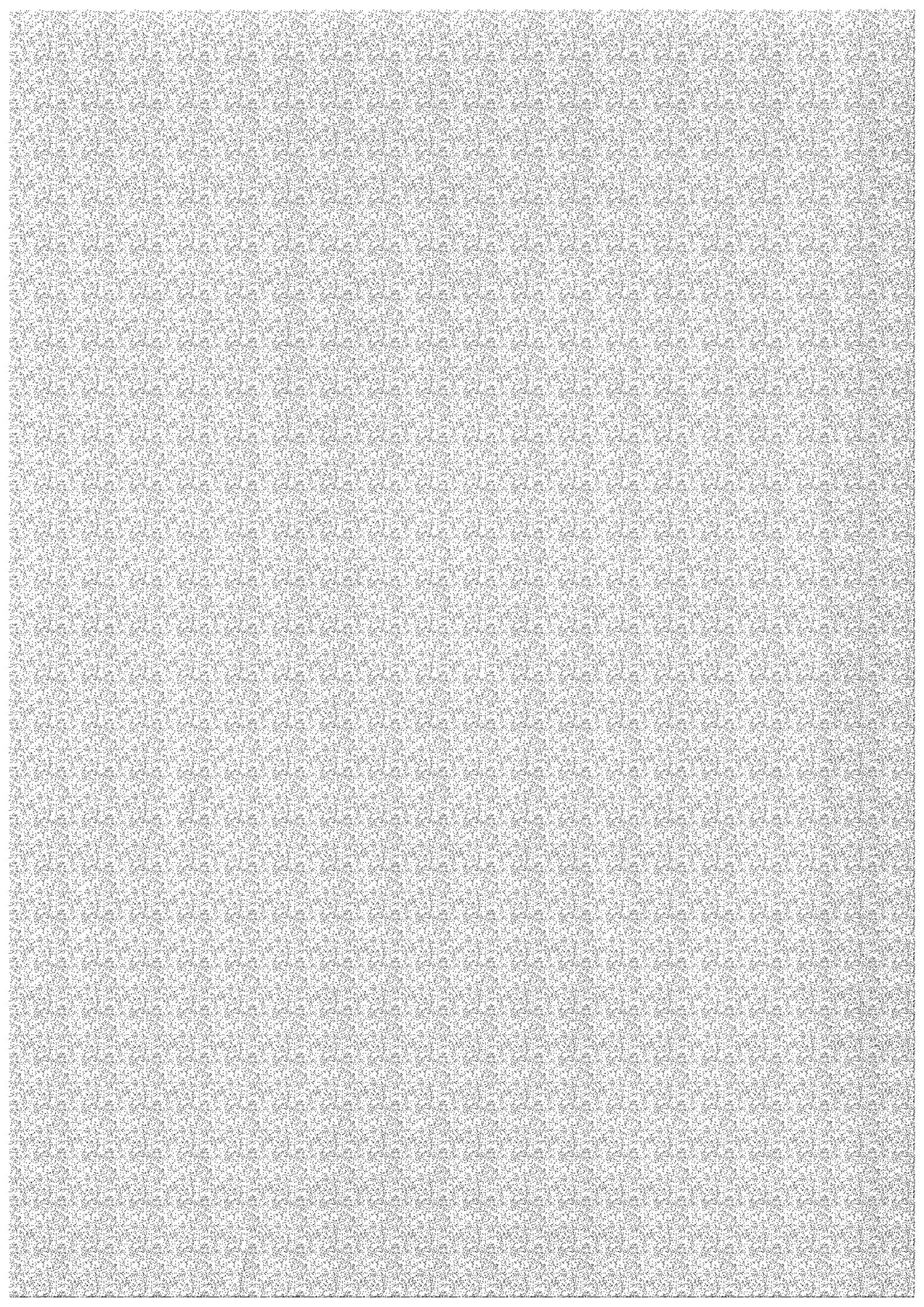
This is a new specialist residential treatment centre for young people who have sexually abused and is currently being developed in Christchurch. The development had been delayed due to political controversy and local opposition but is now going ahead and is expected to be operational in late 1999. It is effectively a secure unit and will have educational provision on-site.

WAIWERA FAMILY SUPPORT RESIDENTIAL UNIT

This is a short-stay residential unit which I visited, about 45 minutes north of Auckland in a very beautiful rural coastal setting. The unit comprises five small buildings, the main centre (a former local school), a caretakers' house and three cabins, each of which provides accommodation for one family.

The service aims to provide space and respite for families under stress who are referred mainly from other Barnardos services in the region, but may also be referred by other agencies. The whole family comes for a period of almost two weeks (ie. Monday to Friday week). Each morning from Monday to Friday there is a structured programme for two hours which may cover issues such as parenting, child development, home management, budgeting, relationships, etc.. While these sessions are taking place the children are cared for by the child care worker. The staffing is all part-time and most live in the area where the unit is based. A couple are employed as caretakers and they live on-site. Other than for the structured sessions the families are largely left to their own devices, including at the weekend. This is seen as valuable time for the families to have some space and also to enjoy the environment where the unit is located. In addition, since there are three families on-site at a time, they often provide support to one another.







SUPERVISED ACCESS SERVICE, WAITAKERE

Barnardos New Zealand provides a supervised access service in many parts of the country for children visiting their non-custodial parent when there is concern for their safety, there is a need for help to form a good relationship with the parent, or where there have been problems in handling access arrangements.

I met with Marie Reilly and Trish Reid, who are joint co-ordinators (20 hours per week) of the access service in Waitakere, an area in Auckland. The balance of their work is as joint co-ordinators of the Family Day Care Service in the area.

The service operates on Sundays from the Barnardos premises at the Cranwell Park Early Learning Centre (see separate report on group day care). Marie and Trish operate from a different location nearby which is where I met them. They provide the access service on alternate Sundays. They used to provide the service on Saturdays as well but have now dropped it as there was a fall-off in demand. Most referrals are self-referrals but others come from third parties, eg. police, courts, solicitors. Trish or Marie carry out an assessment of each referral and recommend acceptance or otherwise. There are detailed contracts with accompanying guidelines between Barnardos and both the custodial and non-custodial parents (copies are available).

BARNARDOS CHILDREN'S ACCESS

FAX/PH: (09) 835 0322

Saturday and Sunday - Cranwell Park

A.M.
Session

10.00 Custodial parent delivers child
10.15 Non-custodial parent arrives

11.45 Non-custodial parent departs
12.00 Custodial collects child

P.M.
Session

12.30 Custodial parent delivers child
12.45 Non-custodial parent arrives

2.15 Non-custodial parent departs
2.30 Custodial parent collects child

ALL DAY SESSIONS: - Cranwell Park

10.00 Custodial parent delivers child
10.15 Non-custodial parent arrives

2.15 Non-custodial parents departs
2.30 Custodial parent collects child

CHANGE OVERS: WEEK-END CHANGE OVER

Friday: Time and place arranged between Parents and Co-ordinators

12.45pm to 2.45pm - Custodial parent delivers child
15 minutes after to be picked up by Non-custodial parent.

Sunday: Return to Cranwell Park
2.45 Non-custodial parent returns child
3.00 Custodial parent collects child

DAILY

SUNDAYS ONLY - Cranwell Park

A.M 9.15 Custodial parent delivers child
9.30 Non-custodial arrives

P.M 2.45 Non-custodial parent returns child
3.00 Custodial parent collects child

OFF SITE: By arrangement only

FEES: Negotiable

Marie Reilly & Trish Reid
CO-ORDINATORS

FAIR (Family Advocacy and Information Resource Centre)

The Fair Centre was initially established in 1991/92 but only acquired its current name in 1994/95 when a number of developments were introduced following a visit to our National Children's Resource Centre by Barnardos New Zealand Chief Executive, Ian Calder, in September 1993. The Fair Centre is based at the Barnardos head office in Wellington. Virtually all of its work is conducted by phone and through the production of information materials. As it is located on an upper floor of the building it is not accessible to callers and indeed it is not really designed as a 'drop-in' service. It operates a national freephone and over 90% of its calls come through this number.

The most obvious other difference between the Fair Centre and the NCRC is that the Fair Centre adopts a strong advocacy role and provides a comprehensive range of information to families on, for example, social and welfare services, financial entitlements and how to appeal decisions, make complaints or stand up for their rights. Recent leaflets produced include Looking After Other People's Children, Costs in Health Care Services, Applying for a Benefit, Rights and Appeals, Families Challenging Decisions (1 and 2) etc.. (These and others are available through the NCRC). In addition the Fair Centre advocates at a national level with government departments and other organisations and initiates or supports research on families and issues that affect them. Currently the manager of the Fair Centre, Mike Coleman, is working with his Policy and Communications colleagues in developing an Advocacy Strategy for Barnardos NZ. A paper and some further documentation on this is also available.

The Fair Centre links with other information centres and they meet regularly. It also has an advisory group which meets quarterly. Its membership includes representatives, for example, from the Community Law Centre and Citizens' Advice Bureau.

Mike Coleman would like to exchange literature and publications on a routine basis with the NCRC.

SERVICE POLICY GROUP

Reporting to the Director, Service Policy (to whom the Fair Centre also reports), the Service Policy Group has responsibility for policy development for early childhood and family services; support and advice to area managers and service delivery staff; analysis, research and advice to senior management on strategic issues; liaison with Government departments, etc. on issues concerning services for children and families; quality assurance processes and information; and a national system for purchasing nursery and play equipment and advice on equipment safety. The Service Policy Group comprises a manager, three national advisors and a purchasing officer. It is important to note that they have responsibility for internal policy development (eg. ratios, standards, procedures, curricula) as well as external policies where they seek, for example, to influence Government policy and provision.

COMMUNICATIONS

Barnardos New Zealand appointed a new Communications Advisor, Jeremy Harrison, in mid 1998. He has now prepared a draft communication plan 1998-99, a copy of which is available. In implementing it, he faces a number of challenges which are all too familiar to us. He has identified that Barnardos New Zealand has

- high level brand awareness
- confused brand identity
- low brand understanding

His priority is to establish a simple and understandable brand identity in the public mind. To this end he is recommending that the Barnardos brand be clearly defined, that a simple and catchy descriptor (strapline) be developed, and that the links between Barnardos and the Children's Trust of Barnardos be defined. In promoting the brand identity he proposes to use

- advertising
- public relations and advocacy campaign
- promotional and information publications
- events and exhibitions

CHILDREN'S TRUST OF BARNARDOS (NEW ZEALAND)

All of Barnardos New Zealand fundraising activities are now grouped under the Barnardos Children's Trust. The Director of Fundraising, Catherine Pirie, is Director of the Trust. The Trust was established in November 1997 to counteract confusion in the public mind about Barnardos need for funds. Barnardos was a large organisation with diverse services but had a low level of public awareness. What awareness there was, perceived Barnardos as a provider of early childhood services for which it was paid, either by parents or by the Government. The establishment of the Trust effectively separates the early childhood services from the welfare services and allows a more focused approach, centred around the common theme of poverty, to be developed.

The Trust is governed by a trust deed and it is an entity within Barnardos. The Director reports to the Chief Executive of Barnardos NZ but also has a Board of Trustees which includes the President (Chairman) and Vice-President of Barnardos. The trustees inform the Council of Barnardos about their activities and there are two meetings a year between the two sets of trustees. Currently the Trust has six trustees and the intention is that this will rise to eight. The criteria for inviting one to become a trustee are that they are wealthy, relatively high profile and/or have significant networks which they are prepared to leverage on behalf of Barnardos. It is hoped to improve on the geographical spread of the current trustees, four of whom are from Wellington, with one each from Auckland and Christchurch.

Strategies that are now being pursued include increased targetting of the corporate sector, direct marketing, annual appeal days and development of legacy income. Particular emphasis is being given to the development of direct mail donors while the national annual (house to house) appeal is being supported by television advertising.

Corporate Sector

The Children's Trust has now appointed a Business Development Manager, Laurian George, whose task is to raise its profile within the corporate sector. Major sponsors to date include Shell NZ who sponsor the Annual Appeal, and NZ Cricket. Shell also sell Children's Trust rock candy at their outlets. A snack box company donates a percentage of sales in companies to Barnardos, while referrals of customers to car dealers and estate agents produces a percentage commission to Barnardos. A supplier of office equipment is giving 10% of his monthly income to Barnardos. A book publisher is giving a percentage of sales on parenting-related titles to Barnardos in return for an endorsement, i.e. "as recommended by Barnardos". A bus company donates a percentage of monthly ticket sales to Barnardos.

Legacies

Lorraine Milne has responsibility for the development of legacy income and has commissioned a report on a strategic approach to its expansion from a commercial consultant which she shared with me. She is in the process of producing a legacy leaflet and a promotional video which she agreed to send me when ready. Essentially the strategy operates on the basis of

signing people up to a “club” - which recruits potential donors in each area. Each local branch is supported by a volunteer, for example, a former member of Barnardos staff, and they organise local events, talks, etc. The concept is that when you leave a legacy, you are simply giving away money you no longer own, and you have the opportunity to do something useful for your community. Also, legacies don't have to be large - even the equivalent of £100 is useful - especially if you get enough of them! And in that respect Lorraine is determined to start with Barnardos own staff.

Trusts

In addition to her responsibility for legacies, Lorraine has also had responsibility for more than ten years for trust income. All applications go through her and she has built up an impressive amount of expertise in this area. Each application has to be customised for each potential target, eg. on service or geographical grounds, etc.. It is important to be informed about closing dates and decision-making processes of all trusts. It is also worth pursuing trusts that, while they make only small grants, they may give them every year.

Direct Marketing

Ellen McKee-Voller is responsible for the direct marketing programme which is increasing in importance as an income source. They have 30,000 on their database, of whom approximately 8,000 are parents or caregivers. They are not found to be particularly profitable - they contributed about NZ\$8,000 (c. £3,000) last year. Barnardos rent mailing lists, segmenting high socio-economic areas and also do leaflet drops in these areas. Each year they issue two “hard asks” - appeal letters - and two “soft asks” - the Barnardos Voice newsletter and other literature - to those on the database. They are trying to convert their regular donors to a donor pledge scheme which is effectively direct debit. In order to build donor affinity and loyalty they have established a number of clubs or groups - eg. Child Promise Partners, Carrots Club, Gold Leaf Club.

Barnardos NZ have agreed a system of automatic swaps of all literature, mailings, etc. with Barnardos UK. They have discontinued their own mail order operation due to difficulties with stock control but they have quite a substantial Christmas Card operation based at the rear of head office which I visited - mid November was their peak season due to the number of cards New Zealanders send abroad by surface mail. They would also be interested in exchanging Christmas and catalogues/brochures with us.

Celebrities

The Children's Trust also has a member of staff, Alannah Kalafatelis who has responsibility for the recruitment and management of celebrities who are willing to be associated with Barnardos. She sees them as 'bait' to attract public and media attention and add flavour to events. She is developing a database of people who have a public profile and are prepared to use it for Barnardos benefit. It is important to have a significant number of celebrities in order to accommodate their work schedules and to ensure that none are subjected to excessive demands. This is also a reason for them to be co-ordinated nationally although, where

appropriate, the main link with a particular celebrity may be the local fundraising development co-ordinator who is also empowered to create a local VIP supporter network. Retention of celebrities is important and to this end it is essential that their experience of Barnardos is that it is professional, respectful and fun. Celebrities are used both to highlight service delivery and fundraising events.

CHILDREN, YOUNG PERSONS AND THEIR FAMILIES SERVICE (CYPFS)

1. Meeting with Ms Pam Philips, Manager, Practice Policy, Child Care, Protection and Youth Justice at the Department of Social Welfare (Children, Young Persons and Their Families Service), Wellington

The origins of New Zealand's child protection and juvenile justice legislation, the Children, Young Persons and Their Families Act 1989 can be traced back to the early 1980s when growing dissatisfaction with the existing legislation coincided with the growth in demand for self-determination by the Maori community and a recognition that Maori children and young people were over-represented within the care system.

The new legislation and the structures established to implement it combine care and protection with youth justice in order to ensure a coherent approach, while recognising that differences do exist. In this meeting we concentrated largely on the youth justice aspects - the care and protection dimension was explored in a separate meeting which is reported on subsequently.

Where the police are aware of a crime and suspect a young person of being responsible, in 80% of cases the matter is dealt with informally - by way of a warning. 10% are arrested and must appear in court within 24 hours, and a similar proportion (10%) are referred directly for a Family Group Conference (FGC). It is interesting to note that when the legislation was first implemented (in 1990) referrals for FGCs outnumbered those to the Courts by 4:1 - now they are effectively equal. Family Group Conferences are arranged by FGC Co-ordinators of whom there are 65 nationally, who collectively organise 6,500 FGCs a year. Where the police request a FGC, one must be held. Where a young person is arrested and appears before the Court, the Court can direct that a FGC be held.

A central plank of the system is that rather than a young person being asked to plead "guilty" or "not guilty", they are asked whether they "deny" or "do not deny" the charge. Where it is denied, the matter goes to trial by the Court. If it is "not denied", a FGC is generally held.

The FGC Co-ordinator is employed by the CYPFS and in their selection account is taken of their life experience, personality and training. Most are social workers but they may be teachers, youth workers, etc.. Ms Philips felt that training as mediators was most valuable and felt that social workers are not always the most appropriate as co-ordinators as they can often experience conflicts regarding their role.

The timeframes for holding Family Group Conferences are set in law. Where the request comes from a Court, it must be held within 14 days. A referral from the police indicating "intention to charge" requires a FGC to be held within 21 days. FGCs are not seen as crisis work - they are all planned - but Ms Philips conceded that there have been problems of management which have led to processing delays within these timeframes. If the delay is excessive, the case can collapse.

Those who are entitled to attend the FGC are the young person, his/her family, the police and the victim. Others can attend to give information, etc. but are not part of the decision-making process. Importantly, following an amendment to the legislation in 1994, victims are no

longer part of the decision-making process. In practice, where there is a lone parent, there can often be resistance to the involvement of the non-custodial parent (or his/her family) in the FGC. Family/Whanau is defined as widely as possible and can include anyone with whom the young person has a psychological/emotional attachment, eg. neighbour, teacher, mentor, etc.. Victims may be accompanied by a support person or they can send a representative which is increasingly the case - and it can include a representative of their insurers. The Co-ordinator links with all members and consults with the police regarding the time and place of the FGC. It is considered good practice for the Co-ordinator to speak with the young person and also to establish the young person's commitment to the decision. It is found that FGCs too often focus on the adults present rather than the young person - it is important to emphasise that they are there, not as adults, but in the context of their relationship to the young person.

The Co-ordinator composes the decision of FGC in the first person, eg. "I will do". Co-ordinators work between 8am and 6pm. However it is recognised that there is a need to improve the facilitation of attendees by having more FGCs at night and at weekends. There is staff resistance to this but it is seen by management to be essential if commitment to the FGC concept is to be demonstrated.

Equally, it is seen as important that the venue of the FGC be considered neutral. In this context Ms Philips agreed that it would be difficult to see a police station as being neutral. However in her experience there can be tensions between what families and victims want and she feels that too many FGCs are still being held in CYPFS offices. If the young person is referred for FGC by the Court, they will always have a 'Youth Counsel'. Very few cases are defended (i.e. where the charge is 'denied').

Main features of FGCs in youth justice cases

- the charge is 'not denied'
- victim input - they are usually looking for justice and sometimes very angry - "why me?"
- family and young person - are entitled to private time - Co-ordinator has to be proactive as some families (particularly Samoans) can be very unassertive
- planning of the FGC is critical
- agreement is essential - achieved in 88-90% of cases. The Co-ordinator must agree with the decision as being fair and equitable. It has to be concrete, with specific timeframes
- responsibility for implementation of the decision is on the young person and his/her family - not on CYPFS
- there also has to be agreement on any funding implications of the decision and any person whose participation in its implementation is required must so agree

Insofar as FGCs' purpose is to deal with the offence, they may be said to be effective. Problems have been reported, however, in cases involving serious or repeat offenders. Forty five young people who had had at least six FGCs over a period of 2½ years were reviewed and it was concluded that, without FGCs they were likely to have had at least as many court appearances - i.e. the FGCs may not be effective in such cases but they are not any less effective than any alternative. In practice the experience has been that where Courts have disposed of cases the sentencing has been very light - but the threat of going back to Court is the main sanction available to the FGC - and it tends to work.

The New Zealand experience suggests that, in dealing with youth offending, there must be immediate consequences - no matter how petty the offence. Good information is essential if the FGC is to be effective and all participants need to be clear about each other's role.

'Young Persons' are defined as 14-17 year olds (age of criminal responsibility) and it is considered that the current system is generally effective. However in the case of child offenders (i.e. aged 10-13 year olds) Ms Perry feels that they are not being as effective as they should. There is currently a working committee on improving standards of practice. This is where there is an interface between youth justice and care and protection considerations. The current feeling is that the provision of care and protection services in the case of young offenders needs to be reformed and, in particular, they are looking for ways to give more information to FGCs where there are other relevant issues - eg. drug/alcohol abuse, family violence, sexualised behaviour, etc.. Risk and needs assessment procedures and skills need improving and intervention needs to be more targeted. There is probably too much differentiation between care and protection, on the one hand, and youth justice on the other and it needs to be recognised that, in a significant number of cases, there will be an overlap between the two systems.

The police should not refer child offenders for a FGC unless they believe there are real care and protection issues or because of the seriousness of the offence.

It is important to note that while the child's 'best interest' is the key consideration in care and protection issues, it is not the only one in the youth justice system where the child/young person's interest has to be balanced with the public interest. For this reason New Zealand entered a reservation to this effect when ratifying the UN Convention on the Rights of the Child.

Except in situations where there is concern for the immediate safety of the child, in care and protection proceedings or in voluntary care proceedings the social worker (from CYPFS or another agency) refers the case for a FGC - this is to avoid a situation where a child is admitted to care on the basis of only one person's opinion. Each of the relevant participants at a FGC has to agree that the child is in need of care and protection.

Note 1 I learned at this meeting that Frank Fahey TD has arranged to send his draft juvenile justice legislation to Ms Philips' boss, Mike Doolan, whom he met on his recent visit.

Note 2 Under the New Zealand system cabinet responsibility in this area rests with the Minister of Social Welfare (Roger Sowry MP) who funds and monitors service provision. The Director-General of Social Welfare, Margaret Bazley, has responsibility for the implementation of programmes and services designed to achieve the outcomes desired by government. Since 1992 the Department of Social Welfare has been organised into four business units all reporting to the Director-General, as follows:

- NZ Community Funding Agency - funds community groups and monitors use and effects of such funding. (it also purchases services from agencies like Barnardos on behalf of CYPFS - however it is now being disbanded and absorbed into CYPFS).

- NZ Income Support Services -income support/maintenance. (This has recently been restructured to combine employment and income maintenance programmes - Working and Incomes New Zealand or 'WINZ').
- Social Policy Agency - advises government on social policy matters.
- Children, Young Persons and Their Families Service - provides programmes and services associated with care and protection, youth justice and adoption.

The Children, Young Persons and Their Families Service (CYPFS) is headed by a General Manager who reports directly to the Director-General of the Department of Social Welfare who reports, in turn, directly to the Minister of Social Welfare. All children taken into care are removed in the name of the Director-General. The country is divided into 14 areas of management, each headed by an Area Manager.

See attached organisational chart

2. Meeting with Ms Shona Flynn, Chief Social Worker, Auckland Care and Protection area of management

In most areas of New Zealand, the care and protection and youth justice responsibilities are combined under one area manager. However due to the size of Auckland (population 1 million +) they are separated. Shona has responsibility for care and protection matters. She finds that the distinction can be arbitrary - a significant number of youth justice cases have a care and protection dimension. Auckland is divided into 7 care and protection 'site offices'. In response to the identified difficulty for the public in knowing which was the appropriate office to contact to report a concern about a child, a Call Centre was established in late October 1997 and had been operating just over a year when I visited.

Essentially the Call Centre receives all referrals/reports relating to child protection concerns in the Auckland area. There is a single, freephone number so callers don't have to worry about finding the appropriate office. It also relieves some of the pressure on local offices in terms of duty social workers. However, not entirely, as will be seen below.

The Call Centre is staffed by telephonists (5) and social workers (8), with two more to commence shortly. Calls are answered by the telephonists but passed to a social worker if they establish the caller wants to make a report or to talk to a social worker. Protocols have been established for dealing with reports and CYPFS have powers to force disclosure of relevant information where there are reasonable grounds for concern regarding the well-being of a child. There is no mandatory reporting in NZ - there had been a major national debate culminating in a vote in parliament in 1995 which rejected it.

It has been found that the Call Centre is an efficient way of receiving dealing with and distributing reports on children at risk. It operates on the basis of sophisticated technology. All calls are electronically controlled and timed and performance is automatically measured against pre-set standards - e.g. the policy is to clear all work each day (in practice at least 90% is cleared), 80% of calls are to be answered within 20 seconds (routinely bettered) and they

aspire to not losing any calls (in practice they lose a few each day). The day's performance is continually flashed on a screen which can be seen by all staff and detailed up-to-the-minute reports can be printed at the touch of a button at any stage of the day. The Call Centre operates from 8.30am to 5pm at which time calls are routed to a private call centre run by a security company who call out social workers from home, if required.

The social workers in the Call Centre take the information and categorise into pre-set levels of seriousness - each of which have a standard set response. For example, where a child is reported to have been hit on the head or face, it requires a same-day response. The social workers are not responsible for investigation - where required, they pass on the information to the appropriate area office. (This suggests there must always be a social worker available in the local office to respond). Not every call results in a notification - some callers are looking for reassurance, information, advice, etc.. All of the social workers in the Call Centre are qualified and experienced - it is not considered a training ground.

The Call Centre was established in the expectation of further expansion - and currently a working party is considering expansion geographically, rather than hours of operation. This may include coverage of the north of the North Island, but with a potential range of 500km, they have to consider the implications of the lack of local knowledge on the part of the recipient of the report.

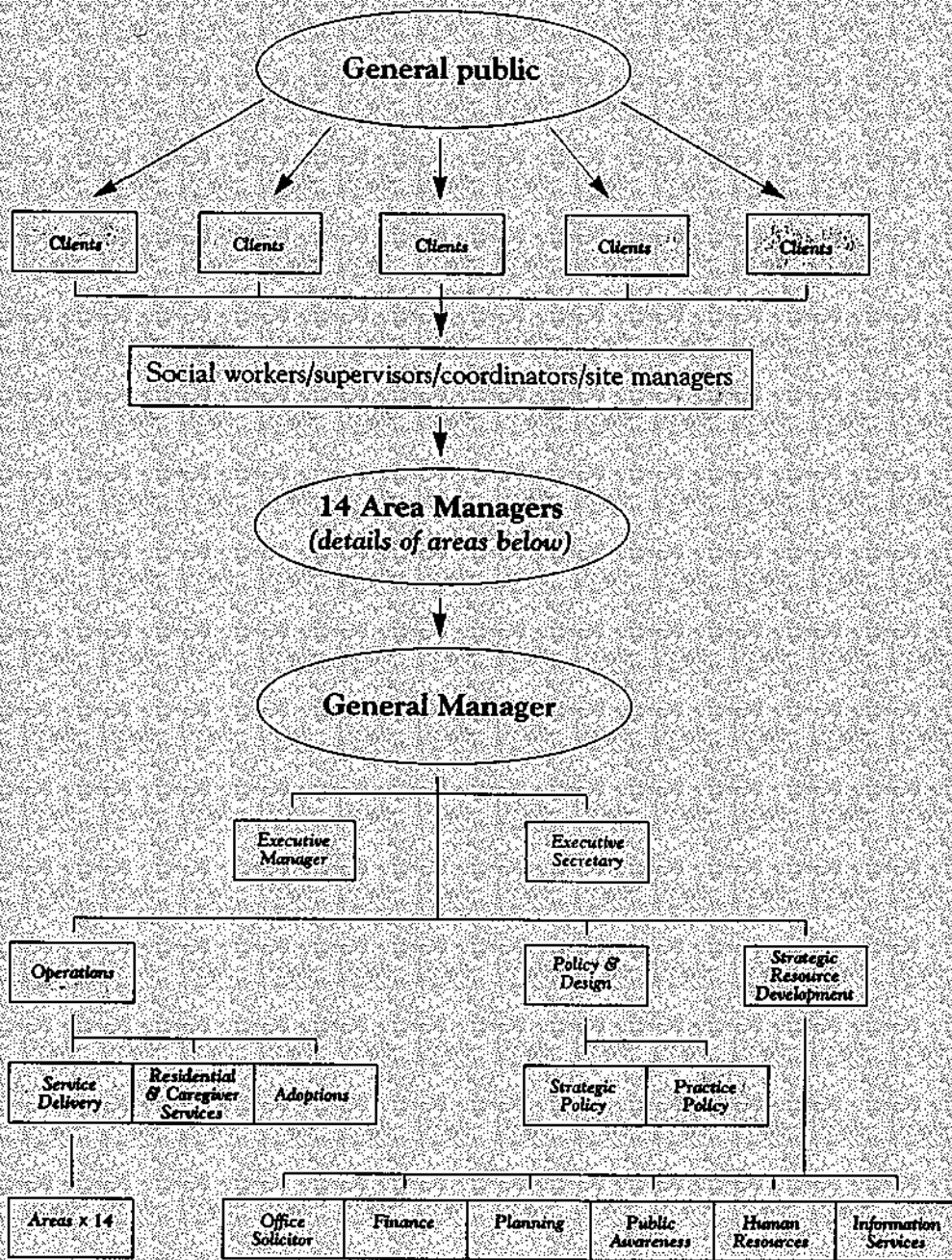
The experience of the first year's operation of the Call Centre suggests that there is a much improved service to the public at the first point of contact. However it appears, if anything, that the Call Centre has actually increased the workload at the local site offices. The system requires that there is a social worker available in the site office to respond to a report from the Call Centre - yet because they have not been the first point of contact they feel distanced from the caller. Also the system involves sending a letter of acknowledgement to the person making the report so there is more paperwork. While most of the genuinely critical cases are dealt with very speedily, others can take days, weeks or even months to follow up.

In addition, people are still inclined to make contact with their local office. An analysis of notifications to one local office showed that 37 were received directly and only 8 via the Call Centre!

CYPFS commissioned a report on the Call Centre from Deloitte (Australia) which was very favourable but suggested some finetuning which is now being implemented. They interviewed people making notifications - it might have been more relevant to evaluate the effectiveness of the follow-up after the notification had been made.

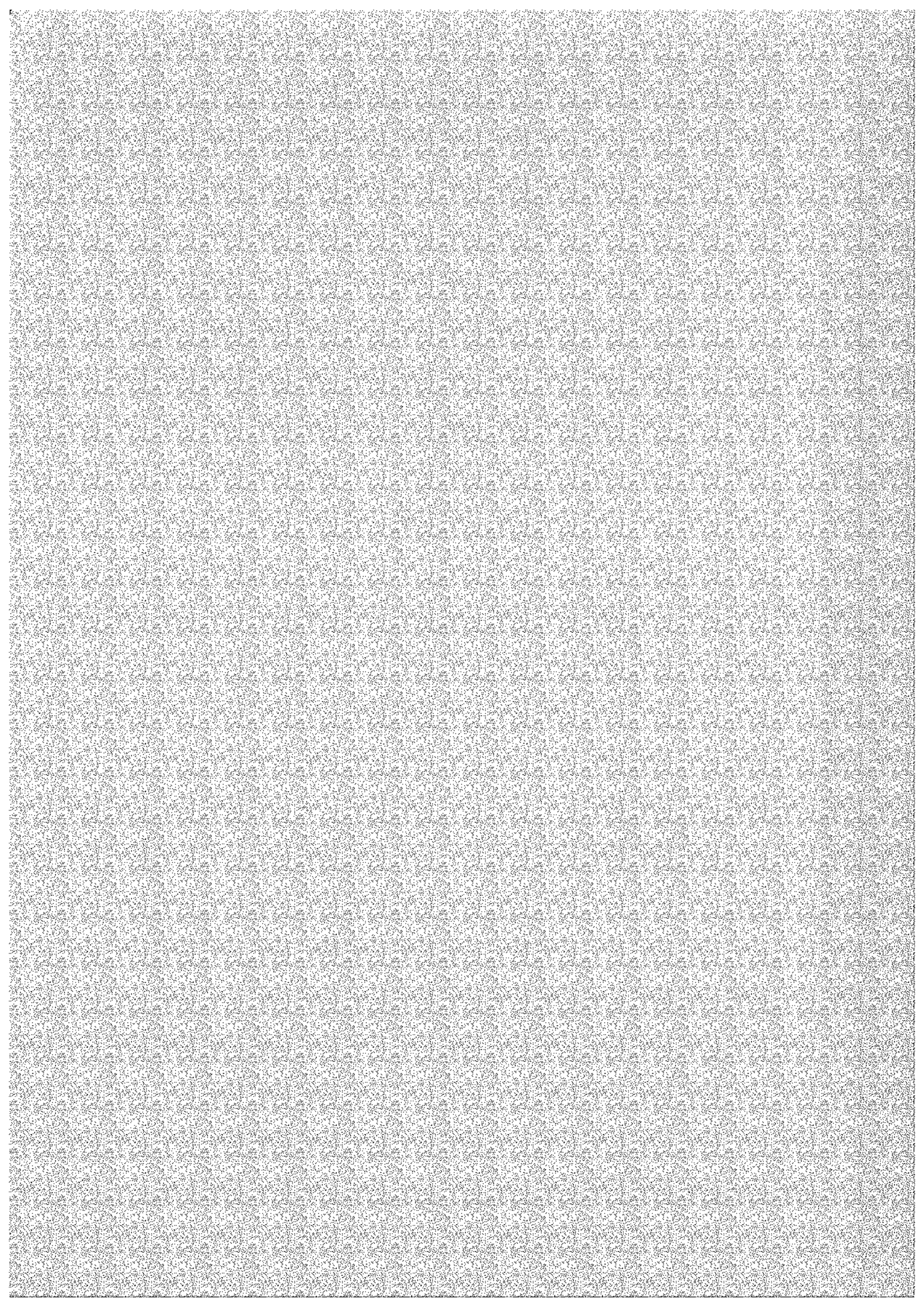
There is no Childline in New Zealand but an organisation called Lifeline, which provides a helpline for people contemplating suicide, has established a Kidsline service - which is receiving calls from children.

Structure of CYPFS



Area managers are based in and responsible for services to

<p>Northland Auckland care and protection South Auckland Auckland youth justice Tauranga Rotorua Hamilton</p>	<p>West (Taranaki) Central (Palmerston North) East (Hawke's Bay) Wellington Canterbury Southern</p>
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CONCLUSION

My visit to Barnardos New Zealand was most rewarding and undoubtedly will lead to closer contacts and exchanges of information in the future. All colleagues I met were exceptionally welcoming and generous with their time and expertise.

Inevitably, it was not possible to meet with or visit all aspects of Barnardos - for example, I did not have an opportunity to meet with colleagues providing the adoption or bereavement counselling services or to have indepth meetings with their finance or human resources personnel. I know that our AAS staff have contact with Barnardos NZ colleagues from time to time and there is the opportunity to develop links with other services and functions - certainly all the indications were that they would greatly welcome contacts from Barnardos colleagues in Ireland.

Finally, I was able to acquire a substantial amount of reports, leaflets, booklets, posters and videos both relating to Barnardos and the legislation, structures and services for children and young people in New Zealand. These have now been deposited in the NCRC and may be accessed there.

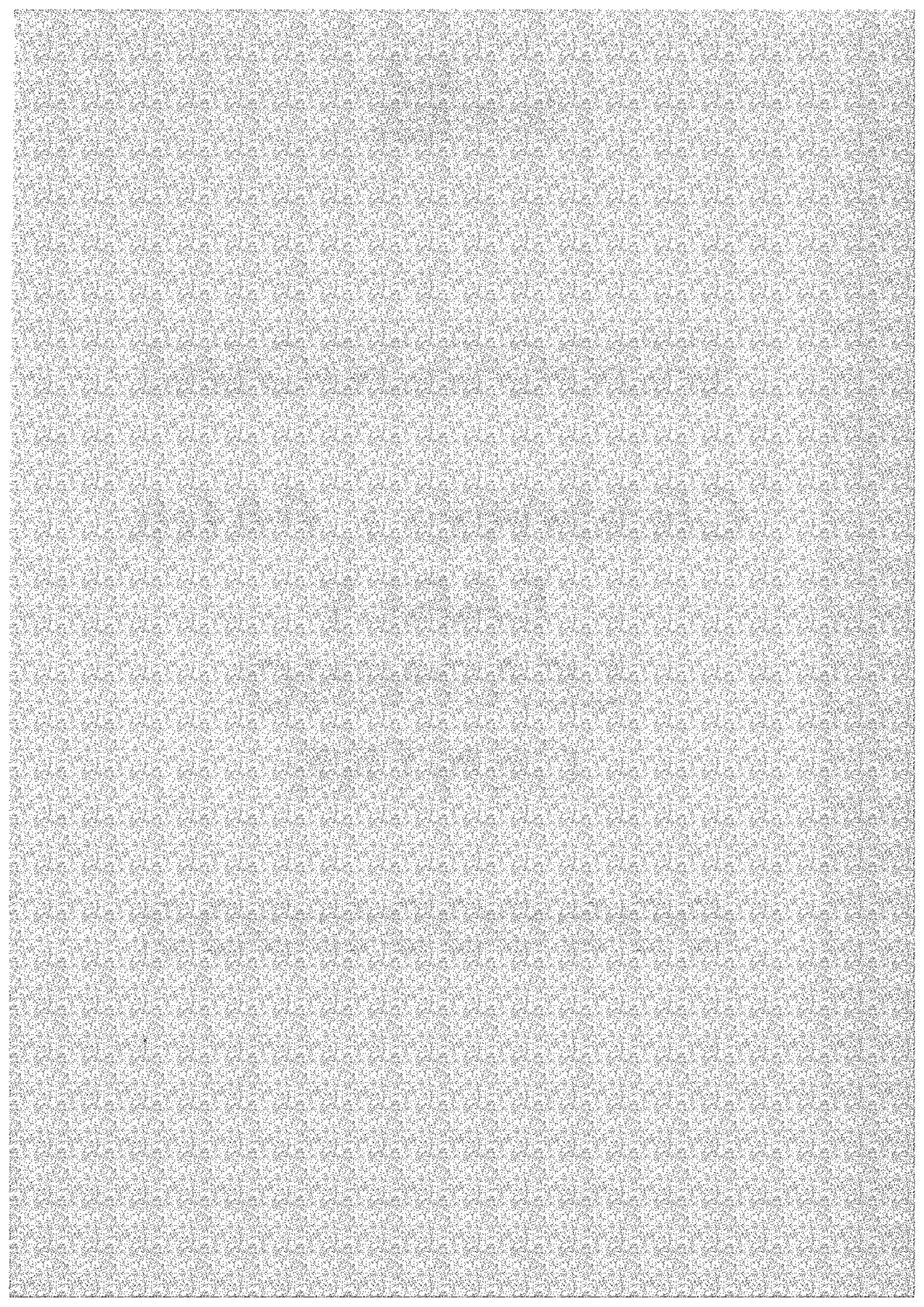
OWEN KEENAN
Chief Executive

January 1999



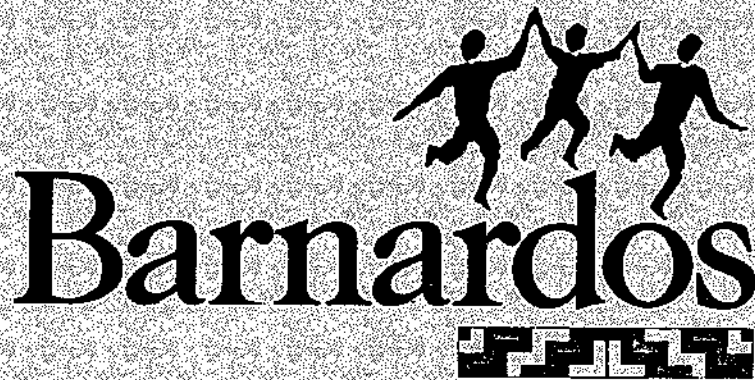
**CRANWELL PARK
EARLY
LEARNING
CENTRE**





Kia Ora,

Welcome to Barnardos Cranwell Park Early Learning Centre.



Phone/Fax Number - (09) 836 7506

YOUR STAFF ARE:

Centre Supervisor - Shiree Babbington

Peanuts - 6mths - 2yrs

Assistant Supervisor:
Nadine Reilly

Delwyn Cameron
Fiona Barrie
Marie Smith
Tania Knez
Jenny Connell

Jellybeans - 2yrs - 5yrs

Assistant Supervisor:
Kelly Porter

Katrina Armstrong
Lyn Mohi
Sarah Keatley
Pua Folekene

COOK - Irene Lloyd
ADMINISTRATION - Erin Lee

Welcome to Cranwell Park Early Learning Centre. We hope that your child's time here will be a stimulating, exciting and happy learning experience. In a caring and accepting environment, your child will be able to build upon the social, emotional and intellectual foundations which loving parents have laid.

Your child will be able to experiment with new activities, explore the creative possibilities of art and craft, the exhilaration of adventurous play, develop ideas and communicate them freely. He/she will have the opportunity to develop and practice the social skills that are so important for a happy and satisfying life. Your child will learn to respect the rights of others and the value of co-operation and sharing with others.

As a parent you are just as much a part of the centre as your child. Your role is tremendously important and we encourage families to visit whenever you wish. You are welcome to join in with our programme. The children benefit from your presence.

HOURS

The centre is open from 7.30am to 5.30pm.

STAFF

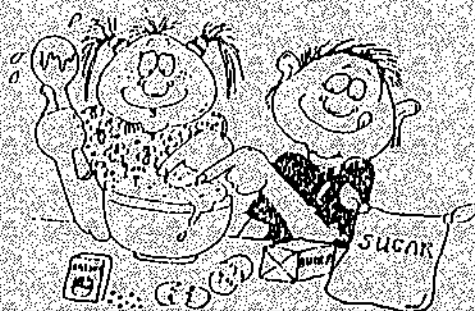
All the staff at the centre are trained/or in training professionals, who are motivated, caring and have the best interests of both parents and children at all times. They are dedicated to providing each child with a high standard of care and education. Child/adult ratios meet Barnardo's and the Ministry of Education regulations.

SETTLING IN YOUR CHILD

Parents must visit at least three times with their child, as this is the best way to settle your child in. You could read to the children or join in with our activities. The children benefit from your presence and we would love you to become familiar with our routines.

The staff are happy to help you and your child to feel comfortable in the centre. Please feel free to bring a cuddly or special toy for sleep time. You are welcome to ring at any time to see how your child is.

Children must be delivered into the care of a staff member in order for the centre to be responsible for them. If your child is upset for any reason please speak to a staff member and leave your child with that person. When leaving the centre please let a staff member (and your child) know you are going. When collecting children please ensure a staff member sees you and your child leaving.





SIGN IN BOOK

You must sign your child in and out each day with the time noted. Please ensure that if a relative or friend is bringing or picking up your child they know the routines and you inform the centre of that persons name. We will not release children to any person other than those you have nominated on your enrolment form.

WHAT TO BRING

Please bring a named bag for your child containing a few "basic" items from home. If your child has a formula feed you will need to bring enough bottles for his/her time at the centre. Please bring at least one change of clothing - under two's will need three - and have your child dressed for "doing things" in serviceable, easy to wash clothes. Make sure shoes, hats, boots, jackets and any other item of clothing your child is likely to discard are clearly named. Please ensure your child is dressed appropriately for the season and send a hat with a brim and a flap for them in the summer months.

Over two's who are in full daycare will need to bring a quilt or blanket for rest time, this will be kept in a bedding bag, in their locker.

Please do not bring toys. They may get lost, or worse still broken. However if your child has a favourite sleep toy for rest time, please bring it.

NAPPIES - for ecological reasons we do not use disposable nappies. The centre provides cloth nappies for use here at no cost to you. You are required to send a nappy for your child to go home in and 3-4 pairs of over pants/fluffies for daily use.

LAUNDRY

Bed linen etc. will be provided by us and washed at the centre. Children's clothing will not be washed - soiled articles will be sent home. Jellybeans children need to bring a blanket/duvet for rest time.

MEALS

A well balanced, nutritious lunch, morning and afternoon tea is provided each day for your child. Please therefore do not bring any extra.

Special meals for babies should be discussed with the supervisor. Please let us know of any allergies or particular dietary requirements your child may have.

All babies are held to drink their bottles, we do not permit babies to be put down in their cots with bottles. Staff soothe babies to sleep and they soon adjust to falling asleep without bottles. If breast feeding please discuss your needs with the supervisor.



REST TIME

We will need to be informed about the sleeping patterns of your child, for the over two's a rest time rounds off the mornings activities. Complete relaxation takes place in quiet, with adult supervision.

Babies sleep according to their own routines and a record of their sleeping, eating and changing is available for you to see.

CUSTODY AND ACCESS

Children will only be released from the centre to the parents or guardians who are on the initial enrolment form or any authorised amendment. However, should you wish your child to be collected by another adult, please ensure you inform the staff of this arrangement. Children will not be released unless you have done this. The centre requires a copy of any custody or access documents that relate to your child and these will be observed accordingly.

CHILDREN'S HEALTH

If your child is ill please do not send them to the centre.

No child may be left if signs of infectious disease e.g. vomiting, diarrhoea, rash, raised temperature have occurred during the previous 24 hours - a necessary rule, not only to help prevent the spread of infection to other children and the staff, but also for the child's sake.

If a child contracts Rubella (German Measles) or English Measles while attending the centre the supervisor must be advised immediately so other parents can be informed.

The staff must be informed if your child has any allergies or health problems that may require special consideration.

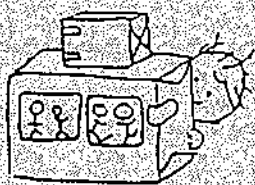
Children who become ill during the day will be made comfortable. Parents will be contacted and must arrange for immediate collection of their child.

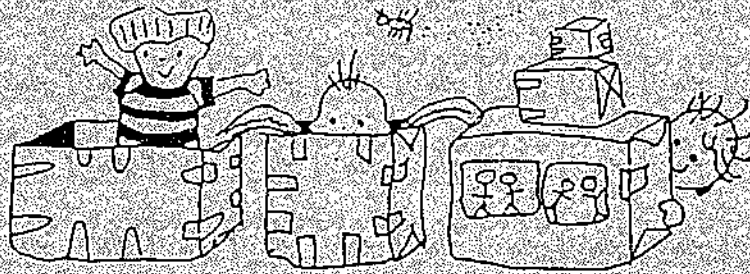
We must have a correct phone number.

If your child requires antibiotics please keep them at home for 24 hours after taking the first dose.

Medication - please advise staff if your child is taking any medication of any sort. If medicine is required to be taken during the day, fill out the Medicine Book and give the medication to a staff member. Do not leave in your child's bag.

CHILD HEALTH ----- PARENT RESPONSIBILITY





ABSENCES

Please let us know as soon as possible if your child is going to be away for any reason.

The centre's answer phone is on between the hours of 6.00pm - 7.00am on week days and all weekend. Staff are at the centre from 7.15am and if your child is unwell and unable to attend, please phone prior to 7.30am. This also allows us to use available hours for our casual users at the Aquatic Centre and to adjust your fee's accounts.

HOLDING FEE

Please note a holding fee (half fee) is only available for when your child is ill and you have phoned the centre well prior to the time they should be attending on the day of illness, or if you give the centre supervisor a weeks notice for holidays.

Holding fee for absence for any reason other than illness or holidays advised one week in advance is not available.

WITHDRAWING CHILDREN

Please give us one weeks notice or fees paid in lieu if for any reason your child is to be withdrawn from the centre.

CHANGE OF ADDRESS OR TELEPHONE NUMBER

Please advise the centre if any change occurs so our records can be kept up to date.

BIRTHDAYS

Children can celebrate birthdays at morning and afternoon tea times. If you wish to send special food along for this please check with the supervisor. 5th birthdays are of course very special and we particularly encourage these.

EXCURSIONS

As part of our programme we will be taking the 4-5 year olds on excursions. You will be notified well in advance of when and where we will be going and forms will be sent home for you to sign. These are an important part of our programme and are enjoyed by the children.

PROBLEMS

The supervisor needs to know if there are any problems at home which may be affecting your child. Please talk to the supervisor so that the staff can help and support you. Any such information is confidential.

INDIVIDUAL NEEDS

Children all have individual differences, so please make us aware of special times and circumstances in your child's day to day life. Please feel free to discuss these with us.



OBSERVATIONS

Your child will have regular written observations done by a staff member to ensure that all aspects of their development are progressing satisfactorily. These are shown to you as they are done and we do appreciate your time to discuss these with you and ask that you also comment on the observation sheets. The room supervisor meets with you six weeks after your child starts, to ensure that your child is settling well into the centre and to discuss your child's future needs.

EDUCATIONAL PROGRAMME

Our programme is based on Te Whariki, the Early Childhood Education Curriculum Document. This uses the goals of wellbeing, belonging, contribution, communication and exploration. We use the written observations of the children to work out with you the educational needs for your child and incorporate them into our programmes.

PARENT EVENINGS

These are held throughout the year. A good time to meet with all the staff and meet other parents.

LOST PROPERTY

A box with lost property is situated outside the main doors of each room. Please check if your child has mislaid anything.

ART BOXES

These are also outside each room. We ask you to clear your child's art at least once a week.

NEWSLETTER POCKETS

These are located to the left of the door to each room. Your child has a named pocket. This is for newsletters, accounts, receipts and other relevant information we need to give to you. **Please check daily.**

CAN YOU HELP ?????

We always need interesting scrap materials and "junk" for art work:

cardboard	cardboard tubes (not toilet roll inners)
wood	bottle tops - plastic and metal
grocery packets	plastic bottles
yoghurt pots	ice cream containers
wool and material scraps	
coloured paper	corks etc etc etc
not polystyrene	

Any donations you could make would be appreciated. Before throwing anything away - please think of us. Thank you.

OTHER INFORMATION

Barnardo's New Zealand gains most of its financial support from local fund raising, donations, trust grants, the sale of greeting cards and Christmas cards and other stationery items, plus a gift scheme where gifts ordered and paid for in New Zealand are delivered in the UK for Christmas. The greeting and Christmas cards can be purchased from the centre and if you would like to assist us further by encouraging your friends to also purchase these items we can let you have illustrated brochures.

FINALLY

We hope you and your child will enjoy your association with Cranwell Park Early Learning Centre and Barnardo's and that you will derive satisfaction from watching your child develop and learn in a warm, happy and secure educational environment.



CRAWWELL PARK EARLY LEARNING CENTRE

SLEEPING ARRANGEMENTS

Bedding and Linen

Separate bed linen will be provided for each child and individual bedding used only by that child. The linen will be washed weekly and whenever it has been wet or soiled.

Spacing of beds

Cots and beds will be spaced so that children are completely separate from the neighbouring child and have a free airspace.

Settling Procedures

Calm, relaxed and predictable routines help children to settle. The use of stories, rhymes, singing and restful music can also be helpful in the settling process. Cots are named.

Noise and Lighting

The sleeping area is sited so that there is no need for other staff to come into the area unnecessarily, either to get resources or go to another area in the centre. Consideration is given to make the area as sound proof as possible with attractive and peaceful decoration. Lighting should be dimmed and harsh, sudden changes to lighting is avoided. Staff will try to manage children who are not settling in such a way that there is minimum disruption for the sleeping children.

Supervision

Sleeping children are supervised by a staff member who is physically in the room with the children.

Food and drink

Children in cots or beds are not given bottles, drinks or food. Babies who need bottles before bed are held while this happens and then placed into bed.

Record Keeping

All children's sleeping patterns are recorded on the daily Sleep Chart Form (CC 0996.2 and also on the Peanuts white board daily (for under two year old children).



EXCURSIONS IN EARLY CHILDHOOD SERVICES

Enjoyable and appropriate outings or excursions outside of the home or the centre provide valuable opportunities for children to have new learning experiences.

Outings and integrated indoor and outdoor activities are a regular and essential part of a well-balanced home or centre-based early childhood programme in Barnardo's services.

For centre based care use Form ELC/0798/7 **Permission for a centre outing** when planning an outing.

Excursions aim to

- help children to understand the world around them, especially the local neighbourhood.
- enhance children's learning through enjoyable, first-hand, broadening and safe experiences.

They require careful planning -

- All the requirements of The Education (Early Childhood Centres) Regulations 1998 and The Education (Home-Based Care) Order 1992 and amendment must be met
- If outings require transport, Barnardo's policy on the Transportation of Children in Motor Vehicles must be followed.
- Children should not be expected to walk too far.
- A ratio of 1 adult to a maximum of 3 children applies. Parents must be informed what the adult:child ratio will be for any outing.
- Insufficient adults to meet the desired ratio means the outing will not go ahead
- Parents and volunteers may be involved.
- Written parental consent must be obtained in advance.
- Necessary extras such as additional clothing, food and drink, emergency equipment etc. are taken appropriate to the outing.
- In centres, the names of children going out will be recorded in a diary/notebook or roll along with the names of adults accompanying children plus details of destination and duration. In Family Day Care, outings will be recorded in the child's Record of Education and Care.
- In Family Day Care, caregivers may organise outings for the children in their care, or coordinators may organise outings for all caregivers/parents, children to participate in.
- Generally, visits should be within the local community and offer the children "hands on" experience.
- Excursions should be followed up by discussion and related activities.



CRANWELL PARK EARLY LEARNING CENTRE

Cranwell Park Early Learning Centre is a purpose-built centre owned by Waitakere City Council offering quality, affordable childcare in a safe and caring environment.

LOCATION	Opposite Cranwell Park, Henderson (drive through carpark, past the Aquatic Centre, Bowling and Croquet Clubs)
CHILDREN	Aged from 6 months to 5 years
HOURS	Monday to Friday (except Statutory holidays) from 7.30am until 5.30pm providing full day and casual care
FEES	On reverse
MANAGEMENT	The centre is managed by BARNARDO'S . It is a fully licensed centre and has negotiated a Charter with the Ministry of Education. A programme is in place which meets the ongoing developmental and educational needs of each child.
STAFF	The centre is staffed by both fully qualified and in training Early Childhood Educators, with a high staff to child ratio.
COMMUNICATIONS	For ongoing parent and staff communication we use facilities like notice boards, newsletters and meetings. We welcome parents and potential parents calling at any time.

WHAT YOU NEED TO BRING

A baby, toddler or child under 5 years of age!
We supply midday meal, morning and afternoon teas, linen, toys and **FUN**. You will need to bring enough changes of clothing for your child/children for a stimulating and exciting day and formula and bottles for babies. For ecological reasons we do not use disposable nappies. We use a nappy service. You will be required to send a nappy for your child to go home in.

NOTE: For casual children, you are required to provide nappies, changes of clothes and bottles

ENQUIRIES

For enquiries and further information:
PH: 836 7506

WAITAKERE CITY COUNCIL EMPLOYEES - PREFERENTIAL ENROLMENTS ARE AVAILABLE FOR YOUR CHILDREN.



CRANWELL PARK EARLY LEARNING CENTRE - FEES 1998

	Under 2 years	Over 2 years	Over 2 years (On Subsidy)
Full Week	145.00	115.00	105.00
Full Day	30.00	24.00	21.00
Half Day	18.00	14.00	12.00
Sessions (3 hrs)	13.00	10.00	9.00
Hourly Fees	5.00	4.00	4.00
Holding Fees	13.92 (full day) 6.96 (half day or session)	13.92 (full day) 6.96 (half day or session)	13.92 (full day) 6.96 (half day or session)

SPECIAL CASUAL RATES are available for Aquatic and Recreation Centre patrons as follows

	UNDER 2 YEARS	OVER 2 YEARS
1 HOUR	4.00	3.00
1.5 HOURS	5.50	4.00
2 HOURS	7.00	5.00
3 HOURS	10.00	7.00

CONDITIONS

- The reduced rate applies to families on childcare subsidies
- Sessions or half days are before or after 12 noon. They cannot be combined
- Holding Fees (see scale) are payable for Public Holidays and for temporary absences when advanced notice has been given
- No fees are payable when the Centre is closed for the Christmas/New Year Holiday
- Fees are determined in advance of the Monday to Friday week with any changes needing to be notified by Thursday of the week preceding care
- Casual Fees may be charged when a booking has not been made
- We require prompt payment of fees, accounts are sent out fortnightly for payment in advance. Automatic Payment forms are available from us and we encourage this form of payment
- If your child does not attend for two weeks with no advice from you regarding their absence, their name will be removed from our roll and an account sent to you.

PURPOSE AND AIMS OF CRANWELL PARK EARLY LEARNING CENTRE

- To provide an educational and caring environment for children which is safe, stable and healthy.
- To focus on the well-being of each child attending and ensure that their physical, emotional, spiritual, social and cognitive developmental needs are fully met.
- To acknowledge the rights and needs of all parents who use the centre.
- To respect and cater for individual and cultural differences of children and staff, while at the same time acknowledging the need to work together.
- To acknowledge the joint relationship between the child's parent/caregiver and staff so as to meet the needs of the child.

PEANUTS - Under 2^s

THE DAILY PROGRAMME - A GUIDE LINE

7.30am Greeting children and parents.
Free choice activities.

This programme has several aims - developmental, social and cognitive. However it is through games, play, painting and other activities within the programme that the children learn to trust and feel safe with the staff.

Independence is encouraged through provision of a wide range of exciting and stimulating activities that are a level that each child is able to manage.

9.30am Wash hands - Morning tea.

10.00am Free Play - Special am activity inside/outside.

11.00am Music/movement/dance.

11.15am - Mat time - new and favourite songs and stories.

11.30am Wash hands - Lunchtime.

12.00noon Sleep time for older Peanuts.

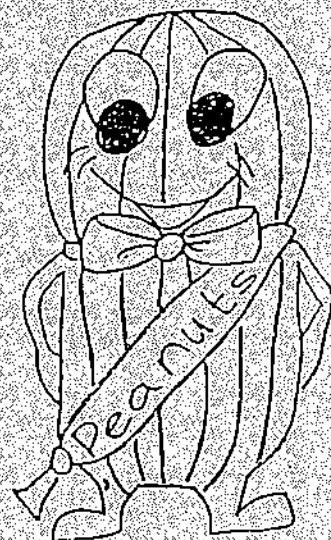
12.30pm Free Play for younger peanuts.

2.30pm Wash hands - Afternoon tea.

3.00pm Free Play - Special pm activity inside/outside.

4.30pm Quiet inside activities and late pm tea.

5.30pm Centre closes.



JELLYBEANS - 2 to 5yrs

THE DAILY PROGRAMME - A GUIDE LINE

- 7.30am Centre opens. Inside/outside activities include playdough, puzzles, books, painting, building blocks, confidence courses, ball skills.
- 9.20am Clean up time, children are encouraged to tidy up.
- 9.30am Wash hands for morning tea, children are supervised.
- 9.45am Combined mat-time with all the children.
- 10.00am Children are divided by age, 2, 2/3, 3, and 4 yr olds. Planned fun activities are set up, which includes art and crafts, board games etc. Indoor/outdoor. Children are free to leave the activity as they wish.
- Free play.
- 11.20am Clean up time.
- 11.30am Mat-time. Children are divided into two groups. 2 yr olds and 3 & 4 yr olds. Activities are planned and age appropriate. These include - stories, finger plays, songs, action games, puppets, counting, colours, English and Maori language.
- 11.45am Wash hands for lunch.
- 12.15am 2/3 yr old children rest/sleep. 3 and 4 yr old non sleepers participate in school related activities in the Peanut room. Activities include work sheets on number/letter recognition, writing their names, colours, shapes, sequence, science experiments, problem solving, short excursion i.e. nature walks, library visits, shops etc.
- 2.45pm Wash hands for afternoon tea.
- 3.00pm Activities inside/outside.
- 4.30pm Clean up time.

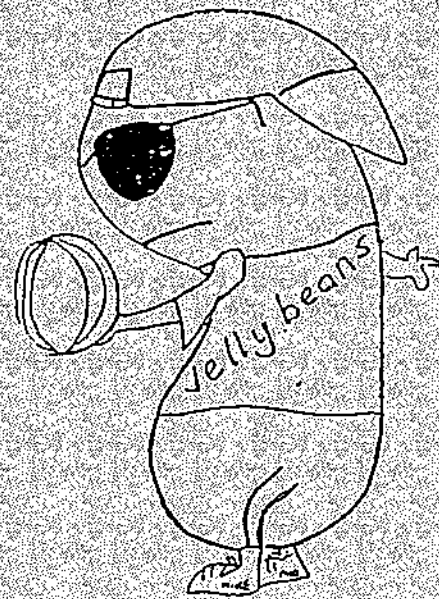
4.45pm

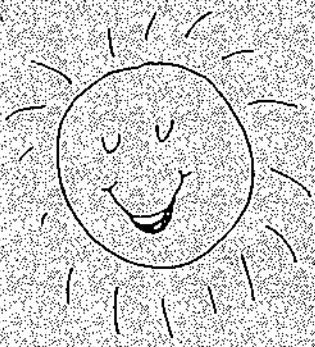
Mat time - late afternoon snack. Children's faces/hands washed, clothes changed if necessary in readiness to go home.

Quiet activities.

5.30pm

Centre closes.





SunSmart Policy for Cranwell Park Early Learning Centre

Our SunSmart Policy has been developed to ensure that all children attending this centre are protected from skin damage caused by the harmful UV rays of the sun. It is to be implemented throughout the year, but with particular emphasis in summer.

A. As part of general SunSmart strategies:

1. The centre will require children to wear hats which protect the face, neck and ears whenever they are outside.
2. The centre will ensure that shade is provided over the sand areas, water trough etc. Trees will be planted to give extra shade in areas where children congregate.
3. Excursions and all other outdoor activities will be scheduled before 11.30am and after 3.30pm in summer whenever possible. The availability of shade will be considered when planning excursions and outdoor activities.
4. Staff will act as role models by:
 - Wearing appropriate hats and clothing outdoors.
 - Using a 15+ broad spectrum sunscreen for skin protection.

- Seeking shade whenever possible.

5. SPF+ broad spectrum, water resistant sunscreen will be provided for staff and children's use as necessary.
6. Opportune moments will be used to teach children why the skin needs protection from the sun and ways of doing it.
7. The SunSmart Policy will be reinforced in a positive way through parent newsletters and noticeboards.
8. Staff and parents will be provided with educational material on sun protection.

B. When enrolling their child, parents will be:

1. Informed of the SunSmart Policy and given a copy of this.
2. Asked to provide a suitable hat for their child's use.
3. Happy for staff to administer sunscreen.
4. Encouraged to practise SunSmart behaviours themselves.

