

SPACE NZ
Trust



SPACE NZ Trust

Introduction – What is SPACE?

SPACE (Supporting Parents Alongside Children’s Education) is a year long programme for first time parents and their babies administered by the SPACE NZ Trust, a not-for-profit organisation registered with the Charities Commission. In administering this programme, the Trust’s overall purpose is to:

- Strengthen families/whānau through the provision of high quality parenting support and early childhood experiences for infants.
- Support families and communities so that every child has the opportunity to thrive.
- Promote the family as being central to a community’s well-being.
- Provide communities across New Zealand with access to SPACE through collaborative partnerships with national and local organisations.

The weekly sessions provide parents with the following support:

- The guidance of trained facilitators on all aspects of parenting and child development in the first year of life;
- A safe, facilitated forum in which parents can engage in discussion and information sharing on relevant child development and parenting topics;
- An opportunity for parents to connect with each other and their communities for support and a feeling of belonging; and
- A wide range of opportunities for infants to interact and explore play through a range of experiences.

Our Governance

The SPACE programme was originally designed, developed and delivered within the Hutt Playcentre Association in 2003. Following the successful establishment of the programme in the Hutt Valley, the programme was launched to other Playcentre Associations nationwide, as well as other community groups throughout the country. As the popularity and demand of the SPACE programme grew, it became clear that a robust and sustainable structure was needed to cope with this growth. In 2010, the SPACE NZ Trust was formed to act as the governing body of SPACE. The SPACE NZ Trust has appointed Trustees with a range of skills in the early childhood education, social policy, and community law sectors. The SPACE NZ Trust is responsible for creating the conditions for growth and financial sustainability of the SPACE programme by:

- Establishing an organisational infrastructure;
- Supporting SPACE partners to set up and deliver the programme;
- Investing in research and strong evidence-based examples of programme and organisational effectiveness; and
- Developing a business plan to achieve financial sustainability.

The underpinning principles and values that inform the Trust’s operating model include:

- Partnership and collaboration;
- Evidence-based approaches;
- Innovation and adaptability;
- Evaluation and review; and
- Maintenance of an inclusive and empowering approach.

Our team and the services/products we offer

The SPACE NZ Trust manages a small national team of skilled professionals. This team is led by the Manager, who reports directly to the Board of Trustees. The national team's role is to:

- Develop regional models and support SPACE partners to deliver SPACE programmes;
- Develop the SPACE programme, including the development of the programme's curriculum, specialised programmes and SPACE resources;
- Deliver the SPACE national and regional training programme for SPACE partners and facilitators; and
- Offer national networking and collaborative opportunities.

Our competitive advantage

The SPACE NZ Trust believes strongly in the 'social capital' concept. In recent years, 'social capital' has been a recurring theme in New Zealand's social policy settings. Both the national and local government have increasingly placed emphasis on initiatives that support this concept.

The term 'social capital' is defined by the OECD as "networks together with shared norms, values and understandings that facilitate co-operation within or among groups". Social capital includes the institutions, relationships, and norms that shape the quality and quantity of a society's social interactions. Increasing evidence shows that social cohesion is critical for societies to prosper economically and for development to be sustainable. Social capital is not just the sum of the institutions (families, community groups, etc.) which underpin a society – it is the glue that holds a democratic civil society together. This is particularly so in the early childhood education sector. Hence, it is natural for governments to focus on the role of early childhood policy and programmes in promoting social development.

By investing in quality early childhood education and care, countries are seeking to make the most of these early opportunities to promote children's development and learning in order to give them a good start on the road to lifelong learning. Equity concerns have led policymakers to focus on how access to quality early childhood services can offset some of the negative effects of poverty on children and form part of a long-term strategy to break the cycle of disadvantage. Access to early childhood services is beneficial right from birth. The parent is the vital key figure from day one with whom a healthy relationship will continue to ensure that the bonds that create good social capital are cemented – not just for the parent/child relationship, but for the relationship of that whole family, and in turn, the family's relationship with the rest of the community. **It is in cementing these bonds that the SPACE programme has a true competitive advantage.** Particularly as these bonds are cemented in the most important time in a parents' and child's journey – the first year of life.

By providing a quality year long facilitated and responsive programme of regular sessions for parents and their babies, parents learn new skills and ways to interact with their babies. SPACE gives parents an opportunity to share, connect and discuss their experiences in a supportive and non-judgemental environment. SPACE also links parents to their wider community. By providing this setting, parents will gain confidence in their role as the most important nurturers and educators of their child. The benefits of this are far-reaching. Research indicates that parents become confident in their skills and decision making, which in turn ensures that their children build crucial skills and form the attachments that are such a vital base for mental

and physical well-being throughout childhood. Parents also feel part of the community and have the opportunity to develop ongoing connections, thus alleviating the isolation many first time parents feel. With these connections firmly in place, parents have access to social and medical support and can make the most of the benefits that come from participation in early childhood education.

We at SPACE have seen a gap in the support of first time parents beyond just the first few weeks of their babies' lives. Our impact is far reaching. Simply put, SPACE creates family and community environments where every child has the opportunity to thrive. The social capital this generates has implications for the community, and the country, for years to come.

Our focus on young and vulnerable parents

The transition to parenthood for a first time parent is a challenging time, and even more so for the young parent. At a time when access to information and a sense of community connectedness is vital, often first time parents feel socially isolated, unsupported, and not sure how to support their child through the milestones of their first year. A good start in life can build resilience for the child and family, protecting a child against factors that put them at risk of harm and other poor life outcomes. Research has found that family engagement in early childhood programmes of good quality enhances resilience, particularly among vulnerable populations. The SPACE programme is one such example.

SPACE is premised on the fact that every parent wants to do a good job in providing for their child but they just might not have the skills and knowledge or support to do so. SPACE provides these skills and knowledge in a safe and supportive environment, surrounded by other parents who are going through the same challenges. Because we are based in communities, working out of early childhood education services, our programme supports a vision that New Zealand children "have the best start in life, flourish in early childhood, and are supported to reach their potential". SPACE programmes are intergenerational and operate from within group settings that, by definition, have the potential to alleviate isolation and promote community wellness as parents and their infants participate together in the sessions. Evidence collated from the SPACE programme has indicated that our programmes have indeed empowered young parents; they have provided a forum for young parents to seek information about social services, health, and education; and, most importantly, SPACE programmes enhanced community well-being for those young parents.

How SPACE is delivered?

The SPACE NZ Trust disseminates the SPACE programme nationwide by forming formal partnerships with community organisations who in turn deliver SPACE programmes to their communities. As at 1st February 2012 the Trust has 28 SPACE partners who deliver 127 programmes nationwide. These partners represent the full spectrum of the community, including Playcentres, early childhood specialist services, Plunket, PAFT, community centres and faith-based groups. We also receive a substantial number of referrals from Plunket, PAFT, Parent Centre, Maternal Mental Health, and other early childhood support and parenting support services.

Since the initial pilot programme in 2003, the number of SPACE programmes being delivered nationally has continued to increase significantly. Refer to Table 1, Table 2 and Table 3.

Table 1

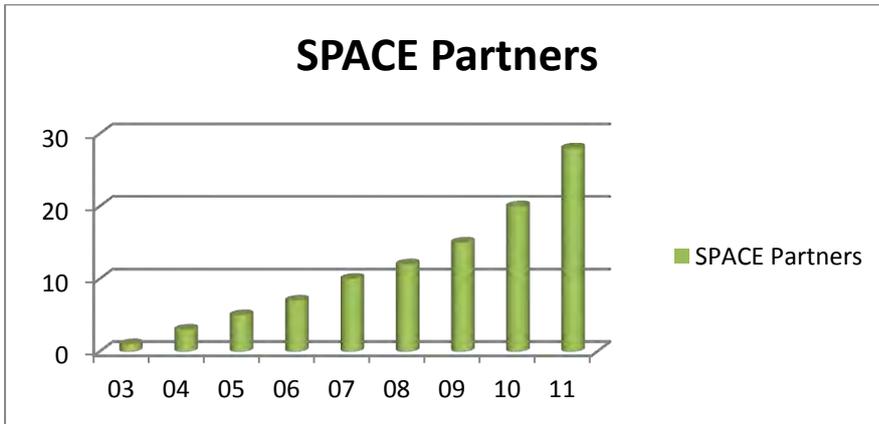


Table 2

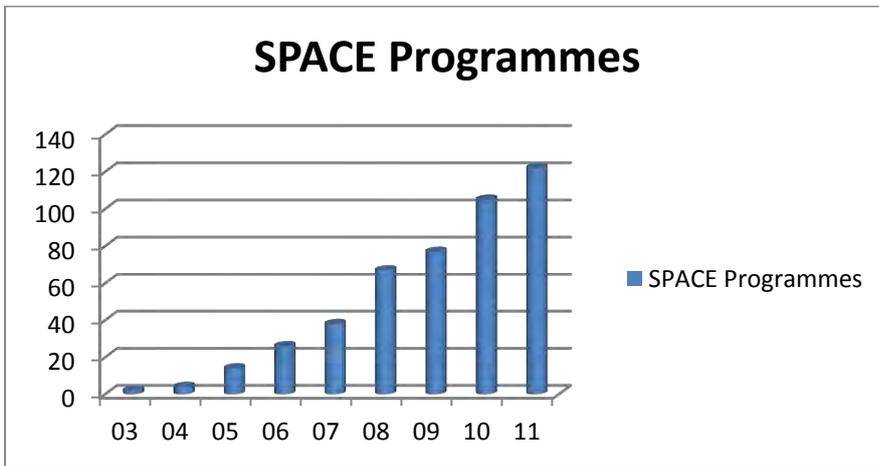
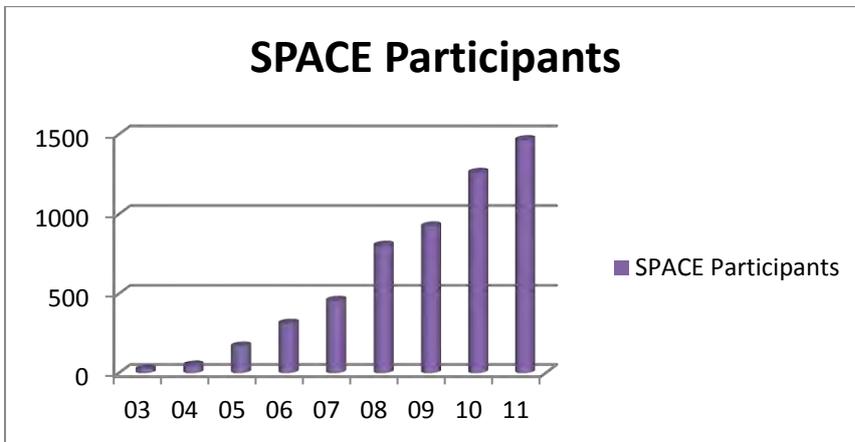


Table 3



What do our current partnerships look like?

Currently, organisations delivering the SPACE programme are divided into 4 categories

- Playcentre Associations
- Faith Based Groups
- Community Groups
- Partnership collaboration models

While each of these groups are now successfully running, the time and expense that goes into bringing each organisation to a position where they can begin to deliver the programme is extensive, despite the fact some groups qualify for government funding.

(i) Playcentre Associations:

As at February 2012, there are 117 programmes being delivered by Playcentre Associations nationally. SPACE programmes delivered through Playcentre typically receive Ministry of Education (MoE) bulk funding as the majority of their centres are Early Childhood Licensed. Consequently they are able to cover the delivery costs of the programme and may also sometimes employ a paid administrator or convenor to administer and support programme delivery. Some Associations have set up successful SPACE centres delivering multiple programmes.

Playcentre Associations largely depend on volunteers and operate on a principle of emergent leadership. Often their volunteers are involved for a limited period of time. This means for SPACE that Associations still require significant input from the SPACE national team. The national team provides regional facilitator training and networking, strategic delivery models and structures, and assistance with the marketing and promotion of the programme. The partnership with Playcentre Associations is set to grow exponentially provided MoE funding is maintained.

(ii) Faith Based Organisations:

There is a growing interest in SPACE from faith based organisations in particular the Baptist and Anglican Communities who deliver a range of community initiatives to their local communities. A few of the organisations have the ability to access Ministry of Education Early Childhood and playgroup funding. However, funding remains a challenge for those programmes that are delivered from church premises as they are not eligible for the Ministry of Education funding. Consequently there is a high reliance on volunteers, church funds or community grants. To enable organisations to grow and build their capacity the SPACE NZ Trust will continue to investigate funding models and potential partnership structures including potential partners for the faith-based organisation to connect with. The Trust is also committed to the provision of training for the volunteers, and the provision of professional development opportunities to ensure the volunteers/facilitators keep delivering up-to-date information and protect the professionalism and quality of the programme they are delivering.

(iii) Community Groups

Currently there are four community groups delivering SPACE. As SPACE delivery is often integrated into existing roles of staff members, time and resources are often limited, minimising potential focus and growth. Consequently, the uptake amongst community

groups has been the slowest but has huge potential. The Trust needs to carefully consider how to tap into this potential for future partnerships through engaging local community organisations who are at the forefront of community action and development. We have set out in the growth plan section of this paper how we plan to address this.

(iv) Partnership Collaboration model

SPACE NZ Trust is working in collaboration with PAFT and Plunket and others to deliver SPACE in a collaboration model. Working in collaboration has challenges which include:

- identifying a clear shared purpose,
- making time for organisations to plan,
- clarifying goals and responsibilities,
- creating systems to support the delivery,
- ensuring 'buy-in' from those at the delivery level, and
- ensuring current employees are being up skilled and trained to deliver SPACE.

Where to from here?

We clearly align with the government's key national policies seeking to support parents as the primary caregivers and educators of their infants. We are in a strong position to become one of the foremost providers of parent education programmes across the spectrum of New Zealand communities. We therefore have worked hard to put together robust strategies to make our growth plan a reality.

We recognise that SPACE is not intended to compete with existing programmes, resources and support that are available to parents, such as PAFT, Family Start, HIPPIY, Incredible Years, Triple P, Plunket courses, Whanāu Toko I Te Ora, Parent Centre, Parenting Place. A primary focus of the SPACE NZ Trust is to link with all these providers and ensure all parents living in NZ have access to parenting support and education. Within certain regions we are concentrating on scoping and mapping what existing services on are offer for parents in their community, to ensure that SPACE complements the existing parent support profile within the region.

The SPACE NZ Trust priority is organisational sustainability. This is achievable through having a clear strategic direction, assessment of our stakeholders, management and retention of competent staff, adequate administrative and financial infrastructure, being able to demonstrate our effectiveness and impact, and retaining community support and involvement in our work.

(i) Assessing our assets

To obtain an accurate understanding of where we are and where we are heading, the Trust has completed a SWOT and PEEST analysis and identified existing factors which will have a significant impact on the future plans of the Trust. From these analyses, we have developed our strategic direction and recognise that one of our major strengths are our assets, which include:

- The SPACE copyrighted programme, (including all associated resources and training programmes);
- The highly recognisable SPACE brand and trademarked name and logo (used in all our promotional material, resources and training packages);
- The high quality skills and professionalism of the specialist ECE and parenting support expertise within our team and Board of Trustees;

- SPACE’s detailed research projects and their findings therein; and
- Our strong relationships with key funders (both within government and with non-governmental organisations), and community agencies and existing partners.

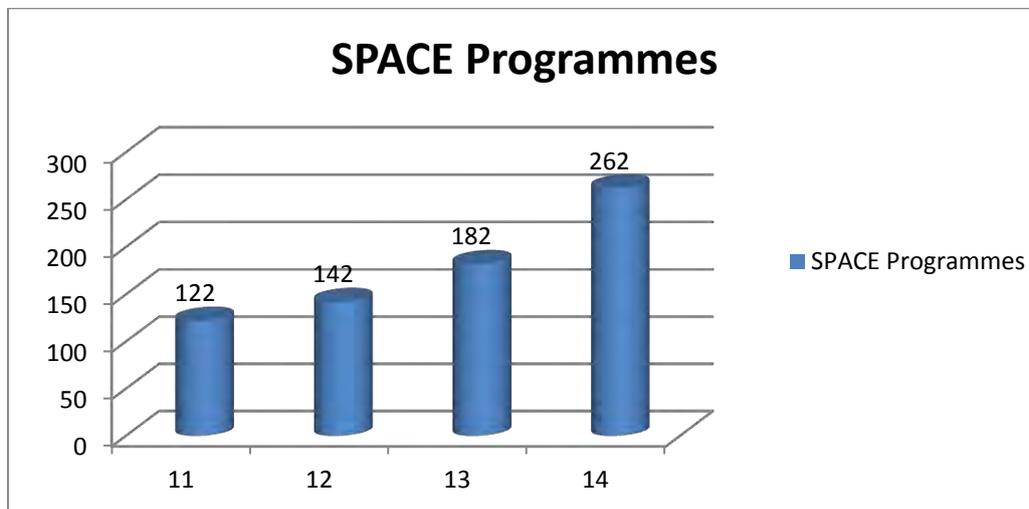
(ii) Our growth plan

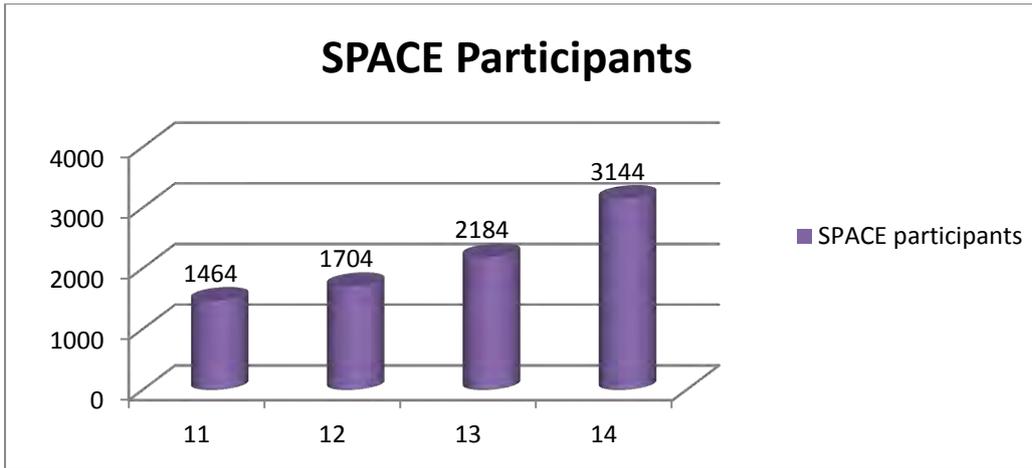
Our overall vision, which also drives our growth plan is ‘He wāhi i ngā wāhi katoa - SPACE in every place’. The number of SPACE programmes being delivered by a range of partnering organisations has continued to grow every year. While a full assessment of the demand has not been undertaken, feedback from partners with extensive waiting lists suggests the demand far exceeds the number of programmes available. This is evident in a number of areas: Wellington, Hutt, Auckland, Christchurch, Hamilton and Taranaki. According to our projections, this demand is likely to grow even further. Clearly, this demonstrates that there is a real need in our communities for the one year intensive programme being offered by SPACE.

To meet this demand the Trust is seeking to increase the number of partnering organisations to deliver SPACE programmes throughout New Zealand. Over the next three years our objective is to increase the number of SPACE partners delivering programmes by 215% (approx. 140 programmes). By using a staggered approach to achieve our objectives sustainably, we are aiming for the following growth pattern:

- First year - standard growth of 20 programmes delivered by 5-6 new partners.
- Second year - growth of 40 more programmes delivered by 10-12 new partners.
- Third year - growth of 80 more programmes delivered by 10-12 new partners.

Table 4 and 5 – Projected potential growth rate





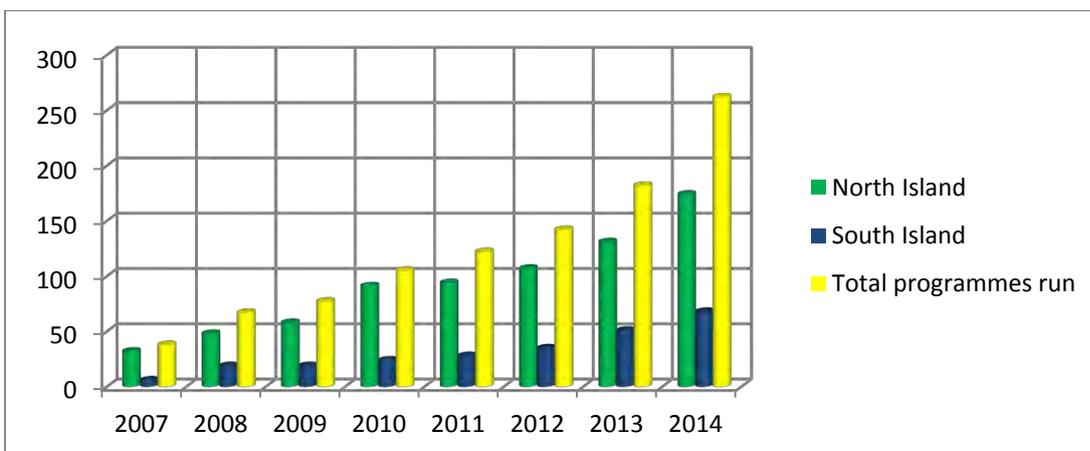
(iii) Marketing our vision for growth

Building on these critical assets, and taking into consideration the high demand for our services and our alignment with the current government focus on community cohesiveness, we have drafted a three year marketing plan. We have established a coherent marketing philosophy where we integrate reciprocal relationships within existing SPACE Partners and identify potential links to allow us to diversify. We have established market segmentation, ensuring we tailor our marketing efforts to our different stakeholders.

In summary, the SPACE NZ Trust marketing plan provides clear goals to:

- Increase the number of SPACE partners delivering SPACE nationally;
- Fund the National Partnership Coordinator to create new partnerships predominately the North Island through active marketing (currently the Coordinator has been focussing primarily on the growth of SPACE partners nationally, with noticeable growth); and
- Recruit a South Island Partnership Coordinator. (This part time role would be a fixed term contract for 3 years to initiate extensive growth in the South Island through active marketing). (refer to Table 6)

Table 6 – Potential Number of SPACE programmes distributed nationally



Other marketing activities include the development of a specific communication plan which not only aims to keep referral partners (Plunket, PAFT, Maternal Mental Health) informed of all new SPACE activities, but more particularly also ensures that we reach potential partners as our programmes develop. We seek to achieve this by providing SPACE DVDs and promotional materials, as well as developing a newsletter/forum and website upgrade, which will provide links for organisations to access the team and promote the programme.

(iv) Accurate projections for growth: design and implementation of the database

In order to have an accurate plan for where we are headed, we need an accurate record of where we have been. To date, we have over 3500 SPACE participants who have attended the SPACE programme, with an additional 1415 currently attending SPACE.

To accurately project our growth, we are in the process of designing our database that will allow us to do the following:

- Collate vital information on current SPACE partners, SPACE facilitators, referral agencies, funders and participating parents (past and present);
- Directly contact first time parents/participants and provide them with a link to the Trust's work and give them the opportunity to associate with a national body (particularly after they leave the programme); and
- Create and distribute specific reports for the Trust and their partners, which would include demographics.

(v) Keeping ourselves on track: creating an evaluation framework

Part of sustainable growth is the ability of an organisation to periodically assess how it is performing. To ensure that we have the ability to do this with accuracy and integrity, the Trust is in the process of developing an evaluation and monitoring framework. This framework will allow us to do the following:

- Clarify and build a shared understanding of the outcomes of the Trust and separate these from those traditionally associated with SPACE programmes;
- Communicate to partners whom the Trust expects to monitor and evaluate its own performance, as well as the type of information sought on programme effectiveness from partners, to build a cohesive story of performance;
- Assess value for money and provide evidence to support investment decisions of funders; and
- Identify what is viable and what is not – to inform and support strategic decision-making by the Trust as well as contribute to the evidence-base provided through the support for parents.

The results of our evaluation would be incorporated into any future reporting to the Board of Trustees, SPACE partners, Funders, and local, regional and national level government agencies.

The information collected from the evaluation framework will inform future directions of growth through:

- Gathering evidence about the benefits and value derived from the investment in SPACE programmes, who actually received the benefits, and identification of the partnership models that worked most effectively;
- Supporting ongoing learning and development as the Trust evolves and adapts to respond to demands from SPACE stakeholders; and
- Providing an opportunity to identify lessons learnt from the Trust's experience in scaling-up its programmes and capture its journey towards becoming a self-sustaining enterprise.

(vi) Our Training potential

The growth of SPACE hinges in part on our ability to train high quality programme facilitators and maintain the quality and integrity of the SPACE programme. The facilitators, who run the programmes and interact with the participants, are in a sense the face of the Trust. Ensuring they are fully trained, supported, and given opportunities to keep their training current through professional development, is one of the keys to maintaining sustainable growth. The Trust has put much capital, both human and monetary, into developing a state-of-the-art training programme. In doing so, we have recognised the benefits of a centralised training centre and are investigating the capital investment of a training centre which could generate income and be used by all partners. We want to continue in this development to ensure we meet the growing needs of the community.

Regional training

The SPACE training programme is a valuable asset and continues to be developed. Of particular importance to SPACE's financial stability is the fact that the programme is not 'SPACE-centric'. The programme content is fully relevant to other parent education providers in the early childhood sector. As such, the SPACE team are looking at ways to self-fund our national and regional training by offering SPACE workshops to other organisations who are not delivering SPACE.

We have over 100 active facilitators who are currently delivering the SPACE programme. To cover demand for facilitated programmes, to date, we have delivered over 34 training hui which have provided 550 parent educators with professional development, and has provided the potential for a large number of parents to become SPACE programme facilitators. A high percentage of these trainees would have delivered a number of SPACE programme over the past 8 years. SPACE has therefore been responsible for providing parents with job opportunities as SPACE facilitators thereby potentially increasing the part time workforce opportunities for parents. Through the provision of potential part time employment opportunities, the Trust is contributing to supporting the governments Future Focus welfare reform designed to help people receiving benefits get back into work as quickly as possible.

To achieve our objectives to expand the number of SPACE programmes being delivered throughout New Zealand, we are seeking to train 120 new SPACE facilitators and support people over the next three years to ensure the programme continues to be delivered with consistency and to the high quality we demand of ourselves. We plan to do this through the development of a number of National and Regional training forum. We will be researching the use of e-training to allow us to access more potential trainers, and we will advertise these forums on our website and through existing partners.

(vii) Technology plan

A technology plan with the primary purpose to provide direction for the future use of technology the SPACE NZ Trust is developed. This provides the Trust with designated

technology expenditure and includes the utilisation and capitalization of existing assets, such as the website, our staff skills and expertise, data management systems, social and interactive media WEB 1.0, WEB 2.0 and online training, as well as considering streamlining document management for all SPACE partners.

Financial Sustainability Plan

Achieving organisational financial sustainability is a goal SPACE NZ Trust is working towards. Financial sustainability for the SPACE NZ Trust like many not for profit organisations is the ability of the organisation to generate enough resources to work towards our vision. This will enable us to cover our administrative costs and prioritise our activities. It can be achieved at a project, programme and organisational level. Securing sustainable funding will mean the Trust can concentrate on providing our service for the betterment and support of New Zealand's communities without the additional and time-consuming burden of having to continuously look for on-going funding. It ensures the longevity of our organisation.

Our strategy is to focus on financial and strategic planning; income diversification, sound administration and finances, and on our own income generation.

Our financial plan is based on the following:

- A 3 year strategic forecast which is represented in two sections: Our committed income and expenditure and anticipated income and expenditure.
- A 5-10 year strategy which focusses on donor capital, income generated from interest on a capital investment fund, income generated from services and purchase of assets.

Our current funding source

We are contracted to the Ministry of Social Development (MSD) to provide a specified service to support SPACE partners to deliver SPACE. We have an established relationship with SKIP, and within this partnership are working with a common purpose and collective interest. The financial assistance and expertise offered by SKIP has been invaluable. However, funding received from SKIP provides only a 50% of our overall operational funding.

A 3 year funding contract with Tindall Foundation has supported the national body to focus on the future sustainability of the SPACE NZ Trust and build the capacity of the SPACE partners nationwide. Other funding sources include grant applications, and a small profit generated from SPACE resources. More recently we received a substantial one off donation from the Todd Foundation to contribute to the role of the Partnership Co-ordinator.

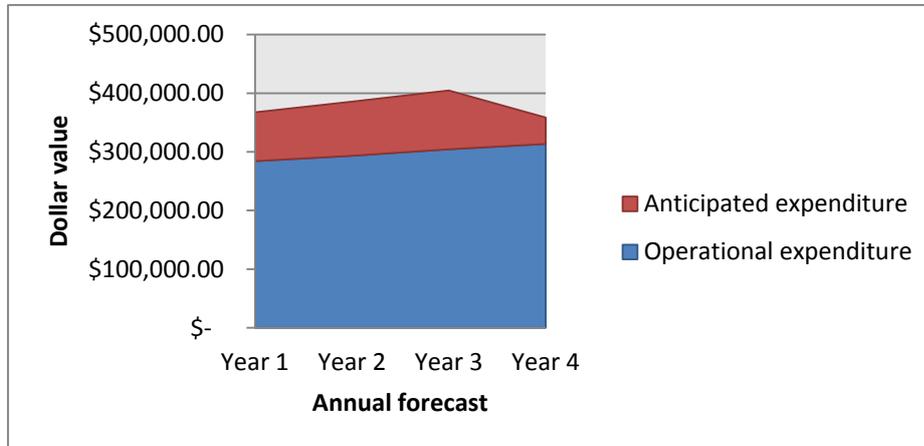
Our funding requirements

Our core operational expenditure, while fairly consistent over time due to our careful management, has increased incrementally every year. Expenditure for projects and business ventures varies annually and is hugely dependent on funding received.

A cost analysis report calculated the current cost per parent (2012) for the National Operations is approximately \$ 211. This amount is calculated on the total operating costs to run a national body for one financial year divided by the number of parents who attended

and benefited from a SPACE programme. This figure excludes the local delivery costs for administering and delivering a SPACE programme. With the anticipated increase in the number of programmes being offered, the cost will lower to \$127 per parent attending.

Our 3 year financial projections include our core operational and anticipated expenditure.



Our financial targets

The SPACE NZ Trust will implement measures to test and review our organisational financial stability, our financial leverage, operational efficiency and profitability.

Our short term financial goals include:

1. **SPACE NZ Trust will secure baseline funding for core business operation by June 2015.**
2. **By June 2015 to retain sufficient working capital for a minimum of 120 days of operating reserves.**
3. **Development of systems to test our operational efficiency and measure:**
4. **Investigate sources of business revenue from non-traditional, non-government sources.** For example: personal/corporate donations, bequests, sponsorship and/or trading activities.
5. **To remain flexible enough to accommodate changes in service delivery.**
6. **Develop a Risk Management Plan and Strategy**

Summary

The evolution of the Trust represents a significant shift in focus and approach, and signals a strong desire to expand and extend the scope of SPACE. The overall purpose is to strengthen families/whānau through the provision of quality parenting support and early childhood experiences for babies and play a key role in community resilience and connectedness through:

- Strengthened organisational capacity and financial sustainability;
- Shifting in societal attitudes and confidence, parenting behaviour and practices;
- Influence on policy development;
- Diversified base of support (e.g. partners, funding models); and
- Strengthening of Key alliances and collaboration.