



# Choosing a Childminder

## **A Guide for Parents**





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# 1. Introduction

NICMA - the Childminding Association is a regional charity and membership organisation which works to support Childminders, parents and children.

Founded in 1984 NICMA's main purpose is:

**'To promote quality home based childcare and learning for the benefit of children, families and communities'**

Childminding is the largest form of registered day care provision for children aged 0 - 12 years, accounting for more than **35%** of total childcare (which includes sessional care such as play-groups and after school clubs) and over **60%** of full day care.

NB: For the purposes of this booklet, we have used the term of 'she' in relation to the Childminder.



## 2. What is a Registered Childminder?



*“There is no occupation more important than looking after children. A Childminder not only protects and cares for a child, but also has a profound influence on the child’s future. As a carer and an educator – and there is no neat distinction between these roles - a Childminder can become one of the central figures in a child’s world. That is why quality in childminding is crucial.”*

Carmel Hanna MLA 2002

A Registered Childminder is:

**‘a person who looks after 1 or more children under the age of 12, for more than 2 hours per day, on domestic premises for reward’**

Children (NI) Order 1995

Registered Childminders are self employed day care providers who work in their own home to provide care and learning opportunities for other people’s children within a family setting. They are registered and inspected by Health & Social Care Trusts on a regular basis.

Registered Childminders may be registered to care for up to 6 children between the ages of 0 - 12 years of age (including their own children).



There are around **3,700** Registered Childminders in Northern Ireland offering over **17,000** childcare places for both pre-school and after school children.

Only **Registered** childminding is eligible for the Childcare element of the Working Tax Credit.

## What Does Registration Mean?

A Childminder **MUST** by law register with the local Health & Social Care Trust. The purpose of registration is:

- To protect children
- To provide reassurance to parents using childcare
- To ensure that childminding services meet acceptable standards

To achieve registration, the Childminder is assessed to ensure that they are able to offer a quality Childminding environment; this includes complying with standards of safety, equipment and numbers of children. The home environment is checked to ensure that it meets the standards required and that it is a suitable environment to care for children. References and health checks are required as are police checks on all individuals in the household over the age of 10.

NICMA recognise that childminding is a professional day care service and as such, the registration process is the first step towards the provision of quality childminding.

Local Health & Social Care Trust offices keep a register of all Childminders who have completed the registration process, and are able to provide parents with a list of names.





### 3. The Benefits of Quality Childminding



*“My Childminder makes my child feel welcome, at ease, happy and secure in my absence. She provides excellent continuity of care and helps my child develop important skills through play. She has also helped develop her social skills. I would recommend NICMA to anyone wanting information on childcare and a reliable, trustworthy Childminder”*

Parent, North & West Belfast

There are a number of unique features of Childminding which support children’s learning and development.

- ❑ **Children’s individual needs can be met** - through individual attention from the Childminder and interaction with other children of all ages. Babies, particularly, benefit from the individual, family type care provided by Childminders.
- ❑ **Low adult/child ratio** - Childminders can be registered to care for up to 3 children of pre-school age and 3 children of school age. This low adult/child ratio allows for children’s individual needs to be met.



- ❑ **Flexibility and choice in hours of care** - Children can be cared for on a full or part time basis from babyhood, throughout their pre-school, nursery and school years, and accommodate the varying needs of working parents.
- ❑ **Family friendly** - Childminding offers parents the opportunity for all of their children to be cared for in the same setting regardless of age. Childminded children are not segregated because of age or stage. This encourages siblings to bond and so encourages family relationships to fully develop.
- ❑ **Part of the community** - Children are cared for in their own community, enabling them to build and develop their own local connections and providing opportunities for close links with community based services and with local schools.
- ❑ **Real life learning** - Children looked after by a Childminder enjoy real life experiences like cooking, shopping, gardening, mealtimes, etc. From these everyday activities the children can learn basic science, maths, social skills and language skills.
- ❑ **Support and back up** - Childminders can provide support to parents by offering homework supervision, back up and emergency care where required.
- ❑ **Equality of Opportunity** - Childminding offers all children equality of access to opportunities to learn and develop, taking account of the child's age and stage of development, gender, ethnicity, special educational needs and any disability. It also offers children with special needs or disabilities the opportunity to be cared for in an inclusive setting with children of differing abilities, ages and backgrounds.



## 4. NICMA Quality Childminding Charter

The quality assurance of childminding provision for children under 12 years begins with registration and inspection to minimum standards as set out in the Children (NI) Order 1995 and associated Regulations and Guidance.

If your Childminder is a member of NICMA, she will have agreed to work towards the 10 standards of the NICMA Quality Childminding Charter.

NICMA advocate that Childminders should:

### 1. Take a professional approach to registered childminding

- are registered and comply with the requirements of their registration
- have appropriate insurance cover
- undertake relevant training where possible
- keep up to date with childminding regulations and legislation

### 2. Manage children's behaviour

- never slap, smack, shake, bite, frighten or humiliate a child
- take a positive approach to managing children's behaviour
- set clear boundaries for children's behaviour and share these with parents
- give praise and encouragement when children live up to expectations
- respond to unwanted behaviour appropriately, according to the child's age and level of understanding

### 3. Promote equality of opportunity

- treat each child as an individual and with equal concern
- give every child equal chances to learn and develop
- take into account each child's age and stage of development, gender, ethnicity, home language and any disability



- ❑ encourage children to develop a sense of their own identity and culture
- ❑ help children to learn about cultures different from their own, and to develop positive attitudes towards people who are different from themselves

#### **4. Respect confidentiality**

- ❑ do not share information about children and families without the permission of the family
- ❑ only break this rule in the interest of protecting a child, when they seek advice from appropriate professionals

#### **5. Promote children's learning and development**

- ❑ provide play activities and learning experiences suitable for each child's age and stage of development
- ❑ support and stimulate children's Social, Physical, Intellectual, Communication and Emotional development (SPICE)
- ❑ build learning into everyday activities
- ❑ support and complement what children learn at home, school and pre-school
- ❑ keep parents informed about their child's progress

#### **6. Work in partnership with parents**

- ❑ know that parents are the most important people in a child's life
- ❑ recognise that parents know their own child best
- ❑ exchange information about each child with his or her parents
- ❑ show respect for each family's beliefs, traditions and wishes for the care of their children
- ❑ review contracts with parents at least once a year
- ❑ understand children's need for ongoing care with the same carer

## 7. Keep children safe

- pay careful attention to safety and hygiene
- ensure a smoke-free environment while they are childminding
- make detailed plans of what to do in an emergency / arrange back-up cover
- are aware of signs and symptoms of possible abuse and know what to do if they suspect a child is being abused



## 8. Know about nutrition

- discuss children's dietary needs with parents
- provide children with a healthy, balanced diet

## 9. Have good business practices

- keep organised records of children's attendance, personal details and development
- keep accurate written records of accidents and incidents in an accident book
- keep detailed financial records

## 10. Seek support

- seek advice from other professionals when necessary
- take advantage of the opportunities for mutual support provided by NICMA and local childminding groups



## 5. Finding a Childminder



*“My daughter loves going to the Childminder and comes home full of stories of the games and activities she has enjoyed. If I didn’t have the Childminder I would not be able to fulfill my goal of obtaining my degree ... it makes it possible!”*

Parent, North & West Belfast

One step towards finding the best care for your child is by contacting **NICMA – the Childminding Association** which was set up to provide a range of services for registered Childminders and parents.

NICMA’s aim is to help find a Registered Childminder who will suit the needs of your family and with whom your child will be happy.

Try to be as organised as possible in your search for a Childminder. It is difficult to plan ahead if you suddenly find a job and need childcare in a hurry, but it helps to give yourself as long as possible. It is not always wise to wait until shortly before you need a place. In many areas, Childminders are in great demand and it helps to check in with a few at an early stage to find out if they expect to have any vacancies in the future. Also, at this stage, if it seems difficult to find a Childminder who suits you, then you will have plenty of time to try further afield.





If a Childminder knows that they will have a vacancy in the near future (eg, because a child is going to school or moving) then they might be prepared to put your name down for the place. You might be asked to pay a retainer fee, to ensure that the place is kept open for you. This is because the Childminder might have a number of requests for the place and wants some guarantee that you will actually use the place when it becomes vacant.

**NICMA** operate a **Childminding Vacancy Service** to match up parents and Childminders with their individual requirements. This service is available either by telephone during normal working hours or on-line via NICMA website [www.nicma.org](http://www.nicma.org). The telephone service takes details of parents requirements including the type of care needed, hours of childminding, number of children, collection from school etc and this is then matched up with childminding vacancies from our database. The parent will be given a number of names and telephone numbers of Childminders with current vacancies. The **On-Line Vacancy Service** is a new service being developed and offers parents access to some Childminders in their own local area by keying in towns or postcodes. This list is not exhaustive and many more Childminder vacancies can be provided via the telephone vacancy service. It will then be up to the parent to contact and meet with the Childminders, and decide if they are suitable to meet their needs. Further information on actually choosing a Childminder and what questions to ask are given later on in this booklet.

**NICMA** also run a number of Childminding Support Groups. These groups may operate their own vacancy lists, and parents will be given a contact number if there is a support group in your area. The local Health Trust also keep a register of all Childminders in their locality.

### **Choosing a Childminder who is right for you.**

We would suggest that you visit a few Childminders. Do not try to get to know them over the telephone. Arrange to meet with each of them to discuss your needs - most Childminders will welcome your questions. Prepare a list of questions and issues that you want to bring up beforehand and make notes as you go along. This will be a useful reference for you later on and also places the whole arrangement on a more organised and professional footing from the start.

If, after you have followed these steps, you still have not solved your childcare problems, please come back to us for further help.





## Other Options

### **A friend who will help you out.**

You may have a friend, neighbour or relative who is willing to care for your child and this may seem like the ideal solution. But do not forget about registration and insurance! Close relatives, like aunts, grandparents and sisters do not have to register but neighbours and friends certainly do. They are breaking the law if they care for a child for more than 2 hours per day for reward and unregistered Childminders do not have access to the benefits of NICMA Membership. You should also think very carefully about the pros and cons of having a friend care for your child and paying her for the work. Many friendships have been destroyed through the additional pressure of this type of relationship. If you have thought about all the problems and still feel that you would like to go ahead then your friend will need to register with the Trust. This could take a few months so plan ahead.

## Advertising

Some Childminders advertise in local newspapers or shop windows. Obviously, it is also open to parents to advertise for a Childminder. However, you can not be sure that these Childminders are registered. If you do not obtain a name through NICMA or the Health & Social Care Trust, it is important to ensure that the Childminder is registered, insured and can show you up to date certificates. You will be able to check this through the Trust or NICMA.





## Home Childcarer Approval Scheme

The Government has recently introduced a new form of approved childcare, which takes place in the parent's home – the home childcarer.

The '**Home Childcarer Approval Scheme**' enables parents to employ a home childcarer who is suitably qualified to work with children and has had relevant background checks carried out by Health and Social Care Trusts.

The scheme also entitles parents to apply for financial help towards the cost of employing an approved childcarer through Working Tax Credits and childcare vouchers.

This scheme may provide flexibility for parents who, for example, work outside traditional working hours, or who have children with disabilities or larger families.

Further information is available on

[www.childcarechoices.n-i.nhs.uk](http://www.childcarechoices.n-i.nhs.uk)





## 6. Questions to ask

*“The activities the Childminder carries out with my child are second to none – trips to the park, the swimming pool and craft.”*

Parent, Enniskillen

Before you visit, spend some time thinking about all the things you are looking for in a Childminder – listed below are some suggested questions:

First and foremost is your Childminder Registered and Insured? – this is absolutely vital. Some other questions:-

- Ask to see a current Registration Certificate which is the licence to practice as a Childminder. How long has the Childminder been registered? How long does she intend to continue to Childmind?
- What hours does the Childminder work?
- Is there flexibility on picking up times?
- Charges per hour/week? what are the charges for holidays/sickness?
- What training or experience does the Childminder have?
- Is she taking part in a quality assurance scheme?
- Is she a current NICMA Member and is adequate insurance cover provided in relation to her childminding role? Ask to see her current insurance certificate.
- Can references be provided from other parents?
- Is a retainer fee required to keep a place open?
- Are there pets in the household? If so, where are they kept?
- Does the Childminder smoke or anyone in the household?



- Are there other people who will be in the house when your children will be there?
- Does the Childminder have a car? Will she take children to/from school/playgroup? If so, does she have appropriate level of insurance? Are seat belts/car safety seats fitted?
- What food is provided? What about healthy snacks? Are there extra costs for food?
- Is she prepared to cater for special diets?
- What are the ages of her own children?
- What sort of routine does she have? What other visits will be made as part of the days programme?
- How does the Childminder provide for a mixed age group of children?
- How many other children does she care for and what are their ages? Will they all be present when your child is there?
- How often does the Childminder take the children out and to where? Is there an outside play area? or a park nearby?
- Is there an emergency arrangement with another Childminder? If so, visit them also
- Are there plenty of books and toys available?
- What local amenities does the Childminder use – library, swimming pool, Parent & Toddler groups etc.
- Is there somewhere quiet for the children to rest or sleep during the day?
- Do the children seem happy and at ease?
- How does the Childminder fit in household chores? And how will this affect your child's day?
- What is the settling in policy for new children?
- What is the behaviour policy for the setting, do you agree with it?

### **Visiting the Home.**

It is quite reasonable to ask to see those parts of the house and garden in which the children will be cared for, and no Childminder should object to this.



When you have chosen the Childminder you feel is right for you, and if she is a member of NICMA, she will want to talk to you about hours, fees, holidays etc and will ask you to sign a contract stating the arrangements you have both agreed. **Always use a contract.** A written contract, even for short term arrangements, provides a safeguard for both parent and Childminder. If you have sorted everything out at the start of the arrangement then, later on, you will not have arguments and disagreements which could lead to a build up of resentment. Make sure you receive a copy of the agreement.

**The contract** also fulfils another, very important function. Even though you have now made your choice of Childminder, you will not know each other very well and may still be shy about discussing certain aspects of childcare. Taking an hour to fill in a contract together, perhaps over a cup of tea, gives you both a formal and less threatening way of talking about these issues. It offers an opportunity to talk about things which are not covered in the contract, such as food, potty training or managing children's behaviour. You might have strong feelings about such issues which you want the Childminder to take on board.

NICMA provide Childminders with model Contracts and Guidelines for Terms and Conditions. Ask to see them for further information on the use of contracts and fees.

**Settling-in-Period** - A two to four week 'settling in' period is recommended at the start of the arrangement. During this time no notice period or notice payment will be required if either party wishes to end the agreement. Fees are due at the agreed contract rate.

You will also be asked to fill in a form giving details of your children's medical history, i.e. childhood diseases, inoculations etc. Other information would include your work telephone number, emergency contact names and your Doctor's and Health Visitor's numbers. Please do not be put off by these forms; NICMA members are encouraged to use them to help maintain a professional day care service. If you need any help or advice or are unsure what you are signing for, please contact NICMA's Information Officer.





## 7. Fees and Conditions

Money is one of the most difficult areas of child care. NICMA publishes annual Childminder charges for its members but these are **recommendations** only and can differ throughout the province. This guide covers all aspects of the Childminders service eg, holiday pay, overtime rates, sick pay etc. If your Childminder is a member of NICMA they will be happy to go through these charges when negotiating the terms of the childminding arrangement.

Please contact NICMA for advice on the current rates for childminding.

Do not be afraid to ask about money, and about any extras which might be charged for. It is not just the hourly or weekly fee that you need to take into account. You will also need to ask about any sickness or holiday payments, overtime rates or extra charges for food and outings. Ask when the Childminder increases her charges. NICMA's recommended rates are revised on 01 April every year. Remember that a Childminder's fee has to cover many things: toys and equipment, safety items, heating and lighting, wear and tear, NICMA membership and, of course, her own self employed wage. Remember to renew the contract each time conditions change.

**Holidays/Paid Time Off** It is essential that holiday arrangements i.e. payment of fees, number of days etc for both the parent/child's holiday and the Childminder's holiday are clearly set out in the written contract which you will negotiate together. It is important that as much notice as possible is given for holidays although emergencies do happen and provision needs to be made for occasional days off, eg. medical appointments, funerals etc.

**Illness** Please inform the Childminder, preferably before the normal arrival time, if your child is unwell and remaining at home. If the child goes to the Childminder as usual, remember she may not be able to give the child the individual attention they



may require. Always tell your Childminder if the child requires any medication – please provide written instructions and a signed authorisation for any medicine to be administered. Childminders may not be prepared to care for sick children i.e. infectious diseases, excluding coughs and colds. The usual childminding fee will normally be charged if your child cannot attend due to illness.

**Clothing** Ensure that your child has adequate winter/summer clothing eg. hats, gloves etc, in winter, sun hats and cream in summer. Have you provided nappies and other essential baby items, along with a change of clothes?

**Outings** It can enrich your child's experience and helps them to develop social skills to go visiting with your Childminder and to accompany her on outings to the park, shopping, Parent and Toddler groups etc.



**Contracts** NICMA strongly recommend the use of a contract between Childminder and parent. This is helpful for all involved as it clarifies the business arrangement from the start. We suggest that you take time to discuss the details of the contract with the Childminder. If she is a NICMA member, she will have been provided with a contract template plus guidance notes for completion.

Some of the things you will need to agree when entering into a contract with your Childminder are as follows:

- How much the Childminder charges each hour, day, week or month.
- Whether there are extra costs, for example, for meals, drinks, snacks, nappies, toiletries, outings and other extras.
- If the Childminder is available early in the morning, late in the evening, overnight or at weekends and, if so, whether there are extra charges for this.
- What happens if you are late picking up your child.
- If you have to pay a fee on bank or public holidays.
- If you have to pay a fee while the Childminder is on holiday or ill and unable to look after your child.
- If you have to pay a fee when your child is away on holiday or ill.
- If the Childminder has back-up cover for times when she is sick or on holiday.
- If there is a discount for looking after two or more children from the same family.
- If the Childminder charges a deposit or retainer fee for your child if you do not need a place straight away.
- What notice period you and the Childminder need to give to change the terms of the contract.





## Giving Notice

Once you and the Childminder have signed a contract it is a legally binding document. If either party wish to end the contract or change the arrangements, you (or the Childminder) should give the other notice in writing. If either are unable or unwilling to wait for the notice period to end, they must pay the other the childminding fees that would have been due during that notice period.

## Review your contract

NICMA recommends that you and your Childminder review your contract every 6 or 12 months. This gives you a chance to talk about your child's needs and how things are going.

**Permission** Remember that your Childminder requires written permission:

- (a) to take your child on special outings with groups
- (b) if you allow them to come home from school on their own, and
- (c) if the Childminder proposes to transport children by car
- (d) to give your child medication

All these should be fully discussed with the Childminder at the beginning of the arrangement.

**Playgroup Attendance** Parents are usually responsible for the payment of Playgroup fees. It should be noted that if the Childminder is responsible for the child during this time, childminding fees will normally be due.

## Help with Childcare Costs

You may be able to get help with your childcare fees through the Working Tax Credit. Contact the WTC helpline on **0845 300 3900**.



## 8. Settling a Child in



*“The Childminder is like a second Mum to my son – she treats him like one of her family”.*

Parent, Dromore

### **Getting to know one another**

It will take time for parents, children and Childminder to build a relationship. The longer you have before you go back to work, the easier it will be, because you can step up your visits over a period of time. Once you have arranged for the childminding place to be kept open by payment of a retainer, you can visit once or twice for half an hour or an hour, staying with your child, and then leave her for short periods, perhaps while you go shopping. Say goodbye to the child and tell them very clearly that you will be coming back. When they see that you do come back they will feel happier about being left for longer periods.



Your Childminder will probably have a lot of experience of settling children in and you should ask her how she likes to do it and then work out a plan between you. Children, in particular toddlers, are often upset at first and this is only natural. If the problem persists for more than a couple of weeks you will need to discuss it again with your Childminder. When your child starts going to the Childminder regularly, you may find that their behaviour will be unsettled for a while; this is quite common during the 'settling in' period. Each child will take their own time to become comfortable with the situation.





## 9. Keeping a good relationship with your Childminder



*“Real, personal relationships are vitally important, especially to babies & toddlers – if babies & toddlers are not to be cared for by their families in their own homes, they need an extension of that rather than something different. Purpose built premises with tiny lavatories & special toys may look like lovely fun, but they are not a lot to do with family life”*

Dr Penelope Leach, Child Psychologist

### **Maintaining a good relationship**

In order for your child to feel happy and secure, it is important that parents and Childminder work together. It is very distressing for a child who is moved from carer to carer when child care arrangements break down because of disagreements between the adults involved.

The obvious piece of advice is to be open about your concerns and to talk things through with your Childminder rather than allowing any resentments to build up.



You should try to set aside a time to talk with your Childminder when it is convenient for both of you. Mornings are often difficult – you will be in a rush to get to work and there will be lots of comings and goings at her house. Evenings may offer more opportunities. You will rarely need to sit down for a long discussion but you will want to know what your child has been doing and you will often have family information to pass on to your Childminder.



*“When a parent/Childminder relationship is working well, it comes closer to that of an extended family than any other form of day care”*

Dr Penelope Leach, Child Psychologist



## 10. Behaviour Management

The physical punishment of young children is an area over which parents and Childminders might disagree. NICMA operates a **'No Smacking'** policy for its members as does the Health Trust who registers Childminders, and we ask that Childminders never agree to a parent's request that they should smack.

**Please do not ask your Childminder to smack your child. She is in the business of professionally caring for your child and as such will have worked out her own policy on behaviour management.**

Behaviour management, in general, is an area which you should discuss before you make your final choice of Childminder. What you think of as 'unacceptable behaviour' may not seem so dreadful to your Childminder and vice versa. The Childminder will discuss her policy on managing children's behaviour with you. She may have a few rules for the children while they are in her home and it will help if you can back her up over these.

Often, collecting time can cause problems, perhaps as soon as your child sees you, she may display signs of unwanted behaviour in order to get your attention. The Childminder tells you that she has been fine all day, but this is hard to believe, seeing her present behaviour! Do not worry about this – it is very common – your child is just making it plain that she is glad to see you and wants a lot of attention.

Who should take the lead role with the child under these circumstances, when both parent and Childminder are present? Generally it is best if the Childminder assumes the lead role in her house although your support is also vital in managing these situations. Talk about this with your Childminder so that it does not become a problem and the two adults are clear about their role.





## 11. An Unhappy Child

You might decide that you have made the wrong decision. Your Childminder, equally, might decide that she cannot continue to care for your child. If you have explored all the possible reasons for the problem together and are convinced that you will not be able to solve the problem, then you should look for another Childminder. If your child is clearly unhappy at the Childminder's home then you should not hesitate to remove her, making sure that you end the arrangement having given the notice agreed in your contract. If you are concerned about the quality of care offered by a Childminder then you should discuss it with the registering Social Worker in the Health Trust.

## 12. The Emotions of Childminding

Day care for young children always seems to be an emotional topic. Many people assume that children will be unhappy at being apart from their parents and that parents will feel guilty about going back to work and paying someone else to look after their children. The reality is that neither of these things need happen.

Most young children thrive on new relationships and environments and if you have done your best to find, and settle your child into suitable day care, then she will benefit from the new worlds which are opened to her.

Many (but by no means all) parents may feel guilty, many more will be sad at missing out on the delight of their child's early years. But it is important to remind yourself that you (and your partner) are still the most important people to your child. No one can replace you and a Childminder would never want to. They are often misleadingly, called 'substitute mothers' but most Childminders see themselves as professional carers in a family setting and would be horrified at the suggestion that they can in any way 'substitute' for a parent.



Having said that, children can build strong bonds with their Childminders, particularly when they are cared for at a young age. This is not a bad thing, children need to build a stable relationship with those around them and this is an important reason for choosing the 'right Childminder' and keeping her as long as possible. Similarly, your Childminder will probably become very fond of your child and some parents feel a twinge of jealousy at their relationship.

No guide can hope to cover all the circumstances which might arise in a very individual and personal form of care like childminding.

If nothing else, we hope to have convinced you of the importance of talking everything through, clearly, with your Childminder – many problems can be avoided or solved in this way.

If you want specific help or advice on childminding then, please feel free to call our Information and Advice Help Line and we will be delighted to help you where possible.







16-18 Mill Street  
NEWTOWNARDS  
Co Down  
BT23 4LU

### **NICMA INFORMATION AND ADVICE HELP LINE**

To help with any child care queries

### **CHILDMINDING VACANCY SERVICE -**

#### **Telephone & On-line Service**

To match up your child care needs with a Childminder

### **OPENING HOURS**

Monday - Thursday 9.30 am - 4.00 pm

Friday 9.30 am - 1.00 pm

**Childminding Helpline:** 0871 200 2063

**Fax:** 028 9182 0921

**E-mail:** [info@nicma.org](mailto:info@nicma.org)

**Web Site:** [www.nicma.org](http://www.nicma.org)

NICMA 2008

Promoting Family Childcare

Company Limited by Guarantee Registered Company No: NI 25861 Charity No: X0549