



annual report 2010



each child every opportunity

Child & Family Programs | 136 years of care, education and support



the infants' home
CHILD & FAMILY SERVICES



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contents

This Page: One of our children getting a feel for nature.



Cover: Group play is always popular with the 2-5 year-old children of Johnson House.

Vision

A society in which each child is given the opportunity in early childhood to develop the abilities to meet life's challenges and opportunities.

Values

Integrity

Behaving fairly and ethically, and communicating in an open and honest manner.

Diversity

Respecting and building on the strengths of differences in their various forms.

Collaboration

Promoting partnerships with children, families, communities, staff and carers.

Innovation

Discovering ways to achieve improved outcomes for children.

Role

We provide early intervention and other services for children before they go to school, particularly vulnerable children and their families. We do this in an environment in which the value and dignity of every child is recognised.

We promote the interests of children by providing advice to community organisations, the community sector and government.

vision, roles and values

"This year, The Infants' Home, will complete 137 years of service to some of the most vulnerable members of our community – children burdened with a tough start in life. In the early years, they were children who were abandoned. Today, they are children with special physical and emotional needs, and children and mothers fleeing domestic violence."

Sir Nicholas Shehadie AC OBE
Patron



The Infants' Home is one of Australia's leading providers of early childhood education and intervention services for children from birth to school age.

We offer learning and support programs that help young children and their families meet life's challenges, embrace opportunities, and reach their unique potential – whatever their background or circumstance.

Since 1874 we have challenged conventional wisdom to protect children at risk, and strengthen families in vulnerable situations, so they can break the cycle of hardship, fear or hopelessness that affects so many lives.

Today, we maintain this conviction. We know that a child's early years are fundamental to their journey through life. Concern for the health and wellbeing of children and their primary carers is our focus. It inspires everything we do.

Each year our services help over 1,300 children and their families with education, health and early childhood advice, and reach more than 400 families with our early intervention programs.

The Infants' Home is a not-for-profit organisation with a long and proud history of innovation. The essence of what we do is best described by one core principle: to provide *each child with every opportunity*.

about us

"This beautiful place saved my sanity. The constant help and support I receive is amazing and I am so grateful."

Parent

The progress of The Infants' Home reflects the changes in the social fabric of Australia.

Parenting has become more challenging in a world where families are more diverse and the circumstances in which people raise young children evolve.

There are growing numbers of families with complex issues. This means the services provided by The Infants' Home are needed now more than ever.

Sydney was an unforgiving city in its early years. The heartbreaking news of yet another infant abandoned to die on the streets made headlines almost daily.

In 1874, a group of influential women, all concerned about such terrible events, began a campaign to establish a safe place to care for deserted children.

The group met tremendous opposition from the establishment of the day, whose conservative view was that a home which cared for 'illegitimate' children would promote immoral behaviour. In the face of vehement protests, the women persevered – driven by an unwavering belief that all children deserve the chance to thrive.

In the same year the group established the Sydney Foundling Institute (later to become The Infants' Home).

The Infants' Home has been a leader in children's services, with a vision and foresight to strategically position the organisation to deliver innovative services that demonstrate good outcomes for children and families, and that help us remain at the forefront of early childhood education and intervention.

Our services have evolved to meet the changing needs of the community while challenging outdated beliefs. We always seek to implement innovative practices based on scientific evidence.

Timeline

| Year | Activity | Community need |
|------|---|--|
| 1874 | Orphanage | 240 children, 90 mothers Convict movement, single parenting was not accepted in the community |
| 1897 | First kindergarten | Educational need for children in the orphanage and integrate with children in local area |
| 1951 | Infant feeding and settling clinic | Early intervention for mothers with young babies |
| 1972 | First move from institutional care model (orphanage) to child care (LDC, FDC and foster care) | Addressing the needs of vulnerable and working families by providing other forms of care |
| 1977 | Women and children's stress centre | Women going through domestic violence |
| 1984 | Exclusive multipurpose centre for vulnerable families | Stronger services and keeping families together |
| 2004 | Integrated child and family services | Range of early childhood and early intervention services, inclusive service delivery in a universal context |
| 2011 | Multipurpose regional hub | Integrated education, care, early intervention and family support service delivery in an interdisciplinary model for young children and their families |

our story

Opposite Page: The open spaces of The Infants' Home provide plenty of room to stretch little legs.
Below: Each day brings a new experience for inquiring young minds.

"I love the fact that The Infants' Home caters for children with special needs and incorporates them well with all the children. I also like the thought behind the activities planned for the children and the care that goes into looking after them and making it fun as well."

Parent

The Infants' Home abides by a philosophy of inclusion. Focusing on each individual's unique strengths, we help children and families develop the confidence to interact with the world, their community and with each other.

Parenting and Family Support Services

The Infants' Home provides valuable assistance to families with young children, especially those in vulnerable circumstances.

With an emphasis on positive reinforcement, we encourage parents to develop their skills, knowledge and confidence to help them ensure their children get the best start in life.

This part of our work continues to evolve with the changing needs of our community. Currently, we offer programs designed to help families achieve change and grow stronger in the following areas:

Playgroups

Father's Play Group – for fathers and their children

The Red Bug Play Group – a community play group

Parenting Programs

Targeted Group Programs

Family Support Services

- Domestic violence
- Housing issues
- Relationship matters
- Substance or gambling addiction
- Mental health

Transport Services

Child and Mental Health Program

Professional Home Visiting Program

Financial Assistance

“Gorton House has an excellent balance; a great indoor and outdoor environment, enthusiastic staff and a high standard of care.”

Parent

our work



Early Intervention Services

Children enrolled in our programs have access to additional support at our Ashfield site. These services seek to address and support – as early as possible – any developmental, physical or emotional issues.

Our early intervention services include:

Health and Allied Health Services

- Speech therapy
- Occupational therapy
- Art and play therapy
- SpOT Clinic
- GP clinic
- Health screening
- Mental health
- Health and nutrition
- Family work

Good Start – for children experiencing challenges in their early development

Building Blocks Program – for children with autism and their families

My Time Support Groups – for families with children who have a disability

Early Learning and Care Programs

Learning and Development Centres (long day care)

Our spacious and beautiful grounds in Sydney's inner-west house five long day care centres that provide a stimulating environment to help children learn, develop confidence, and build social skills.

We care and support babies to five year-olds with licensed, high-quality care and education that incorporate pre-school programs.

More than 170 children attend our long day care program every day where our carers and university-trained educators speak 18 languages combined.

Family Day Care

Family Day Care is an accredited service that provides quality care for children aged six weeks to 12 years in the homes of professional early childhood educators. Our carers are registered with The Infants' Home and supported by our co-ordination team.

The Infants' Home currently manages this service in Ashfield and surrounding suburbs; Randwick and surrounding suburbs; and South Sydney.

Research

Each year The Infants' Home is involved in various forms of research and evaluation designed to build the store of knowledge about early childhood education and care.

Changing Life Trajectories

In 2010, we continued our research with the University of New South Wales into the most effective forms of intervention for new mothers who come from culturally and linguistically diverse backgrounds.

Early Learning Years Framework

The Infants' Home was proud to be a pilot location for the Federal Government's Early Years Learning Framework (EYLF) initiative – a guide for early childhood educators who work with children from birth to five years. The government wants all childcare centres in Australia to use the EYLF in partnership with families to develop learning programs responsive to children's ideas, interests, strengths and abilities, and to recognise that children learn through play.

Opposite Page: There are few vocations more exciting than helping children reach their potential.
Below: Everyone gets a turn at centre stage.



2010 has been a remarkable year for The Infants' Home. The organisation has made great progress with our redevelopment project, which will ensure that our services are sustainable long into the future. Our staff are passionate, committed and dedicated in delivering high quality programs and presenting our work at various professional forums.

The Infants' Home has continued to be innovative in challenging the status quo to deliver positive outcomes for children and families. We are especially proud of the results we help achieve for the children and families who are among our society's most vulnerable people.

Our significant success this year includes all our staff teams working directly with children and families now having formal qualifications; extending our Family Day Care programs to families living in the Randwick and South Sydney areas; and having the high quality of our Learning and Development Centres affirmed by achieving 100 per cent results in all quality areas from the National Childcare Accreditation Council, Australia's quality and improvement accreditation body. This is a wonderful testimony to our staff's dedication and skills.

We take great pride in working in partnership with families and other organisations to ensure that each child has every opportunity in life. This year services attracted significantly higher numbers of children from culturally and linguistic diverse families and from indigenous families.

The growing number of children using our SpOT (Speech and Occupational therapy) clinic demonstrated the clear need in the community for this service. Plans are in place to expand the clinic to deliver a range of allied health services specialising in paediatrics.

Sydney Hope Family Cottage now offers sustained home visiting for families at risk or those needing more intensive support.

The Tuning into Kids parenting program was a huge success and will continue in 2011. We progressed our research into the most effective intervention for new mothers from culturally and linguistically diverse backgrounds with the University of New South Wales, and we were a pilot location to assist with the implementation of the Early Years Learning Framework – a federal government initiative to provide a national curriculum for early childhood services.

Finally, we increased our target group numbers and changed staffing hours to support this expansion.

2010 has been a busy year, as we continued to show leadership in providing early childhood services. But this says little of what lies ahead for The Infants' Home.

President and CEO report



A new era of early childhood education and care

Increasing prosperity in Australia has not generated corresponding advances in the physical, social and psychological health of many of the nation's children and their parents. This calls for fundamental change in how we help young children and families to cope with the social and economic upheavals wrought by globalisation and the widening gap between rich and poor.

Having been at the forefront of such issues for 136 years, The Infants' Home is well-placed to know what can be done to counter the effects of these social changes.

Our plans to develop our services and facilities with a new integrated Early Learning and Care Centre will usher in new standards of excellence in early intervention, research and training, early learning, and allied health – all under one roof. Our vision is to inform and transform the nature of child and family services through strong leadership.

Some words of gratitude

Much of our work would not be possible without our donors and supporters.

Once again in 2010, The Infants' Home received tremendous generosity from new and loyal benefactors. To everyone who has given their money, time and thoughts, we can only say the most heartfelt thank you.

Our continued success depends on the goodwill of people and organisations who appreciate that creating life-changing opportunities for vulnerable children is as rewarding as any work can be. We will always be grateful for your support.

This year we farewelled Mrs Julia Galletti, who made a valuable contribution to The Infants' Home as a member of our Board.

The Board also acknowledges the efforts of our dedicated staff, honorary consultants and other friends of The Infants' Home. The team at The Infants' Home continues to do a remarkable job. We are in capable hands as we look towards the start of a new era in our service to children and families.

Gillian Hirstman
President

Anita Kumar
CEO

“What The Infants' Home does extremely well is bring together the trans-disciplinary professional team required to work with families in need – all under one roof.”

Anita Kumar
CEO, The Infants' Home

Opposite Page and Below: The smiles come easily for the 2-5 year-old children of Johnson House.



2010 was the start of a new era for The Infants' Home. With plans to build a new integrated Early Learning and Care Centre on our grounds in Ashfield now under way, we will continue to campaign strongly for community support over the next two years.

Financial results

The Infants' Home was able to strengthen its financial position in 2010. The core operations ran at a satisfactory surplus of \$318, 258 (versus \$140,177 in 2009) thanks to the ongoing support from foundations, donations and bequests. Our mainstream activities in Early Childhood Care and Education are self funding and our support for children in vulnerable circumstances has increased.

In 2010 The Infants Home established a partnership with the Department of Education, Employment and Workplace Relations (DEEWR). We received a capital grant of \$680,000 from DEEWR to help provide an Early Learning and Care Centre to service the entire inner-west of Sydney. We also received \$465,148 from fundraising, donations and bequests.

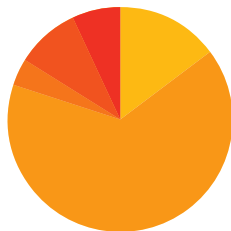
This project will provide access to a range of childcare services for an additional 50 children. DEEWR has continued to work with us through this past year to make the project a reality.

For 2011 we have adopted a budget which gives us another prudent surplus while we continue to rely on community and corporate financial support.

Investments

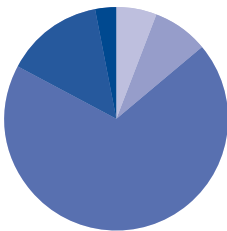
Generating income from investments is another way we finance our services at The Infants' Home. In 2010, our investment income was \$184,805 – up from \$120,711 in 2009. The Infants' Home revised its investment policy in 2009 to build a portfolio which balances risk and return in order to preserve and grow our capital.

Source of funds (excluding capital grants)



| | |
|-------------------------------------|-----|
| Government grants | 15% |
| Charges and fees | 66% |
| Investment income | 4% |
| Fundraising, donations and bequests | 9% |
| Other income | 7% |

Percentages of expenditure



| | |
|-----------------------------------|-----|
| Administration | 6% |
| Family Day Care | 8% |
| Learning and development centres | 69% |
| Child and Family Support services | 14% |
| Sydney Hope Family Cottage | 3% |

finance report



Financial future

In 2010, The Infants' Home worked with a range of professionals to develop the capital redevelopment project and to establish a capital fundraising campaign. Our new Early Learning and Care Centre will be built in stages and the entire project is estimated to cost \$10.5 million. The campaign will need to raise \$6.5 million to build this new state-of-the-art Early Learning and Care Centre. Plans were in place to launch the project in 2011.

Our vision is to build an integrated hub of excellence to ensure each child gets the best possible start in life. Seed funding comes from the government grant and our surpluses in the last two years. Combined with our prudent investment strategy this has enabled us to commit significant funds from our reserves to support our redevelopment project.

The centre will provide a comprehensive range of services, including childcare and education, parenting education and counselling, child and maternal health, medical and allied health programs, early intervention and outreach services.

Having received development approval from Ashfield Council, and endorsement for the project from The Infants' Home Board of Directors, our task now is to raise the money needed to construct the new centre on our existing Ashfield site. This will see us continue to build relationships with the community, corporate groups and foundations.

The Infants' Home Ashfield for the year ended 31 december 2010*

| Financial Results | 2010 | 2009 |
|--|--------------------|--------------------|
| Revenues | | |
| Charges & Fees | \$3,409,689 | \$3,329,041 |
| Investment Income | \$184,805 | \$120,711 |
| Government Grants for operating activities | \$764,879 | \$670,846 |
| Bequests, Donations & Other | \$802,137 | \$540,992 |
| | \$5,161,510 | \$4,661,590 |
| Expenses | | |
| Employee costs | \$3,869,208 | \$3,717,453 |
| Materials & Services | \$883,239 | \$720,099 |
| Depreciation & Impairment losses | \$90,805 | \$83,861 |
| | \$4,843,252 | \$4,521,413 |
| Net operating result | \$318,258 | \$140,177 |
| Government Capital Grants | | |
| Government Grants for capital project | \$680,000 | \$114,686 |
| Summary of Net Assets | | |
| Assets | | |
| Cash & Investments | \$3,527,041 | \$2,971,533 |
| Receivables & other | \$316,500 | \$218,080 |
| Property & Equipment | \$1,184,955 | \$763,746 |
| | \$5,028,496 | \$3,953,359 |
| Liabilities | | |
| Payables | \$747,429 | \$703,038 |
| Provision for employee Leave | \$370,413 | \$323,030 |
| | \$1,117,842 | \$1,026,068 |
| NET ASSETS | \$3,910,654 | \$2,927,291 |

* Audited copies of these accounts are available on request.

Opposite Page: One of our younger Johnson House children helps out with some gardening.

Below: The children say story time is one of their favourite activities.



In 2010, The Infants' Home extended our care to more than 1,300 children and 1,100 families. About one-third of the children we helped have special needs due to family circumstances, health, disabilities or other concerns.

In striving to give each child every opportunity, The Infants' Home extends our services to many families beyond the site of our base at Ashfield.

Our Long Day Care and Family Day Care programs cater to children throughout the inner-west and inner south-east of Sydney. Of the children enrolled in our early childhood education programs, 30 per cent receive intervention services and include children with disabilities, autism, Down Syndrome, global developmental delay, physical impairment, or language disorders.

The SpOT (Speech and Occupational therapy) Children's Clinic provides speech pathology and occupational therapy to children aged 0-6 years.

Our speech pathologists work with children who have an autism spectrum disorder, cleft palate, dyspraxia, hearing impairment, stuttering, or language delays. Our occupational therapists help children strengthen their physical, social or emotional development.

The Sydney Hope Family Cottage combines postnatal health services for infants from birth to 18 months. We help parents and carers with sleeping and settling, bottle feeding, introducing solids, nutrition, sibling behavior management, postnatal depression and lactation.

In 2010 more and more of the children we helped were from culturally and linguistically diverse families or indigenous families.

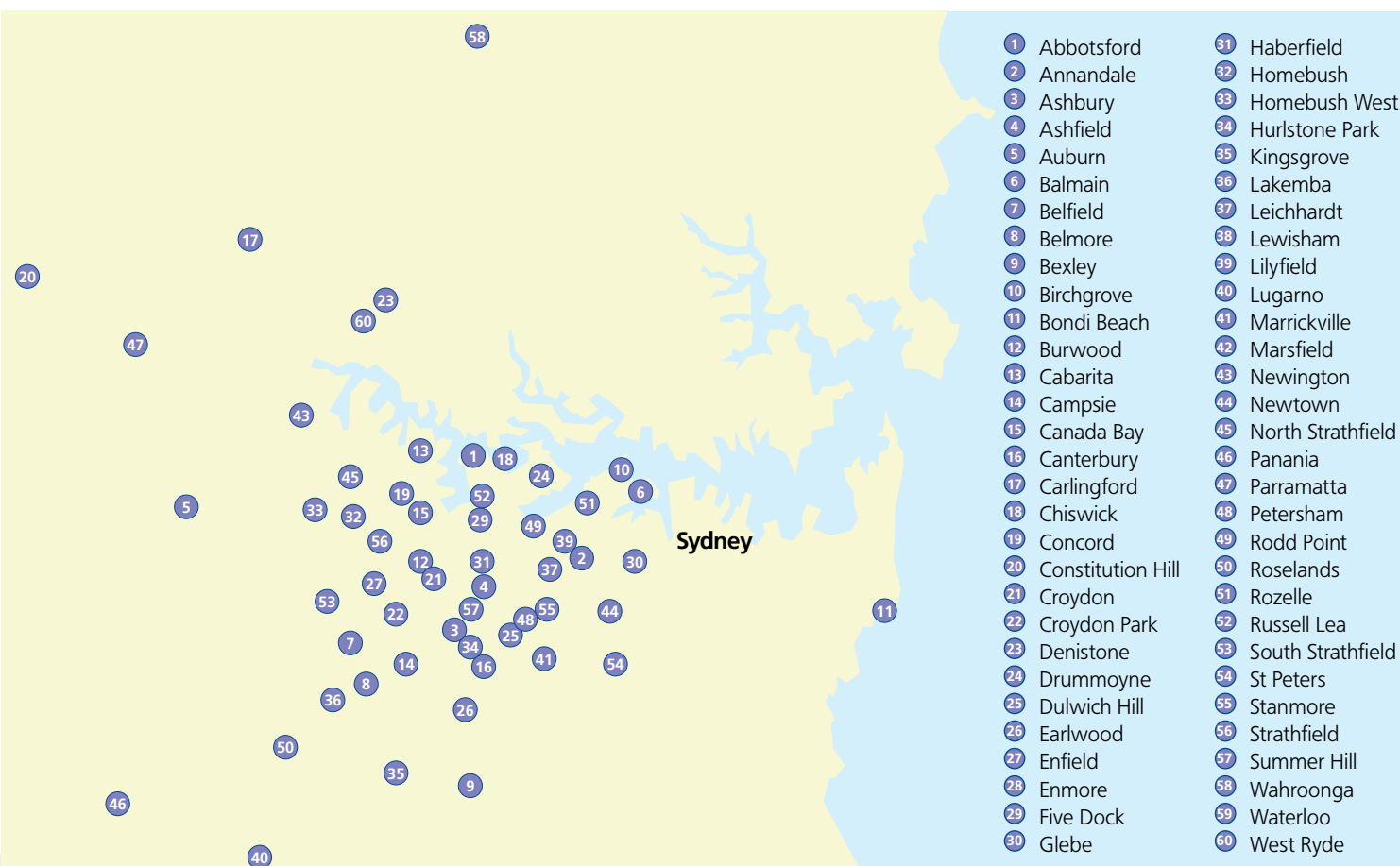
| Service | Number of children/families | |
|----------------------------|--|--|
| | 2010 | 2009 |
| Long Day Care | 434 | 368 |
| Family Day Care | 528 | 256 |
| GoodStart | 133 children | 114 children |
| Sydney Hope Family Cottage | 138 families | 125 children |
| Father's Playgroup | 33 fathers and 50 children | 26 fathers |
| My Time | 37 parents or carers and 33 children | 16 sessions |
| Building Blocks | 2 groups of 6 children per week during school term | 2 groups of 6 children per week during school term |
| Redbug Playgroup | 100-140 children and families each week during school term | 100-140 children and families each week during school term |
| Parenting programs | 3 programs and 16 parents | 3 programs and 16 parents |

who we helped

Below: Early Childhood Educator Francis Hanna leads two children in a morning singalong.



With a concentration in the inner-west of Sydney, children and families come from as far afield as Wahroonga in the north, Lugarno in the south, Bondi in the east, and Parramatta in the west to access the care, early childhood education and various health and intervention services offered by The Infants' Home.



Harry's story (and Oliver's too)

Special needs require more than special care

Emma Davenport was frantic. Six days before she was due to return to work, the childcare centre that had cared for her son Oliver, aged 3, and had agreed to take her other son Harry, aged 18 months, withdrew its commitment.

Oliver had been with this centre for some time and the Davenports were relieved it had accepted Harry, who has profound developmental delays and impaired vision. As a special needs child, Harry needs special care.

"This centre said they had needed to seek funding for a one-on-one carer for Harry, and that everything was in place" says Emma. "At the last moment, they said the funding wasn't available and they couldn't take Harry. We don't know what went wrong, but it put us in a terrible position."

After what Emma describes as a 'mad scramble' to find support and care, she called The Infants' Home and spoke to Meryl Burn, the Health & Early Childhood Consultant.

"Within the first minute of speaking to Meryl I knew she was going to fix things for us," Emma says. "I don't know what Meryl did, but she made all our problems go away. That was October 2010. Since then we have never been happier with the way our children are cared for, especially Harry."

Emma works as part of a small team with Meryl and Robin Huber, one of Harry's early childhood teachers at The Infants' Home, to review Harry's goals. Together, they create inventive ways to help Harry progress. For Emma, a recent example stands out.

"Harry has a very sensitive gag reflex and he had never fed himself," Emma says. "I arrived one day to pick up Harry and everyone was beyond excited. He had eaten a Cruskits by himself. It was such a shared triumph. We hugged each other. Robyn had bought the Cruskits specifically for Harry because they dissolve in your mouth and are less of a choking hazard."

"The next day they tried him on chocolate. You can imagine how that went. And the following week it was a mandarin. The Infants' Home is always experimenting with Harry and coming

up with creative ways to push him outside his comfort zone, but in a gentle and supportive way."

The Davenports also appreciate how The Infants' Home make Harry part of the group and include other children in his therapy. This not only makes for a happy Harry; it also avoids the marginalisation Emma fears he might face later in life.

"The Infants' Home makes a point of including Harry, and I have seen them do it with other kids with disabilities," Emma says. "It is a beautiful, inclusive environment. They also allow Harry's occupational therapist to come to the centre for his sessions. His carers take part and they just do everything they can for him."

"You can't imagine how comfortable and confident this makes us feel about our boys. We know with Harry we have a window of opportunity to do as much as we can to help him at this age because it will have such an influence on him later in life. If we don't make the most of these years we lose that chance forever."



The nature of our work means every year is busy at The Infants' Home. The following events are what we regard as our more noteworthy achievements for the year.

highlights of 2010



100 per cent accreditation

In February 2010, The Infants' Home Long Day Care Centre achieved 100 per cent accreditation in all seven quality areas as assessed by The National Childcare Accreditation Council. This immaculate Quality Profile record is a culmination of hard work, dedication and passion by our staff.

Helping children in need

Of the 462 children currently enrolled in our Long Day Care and Family Day Care programs about 30 per cent receive intervention services for disabilities, including autism, Down Syndrome, global developmental delay, severe physical disabilities, or language delays and disorders.

Taking speech and occupational therapy to a wider audience

The popularity of our SpOT (speech and occupational therapy) Clinic shows there is a need in the community for this vital early childhood service. The clinic provides services for young children, including individual therapy, developmental and play assessments, home programs, and school and preschool visits.

Extending home visits

The Sydney Hope Family Cottage, our wellbeing centre for families, was able to offer more sustained home visiting for families at risk or those needing more intensive support. The SHFC was able to extend its service with continued support from the James N Kirby Foundation.

Extending services to Sydney's South East

Randwick South Sydney Family Day Care (FDC), which had provided family day care for over 30 years in the eastern suburbs, approached The Infants' Home to become the service sponsor in late 2009, and the schemes amalgamated in the first few months of 2010. The larger scheme allows The Infants' Home to extend services that provide quality care to children and families, and continues to ensure self-employment opportunities for early childhood carers in the eastern suburbs.

Promoting creativity in learning

Art therapy is central to the teaching and curriculum at The Infants' Home and we remain one of the few early learning centres that offer art and play therapy. Each year, our art show is an opportunity for parents and carers to appreciate that developing a child's creativity is as important as numeracy and literacy. The Infants' Home Art Show and Family Picnic Day was held on May 2, 2010. The theme was The Art of Literacy.

Helping a mother near breaking point

Prominent child-related magazine, *Cosmopolitan Pregnancy* carried a story about one young mother which highlighted the important work we do at The Infants' Home. Dilvin Yasa admitted she was near breaking point before an early childhood nurse from the Sydney Hope Family Cottage visited her to offer guidance as part of our Early Parent Support Program.

Media coverage of our efforts with EYLF

In *Rattler* magazine, the quarterly publication of Community Child Care Co-operative, one of our team leaders assessed The Infants' Home adoption of the Early Years Learning Framework (EYLF), which is part of the Federal Government's reform agenda for early childhood education and care. The Infants' Home was a pilot centre in the national EYLF field trial.

Inner West Courier 2010 Business Achiever Award

We welcomed recognition from our local community for the work we do in helping children and families. Readers voted for The Infants' Home in the Children's Services Award category.

Success of Tuning into Kids

The Tuning into Kids parenting program was a huge success and will continue in 2011. The program aims to develop emotional intelligence in children and help them to express emotions in an appropriate way.

Further research to help migrant mothers

We continued our research with the University of New South Wales and United Way into the most effective intervention for new mothers from culturally and linguistically diverse backgrounds. The aim is to reduce maternal anxiety and depression among women in this group, who are often socially isolated.

Opposite Page: The Infants' Home fosters a tender attitude among all the children in our care.

Below: Early Childhood Teacher and Director of Johnson House, Mariam Christodoulos, enjoys story time with some of her many fans.



With more than 100 years combined experience, our Board possesses vision, dedication and drive – underpinned by solid expertise encompassing many areas of commercial and not-for-profit management.

Patron

Sir Nicholas Shehadie
AC OBE

Gillian Hirstman *President*

Gillian has extensive experience in community fundraising and was an active member of Wahroonga Auxiliary from 1997 until it closed in 2007. She is proficient in many areas of business management, having run a successful family business for many years. Member since 2000. President since 2005. Meetings attended: 9/10

Anthea Jackson *Bsoc Stud, MSW Vice President*

A trained social worker with a Masters Degree and over 30 years' experience in early intervention and child protection services, Anthea is currently Operations Manager of UnitingCare Burnside's South region. Member since 2005. Meetings attended: 4/10

Mary Verschuer *MBA, MScSoc, BAppSc*

Mary has over 20 years senior management experience, most recently leading operational businesses in Asia and Australia. She is currently Managing Director of Schenck Process Australia, a major supplier to the Australian mining industry. Member since 2008. Meetings attended: 10/10

Debbie Niulala *CA, BBS (Accountancy), IIA member*

Debbie is a qualified Chartered Accountant and Lead Senior Manager within the Risk Division of Lloyds International. She has over 10 years of consulting experience both here and overseas. Debbie's expertise also spans consultancy and strategic risk management for higher and further education institutions. Member since 2008. Meetings attended: 7/10

Anthony Kutra *B.Ec (Hons), MBA*

Anthony has held various senior management and director positions within Australia and overseas entities, covering the global mining services, chemical, mining and oil and gas industries. His most recent appointment was as the Group Executive Strategy and Business Development at Dyno Nobel Limited. Member since 2008. Meetings attended: 7/10

Chris Grundy *BCom, FCA, FCIS, GAICD*

Chris has 25 years' experience in commerce, and has held leading roles in general management, finance, operations, sales and marketing and investor relations in Australia and abroad. His experience also encompasses working as CEO in private enterprise and CFO and Company Secretary for an ASX top 200 Company. Member since 2009. Meetings attended: 9/10

our board



Michael Stilp
B. Commerce

Michael is currently Chief Executive Officer of equigroup, prior to which he spent 9 years at General Electric and 10 years at HSBC in roles ranging from finance to operations and leading a business unit. Member since 2009. Meetings attended: 10/10

Karen Craigie
MComn, BMan

Drawing on a diverse background of experience in the entertainment, travel, marketing, PR, environment and community service industries, Karen's expertise lies in communications, public relations, and media management. Karen is currently the Communications & Development Manager for the Child Abuse Prevention Service. Member since 2009. Meetings attended: 10/10

Julia Galletti
Dip Apl Science (Nursing); Dip Law (LPAB)

Julia is a full-time foster mother and her son attends The Infants' Home. She is also a solicitor at Craddock Murray Neumann Lawyers, specialising in medical negligence and personal injury. Before her admission to the NSW Supreme Court Julia was an electoral assistant, a registered nurse, and an associate to His Honour Lance Wright, President of the NSW Industrial Relations Commission. Member since 2009. Meetings attended: 1/5

Honorary advisors

Architects – David Burke and Michael Bullen of Brewster Murray Pty. Ltd

Auditors – Rob Peck of BDO Accountants Group

Solicitor – John Gray of Gray & Perkins Lawyers

Visiting Medical Officer – Dr Eleanor Brumby

Opposite Page and Below: Our teachers and educators create a place where each child's unique potential is nurtured.



Comprising skilled and experienced early childhood practitioners, our management team empowers staff to meet targets that support The Infants' Home's core goal: to give each child in our care every opportunity.

Anita Kumar
*Bach. Eng (Elec. Com), MM.
Chief Executive Officer*

Anita is passionate about education and the wellbeing of young children and their families. Hailing from a business background, Anita has been involved with The Home for over a decade. The driving force behind a range of initiatives, she is passionate about the growth of the organisation and the development of quality services that support young children and their families.

Lynn Farrell
*BEd (Early Childhood), Dip M/craft, Cert IV
Workplace Assessment & Training
Learning and Development Services Manager*

Lynn is an early childhood teacher with a mothercraft background. She has been involved in Children's Services since 1986 as a teacher, director and in senior management roles and has produced and delivered training locally, nationally and internationally.

Nicole Bechard
*BSW, M AD Ed, Cert IV Workplace
Assessment & Training,
Child and Family Support Services Manager*

Nicole is a social worker with more than 25 years experience in the human services industry. Her background includes running a private practice as a counselor, and working in government, not-for-profit, commercial organisations and consulting agencies as a caseworker, manager, consultant and clinical supervisor.

Catherine Hunter
*Diploma of Children's Services
Family Day Care Manager*

Catherine has over 28 years experience in children's services including Long Day Care, In-Home Care, Migrant Centre Children's Services and Hospital Crèche. She has also worked with women and children who have additional needs, a woman's refuge and in Family Day Care settings. For the past 20 years she has held a variety of management positions in children's services.

John Shen
*BEng, AdvDip(Acc), MAcc, MBA, CPA
Finance Manager*

John has extensive accounting and financial experience in both the commercial and not-for-profit sectors. He has implemented the principles, processes and practices that underpin sound financial management in a complex accounting environment at The Infants' Home.

Gavin Thomson
*B. Ec. Sydney, MFIA
Director of Development*

Gavin has had wide commercial experience in banking, mining, finance and property. He has spent the last 10 years in the not-for-profit sector across all areas of tertiary education, including medical, arts, law, agriculture, sport and music. Prior to his professional work with not-for-profit organisations, Gavin worked as a director and CEO in the property, mining and finance industries.

Joan Wilson
*Diploma of Teaching (Primary),
Diploma of Personnel Administration
Human Resource Manager*

Joan has substantial senior human resources management experience in retail, service, blue collar and children's services organisations. She has also taught human resources at TAFE for many years.

our management



It is with a sense of privilege that staff and volunteers attend to their duties at The Infants' Home; a sense that comes from the nature of our work and the beauty of our environment.

Professional team

Alice Berry
Alicia Paciocco
Amy Jones
Andi Salamon
Anita Kumar
Asima Khan
Barbara Millist
Bridget Olssen
Carlos Delmond*
Catherine Hunter
Catherine Mitchell
Christina Zuvela*
Deepa Dasgupta
Denise Shaw*
Domenico Garzarella
Elaine Smith*
Emily Cheng
Emily Guterres
Enza McNaught
Fatima Vasconcelos*
Fouzia Amer*
Frances Hanna
Gavin Thomson
Gillian Corkeron
Gladys Caceres
Guo Fen Xu
Helen Cormier*
Janelle Bailey
Jenny Piccin
Jessica Dolan
Jessica Lim*

Joan Wilson
Joanne Robson
John Shen
Karina Phillips
Katherine Helby*
Lata Chandra
Le Thanh Mai
Lesley McCarthy
Lesley Shanley
Li Xia Chen
Lina Marrone
Lynn Farrell
Malliga Luther
Mariam Christodoulos
Meryl Burn
Nahida Ali
Nancy Ngeow
Nicole Azzopardi
Nicole Bechard
Nicole Edwards
Paromita Sen
Patima Nakaraj
Priyanka Rana
Ramu Regmi
Robyn Huber
Sabrina Dai
Sally Brown
Sally McLoughlin
Shameem Begaum
Sharon Donaldson*
Silvana Megna

Sonia Bustillo
Sreedevi Koduri
Stella Li*
Susan Munro*
Thi My Truong
ThuZar Bo
Tristan Page
Vasuki Manjunathan
Ying Yu
** resigned*

Casual staff

Angela Velazquez
Aruna Ayyadurai
Bev Speer
Deepa Levi
Elias Ramirez
Fen Fen Cao
Hem Dholakia
Lyn Bestic
Mei Ling Day To
Nicola Bewley
Marie McDonald
Parbati Rai
Philomena Halder
Pratima Rana
Preeti Joshi
Sandra Grant
Stuart Copperwheat
Yi Deng

Awards

5 years
Paromita Sen
Mariam Christodoulos
Jenny Piccin
Nicole Edwards
Thi My Truong

10 years
Anita Kumar
John Shen
Nicole Azzopardi

15 years
Carlos Delmond

20 years
Lata Chandra
Santana Gois (Family Day Care)

25 years
Anna Sansone (Family Day Care)
Santina Scalia (Family Day Care)

30 years
Meryl Burn

Staff excellence awards

Leadership
Mariam Christodoulos

Meritorious Service
Nicole Azzopardi and
Enza McNaught (joint)

Quality
Jessica Dolan

Team
Johnson House

Student practice

University and TAFE students – 3,554 hours

School students (work experience and community service) – 557 hours

Professional development

Tertiary studies – 11 Staff

Staff professional development – 846.5 hours

our staff

Opposite Page: One of our 2-5 year-old children enjoys some time on the gym mats.
Below: The Johnson House playground allows plenty of scope for exercise.

"Rigby house and its lovely team of carers have been absolutely wonderful with my 2 year-old and I can't praise them enough."

Parent

Community support is crucial to our ability to make a difference to the lives of vulnerable children and families. The Infants' Home was grateful to receive many generous contributions in 2010, each one helping us to continue our vital work.

Foundations and Trusts

Danks Trust – to help The Infants' Home buy prams for families in need.

Herbalife Family Foundation – to help fund our Anaphylaxis Support Project: a program that works with children who experience life-threatening reactions to certain foods.

James N Kirby Foundation – to benefit the Sydney Hope Family Cottage, our wellbeing centre for families.

IOOF Foundation – to help fund our GoodStart Programs, which are designed for children experiencing challenges in their early development.

The Trust Company Limited – to support our vital speech therapy program which helps children overcome debilitating speech problems and improves their communication skills.

Business partners

Burwood RSL Club – to help support our domestic violence program and our Tuning into Kids group program.

Disney Club Penguin – to provide for early intervention programs for 10 children in our care.

UnitedWay Sydney – to help fund research into speech and occupational therapy for children with additional needs.

Westpac – to help families at risk.

West's Leagues Ashfield – to help finance our domestic violence program, our speech and occupational therapy program, a bilingual worker for our Red Bug program, and to support our Picture Exchange Communication System (PECS), which teaches children to interact by exchanging pictures, symbols and photographs.

Governments

Ashfield Council – to help support our Father's Playgroup.

Canada Bay Council – to help The Infants' Home conduct Stepping Out, a series of workshops that used art, music, drama, storytelling and writing to help women to discover their creativity and build confidence to manage life's challenges.

Federal Department of Education, Employment and Workplace Relations – to help pay for the cost of building The Infants' Home new Early Learning and Care Centre.

NSW Department of Education and Training – to help young children with disabilities

NSW Department of Premier and Cabinet – to support the work of the Inner West Domestic and Family Violence Initiative, of which The Infants' Home is a member.

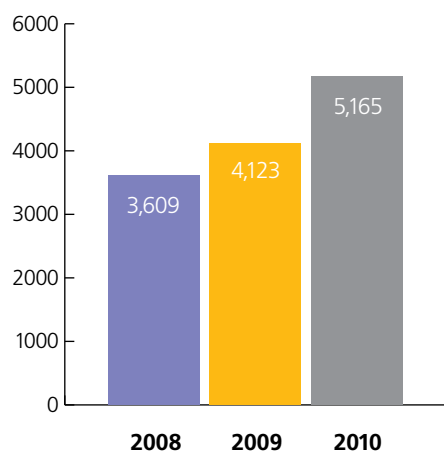
NSW Government Community Building Partnership – to help finance our new Early Learning and Care Centre.

NSW Department of Community Services – to help The Infants' Home provide services to families from emerging culturally and linguistically diverse communities, especially those from Bangladesh, Burma, China, Indonesia, Iraq, Korea, Pacific Islands, Sierra Leone and Sudan.

our supporters



Total volunteer hours for 2009/2010



Corporate volunteers

Many individuals donated their time and energy to The Infants' Home through our corporate volunteering program in 2010. We are always grateful to receive such valuable help. The 424 volunteers who worked with us this year helped to maintain our beautiful grounds, create resources for children, and contribute to a clean, tidy and pleasant environment for staff, children and families. The organisations that helped us this past year include:

- BT Financial
- Deutsche Bank
- Disney Club Penguin
- GE
- Herbalife Family Foundation
- HMAS Sydney
- PriceWaterhouseCoopers
- QBE Insurance
- St George
- United Way
- Westpac Banking Corporation

Special donors and friends

The Infants' Home also acknowledges the generous support this past year of the following donors and friends.

- Ann Crowley
- Barbara Osborne
- Estate of the Late Bernard David Rothbury
- Estate of the Late Mavis Rae King Dick
- Flora MacDonald
- George and Shirley Bird
- Inner West Small Grants Scheme
- Julia and John Cordukes
- Lucy M Regan
- Rae Boyd
- Robert J White AO
- Val Appleroth
- Women's Australian Travel League Inc

"The pinnacle of our success was the recognition we received from the Commonwealth Department of Education Employment and Workplace Relations which provided us with \$1.7 million to help construct the Early Learning and Care Centre to support children and families in the Inner West of Sydney."

Anita Kumar
CEO, The Infants' Home

Opposite Page: The Infants' Home is an inclusive environment where everyone gets a chance to shine.
Below: After a busy morning it's time for lunch.



A child's early years are fundamental to their journey through life. At The Infants' Home, concern for the health and wellbeing of children and their primary carers is our focus. The essence of what we do is best described by our core principle – to provide each child with every opportunity.

The cornerstones of our strategy are to:

1. Ensure our programs are contemporary and influential
2. Expand our services for children and families experiencing vulnerable circumstances
3. Expand facilities that support quality and efficient evidence-based services
4. Ensure our organisation is sustainable and progressive

1. Ensuring programs are contemporary and influential

The Infants' Home continued to provide a leadership role in early childhood education and care in 2010. We strive to ensure our programs are not only contemporary, but that they also make a positive contribution to the entire sector in which we operate.

Contemporary programs

This past year was a significant milestone in children's services, which incorporated higher staff to child ratios for babies and a new national quality framework. The Infants' Home is proud for having been a strong advocate for this change.

While our staffing standards were already meeting the new regulations, we have continued to review our operations to remain an exemplary service. Our key achievement for this year was 100 per cent of our staff holding relevant qualifications – which is well ahead of the 2014 deadline set by national regulators.

Our quality service delivery was affirmed by the 100 per cent results we achieved in all quality areas identified by the National Childcare Accreditation Council.

The Infants' Home continued to provide a leadership role in early childhood education and care in 2010. We strive to ensure our programs are not only contemporary, but that they also make a positive contribution to the entire sector in which we operate.

our strategy



Family Day Care expansion

Our work in the Family Day Care (FDC) sector and developing socially-sustainable FDC models led to further collaboration with Randwick South Sydney FDC in 2010.

The Infants' Home was initially engaged by the Randwick South Sydney service to help with policy, practice and accreditation before forming a partnership. The result is a continued quality service for children and families in the Randwick and South Sydney area and enduring employment for carers. We have since increased the number of self-employment opportunities for carers and the number of children and families using the service.

Teacher's forum

In 2010 we introduced a teacher's forum. The aim was to give teachers the opportunity to gather and reflect on their practice, and to support each other in their work. The forum helped our early childhood teachers to understand the new national curriculum (the Early Years Learning Framework) so they could start planning and implementing the framework in our services, as well as assisting other services.

2. Expanding services for children and families experiencing vulnerable circumstances

The Infants' Home offers learning and support programs that help young children and their families meet life's challenges, embrace opportunities, and reach their unique potential.

This year, we consolidated our existing partnerships. By taking a planned approach in investigating and developing new partnerships, we delivered some new programs, such as the hugely successful "Tuning into Kids".

We were also able to identify potential opportunities to provide services directly to families who need support. For example, the research work we conducted with the University of New South Wales and funded by United Way Sydney will identify an effective service delivery model for mothers with young children who are isolated and experiencing postnatal challenges.

SpOT Clinic

Learning to talk and play are two of life's great achievements, but they do not come easily for all children. With generous support from United Way Sydney, The Infants' Home opened the SpOT (Speech and Occupational Therapy) Children's Clinic in October 2009. The SpOT Clinic provides speech pathology and occupational therapy to children aged 0-6 years to help them on this journey of discovery.

In 2010, the number of children and families accessing the clinic was constantly increasing. Plans are currently being discussed to increase the number of specialised services available in the clinic.

The service has also continued to be successful as a panel provider to a Federal Government initiative called Helping Children with Autism. The work of the clinic includes identifying problem areas and developing personalised programs that help children gain competence and confidence. This involves assessment, individual therapy, reports, home programs, and pre-school visits.

"I think Johnson House is exceptional. I am constantly amazed at the different things they do and how lovely, calm and warm it is."

Parent

Opposite Page: "Did you hear what we're having for afternoon tea? I can't wait!"

Below: A young man navigates the climbing set at Johnson House.



Sydney Hope Family Cottage

If children came with a manual we would have fewer challenges being a parent. Sometimes, all it takes to establish a sound connection with our child is a little encouragement to build the confidence we need to help them thrive. This is what we do at the Sydney Hope Family Cottage, a wellbeing centre for families which combines a comprehensive range of postnatal health services for infants aged from birth to 18 months.

Our services are provided by early childhood health nurses qualified in midwifery, and child and family nursing. The nurses also offer advice about lactation. We help parents and carers with sleeping and settling, bottle feeding, introducing solids, nutrition, sibling behavior management, postnatal depression and lactation support.

This year Sydney Hope Family Cottage introduced sustained home visiting programs focused on achieving quality outcomes for young children and families in vulnerable circumstances.

3. Expanding facilities that support quality and efficient evidence-based services

Concern for the welfare of children and their primary carers remains the focus of everything we do at The Infants' Home today, just as it was for our visionary founders so long ago.

How this is expressed in services and delivery might evolve, but the fundamental reason remains unchanged. We continue to challenge outdated beliefs and implement innovative, evidence-based practices that keep The Infants' Home at the forefront of our profession. This ensures that the children and families who rely on us now, and who will need our help tomorrow, will have every opportunity.

For a child with autism, achieving a goal might be an occasional interaction with a carer or playmate. For a preschooler in one of our Learning and Development Centres, it may mean a glimpse of early talent in artwork. For a mum and dad attending a parenting course, it could mean the difference between coping and thriving as a family, or not.

Right now, the ageing facilities at The Infants' Home site are limiting our potential to provide even greater opportunities for children and families.

To meet these challenges The Infants' Home plans to develop our services and facilities in ways that will usher in new standards of excellence in early childhood intervention, research and training, early learning, and allied health. The next five years will see child and family services transform through our leadership.

The Infants' Home is building an integrated, state-of-the-art centre of excellence. The Early Learning and Care Centre will be a focal point for best practice and cohesive service delivery. Providing integrated services is central to our philosophy because access to integrated services has been shown to assist children's social development and learning.

This year we earned development approval from Ashfield Council for this project. With the design and early works complete, we have launched a capital campaign to raise \$6.5 million. The total cost of this project is \$10.5 million.

The pinnacle of our success was the recognition we received from the Commonwealth Department of Education Employment and Workplace Relations, which provided The Infants' Home with \$1.7 million to construct the Early Learning and Care Centre to support children and families in the inner-west of Sydney.



4. Ensuring our organisation is sustainable and progressive

The Infants' Home ensures ongoing income from our fee-based services by continually improving and delivering to the highest professional standards. We seek to maintain the support of our loyal benefactors and donors by delivering quality early childhood programs, and by being accountable and transparent in all our reporting.

This year we finalised the Family Day Care (FDC) social enterprise project we started in 2009, and presented our model to other childcare services throughout Sydney. This project will make a valuable contribution to the ongoing viability of The Infants' Home,

and to many other FDC providers. The project helped The Infants' Home develop a blueprint to ensure we can deliver FDC services well into the future, and cemented our position at the forefront of progress within our sector.

Also in 2010, The Infants' Home officially merged with Randwick Family Day Care, having taken over the management of this service last year. This consolidation further strengthens our future position as a provider of family day care.

Among many other activities designed to make our organisation more sustainable, The Infants' Home implemented modern workplace awards; reviewed and

restructured our Child and Family Services team; completed a culture survey of our organisation; and conducted a review of our services.

Finally, we are constantly investigating new sources of funding – short, medium and long term – to ensure we can continue our work with children and families facing hardship.

The ongoing partnerships we have established with many highly reputable corporations, trusts and foundations means our early intervention and family support services for children and families can continue to be delivered in a timely way, generating effective outcomes.

The Websters' story

Making emotional connections

Emotions can run high in the minds and bodies of little people just starting out on life's journey. They are discovering their place in the world and doing their best to get along with everyone around them. Alissa and Jason Webster know this all too well. Their son, Harvey, started at The Infants' Home when he turned one.

"Harvey is a very strong-willed yet seemingly insecure little boy," says Jason. "He was unusually frustrated and angry at home. He cried a lot and fought with his brother."

When the Websters saw that The Infants' Home was running a free parenting course called Tuning into Kids, which aims to help develop emotional intelligence in children, they jumped at the opportunity to attend.

"The course gave us the skills to help Harvey understand how he was feeling and to help him express emotions in an appropriate way," says Jason. "He is now rarely angry or frustrated, he has made new friends and he is getting along much better with his family."

Especially his brother, Alexander, another graduate of The Infants' Home. Alexander, who has a severe allergy to eggs and nuts, started long day care when he was five months old. The nurse at The Infants' Home

helped educate staff in the kitchen about Alexander's allergies and devised a special menu.

The third Webster child, Breanna, started attending The Infants' Home at eight months old. Jason and Alissa say they can see how their baby has quickly settled into a routine and has become more sociable in the short time she has been there.

"The Infants' Home staff take a genuine interest in your child's development as an individual," says Jason. "The carers are mature, friendly, competent, and they genuinely enjoy caring for children. The low staff turnover creates a stable environment and a consistently high quality of care."

Opposite Page: Friendships made at The Infants' Home can last well into primary school and beyond.
Below: Who said little boys don't have good table manners?



Set on four and a half acres of landscaped gardens, The Infants' Home has long enjoyed a beautiful environment in which to nurture the unique strengths of every child and family in our care. But to meet the changing needs of our community, plans have been made for a new development.

Each child should have the opportunity to develop a sense of self, a sense of belonging, and know what it is to be loved. Each child should have every opportunity to develop strong values and be resilient. All of these foundation stones, coupled with a sound education from early years, are a must if we are to create a future generation of good citizens, a strong community and a civil society.

The Infants' Home is a pioneer in early childhood education and early intervention programs. We are the largest co-located, integrated early childhood service in NSW. We are proud to say that today our integrated teams wrap around a child and provide seamless care to more than 1,300 children and families, and our early intervention programs reach more than 400 families each year.

It is our goal to extend and build our programs so that more families can access services and build positive futures.

Continuing to be a pioneer

Social and early childhood research provides a compelling insight into the importance of the developmental years.

The first three years of life, in particular, are the formative years. It is during this precious time of life that the majority of a child's brain development occurs. The relationally-rich experiences during these early years are critical if children are to grow into happy, secure and well-functioning adults. Poor experiences during this time can have lasting effects on who they become.

The Infants' Home not only provides a safety net for children and families from vulnerable and disadvantaged backgrounds; it provides the best possible start in life for children in the many working families who seek alternative care for their children.

The Infants' Home provides a family environment where each child is valued and treated with the care and respect they deserve. These vital services provide and empower children from an early age with the skills they need to enhance their lives and to help create a better community.

our future plans



Early intervention is paramount to providing children with their best hope for a positive future. By offering a full complement of services to families and young children, The Infants' Home plays a critical role in helping to reduce juvenile misbehaviours and their increasing costs to the community.

To continue to lead and meet these challenges, The Infants' Home has a vision – an integrated, state-of-the-art centre of excellence that offers under one roof all the services we know to be important in early childhood development. This year we earned development approval from Ashfield Council for this centre.

This purpose-built Early Learning and Care Centre will be a place where children gain the best opportunities early in life; a place designed to meet the complex needs of our community's most vulnerable families; a place where each child's unique potential will be nurtured. The Early Learning and Care Centre will be a focal point for best practice and cohesive service delivery.

The centre will include a clinic specialising in paediatric health, therapy and counselling rooms, play and sleep areas, research and training facilities for early childhood educators, and many other targeted support services for vulnerable children and families or those with special or complex needs.

Our new hub of integrated early childhood services will make it more cost-effective to deliver our specialist programs and ensure that each child receives the care and attention they need to flourish.

The priceless gift of opportunity

This centre will cost \$10.5 million. Through sound financial management, and with many gracious commitments from our supporters, The Infants' Home has \$4 million towards the cost of this project. The remaining \$6.5 million is our fundraising target.

In March 2011, we plan to launch our *Priceless Gift of Opportunity Appeal* calling on the community to help us finance this vital investment in the lives of current and future generations.

It is our aim to not only maintain, but also to enhance the well-earned reputation The Infants' Home enjoys for high standards and quality of care. Our investment today will have profound impacts on the lives of many children in our community now and well into the future.

“Thank you so much for all the wonderful and caring staff who looked after Eva. You have all given Eva a truly positive experience filled with happiness, fun and many good times.”

Parent

Opposite Page: Our new centre will provide a national blueprint for best practice in early childhood services.

Below: An artist's impression of The Infants' Home planned Early Learning and Care Centre at Ashfield.



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the infants' home
CHILD & FAMILY SERVICES