



The Infants' Home
ANNUAL REPORT

2011

each child, every opportunity



the infants' home
CHILD & FAMILY SERVICES

ABOUT THE INFANTS' HOME

The Infants' Home is a registered charity that creates opportunities for young children and their families so they can reach their unique potential.

Every year, we provide early childhood education, early intervention, and family support to over 1300 children from birth to school age. One-third of these children have additional physical or emotional needs or live in vulnerable circumstances.

For 138 years we have challenged conventional wisdom in protecting children at risk and guiding families as they build the strength, skills and confidence to create a more positive future for themselves.

Strong children; strong families; strong nation

From our inception in 1874, we have supported thousands of families to build new futures by breaking the cycle of hardship, fear or hopelessness.

Our fundamental purpose is to have a positive social impact on the communities in which we operate.

Children are the future. Only by continuing to reinvest in children and families can we bring about positive social change.

Each child, every opportunity

Our specialist work with children who have additional needs is made possible with funds from various sources.

Our early education centres are supported by grants from local, State and Federal governments; donations from the corporate sector; and contributions from philanthropic foundations and trusts.

The Infants' Home has a long and proud history of innovation. The essence of what we do is best described by our core principle: to provide each child with every opportunity.

"We feel privileged that our child was able to attend The Infants' Home. And we strongly believe she could not have had a better start in life than what you provided."

PARENT



2011: THE YEAR IN NUMBERS

1,357

children accessed our services

18

indigenous families attended a parenting program we conducted with Royal Prince Alfred Hospital and Croydon Health Centre

434

children attended one of our four early education and care centres

628

children attended a family day care home managed by The Infants' Home

50%

of our children came from a non English-speaking background

592

sessions for children in our SpOT clinic

450

volunteers came to The Infants' Home

60

suburbs: families from all over Sydney accessed our education, early intervention and specialist health services

400

people attended our Art Show

96

children were part of our GoodStart program – for children facing challenges in their early development

163

children visited Sydney Hope Family Cottage

200

families attended our playgroups or parenting programs

46

children visited our weekly GP clinic

40

fathers and 50 children attended the Father's Playgroup

35/40

35 parents and 40 children attended the My Time playgroup – for families with children who have a disability

12

children attended the Building Blocks playgroup each week during school term – for children with autism and their families



Carnival & Market Day raises \$15,000

More than 1,000 people came to The Infants' Home Carnival & Market Day in October 2011 for a family day that raised \$15,000 – money that will strengthen services for children with additional needs. This includes speech pathology, occupational therapy and funding a daily bus run to transport children with additional needs to The Infants' Home.

"The carnival day would not have been such a success without the generosity of so many organisations and individuals. We would not be able to continue expanding our services without their support."

Anita Kumar, CEO, The Infants' Home

"Attending the father's playgroup I learned to do things with my child I would not normally do, like singing. I was amazed at my son's reaction to the singing and to see how much he enjoyed it. Now I make sure we sing a lot more together."

PARENT

HIGHLIGHTS 2011

Strathfield Rotary lends its support

The Rotary Club of Strathfield donated \$1,000 in August 2011 and made The Infants' Home its special charity for the 2011-12 financial year.

Art showcase a huge success

The Infants' Home Annual Art Show was another runaway success in May 2011. The theme for our show was "Art and Architecture" – a fitting subject as we begin redevelopment work on our Ashfield property.

"As always, the children continued to inspire and enrich the lives of staff at The Infants' Home. The 2011 art show was a tribute to them."

Robyn Huber, Director of Robinson House

Stepping Out helps women cope

The Infants' Home and the City of Canada Bay worked together to nurture local families. Stepping Out was a series of workshops that used art and other creative mediums to help women build confidence and find internal strength to manage life's challenges.

"I found the workshops transforming as I sometimes suffer agoraphobia since having my children, and I have also been coping with the deaths of my mother, uncle and a very close friend."

A participant in Stepping Out

GE Finance donates \$25,000

In March 2011 GE Finance donated \$25,000 to The Infants' Home. The money – presented by President & CEO of GE Australia & New Zealand, Steve Sargent – was used to create comfortable environments in our education centres so more children can benefit from our learning programs.

Dollars & Sense: Helping women take charge of their money

The Infants' Home worked with Wesley Mission and various women's refuges to conduct a free, four-week financial literacy course which aims to help women manage their money and improve their knowledge.

Tuning Into Kids

We worked with Croydon Health Service throughout 2011 to conduct Tuning Into Kids – a program that helps parents develop emotional competence in their children and encourage people to understand how their own emotions affect their parenting.

"With my changes – controlling my anger, sharing his feelings, listening with empathy – my son has changed a lot. He's very calm, very understanding, and very helpful. I feel the relationship with my son has become stronger and he trusts me more."

Parent

IBM KidSmart comes to The Infants' Home

12 volunteers from IBM Australia installed five special children's computers at The Infants' Home in June 2011 as part of IBM's worldwide KidSmart Early Learning program.

A KidSmart unit consists of a computer built into child-friendly furniture and equipped with educational software to help children explore maths, science and language. IBM also donated \$18,000.

Other milestones...

- Family Day Care received high quality in accreditation.
- Robinson House expanded to 70 children per day.
- Federal Member for Grayndler and Cabinet Minister, Anthony Albanese, visited The Infants' Home in September 2011 to tour our premises and conduct a reading session with children.
- About 40 children from Johnson House and Robinson House graduated from our pre-school programs in preparation for primary school.
- More than 350 people attended our Carols by Twilight concert for a musical start to Christmas 2011.
- Six grandchildren and four great-grandchildren of The Infants' Home's first ever resident in 1874, Sydney Hope, enjoyed a tour of our premises and a personal trip into their family history.

OUR HERITAGE

Every organisation has a story. But few can trace their roots back to the days before Australia even became a nation.

Sydney was a harsh city in its early years, especially for unmarried mothers. With nowhere to turn, they often abandoned their babies or committed suicide. Many children died, having never been held or loved.

Courage under fire

In 1874 a group of courageous women fought the Church, the press and prominent citizens of the day to establish a home in Darlinghurst for abandoned infants and unmarried mothers.

These visionaries challenged accepted wisdom that a refuge would condone immoral behaviour. They knew that a home for deserted children would save lives.

The move to Ashfield

After two difficult years in Darlinghurst, The Infants' Home relocated to its present site in Ashfield following a gift from philanthropist Thomas Walker.

The Infants' Home started to accept goods in kind – fruit and vegetables from grocers Harrison and Attwood; meat from butchers Buttell & Laws; and clothing from David Jones, Farmer & Co, and Hardy Bros.

By 1889 there were 130 children and 67 mothers residing at The Infants' Home.

Early childhood education

The Infants' Home realised that children needed stimulation and their mothers needed help in learning how to care for them.

One of the early features of The Infants' Home was how mothers were united with their children and trained in cooking and housekeeping as a way to support their futures.

At the forefront of change

Through two world wars, the Great Depression, Bubonic Plague, and financial stress, The Infants' Home

evolved as the needs of young children and families continued to change.

From our controversial beginnings as a founding hospital to our multi-faceted organisation today, The Infants' Home has been a centre of excellence in child and family support.

We have continued to challenge outdated beliefs to achieve the best outcomes for children and families, especially those in vulnerable circumstances.

Today, we use innovative practices based on scientific evidence to progress the cause of early childhood education and care.

Sydney was a harsh city in its early years, especially for unmarried mothers.



A group of women establish an orphanage called the Sydney Foundling Institute in Victoria Street Darlinghurst – the first home in Australia for abandoned children and unmarried mothers with babies.

1874



The Infants' Home's first orphan, only three weeks old, is found on its steps at 8pm on June 3. The baby is christened Sydney Hope.

1874

Learning to belong

Lizzie's story

Every child has difficulty finding their way at first – some more than others.

Lizzie arrived at The Infants' Home in 2008 – a shy little girl of 14 months who needed support with her mobility and feeding. Many children with Down Syndrome have reduced movement and low oral strength, so we needed to puree Lizzie's food and support her mobility.

She progressed well in our babies program, slowly becoming more sociable. It was clear Lizzie wanted to belong.

When Lizzie moved into our toddler program she was smaller than other children and had limited language skills to socialise.

Our aim was to help Lizzie communicate with others and build relationships with her peers.

Hands can talk too

We used sign language to help Lizzie be part of her group. More than 30 children learnt some basic gestures from Makaton – a language based on spoken words, signs and symbols.

The children learnt the Makaton way to say many everyday words. With Makaton, the conversations flowed. Children not used to talking with their hands were soon putting their whole body into what they wanted to say.

Finding common ground

Soon, everyone's vocabulary and comprehension improved. And the storytelling became something to behold. The children learnt that communication is more than spoken words.

With such a fun way to find and share common ground, they soon included Lizzie in their play. They all realised that being part of a group, and having moments with friends, was something they could instigate.

Then, something funny happened – parents started asking about these unusual hand gestures their children were making in the bath, to pass a toy, or to ask for more dinner.

The children had taken their new Makaton skills home!

A whole new world of inclusion

Before long, Lizzie's verbal expression developed, clearly naming objects. As Lizzie's speech continued to improve, her need for signing decreased and she gained more confidence.



Making new friends

Perhaps the biggest achievement for Lizzie has been her social and emotional progress.

"Our aim was to help Lizzie communicate with others and build relationships with her peers."



Lizzie's physical environment also needed attention. Everything in the main playroom was organised within a child's arm-span so Lizzie could reach, steady herself, and move throughout the room.

She quickly progressed from tentative cruising around furniture to walking. Now, it's a matter of how fast she can run.

Today, Lizzie is a caring, confident and independent girl. She is aware of herself, aware of her environment, and aware of her place in the world.

Lizzie started big school in 2012 at Haberfield Public School – with her own group of friends and the skills to find many more.

OUR ACHIEVEMENTS

While we have accomplished so much this year at The Infants' Home, the greatest achievements always belong to the children in our care.

Think about the infant who can now sit without support; the toddler with a few single words who now cannot stop talking; or the shy child who now looks ahead with confidence, ready for "big school".

These are the real achievements that happen at The Infants' Home. Here are some others we would nominate from 2011:

Launching the *Priceless Gift of Opportunity* appeal on HMAS Sydney

The NSW Governor, Professor Marie Bashir, launched our *Priceless Gift of Opportunity Appeal* in February 2011 to raise \$6.5 million for a new Early Learning and Care Centre. The Commander of HMAS Sydney, Captain Peter Leavy, hosted the event and presented the first cheque for \$5,000 towards the campaign. We have ramped up this campaign and it has delivered significant funds through the Kirby Foundation and other individual donors.

Developing integrated services

The Australian Government now advocates for integrated early childhood education and child care on the grounds that this approach will better meet the needs of children and families, especially those facing multiple challenges or living in difficult circumstances. Working with Charles Sturt University, The Infants' Home has taken leadership in this area to analyse our integrated model and to share our knowledge on how to support the implementation in other services.

Playing our role in tax reform for families

The Infants' Home hosted a consultation session in partnership with Women on Boards, who were asked by the Federal Government to seek opinions on tax reforms that would assist working families with young children in care. The consultation session was attended by families, staff and practitioners to generate ideas about the important changes to help shape tax reform.

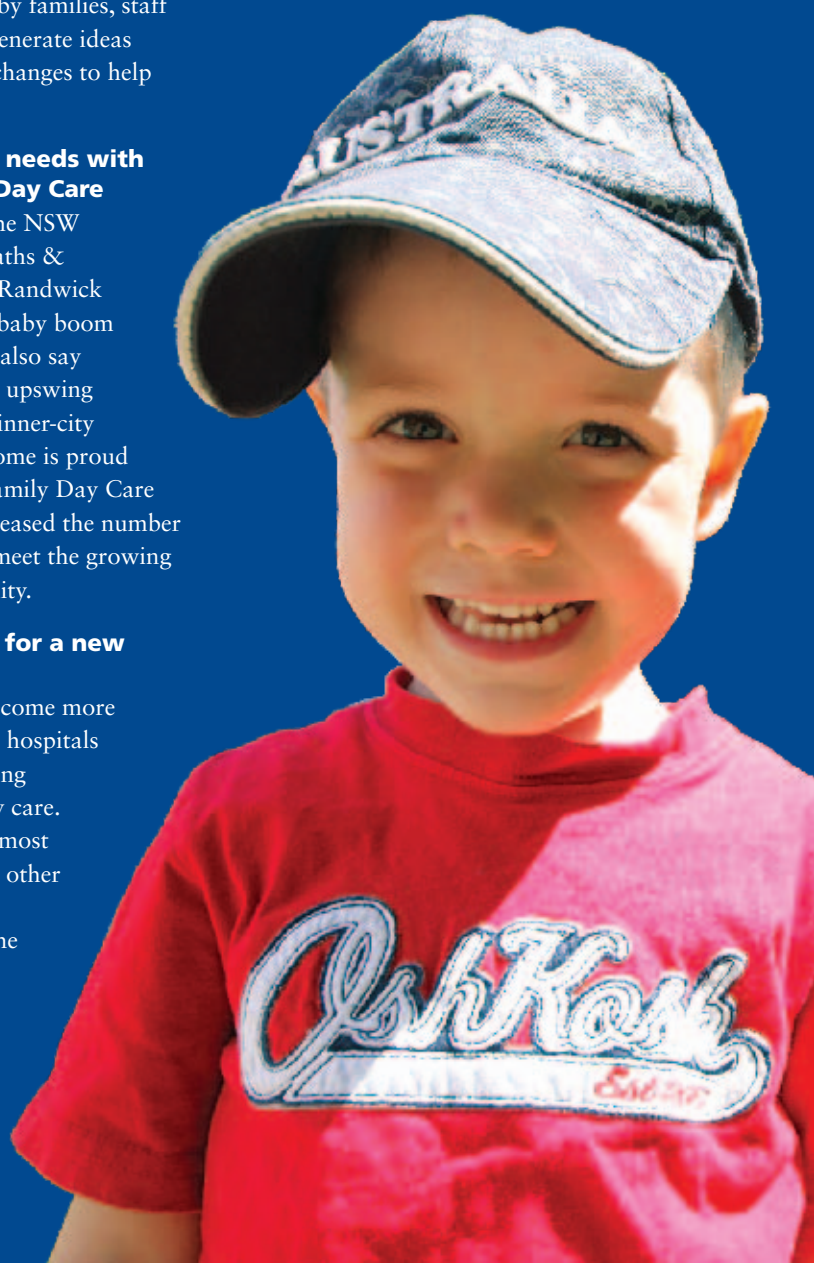
Meeting childcare needs with Randwick Family Day Care

Recent figures from the NSW Registry of Births Deaths & Marriages show that Randwick is one of NSW's new baby boom spots. Demographers also say there has been a large upswing of birth rates in such inner-city areas. The Infants' Home is proud to have established Family Day Care in Randwick and increased the number of childcare spots to meet the growing needs of our community.

Winning approval for a new family GP Clinic

The inner-west has become more densely populated. Its hospitals have the longest waiting periods for emergency care. The people impacted most are new migrants and other vulnerable families – prime audiences for the work of The Infants' Home. In 2011 we were shortlisted by the Federal Department of

Health to provide Medicare GP services under the Primary Care Infrastructure Grants Program. We are privileged to be awarded this money and to be able to build a partnership with Your Doctors to offer health and wellbeing services to a community that needs the support.



PRESIDENT & CEO REPORT

Making a social impact

The best way for The Infants' Home to make a real social impact is to continue to be an innovative, contemporary and resilient organisation that stays in touch with the complex needs of modern families, especially those in vulnerable circumstances.

2011 was a defining year towards our goal to enhance and extend our programs and strengthen our capacity so that more parents can access our services and build positive futures for themselves and their children. We are always looking to break new ground in the services we deliver to find different and sustainable ways to extend their reach to the people who need them most.

An integrated model

The Infants' Home not only continued to provide quality integrated services but we refined our model of delivering transdisciplinary services. This approach improves outcomes for children by combining the knowledge a parent or carer has of their child with all the expertise of our early intervention team.

In 2011 we worked with research partners and organisations, especially Charles Sturt University, to enhance our integrated service delivery model and to demonstrate that our approach is based on research and evidence, which we hope will guide development of more integrated services.

The Infants' Home continues to provide leadership and professional development on particular issues that are central to our work in order to improve outcomes for children – no matter where they are or which service they attend.

For example, Associate Professor Sue Dockett presented her research on transitioning children from families with complex support

needs to school – a critical outcome for many families, which was attended by more than 60 practitioners.

We also opened all our services so practitioners in our local area could get practical advice and ideas to implement the Early Years Learning Framework (EYLF) in their own centres.

Increasing services to vulnerable families and the community

The Infants' Home SpOT (Speech and Occupational Therapy) Children's Clinic goes from strength to strength.

We started the clinic in 2010 with seed funding from United Way and in 2011 the service increased significantly. We have cut the waiting list for early intervention; we have referrals from other services, including community health clinics; and we have identified other service gaps which we are working to fill. This includes child psychologists and mental health workers.

In 2012 we hope to have more practitioners in the clinic to reduce our waiting list for early intervention even further.

Another significant achievement was our new partnership with Your Doctors. The Infants' Home took leadership and successfully applied for a Medicare Local GP Primary Infrastructure Grant. We will be working with Your Doctors – a group which specialises in children and families – to deliver health services for the community in a co-ordinated way at The Infants' Home. We expect to start these services in mid-2012.

New Early Learning and Care Centre

Our new Early Learning and Care Centre is our most important advance in becoming more efficient and effective, as well as preparing The Infants' Home to deliver services into

the future. We undertook significant work in 2011 to progress this project.

This includes ensuring that the design of the new Early Learning and Care Centre creates an environment which makes it easy to integrate services; provides easy access for the community; presents opportunities for other organisations to co-locate; and offers training for TAFE and university students.

We have worked with many donors, government departments and others to make this vision a reality, and we thank Ashfield Council for having the community-building foresight to waive development fees of more than \$100,000.

Having painstakingly planned every aspect of this building, we expect to turn the first sod of construction in 2012 and secure funding for the project.

Thankyou...

Much of our work is not possible without our donors, volunteers and friends. Special thanks to the members of the Board, honorary professionals and consultants who have given their time and skills to drive our vision. The Infants' Home received tremendous support in 2011 from new and loyal benefactors. To everyone who has given their money, time and thoughts, we say the most heartfelt thank you.

Finally, our appreciation to the remarkable group of people we have the privilege to call our staff. They are a committed team who are passionate about providing each child with every opportunity.

FINANCIAL REPORT

Financial results

Our mainstream services delivering early education and care are self funding and we have increased our support for children in vulnerable circumstances. The core operational surplus was \$583,192 (against \$318,258 in 2010). The Infants' Home has committed some of these funds towards our redevelopment project.

In 2011 The Infants' Home continued to build on the partnership with the Department of Education, Employment and Workplace Relations (DEEWR) that was established in 2010. We received a capital grant of \$510,000 from DEEWR, \$50,000 from the NSW State Government and \$87,580 from donations in 2011 to help provide an Early Learning and Care Centre to service the entire inner-west of Sydney. We also realised a gain of \$171,200 on our investment due to change of financial advisor.

We thank our donors and supporters for their financial assistance towards our work with vulnerable families.

The Early Learning and Care Centre 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 2012 we have adopted a budget which gives us another prudent surplus, while we continue to rely on community and corporate financial support.

Generating income from investments is another way we finance our services at The Infants' Home. In 2011, our investment income was \$221,720 – up from \$184,805 in 2010. The Infants' Home has an investment policy designed to build a portfolio which balances risk and return in order to preserve and grow our capital.



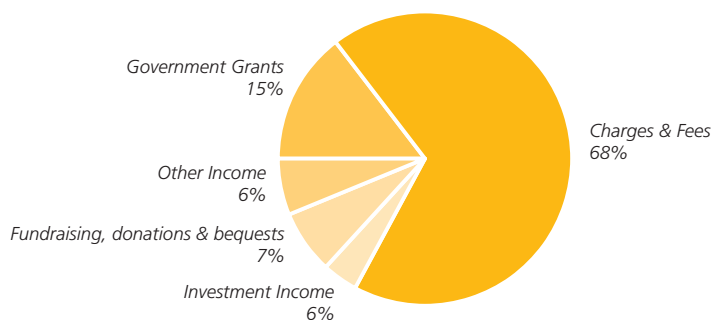
Service sustainability

In 2011, The Infants' Home worked with a range of professionals to progress the capital redevelopment project and to establish a capital fundraising campaign.

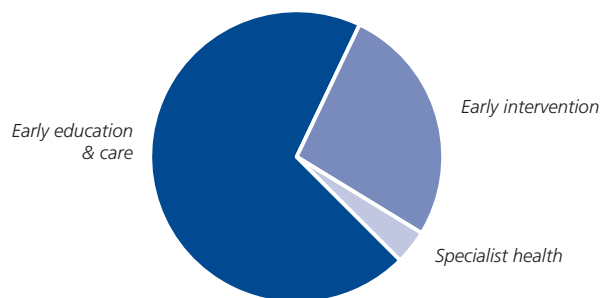
Our new Early Learning and Care Centre will be built in stages and the entire project is estimated to cost \$10.5 million. The campaign will need to raise \$6.5 million to build this new state-of-the-art centre. We plan to launch this project in May 2012.

Our vision is to build an integrated hub of excellence to ensure each child gets the best possible start in life.

Revenue excluding capital grants



Percentages of expenditure



The orphanage moves to Stewart Street Paddington and receives its first government grant of £1,000.

1875



Philanthropist Thomas Walker, an early supporter, buys a 4.5 acre property in Henry Street Ashfield for £3,000 and donates it to the orphanage.

1876



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.

Seed funding has come from government grants and our surpluses in the last two years. Combined with our prudent investment strategy we have been able to commit significant funds from our reserves to support this project.

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 to construct the new centre on our existing Ashfield site, and continue to operate in a financially efficient manner.

The Infants' Home Ashfield for the year ended 31 December 2011*

Financial Results

	2011	2010
Revenues		
Charges & Fees	\$3,871,187	\$3,409,689
Investment Income	\$221,720	\$184,805
Government Grants for operating activities	\$827,052	\$764,879
Bequests, Donations & Other	\$748,833	\$802,137
	\$5,668,792	\$5,161,510
Expenses		
Employee costs	\$4,200,804	\$3,869,208
Materials & Services	\$790,466	\$883,239
Depreciation & Impairment losses	\$94,330	\$90,805
	\$5,085,600	\$4,843,252

Net operating result

\$583,192	\$318,258
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Grants and donations for capital project

Government Grants and donations for capital project	\$647,500	\$680,000
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Summary of Net Assets

Assets

Cash & Investments	\$4,136,015	\$3,527,041
Receivables & other	\$159,631	\$316,500
Property & Equipment	\$1,496,775	\$1,184,955
	\$5,792,421	\$5,028,496

Liabilities

Payables	\$523,488	\$747,429
Provision for employee Leave	\$415,341	\$370,413
	\$938,829	\$1,117,842

NET ASSETS

\$4,853,592	\$3,910,654
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* Audited copies of these accounts are available on request.



The name of the Sydney Foundling Institute is changed to The Infants' Home.

1877



There are 130 children and 67 mothers living at The Infants' Home; the property is fitted to house 65 children and 30 women.

1889

Back from the brink

Julie's story

With her husband out of work, a toddler with behavioural problems and an infant son to care for, this mother explains how she overcame financial and emotional hardship to build a brighter future for her family.

When staff at The Infants' Home first met Julie, they immediately recognised she was extremely fatigued.

Julie had been caring full time for her infant son, Harry. Her daughter, Lila, was exhibiting challenging behaviour – leaving Julie exasperated. With her husband out of work, she was also under immense financial strain.

"I didn't even realise I needed help, until The Infants' Home stepped in to help me," Julie says.

Time to work on myself

The Infants' Home supported Julie and her family in a number of ways. With Lila enrolled in long day care, The Infants' Home provided a childcare scholarship for Harry, giving Julie a much needed financial break.

"With my children in care, I had time to work on myself," Julie says. "I gradually started to think I could work again, and soon I had a job."

Becoming a better mother

The Infants' Home also provided free parenting training to Julie, to help her learn more effective ways of dealing with Lila, who was diagnosed with Oppositional Defiance Disorder (ODD).

ODD is an ongoing pattern of disobedient, hostile and defiant behavior toward authority figures which goes beyond normal childhood conduct. Children with ODD appear stubborn and angry.

"After doing the program, I started feeling so much better about myself," Julie says. "It helped me become a better mother. Even Lila said 'Mummy, you're not angry anymore.'"

They helped me get my life back

Julie beams when she speaks about her experience with The Infants' Home.

"It's just amazing the amount of support they give you, no matter what," she says. "They are such an important resource."

"The Infants' Home literally helped me get my life back. They saved my life."

"The Infants' Home literally helped me get my life back. They saved my life."



The first Board of Advice is established to oversee the operation of The Infants' Home.

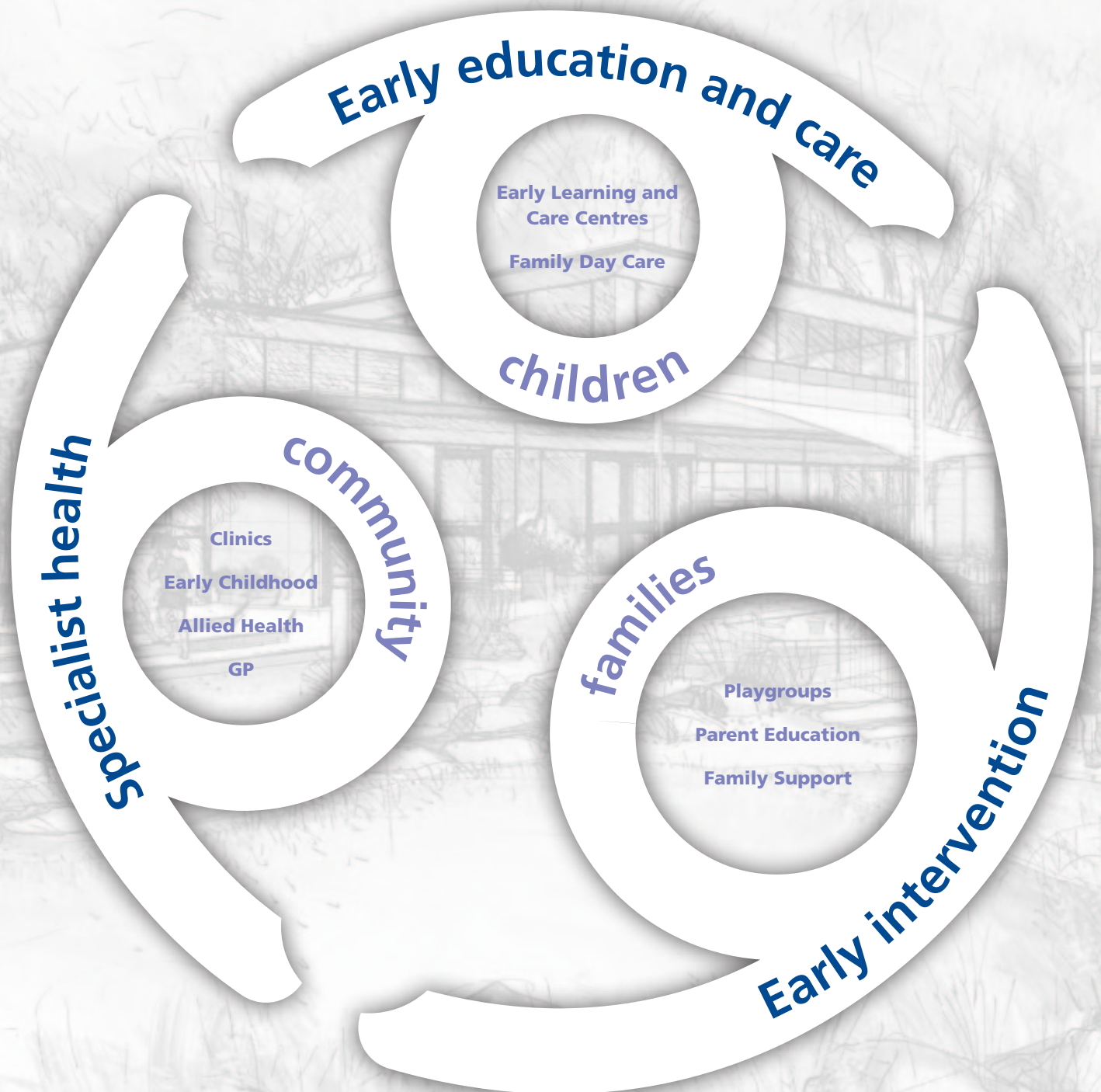
1893



The Infants' Home establishes the first kindergarten on site in Ashfield to help stimulate young children.

1897

OUR WORK



Bubonic Plague breaks out in Sydney and on medical advice The Infants' Home cannot accept new residents for a short time.

1900



The Louise Taplin Ward is built adjacent to the original house at Ashfield, followed by several other wards.

1901

OUR WORK

EARLY EDUCATION AND CARE

Early learning centres

Our four early learning centres provide professional education and care for children aged 6 weeks to five years. We offer fully-licensed and accredited programs from qualified staff for babies, toddlers and pre-schoolers based on best practice and above minimum requirements.

Each centre has its own personality. They all provide a stimulating environment to develop each child's learning and confidence, promote each child's self esteem, and build a sense of belonging and community.

In 2011, 434 children – including children with additional needs – attended our long day care centres. On any given day more than 180 children came to The Infants' Home.

Family Day Care

This form of accredited education and care for children aged six weeks to 12 years provided in the homes of professional early childhood educators becomes more popular each year.

The Infants' Home manages family day care in Ashfield and surrounding suburbs; Randwick and surrounding suburbs; and South Sydney.

In 2011, 55 educators were registered with our services. They reflect the rich diversity in our community and in their own unique way provide a safe and stimulating environment for small groups of children.

Across the year, 628 children attended a family day care service managed by The Infants' Home.

"I love that The Infants' Home is diverse in terms of staff and other kids, and also that there are children with special needs so everyone is encouraged to be accepting of others."

PARENT



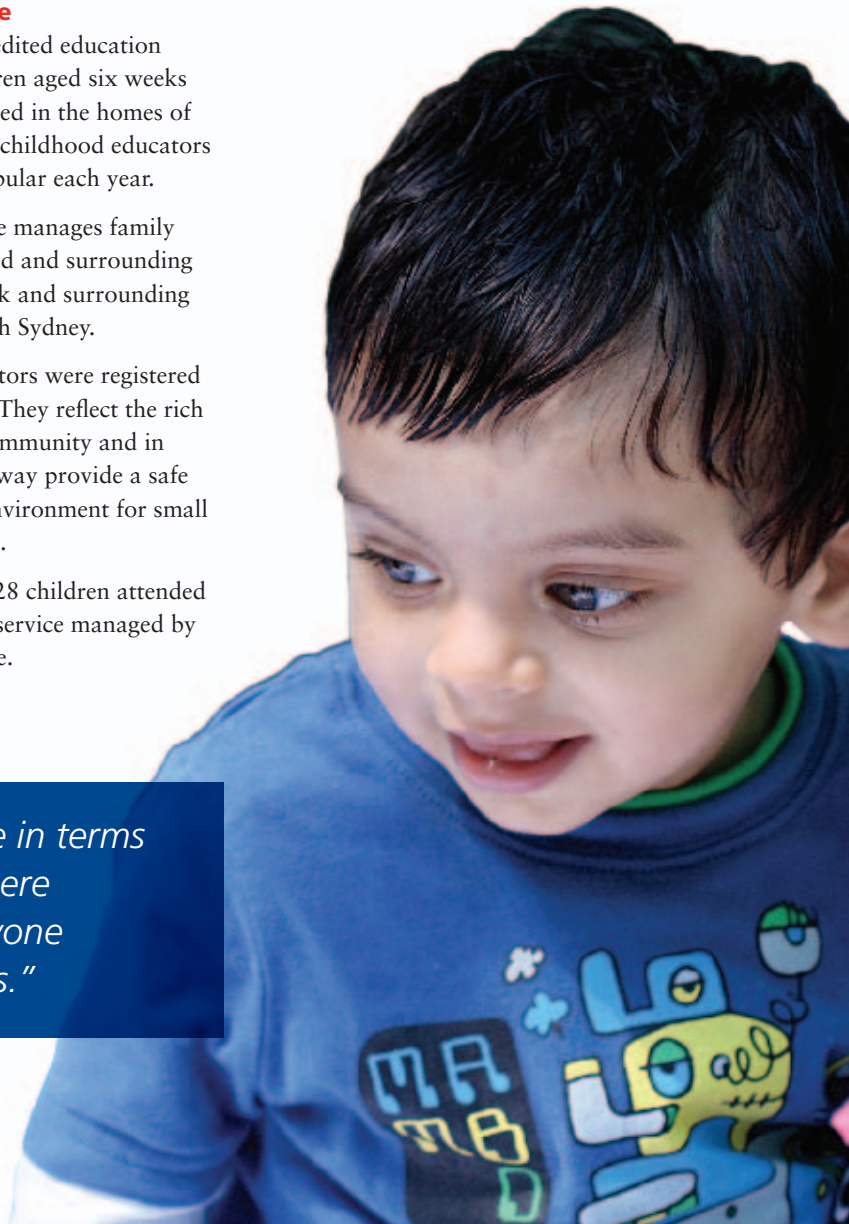
The Infants' Home provides training in paediatrics to graduates from Sydney University. One student becomes Sir Lorimer Dods, founder of the Children's Medical Research Foundation.

Early 1900s



Twins Jean and Marion West are placed in The Infants' Home by their father following their mother's death soon after they are born. The twins are now 88.

1923



OUR WORK

EARLY INTERVENTION

The Infants' Home does case work outside education and care to help families with young children, especially those in vulnerable circumstances.

With an emphasis on what is already working for families, we bring together a professional team of social workers, psychologists and therapists to ensure children have every opportunity to get the best start in life.

We help families with issues such as domestic violence, relationships, substance or gambling addiction, mental health, housing, clothing and transport. This part of our early intervention work continues to evolve with our community's changing needs.

In 2011 we provided such support to 52 families.

These programs were supported by funding from GE, IOOF Foundation, Disney Club Penguin and Ashfield Council.

Parent education

The Infants' Home offers programs to help parents build knowledge and skills about parenting and to achieve positive change.

Our parenting courses are run by experienced and trained professionals and the topics are relevant to families. With an emphasis on positive

reinforcement, they help families with the challenges of parenting.

In 2011 we offered four different parent education programs – Stepping Out, Dollars & Sense, Tuning Into Kids and Couples to Parents.

20 women attended Stepping Out – a series of workshops for women looking to rediscover their passion for life.

40 people attended From Couples to Parents – a free parenting program for couples expecting their first child.

20 women attended Dollars & Sense – a course for women who want to learn more about managing their money and gain financial independence.

30 people attended Tuning into Kids – a program that uses parent education and child psychology to help parents develop emotional competence in their children.

These programs were supported by Wests Ashfield, Burwood RSL, and Canada Bay City Council.



"Asha doesn't see herself any differently to the other children. She is now able to play happily with friends her own age. The opportunities she has been given are amazing."

PARENT



The Infants' Home is incorporated under an act of the NSW Parliament.

1924



The new Rachel Forster Wing is opened at Ashfield free of debt after substantial fundraising.

1926



Playgroups

We offer a variety of general and specialist playgroups that encourage children to learn and develop skills through play.

This is how children learn to manage their emotions, gain confidence to try new experiences, and make sense of the world around them.

Our philosophy is that children should be involved in their own learning. The Infants' Home also works with many agencies to promote play as the natural way for children to learn.

In 2011 we coordinated the following playgroups:

Father's Playgroup

For fathers, grandfathers, uncles, male carers and their young children. On average, 14 fathers and 20 children attended each playgroup throughout the year.

This playgroup was supported by St George Foundation, Ashfield Council, and Milton Corporation Foundation.

Red Bug Playgroup

For parents, grandparents and carers of children aged 0 to 6 years. On average, 153 children and 173 adults attended

"The Infants' Home early intervention people and on-site therapy were so important to me. We listened and learned and worked for our daughter's best interests. I can't thank you enough."

PARENT

this group each month throughout the year.

This playgroup was supported by Wests Ashfield, Ashfield Council and Ashfield Benevolent Society.

Building Blocks

A specialist support service for young children with autism spectrum disorders and their families. Across the year, 12 children attended this group.

The Infants' Home offers this playgroup in partnership with Autism Spectrum Australia (Aspect).

MyTime

A peer support group for parents, grandparents and carers of young children with a disability, developmental delay or chronic medical condition. Throughout the year, 35 parents or carers and 40 children attended this group.

MyTime is funded by the Federal Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), and supported by Playgroups NSW.

OUR WORK SPECIALIST HEALTH SERVICES

A unique strength of The Infants' Home is our support for children with additional physical, emotional or developmental issues, such as speech delays, poor motor skills or challenging behaviour.

Such early intervention for children enrolled in our care includes speech

pathology, occupational therapy, art and play therapy, psychology, social work, nutrition, health screening, and a GP clinic.

In 2011 we supported more than 400 children in ways that build the foundations for lifelong learning, behaviour and health.

This work was supported by funding from the NSW Department of Education & Training, Herbalife Family Foundation and United Way.



During the Great Depression The Infants' Home provides shelter for 240 children and 96 mothers, surviving the crisis with donations.

1929-32



Dame Enid Lyons, the first woman elected to Federal Parliament, opens a nursery school at The Infants' Home.

1936

SpOT Children's Clinic

Specialists at The Infants' Home offer speech pathology, occupational therapy, psychological services and social work to help children with developmental delays or families in vulnerable circumstances.

Our **speech pathologists** work with children who have autism spectrum disorder, speech and language delays and disorders, stuttering and auditory processing disorders.

Our **occupational therapist** works with children to help strengthen their physical, cognitive, social and emotional development.

Our **psychologist** assesses a child's skills, creates behavioural development plans, and provides counselling and family therapy.

Our **social workers** offer social and emotional development and life skills development for individual children and their families.

In 2011 the SpOT Clinic conducted 592 sessions with children – about 8 per day.

This work was supported by Wests Ashfield and Burwood Council.

Sydney Hope Family Cottage

This wellbeing centre for families combines postnatal health such as feeding, settling and sleeping for infants aged from birth to 18 months.

The day stay and home visiting services are provided by early childhood nurses qualified in midwifery, lactation and child and family health.

In 2011 Sydney Hope Family Cottage helped 163 families. It also referred families and children for additional services, such as mental health and paediatric assessments.

This centre was supported by the James N Kirby Foundation.

GP Clinic

The Infants' Home GP clinic is organised by our resident Health and Early Childhood Consultant Nurse and conducted weekly by Dr Eleanor Brumby.

The clinic provides easy access to immunisations, eye tests, referrals and consultations without replacing the need for a family GP. We also advocate on behalf of parents or carers who have difficulty accessing appropriate health services.

In 2011 our GP Clinic treated 46 children, with various health issues.



"The GP service gives a parent and child some peace of mind to have a doctor attached to an environment in which we all feel safe and familiar."

PARENT



A breakthrough year for The Infants' Home when it records nil infant mortality for the first time.

1937



The Infants' Home remains open despite financial difficulties due to war; half of the 278 children in residence have fathers at war.

1942

OUR WORK

RESEARCH AND ADVOCACY

Each year The Infants' Home contributes to various forms of research designed to build the store of knowledge about early childhood education and care, early intervention and specialist health services.

In 2011 we worked on several projects with various universities, government departments and private sector organisations. This included:

Examining integrated service delivery

In 2011 Charles Sturt University (CSU) commenced research and evaluation of The Infants' Home's integrated services, including early education, early intervention and specialist health services to better meet the needs of children and families. The research team used documentary evidence, as well as interviews with current and past staff, our Board members and parents.

The CSU analysis revealed how The Infants' Home has intentionally adapted integrated service delivery based on its long-held commitment to social justice, children's rights, and concern for society's most vulnerable people. We hope the findings will guide development of more integrated services.

Transitioning children with additional needs to school

We invited Dr. Sue Dockett, Professor of Early Childhood Education at the Murray School of Education, Charles Sturt University to The Infants' Home to present her research on transitioning children from families with complex support needs to school – a critical outcome for many families. The session was attended by more than 60 practitioners from early education and care centres outside The Infants' Home.

This was another example of how we continue to provide leadership and professional development on issues central to our work in order to improve outcomes for children – no matter where they are or which service they attend.

Sharing Early Learning Years Framework ideas

We also opened all our services so practitioners in our local area could get practical advice and ideas in implementing the Early Years Learning Framework (EYLF) in their own centres.



The Infants' Home employs its first social worker to help mothers in residence and to visit the homes of all future applicants.

1949



Sydney Hope (the first baby) aged 78, visits The Infants' Home.

1951

OUR SUPPORTERS

Corporate volunteers

Many individuals donated their time and energy to The Infants' Home through our corporate volunteering program in 2011. Some volunteers have been with us for many years and we are always grateful to receive such valuable support.

About 450 volunteers worked with us this year to help maintain our beautiful grounds, create resources for children, and contribute to a clean and pleasant environment for staff, children and families.

The organisations that helped us this past year include:

- BT Financial
- CBA
- Deloitte
- Deutsche Bank
- Disney
- GE Capital
- Goldman Sachs
- Herbalife
- HMAS Sydney
- IBM
- NAB
- PWC
- Rotary Club of Strathfield
- St George Bank
- United Way
- Westpac

Special donors and friends

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

- Val Appleroth
- George and Shirley Bird
- Rae Boyd
- Marjorie Coburn
- Marcia Conquest
- J. Crooks
- Ann Crowley
- Susan Devenish-Mears
- Judith Gollan
- Bevan Harris
- A. Hertzberg
- Flora MacDonald
- Mike Moody
- Barbara Osborne
- Philippa Parker
- Richard Sylvester
- Tom Waddell
- Robert J. White
- Michael Wight



The NSW Governor, Sir Eric Woodward, opens a new babies' annexe at the Ashfield property to admit an extra 40 children.

1959



The crew of HMAS Sydney adopts The Infants' Home in memory of 82 sailors lost in an accident between HMAS Melbourne and HMAS Voyager.

1965



"The integrated, sensitive and responsive communication is what I value the most. All the staff know what is going on. I value their comments and I feel my comments are also valued."

PARENT



The Infants' Home becomes the first organisation to move from an institutional care model (orphanage) to child care. Day care centre opened by NSW Governor, Sir Roden Cutler.

1972



The Infants' Home establishes the Family Centre of Early Intervention at Ashfield.

1972

OUR BOARD

The Infants' Home is governed by a voluntary, independent Board of Directors responsible for strategic direction and governance. With more than 100 years combined management experience our Board is committed to integrity, diversity, collaboration and innovation.

Denise Taylor – President

M. Ed.

Denise is an experienced CEO with a background in quality assurance, education and government sectors. She has leadership, management and governance experience gained from a range of board memberships, management of a government regulatory authority, and independent and state schools. Member since 2010.
Meetings attended 12/13.

Mary Verschuer

MBA, MScSoc, BAppSc

Mary has over 20 years senior management experience, most recently leading 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 11/13.

Debbie Niulala

CA, BBS (Accountancy), IIA member

Debbie is a qualified Chartered Accountant and Senior Manager within the Risk Division of Lloyds International (part of Lloyds Banking Group). She has over 12 years of senior management experience, including specialist risk consulting in the financial services industry, both in Australia and overseas. Debbie's expertise also spans consultancy and strategic risk

management for higher and further education institutions in the UK. Member since 2008.
Meetings attended 8/13.

Anthony Kutra

B.Ec (Hons), MBA, FAICD, FAIM

Anthony has held various senior management and director positions in Australia and overseas, covering the global mining services, and engineering services industries. Anthony is Chair of the Advisory Council for Centacare Broken Bay. Member since 2008.
Meetings attended 11/13.

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 11/13.

Karen Craigie

MComn, BMan, Dip Community Services Coord

Karen has worked across commercial and not-for-profit sectors in Australia and the UK. She is a communications professional and draws on a diverse

background in entertainment, travel, marketing, PR, environment and community service. Karen manages the Child Abuse Prevention Service and serves as a Director of both Prosper Children's Village and Bridges. Member since 2009.
Meetings attended 9/13.

Susan Turner

BBus, CPA

Working in the financial sector, Susan has extensive experience with companies such as Macquarie Bank, Zurich and Legal & General. She is currently the Deputy CFO at Westpac Banking Corporation in the Group Finance area and heads the Finance Strategy and Transformation Team. Member since 2011.
Meetings attended 8/11.

Gillian Hirstman, Anthea Jackson and Michael Stilp resigned from our board during 2011.



The Infants' Home starts pilot schemes for family day care so mothers can care for small groups of other people's children in private homes.

1974



After one year The Infants' Home is managing a family day care scheme that comprises 46 carers and 111 children.

1975

OUR MANAGEMENT

Anita Kumar **Chief Executive Officer**

Bach, Eng (Elec. Com), MM.

Anita has a strong business background and has been involved with The Infants' Home for over a decade in many diverse roles. She is passionate about growing the organisation and developing quality services that support the wellbeing of children and their families.

Lynn Farrell **Learning and Development Services Manager**

BEd (Early Childhood), Dip M/craft. Cert IV Workplace Assessment & Training

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 **Child and Family Support Services Manager**

BSW, M AD Ed, Cert IV Workplace Assessment & Training

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 **Family Day Care Manager**

Diploma of Children's Services

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, in a women's refuge and in family day care settings.

John Shen **Finance Manager**

BEng, AdvDip(Acc), MAcc, MBA, CPA

John has extensive accounting and financial experience in the commercial and non-profit sectors. He has implemented principles and processes that underpin sound financial management in a complex accounting environment at The Infants' Home.

Gavin Thomson **Director of Development**

B. Ec. Sydney, MFIA

Gavin has 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. Gavin has also worked as a director and CEO in the property, mining and finance industries.

Joan Wilson **Human Resource Manager**

Diploma of Teaching (Primary), Diploma of Personnel Administration

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

Our Honorary Advisers **Architects**

David Burke and Michael Bullen of Brewster Murray Pty Ltd

Auditors

Rob Peck and James Winter of BDO Accountants Group

Solicitor

John Gray of Clarke Kann Lawyers

Visiting Medical Officer

Dr. Eleanor Brumby



The Infants' Home establishes the Women and Children's Stress Centre to support children and families at risk.

1977



An anonymous donor gives The Infants' Home \$460,000 towards accommodation for mothers and children.

1980

OUR STAFF

Professional Team

Alice Berry
Alicia Paciocco
Ally Brady
Amy Jones
Ana Franco
Andi Salamon*
Anita Kumar
Asima Khan
Barbara Millist
Bridget Olssen*
Catherine Hunter
Catherine Mitchell
Catherine Xu
Cathy Fauth
Deepa Dasgupta
Domenico Garzarella
Donna Rom
Emily Cheng
Emily Guterres*
Enza McNaught
Frances Hanna
Gavin Thomson
Gillian Corkeron*
Gladys Caceres*
Guo Fen Xu
Jenny Piccin
Jessica Dolan*
Joan Wilson
Joanne Robson
John Shen
Karina Phillips
Karen Dashwood
Khandaker sad Islam

Komal Patel
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*
Patricia Da Silva
Priyanka Rana
Ramul Regmi*
Rachel Ravid- Horesh
Robyn Huber
Rosie Parsons
Sabrina Dai
Sally Brown
Sally McLoughlin
Shameem Begaum
Silvana Megna*
Sonia Bustillo
Susie Zicat
Sreedevi Koduri
Thi My Truong
ThuZar Bo

Tristan Page
Vasuki Manjunathan
Vicki Huang
Vinsensia Christanto
Ying Yu
* resigned

Casual Staff

Amanda Dargham
Angela Velazquez
Aruna Ayyadurai
Bev Speer
Carlos Delmond
Cameron Fargo
Darren Horrigan
Deepa Levi
Elaine Smith
Fouzia Amer
Fen Fen Cao
Leila Ebrahimi
Lyn Bestic
Mei Ling Day To
Nada Gannon
Nicola Bewley
Parbati Rai
Philomena Haldar
Pratima Rana
Preeti Joshi
Roshan Rajgopal
Sandra Grant
Yi Deng

Awards

5 years
Ann-Marie Berry (FDC)
Alice Hervieux (FDC)
Lesley Shanley
Guo Fen Xu
Emily Cheng
Enza McNaught
Lesley McCarthy
Domenico Garzarella

10 years

Shameen Begaum
Rita Salib (FDC)
Sarah Spicer (FDC)
Soussanna Viniarski (FDC)

20 years

Anna Parra (FDC)
Kerry Nimmitt (FDC)

30 years

Shaheen Rauf (FDC)

Staff Excellence

Awards
Leadership
Robyn Huber

Meritorious service

Sally Brown

Quality

Thanh Mai

Team

Child and Family
Support Services

Student practice

In 2011, The Infants' Home hosted more than 3,500 hours of university and TAFE students and more than 600 hours of school students for work experience and community work.

We supported practical learning experiences for students from the Australian Catholic University, Macquarie University, University of Western Sydney, Meadowbank TAFE, Petersham TAFE, De La Salle Ashfield, Ashfield Boys High, Sydney Girls High, and Meriden.



The Stress Centre is renamed the Sydney Hope Family Cottage and becomes a health and wellbeing centre to support mothers with young babies.

1984



The first visit to The Infants' Home by an incumbent Prime Minister when Bob Hawke tours our premises.

1987

OUR FUTURE

Every child is capable. Every child is special. Every child has within them the raw material to be wonderful. It will continue to be our goal at The Infants' Home to ensure that each child has every opportunity to reach their full potential.

Early Learning and Care Centre

To continue to lead and meet this challenge, 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.

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 to nurture each child's unique potential.

Our 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 counseling 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.

Progress in 2011

2011 was a critical year in developing our vision for our Early Learning and Care Centre and in creating a sustainable future for The Infants' Home.

For two years we have been working to develop our Ashfield site. Being an organisation with a 138-year history means we appreciate the value of long-term planning. So rather than rush into the project, we took our time to understand and resolve all the development and building issues. Part of our risk management strategy is to plan years in advance.

This patience gave us time to raise more funds through our capital campaign so The Infants' Home would be in a better financial position when we start the project in 2012.

We used this time to meet with many great minds of the business and commercial world and invite them to come and share their knowledge and advice.

They have been generous by not only supporting our concept, but also by showing us concrete ways to make our vision a reality. We greatly appreciate their assistance and wisdom.

The Early Learning Centre team at the Department of Education, Employment and Workplace Relations has worked closely with The Infants' Home to help us realise our vision for children and families – an integrated environment for early education, early intervention and specialist health. Federal Minister and Member for Grayndler, Anthony Albanese, has also been instrumental in helping us to achieve our goal.



All our long day care centres are accredited by the National Childcare Accreditation Council.

1996



The Infants' Home celebrates 125 years of continuous care for children.

1999



Since its inception, the Kirby Foundation has supported our work. The foundation has moved to the next level by becoming first to commit to funding a sustainable future for The Infants' Home in which we continue to expand our services to children and families.

Finally, we also received an \$800,000 bequest from the estate of Arthur Richardson. This money means our Early Learning and Care Centre is a reality. We are grateful for this legacy.

Contributors to our capital campaign in 2011

- Antoinette Albert
- Priscilla Barrand
- Julia & John Cordukes
- Karen Craigie
- Bill Ferris
- David Kent
- Anita Kumar
- Anthony Kutra
- Andrew Murray
- Denise Taylor
- Gavin Thomson
- Simon Tregoning
- Susan Turner
- Mary Verschuer

Integrated service delivery

The Infants' Home model of integrated service delivery is driven by our commitment to social justice and children's rights, and our recognition that some children and families need additional support.

Integrated service delivery is now a feature of Australian Government policy. It is widely accepted that integration will better meet the needs of children and families, particularly those facing multiple challenges or living in difficult circumstances.

Our method is multi-faceted. It includes early education and care, early intervention services, and specialist health services – all under the one roof.

The new Early Learning and Care Centre at Ashfield will become the physical premises in which we can apply this best practice approach; provide each child with the educational support, early intervention or health care they need; and strive to achieve the best possible outcomes for every family.

This is the future of The Infants' Home.

We now have a gap in funding of \$2 million, which we hope to raise in 2012.



Child and family services become integrated at The Infants' Home.

2004



The Infants' Home establishes the SpOT Children's Clinic to offer speech pathology and occupational therapy to children.

2009

VISION, ROLE AND VALUES

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.

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.

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.



The Infants' Home receives development approval to build a new state-of-the-art Early Childhood Education and Care Centre.

2010



The Infants' Home is shortlisted by the Federal Department of Health to provide Medicare GP services under the Primary Care Infrastructure Grants Program.

2011

A life dedicated to children

Gillian Helen Hirstman

1937-2011

As a seven year-old student in 1944 Gillian Hirstman donated a penny to help little girls at a Sydney orphanage. It was the beginning of a lifetime of dedication to underprivileged children that ended in September 2011 with Gillian's death aged 74.

That thoughtful schoolgirl would become president of the Board of the charity her pennies had helped all those years before. Gillian was the immediate past president of The Infants' Home.

Gillian gave her time to help children at risk throughout her life, especially as the driving force behind The Infants' Home's push to get politicians to recognise the importance of early intervention for children facing physical, social or financial hardship.

Gillian was a tireless worker and relentless fundraiser. She possessed a rare passion for helping children in need.

Raising money the old-fashioned way

In 1974 Gillian helped to establish the Wahroonga Auxiliary of The Infants' Home. This small group of upper north shore mothers raised more than \$550,000 the old-fashioned way – knitting clothes, potting preserves and baking cakes – until age and ill health forced the group to disband in 2006.

A raw capacity to get things done

In August 2000 Gillian was invited to join the Board of The Infants' Home. When she was elected president in 2005, Gillian announced her ambition to build a new, early learning and care centre on our existing site at Ashfield. Only in May 2011 did Gillian step down as president, satisfied that her vision would become a reality.



In 2009 Gillian received an Australia Day Achievement Award for her work in children's services. She was fond of describing herself as "the last of the little old ladies" on The Infants' Home Board, a description that belied her intellect, her connections, and her raw capacity to simply get things done.

Gillian's energy was an inspiration to everyone who worked with her. She believed all children deserved the best possible start in life. Part of her legacy is the unique standing The Infants' Home enjoys in the community today as it continues to nurture more than 1300 children every year.



Gillian Hirstman (second from right) with twins Jean and Marion West (who lived at The Infants' Home from 1923 to 1929); The Governor of NSW, Professor Marie Bashir; and the former commander of HMAS Sydney, Captain Peter Leavy.



www.theinfantshome.org.au