



2012

The Infants' Home Annual Report



the infants' home
CHILD & FAMILY SERVICES

each child, every opportunity

About The Infants' Home

The Infants' Home integrates early childhood education, early intervention and health to create opportunities for young children and their families so they can reach their unique potential.



In 2012, we provided early childhood education, early intervention, and health services to over 1700 children from birth to school age. One-third of these children have additional physical or emotional needs or live in vulnerable circumstances.

For 139 years we have been a dynamic and innovative organisation, 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 more than 180,000 children and 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.

Each child, every opportunity

Our specialist work with children who have additional needs is made possible with funds from local, State and Federal governments; donations from the corporate sector; and contributions from philanthropic foundations, trusts and individual donors.

The essence of what we do is best described by our core principle: to provide each child with every opportunity.

2012: Our year in numbers

1,772 children accessed our services

60%

of our families were from a culturally diverse or Indigenous background

526

corporate volunteers came to The Infants' Home

98 suburbs:

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



EARLY EDUCATION AND CARE

466

children attended one of our four early education and care centres

657

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

61

children received scholarships or fee subsidies for our integrated service



HEALTH

521

sessions for 71 children in our SpOT clinic

227

families visited our postnatal sleeping and settling clinic

46

children visited our weekly GP clinic



EARLY INTERVENTION

255

families attended our playgroups

35

women attended our 4-week financial literacy program

43

fathers and 56 children attended the Father's Playgroup

52

children attended special playgroups for children with disabilities or developmental delays

Our highlights 2012

Strathfield Rotary and HMAS Sydney help us raise \$20,000

Our signature fundraising event, a cocktail party on the flight deck of HMAS Sydney, was supported by Strathfield Rotary Club in February. The Rotarians, their friends, and family raised \$20,000. These funds will strengthen our case management services for children and families dealing with complex issues. In 2012 we had 41 children living in vulnerable circumstances who accessed this service.



Extending education and wellbeing in the community

Strong support from our State Member for Strathfield, Charles Casuscelli, helped us to receive a grant of \$30,000 from the NSW Government through its Community Building Partnership (CBP) program. The funds will contribute towards a parent information area in our new Early Learning and Care Centre.

AFL comes to The Infants' Home

This health and wellbeing program incorporated education and exercise to target childhood obesity. Two groups of our 4 and 5 year-olds took part in an AFL Auskick school program. The coaching clinic, sponsored by NAB and the AFL, ran for 10 weeks. The program at The Infants' Home concentrated on developing fundamental motor skills in a fun environment.



The Infants' Home goes to Harvard

Our CEO, Anita Kumar, earned a Fellowship to study at Harvard Business School. Anita travelled to the United States in July for an intense 7-day study program. The Harvard Club of Australia, with the generous support from the Ferris Family Foundation, allows two people from all non-profit sectors to attend the landmark Strategic Perspectives in Nonprofit Management program each year.

"The Infants' Home loves throwing open our doors to the community for events such as our annual art show. Each year the children get to showcase their passion for exploring different ways of doing things."

DENISE TAYLOR, PRESIDENT, THE INFANTS' HOME

Celebrating young creativity

The Infants' Home Annual Art Show was another celebration of young creativity. Each one of our five education centres had a unique way of representing the theme of the 2012 exhibition – Art is Me. Our art show is an opportunity for everyone to appreciate that nurturing a child's creativity is as important as developing numeracy and literacy.



Our journey of integration

The Infants' Home and Charles Sturt University (CSU) launched a ground-breaking report about the concept of integration in early childhood education and care. The report, *The Art of Integration*, draws on documentary evidence and interviews with current and former staff, The Infants' Home Board, and parents. It outlines the strengths, challenges, and commitment required to create a society which believes in the rights of children to access high quality integrated services.

"The Infants' Home is never complacent. It always asks how can we do better; how can we be more creative; how can we do more for families."

**DR FRAN PRESS, FACULTY OF EDUCATION,
CHARLES STURT UNIVERSITY**

Stepping Up

Stepping Up was a series of workshops delivered by The Infants' Home that used creative writing, art, and drama classes to help women build confidence and find internal strength to manage life's challenges. The City of Canada Bay, Canada Bay Club, Club Five Dock and Drummoyne Community Centre supported this project to nurture local families.

Helping women take charge of their money

Throughout March and May 2012 The Infants' Home worked with Wesley Mission and various women's refuges to conduct *In Charge of My Money* – a four-week course which aimed to help women manage their money and improve their financial literacy.

Other milestones...

About 40 children from Johnson House and Robinson House graduated from our transition to school programs in preparation for primary school.

About 350 people joined us for the 2012 edition of our popular Carols by Twilight – including Santa and a few characters from the Aussie bush.

Children at The Infants' Home enjoyed a performance of song, dance and stories from the Jannawi Dance Theatre to celebrate Indigenous culture during NAIDOC Week.



Santa and helper at Carols by Twilight 2012



Rayma from the Jannawi Dance Theatre



Our future

Building a social enterprise that is strong enough to achieve lasting social change

Achieving social change

The future of The Infants' Home centres on our ability to build a true social enterprise – a sustainable organisation that can grow its capacity and demonstrate social change.

Over the next 12 months, we will increase our capacity from 400 to 550 children on our site each week. We will increase our range of and access to clinical services to improve community health – especially for people with chronic issues – and address the gap in services. This will contribute to creating a sustainable social enterprise.

There are four things we will continue to do to achieve this goal, and to create positive social change:

1

Shift the base line

Research has identified that the fastest rate of brain development across the human life span occurs between birth and three years. Therefore, it is crucial for all children – regardless of their socio-economic background, additional needs or family circumstances – to have access to high quality early childhood education and care.

This gives each child the best chance for a successful transition to school and the opportunity to engage in further education.

2

Focus on disadvantaged children and families

Our rationale for providing targeted services within a mainstream program is based on research.

Providing non-stigmatising physical and emotional environments that are socially just and equitable, and that value the rights of all children and families as active members of the communities in which they live, is a powerful way to create generational change.

This gives children who are experiencing disadvantage the tools, disposition and strength to alter cycles of poverty and abuse, and to reach their potential as a contributing, participatory and active citizen of the future.

3

Address social injustice and inequality

When there are complex issues, families access several specialists or agencies for support and often have to repeat their story to access these services. This can leave people daunted, exhausted, and sometimes feeling hopeless.

We make sure families tell their story only once. By integrating early education and care, early intervention, and health services, we address complex issues in a coordinated manner to improve educational and social outcomes for children and families.

We support and guide families to build their strength, skills and confidence to create a more positive future for themselves.

4

Build partnerships for societal change

We grow roots to our programs through strategic partnerships. We work with a number of universities to research programs, develop new models and provide student placements to strengthen the sector. We also work with other organisations and share our intellectual property to broaden our social impact.



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 new Early Education and Care Centre 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 work collaboratively to achieve the best possible outcomes for every family.

Meeting the 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 Education 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.

The centre will be a focal point for best practice and cohesive service delivery. It 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 support services for vulnerable children and families.

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.

Why we need a new centre

In 2009, an independent supply and demand analysis conducted by Families at Work revealed the need for additional children's services in the Inner-West. Some major characteristics of this region included a high proportion of families with children under 12 years; low median household incomes; and a high population density.

Our new centre will improve local community cohesion by bridging the gap in services, and improve opportunities for people from disadvantaged groups to be included in community activities.

Our project is about long-term outcomes for individuals, families and the community. The aim is to support children and families to develop:

- › the skills and characteristics necessary to promote a sense of confidence rather than despair
- › wellbeing and connectedness that promotes a sense of belonging and citizenship
- › the principles of social justice and equity through practices that encourage an appreciation of diversity

Social investors

Our campaign to raise funds for a new Early Education and Care Centre enjoys financial and in-kind support from government, corporations, foundations and individuals. We thank them all for their contribution.

The cost of Stage 1 of The Infants' Home's new Early Education and Care Centre is \$8.8 million. To date, we have generated or received \$5.1 million from contributors to our capital campaign.

Department of Education Employment and Workplace Relations

The Early Learning Centre team at the Department of Education, Employment and Workplace Relations (DEEWR) has worked closely with The Infants' Home in recent years to help us realise our vision of an integrated centre for early education, early intervention and specialist health. Our local federal MP and the Minister for Infrastructure & Transport, Anthony Albanese, has been instrumental in helping us to receive more than \$2.8 million from DEEWR.

The Infants' Home

Through investments, prudent financial planning, and fees from our existing services, we were able to contribute \$1.1 million to the cost of building our new centre.

Estate of Eric Arthur Richardson

We received a \$700,000 bequest from the estate of the late Eric Arthur Richardson, a long-time supporter and donor who was passionate about our work with children and families.

James N. Kirby Foundation

The James N. Kirby Foundation has supported our work since the foundation's inception. Throughout 2012, the foundation continued to fund a sustainable future for The Infants' Home so we can expand our services to children and families, especially those in vulnerable circumstances. To date, the foundation has pledged \$300,000.

Community Building Partnerships

A grant of \$105,000 from the NSW Government through its Community Building Partnership (CBP) program will help us to build the new centre. The CBP program provides funds for community groups and local councils to invest in community infrastructure throughout the State. The Infants' Home received the grant following a recommendation from the State Member for Strathfield, Charles Casuscelli.



Social

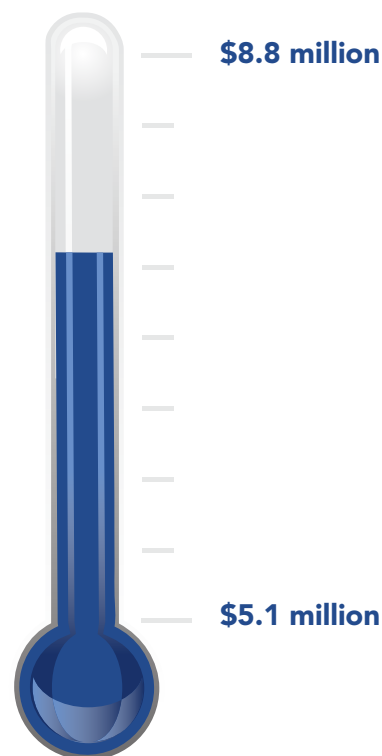


Artist's impression of our new centre.

Other contributors

Many other friends of The Infants' Home have also contributed towards the cost of our new Early Education and Care Centre since we launched our capital campaign three years ago.

- | | |
|----------------------------|-------------------|
| › Antoinette Albert | › Eric Khu |
| › Priscilla Barrand | › Anita Kumar |
| › Berg Family Foundation | › Anthony Kutra |
| › Kevin Beltrame | › Andrew Murray |
| › Dr Rae Boyd | › Barbara Osborne |
| › Julia Cordukes | › Milad Raad |
| › Karen Craigie | › Jean Saxon |
| › Susan Devenish-Mears | › Denise Taylor |
| › Ferris Family Foundation | › Gavin Thomson |
| › Tonia Godhard | › Simon Tregoning |
| › Judith Gollan | › Susan Turner |
| › Bevan Harris | › Peter Tyree |
| › Gillian Hirstman | › Mary Verschuer |
| › HMAS Sydney | › Marion Young |
| › David Kent | |



Our challenge

During 2012 we turned the first sod on our building project. We used money we had raised and made the decision to commit the organisation to long-term funding through NAB to complete the new centre.

Our Board weighed up the impact on our organisation against our goal of long-term sustainability and our capacity to meet the growing need for our services within the community.

We aim to secure a future that will position The Infants' Home to become a social enterprise, delivering strong social outcomes and addressing the current gap in services for children and families, especially those with additional needs.

The cost of the project is \$8.8 million. To date, we have raised \$5.1 million. We are currently engaged in a capital campaign with the aim to secure financial support to help bridge this gap and reduce our debt.

"We need help to raise another \$3.7 million so we can continue to strengthen and expand our services for children and families with additional needs."

GAVIN THOMSON, DIRECTOR OF DEVELOPMENT, THE INFANTS' HOME

Family stories



Lauren

Lauren has cerebral palsy and mild developmental delay. Both her parents work full time. Lauren needs specialist equipment so she can be fully included in the educational activities at The Infants' Home. Our allied health specialists and early childhood teachers work with Lauren's family, and external agencies, to ensure we meet Lauren's needs and that she develops to her full potential.

Robi

Robi comes from an Indigenous family with complex issues. He has multiple medical issues, profound development delays and lives in a challenging family environment. Social workers at The Infants' Home provide support and resources for Robi's mother, while our occupational therapist, speech pathologist, early childhood nurse and early childhood teacher work together to ensure Robi is included in our education program. This involves small individual therapies and medical interventions, such as strengthening his muscles, tube feeding, and monitoring Robi for seizures.

Dhukka

Dhukka is from a culturally and linguistically diverse background and has been diagnosed with autism. She has difficulty communicating in her home language and has limited English. Her play is erratic and at times destructive. Dhukka's family are finding it difficult to accept the diagnosis and to date they have not agreed to any interventions. Our early childhood staff work closely with allied health staff to manage Dhukka's behaviour, while our family worker spends time with the family to manage their grief about Dhukka's diagnosis.

* Names changed for privacy

New beginnings

One step at a time

Melissa's story

Achieving positive and lasting change is a gradual process that requires fostering existing strengths and giving people the opportunities to build a brighter future.

Melissa first came to The Infants' Home when she was about 2½ years old.

Her mother, Sarah, is a single parent who had used drugs and been in and out of juvenile detention since the age of 12.

Sarah experienced violence in her home from a young age, and due to ongoing conflict, she had little contact with her extended family.

New beginnings

When Melissa started with The Infants' Home she had difficulty understanding the differences in boundaries for children and adults.

She struggled to regulate her emotions. Her speech pattern was rapid and at times incoherent.

Melissa was enrolled in the early education and care centre, where she accessed a range of services to support her development. She also received some additional services, such as speech therapy through the SpOT Children's Clinic. Sarah attended these sessions to help support Melissa at home. This service was funded by a donation.

Melissa was also referred to our art therapist for weekly individual sessions to help her identify and understand her emotions, and to process her experiences through art and play.

Building mother-daughter bonds

Sarah has started to attend these sessions once a fortnight, as a way to help her play and engage with Melissa.

This will assist Sarah to understand and respond to Melissa's feelings and emotions by connecting with her through a child's world of play and creativity.

Sarah is supported by a social worker, who sees her individually and in partnership with other service providers, such as the Department of Family & Community Services.

Our social worker also supports the family with home visits and referrals to other services, such as community parenting programs.

Prospects for better times

Sarah is currently drug free, and attending parenting courses and therapeutic programs. She is looking for voluntary work, and hopes to return to the workforce or to study in the near future.

Melissa continues to attend The Infants' Home five days a week, which gives her a stable, consistent environment that meets her physical, cognitive and emotional needs. She is now 4 years old and will be going to primary school next year.



Original artwork by Liz Lovell

President & CEO report

2012 has seen The Infants' Home services extend to a much wider community. Our services reached over 1700 children living across Sydney's Inner-West, Canterbury Bankstown, Randwick and South-East Sydney.

We have maintained our commitment to integration, with up to 30 per cent of our children and families having additional needs or living in vulnerable circumstances. Our services continue to reflect the diversity of our community. Our staff have pursued outstanding professional development opportunities, retaining our focus to deliver high quality, evidence-based services.

2012 is of historic significance as we laid the foundations towards creating a sustainable future. Commissioning our new early education centre brought new learning and challenges. It also reinvigorated our commitment to providing each child with every opportunity.

Property development

A new Early Education and Care Centre has been part of our plans for almost 10 years. Finally, we will have the capacity to increase access to our service to an additional 150 children each week and provide a range of health services to the community to address a growing need.

Thanks to all our donors and supporters who have helped make this vision a reality, especially the support from the Department of Education, Employment and Workplace Relations. We still have a long way to go, but we are determined to secure a sustainable future.

It is difficult to express our joy at seeing this project come to life this year. We will have an environment to support and strengthen our integrated services. And we are thrilled that many more children and families will be able to access our services.

Our new building will have training facilities and dedicated spaces that will allow us to share the work beyond our own staff, and to support other early education centres in regional, rural and remote areas.

Like all major projects, ours experienced several highs and lows. While we thought our project would create much inconvenience and stress for our families and neighbours, we underestimated how much it would bring our community together. We are heartened by how generous everyone has been with their support.

It has also been a wonderful educational opportunity for our children, who have enjoyed a front row seat to a real-life building project. We will continue to weave the construction into children's learning experiences, making it meaningful.

Services based on research and evidence

The Infants' Home, in partnership with Charles Sturt University, published a report on integrated service delivery called *The Art of Integration*.

The report discusses our philosophy, compares our

The Infants' Home is excited to participate in the KidsMatter program, a mental health and wellbeing framework proven to make a positive difference to the lives of children. Children with good mental health have stronger relationships, are better learners, and have a greater chance of long-term success.



approach to several other national and international models, and examines the benefits of integrated services for vulnerable children and families.

The Art of Integration is a tool to demonstrate the benefits of integration in a more tangible way. It has also strengthened our work and made our research into integrated services more focused.

Following on from this report, we have undertaken other pieces of research that will help our sector, such as how to recruit and retain staff for an integrated centre.

The Changing Life Trajectories project with the UNSW is another project that has continued to evolve. The project focuses on post-natal clinical services required to support early attachment between mothers and babies, especially those who are isolated or living in vulnerable circumstances.

Congratulations to Lynn Farrell, our Integrated Services Manager, who was invited to co-present a paper on integration at the European Early Childhood Education and Research Association annual conference in Portugal.

Finally, a thank you to the Harvard Club of Australia and the founding patrons of the non-profit Fellowship Program, Bill and Lea Ferris, for their sponsorship of Anita Kumar's Fellowship to Harvard University. The Strategic Perspectives in Non-profit Management program was run by the social enterprise unit of Harvard Business School.

Anita now has a much better understanding of how to develop strong sustainable partnerships to further the impact of our organisation.

Thank you

On behalf of The Infants' Home, we must say thank you to many people for helping us navigate what was one of the most critical years in our history.

Firstly – to all the children, families and the community for their understanding and patience during such a busy period.

Secondly – to our generous donors, volunteers and friends, without whom our work is not possible.

Thirdly – to the many thoughtful local, State and Federal Government representatives and officials who continue to support The Infants' Home.

Thanks also to the honorary professionals and consultants who gave their time and skills to The Infants' Home throughout 2012.

And finally, our most heartfelt thanks to the remarkable group of people we have the privilege to call our Board and staff. They are a committed team who are passionate about providing each child with every opportunity.

Denise Taylor, President
Anita Kumar, CEO

“My time at Harvard was the best experience of my professional life, and I am grateful to everyone who gave me this wonderful opportunity.”

**ANITA KUMAR, CEO,
THE INFANTS' HOME**

Financial report

Children discover earthworms.

Results

All our services in 2012 were in high demand by the community. Our early childhood education and care centres averaged 95.5 per cent utilisation. We have continued to maintain our support for children and families in vulnerable circumstances.

The core operational surplus was \$373,874 (against \$583,192 in 2012). The Infants' Home committed some of these funds towards securing a sustainable future by investing in our redevelopment project.

Financing new capacity

The Department of Education, Employment and Workplace Relations (DEEWR) extended their commitment of \$1.7 million by an additional \$1.129 million to support our capacity building program to build a new Early Education and Care Centre.

This was complemented by the James N. Kirby Foundation, which committed to give \$300,000 over three years. We also received \$30,000 from the NSW Government's Community Building Partnership Program.

We are especially grateful to those who made contributions to both the infrastructure project and to our services. A generous bequest from our long-term donor, Eric Arthur Richardson, will go a long way towards securing our future.

We thank all our donors and supporters for their financial assistance. Without their help, our work with young children and families would not be possible.

New Early Education and Care Centre

During 2012 we took the decision to commit the organisation to long-term funding through NAB to complete the new centre. The board considered this long and hard, weighing up the desire to build our capacity to support more families in need with the concern of committing The Infants' Home to a debt facility.

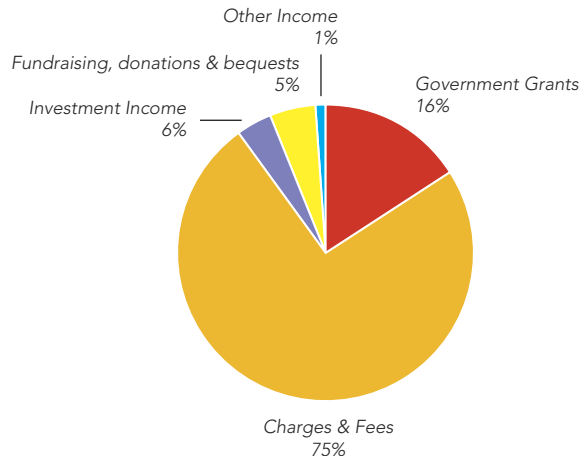
Ultimately, we decided that we have the capacity to service the loan from operations and future donations, and we are now near the end of the first stage of our building project.

Looking ahead

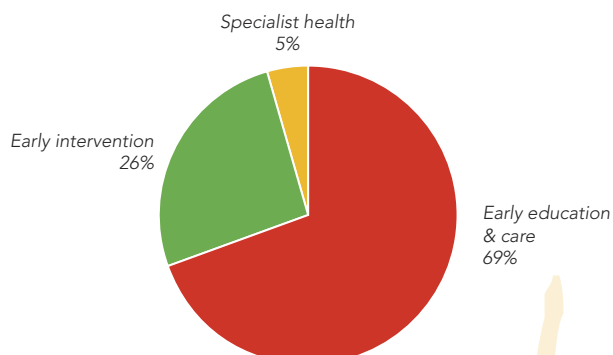
For 2013 we have adopted a budget which gives us another prudent surplus, while we continue to rely on community and corporate financial support. We are also working on our capital campaign with a view to reducing our debt.

Generating income from investments is another way we finance our services at The Infants' Home. In 2012, our investment income was \$216,897. The Infants' Home has an investment policy designed to build a portfolio which balances risk and return in order to ensure ongoing services.

Revenue excluding capital grants



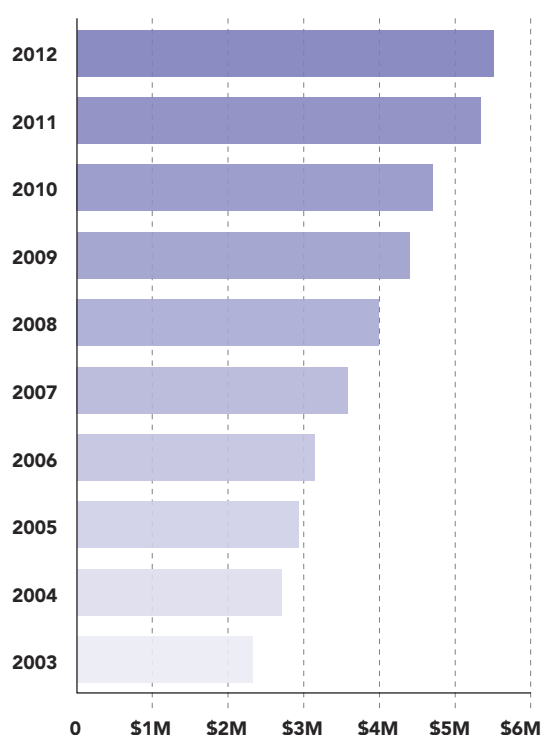
Percentages of expenditure





Artist's impression of our new centre.

Net operating income over the last 10 years



The Infants' Home Ashfield for the year ended 31 December 2012*

Financial results

Revenues

	2012	2011
Charges & Fees	\$4,290,607	\$3,941,162
Investment Income	\$216,897	\$221,720
Government Grants for operating activities	\$911,548	\$827,052
Bequests, Donations & Other	\$338,195	\$678,858
	\$5,757,247	\$5,668,792

Expenses

Employee costs	\$4,542,186	\$4,200,804
Materials & Services	\$762,819	\$790,466
Depreciation & Impairment losses	\$78,368	\$94,330
	\$5,383,373	\$5,085,600

Net operating result

	\$373,874	\$583,192
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Grants and donations for capital project

Government Grants and donations for capital project	\$2,069,999	\$647,500
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Summary of net assets

Assets

Cash & Investments	\$3,997,214	\$4,136,015
Receivables & other	\$276,435	\$159,631
Property & Equipment	\$4,243,124	\$1,496,775
	\$8,516,773	\$5,792,421

Liabilities

Payables	\$573,134	\$523,488
Provision for employee Leave	\$524,376	\$415,341
	\$1,097,510	\$938,829

NET ASSETS

	\$7,419,263	\$4,853,592
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*Audited copies of these accounts are available on request.



Our work

EARLY CHILDHOOD EDUCATION AND CARE

Early education and care centres

In 2012, 466 children accessed our early education and care services. About 30 per cent of children and families supported in these services had an additional need, including a disability or development delay; issues with domestic violence, drugs or alcohol; or another vulnerable circumstance.

Our four separate centres provide education and care for up to 180 children each day aged 6 weeks to five years. Each centre provides 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.

There is a great cross-cultural program at The Infants' Home, and it's great that children with additional needs are integrated with the whole group. Children get to learn that people are different, but everyone is valued."

PARENT



Education & Care

Family Day Care

Our family day care services grew strongly in 2012. We currently have 66 educators who receive training and support to provide care for young children. Our educators reflect the rich diversity in our community, and in their own unique way provide a safe and stimulating environment for small groups of children.

The Infants' Home manages family day care in the Inner-West and surrounding suburbs; Randwick and surrounding suburbs; and South Sydney. Across the year, 657 children attended a family day care service managed by The Infants' Home.

"We love the comprehensive and personal feedback we get about our daughter every day, and we love that a familiar face is always there to greet us and to make the drop-off easier."

PARENT



intervention

EARLY INTERVENTION

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

We support families with issues such as domestic violence, 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.

Our early intervention work was supported by funding from Ashfield Council, Disney Club Penguin, GE, Herbalife, IOOF Foundation, and Wests Ashfield.

"You all need to know how much you helped my son and our family. Never, ever doubt or forget how special you are and how much progress he made while he was with you. The challenges were many but so were the successes. Kids are pure of heart and he loved so many of you — what more can I say?"

PARENT

Parent education

The Infants' Home offered a number of parent education programs to help people build knowledge and skills about parenting and to achieve positive change.

- › **26 women attended Stepping Up** – a series of writing, art and drama workshops for women looking to rediscover their passion for life.
- › **35 women attended In Charge of My Money** – a course for women who wanted to learn more about managing their finances. One of the workshops featured a Korean interpreter.
- › **16 people attended Tuning Into Kids for Chinese-speaking Parents** – a program that used parent education and child psychology to help parents develop emotional competence in their children. The sessions were held at The Infants' Home in partnership with Croydon Health Centre.
- › **11 people attended the Playpower Workshop** – a program to provide parents with information about building play into daily routines to help them develop stronger bonds with their children. The workshop was held at The Infants' Home.

These programs were supported by Ashfield Council, Burwood Council, Burwood RSL, Canada Bay Club, Club Ashfield, Club Five Dock, Child Abuse Prevention Service, City of Canada Bay Council, Strathfield Council, Wesley Mission, and Wests Ashfield.

“With my changes — controlling my anger, sharing his feelings, listening with empathy — my son has changed a lot. He’s calm, understanding, and helpful. My relationship with my son is stronger and he trusts me more.”

PARENT

Playgroups

We offered a variety of general and specialist playgroups that encourage children to learn and develop skills through play. Children learn to manage their emotions, gain confidence to try new experiences, and make sense of the world around them.

Throughout 2012, 323 parents and 352 children on average attended our community playgroups each month.

Father's Playgroup

A fortnightly group for fathers, grandfathers, uncles, male carers and their children. On average, 12 fathers and 16 children attended each playgroup throughout the year. This playgroup was supported by Ashfield Council, Milton Corporation Foundation and St George Foundation.

Red Bug Playgroup

Held each week during school terms in Ashfield Park for parents, grandparents and carers of children aged 0 to 6 years. On average, 190 children and 170 adults attended this group each month throughout the year. This playgroup was supported by Ashfield Council, Ashfield RSL and Wests Ashfield.

Wangal Playgroup

Held each week during school terms at Ashfield Public School for parents, grandparents and carers of children aged 0 to 6 years. On average, 110 children and 130 adults attended this group each month throughout the year. This playgroup was supported by Ashfield Council, Ashfield RSL and Wests Ashfield.

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 conditions. Across the year, 35 parents or carers, 40 children, and 13 siblings attended this group. MyTime is funded by the Federal Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

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.

In 2012 we worked with almost 600 children in ways that build a foundation for lifelong learning, behaviour and health.

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

"The Infants' Home's 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

SpOT Children's Clinic

Specialists at The Infants' Home offer speech pathology, occupational therapy, psychological services and family support to help children with developmental delays.

The clinical services are aimed at transferring skills and strategies to support the development of children in their own home. Families attend the clinical session with their children and

"One of the most helpful things about taking my daughter to the SpOT clinic was the integrated approach. Everyone at The Infants' Home was involved in her therapy."

PARENT

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.

"Your service is invaluable. I was at the point of exhaustion from lack of sleep and within one day of help, I have regained my confidence in getting my daughter to sleep. It feels great and I can't thank you enough."

PARENT

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. We also advocate on behalf of parents or carers who have difficulty accessing appropriate health services.

In 2012 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

when required, clinicians make home visits to support the outcomes.

In 2012 the SpOT Clinic conducted 521 sessions with 71 children – about 7 sessions per day. The clinic aims to expand to meet the community gap and the growing need for such services.

This work was supported by Wests Ashfield.

In 2012, Sydney Hope Family Cottage supported 227 families. It also referred families and children for additional services, such as mental health and paediatric assessments.



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 health services. In 2012 we worked on several projects with various universities, government departments and private sector organisations. These projects included:



The Art of Integration

In 2012 The Infants' Home and Charles Sturt University (CSU) launched a ground-breaking report about the concept of integration in early childhood education and care.



The report, titled *The Art of Integration*, explains how and why The Infants' Home provides integrated early childhood services. It shows how we have adapted integrated service delivery based on our commitment to social justice, children's rights, and concern for the most vulnerable people in our society.

Recognition on the world stage

Our Integrated Services Manager, Lynn Farrell, was invited by the Institute of Early Childhood at Macquarie University to co-present a paper at the European Early Childhood Education and Research Association (EECERA) Annual Conference in Portugal.

This was a great opportunity for The Infants' Home to showcase our work with children and families to an international research group, and also to establish links with others for future collaboration.

Changing Life Trajectories

In 2012, 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.

Our aim is to reduce anxiety and depression among women in this group, who are often socially isolated. We expect to publish a report about the research findings in 2013.

The value of self-initiated activity from the earliest age

Ana Franco, the Director of Rigby House at The Infants' Home, received the 2012 Early Childhood Leadership Development Scholarship Award from Early Childhood Australia and McArthur Management Services.

Ana attended a week-long intensive learning course offered by the Pikler/Locsy Fund USA – a program focused on infants and toddlers. The course, *Observation of Infants and Toddlers: Attention to Detail*, helps educators to develop their skills in observing young children.

Professional development for the early childhood education sector

In 2012, we organised practical training for professional development within our sector.

Dr Jennifer Sumsion, Foundation Professor of Early Childhood Education at Charles Sturt University, gave a presentation at The Infants' Home about current research on what life is like for babies and toddlers in childcare.

Such professional development for not just our own staff, but also for others, shows how we take the work done at The Infants' Home to a wider community.

Our supporters

Corporate volunteers

Many individuals donated their time and energy to The Infants' Home through our corporate volunteering program in 2012. Some volunteers have been with us for many years and we are always grateful for their commitment and valuable support.

Having volunteers complete tasks for The Infants' Home saves us about \$100,000 each year – money we are able to redirect to helping children and families.

About 520 volunteers worked with us throughout 2012 to help maintain our beautiful grounds, create resources for children, support events, and contribute to a clean and pleasant environment for staff, children and families.

The organisations that helped us this past year include:

- | | |
|----------------------|----------------------------|
| › BT Financial Group | › NAB |
| › Deloitte | › Optus |
| › GE | › PwC |
| › Goldman Sachs | › QBE |
| › Healthworks | › Sabre Australia |
| › Herbalife | › The Executive Connection |
| › HMAS Sydney | › United Way |
| › IBM | › Walt Disney Company |
| › MLC | › Westpac |

Benefactors

These are the organisations which funded our work with children and families in vulnerable circumstances

Equipment for 2-5 year-olds (bench, play stand, arch, and hollow blocks)

2 iPads for speech therapy
Red Bug Playgroup

Bilingual CALD Worker for playgroups

In Charge of My Money – Financial Literacy Mentoring Program

Playgroup at Croydon Public School

Stepping Up – a series of writing, art and drama workshops for women.

Mums and Bubs program

Harvard Fellowship for The Infants' Home CEO

Head Start on Health – a program to establish healthy eating and exercise habits during the critical phase of early childhood

Community Playgroup Project

Scholarships for children to attend The Infants' Home

Stepping Up
Bilingual CALD worker for playgroups
Scholarships for SpOT Clinic
Equipment for playgroups and a video camera for our Matre Meo work

Mentoring scholarship for two staff members at The Infants' Home to increase our fundraising expertise



Amy and Cath from Disney.



Individual donors

The Infants' Home also acknowledges the generous support of the following individual donors in 2012.

Ashfield Benevolent Society

Ashfield Council Community Grants

Ashfield RSL Club

Burwood Council

Burwood RSL Club

Canada Bay Club
Club Ashfield
Club Five Dock

Disney Club Penguin

Ferris Family Foundation

Herbalife Family Foundation

Sabemo Trust

AON Services
Aussie Farmers Direct
CWA Western Suburbs
Department of Education
and Training
Department of Health and
Ageing
GE
Kambala Old Girls Union
Kogarah Local Court
Leichhardt Women's
Bowling Club
Massey Park Golf Club

Perpetual Philanthropic
Services
Richard Matthews Real
Estate
Rotary Club of Strathfield
Southern Cross Colour
Studios
Trust Company – Woodend
Westpac
Women's Australian Travel
League

West's Ashfield

Pratt Foundation

- › Ingrid Allan
- › Val Appleroth
- › Kevin Beltrame
- › Betty Benjamin
- › Shirley Bird
- › William Bonnitcho
- › Dr Rae Boyd
- › Mark Burrows
- › Sonia Bustillo
- › Arthur Byrne
- › Jonathan Campton
- › Judith Clark
- › E Close
- › R Clutterbuck
- › Theo Collins
- › Pamela Coull
- › Jenny Craigie
- › Ann Crowley
- › Edwin Davis-Raiss
- › Susan Devenish-Mears
- › Jennifer Evans
- › Miki Fang
- › Tonia Godhard
- › A Graham
- › Chris Grundy
- › Lindsay Joyce
- › Graham Keaney
- › Roger Kennedy
- › Eric Khu
- › Sreedevi Koduri
- › Paul Leahy
- › Evelyn Lochtie
- › Flora MacDonald
- › Sybil Manton
- › Lina Marrone
- › Lesley McCarthy
- › Mary McCullagh
- › Catherine McNiven
- › Sally Nade
- › Barbara Osborne
- › Milad Raad
- › William Regan
- › Eric Richardson
- › Kay Russell
- › Jean Saxon
- › Lesley Shanley
- › Loan Shen
- › Graham Stanford
- › Denise Taylor
- › Gavin Thomson
- › Tina Tsen
- › Jim Tunbull
- › Peter Tyree
- › Tom Waddell
- › Janice Webster
- › Robert White
- › Michael Wight
- › Dr Ducman Yip
- › Marion Young
- › Anna Yuen



Maggie from GE.

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 – the toddler with limited language who now cannot stop talking; or the shy child who now looks ahead with confidence.

These are the real achievements that happen at The Infants' Home. And here are some others from 2012:

Laying foundations for the future

After many years in planning and approvals, work on our new Early Education and Care Centre got underway in July. This new environment will strengthen the integration of services, increase our capacity to provide early education and care, address the gap in health services for the community, and help The Infants' Home to become a social enterprise. The children, families and our wider community have all supported our project, and it was with some pride that we watched the first stage begin to take shape.

Overseas study experience

Early Childhood Australia and McArthur Management Services announced Ana Franco, the Director of Rigby House, as the 2012 winner of the Early Childhood Leadership Development Scholarship Award. Ana travelled to the United States to study the Pikler program, which is focused on developing high quality and engaging services for babies and toddlers.

Telling our story of integration

Mariam Christodoulos (Director Johnson House), Amy Jones (Educator – Johnson House), Sally Brown (Director Child & Family Services), and Alice Berry (Speech Pathologist) presented papers at the Early Childhood Australia National Conference about our integrated service delivery. There was strong interest from participants at the conference in developing and providing integrated services. Listening to international presenters talk about the importance of integrated programs such as ours made us proud about our integration journey over the past 7 years.



Ana Franco

The Infants' Home takes centre stage at family day care conference

Our Family Day Care Manager, Catherine Hunter, presented a paper titled *What We Do In Our Ordinary Day In Our Extraordinary World* to the NSW Family Day Care Conference. Catherine's presentation showcased the extensive and innovative work of The Infants' Home in family day care.



Tuning into Kids for Chinese-speaking parents

Tuning into Kids – Emotionally Intelligent Parenting was a nine-session program for Mandarin and Cantonese-speaking parents to improve their child's ability to understand their own emotions and appreciate the emotions of others. The course helped parents to be better at understanding their children. It also helped children to learn how to manage their emotions and deal with conflict.



New playgroup at Ashfield Public School

The Wangal playgroup was established in 2012 in partnership with Ashfield Council, Ashfield Public School and the Sabemo Foundation. This is a well-attended playgroup averaging 26 children and 21 adults each session. The families are mostly from culturally, linguistically and socio-economically diverse backgrounds. The Wangal playgroup provides opportunities for children to learn new social and language skills, extending access to early childhood education. It supports families to develop parenting skills and acts as a referral and information service.



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

The Infants' Home relocated to its present site in Ashfield following a gift from philanthropist Thomas Walker and started to accept goods in kind, such as fruit and vegetables, meat, and clothing.

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 rescue operation for orphans to our multi-faceted organisation today, The Infants' Home has been a centre of excellence in child welfare.

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 harsh city

Our Board

With extensive experience, strong leadership backgrounds and in-depth knowledge of our sector, The Infants' Home is governed by a voluntary, independent Board of directors.

Denise Taylor – President

**M.Ed, Dip Tch, Cert TCH,
Grad Dip Sch Lib, FAICD**

Denise is an experienced Chief Executive Officer 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 management of independent and state schools. Member since 2010.

Meetings attended 6/9.

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 6/9.

Debbie Niulala

CA, BBS (Accounting)

Debbie is a qualified chartered accountant and lead senior manager within the risk division of Lloyds International. She has over 10 years consulting experience in Australia and overseas. Debbie's expertise also spans consultancy and strategic risk management for higher and further education institutions. Member since 2008.

Meetings attended 9/9.

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 7/9.

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 8/9.

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 7/9.

Leah Fricke

MBA, LLB (HONS), BA, FCIS, MAICD

Leah is a professional non-executive director with a background in legal and governance issues. She has broad commercial experience and sits on a number of business and non-profit boards. Her expertise includes 15 years as a company secretary and in-house lawyer in a range of industries. In addition to working as a Director, Leah teaches corporate governance. Member since April 2012.

Meetings attended 6/7

Carolyn Swindell

M.A, BA (Hons), GAICD

Carolyn is an experienced marketing and public relations professional. She is the principal consultant of Charliesierra, which specialises in strategic communication to support organisations and Boards. Her experience includes a career in both corporate and community organisations as well as being a political advisor. Member since April 2012.

Meetings attended 7/7

Our Honorary Advisers

Architects

David Burke and Michael Bullen of
Brewster Murray Pty Ltd

Auditors

James Winter of
Grant Thornton Audit Pty Ltd

Solicitor

John Gray of Clarke Kann Lawyers

Visiting Medical Officer

Dr. Eleanor Brumby

Our management

Anita Kumar

Chief Executive Officer

BEng, (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

Integrated 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.

Catherine Hunter

Family Day Care Manager

Diploma of Children's Services

Catherine has over 30 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.

Kathleen Vella

Social Enterprise Manager

B.A (Welfare Studies), MM

Kathleen has over 15 years experience in community services and has worked across many sectors, including universities and further education institutes, disabilities, and sport and recreation. Most recently, she was the founding Executive Officer of the Australian Youth Mentoring Network, Australia's first peak body for youth mentoring. Kathleen continues to consult on mentoring best practices in Australia and overseas.

Our staff



Kambala students visit The Infants' Home

Professional team

Alice Berry
Alicia Paciocco
Allison Carroll
Ally Brady*
Amy Jones
Ana Franco
Angelica Fernandez
Anita Kumar
Asima Khan
Barbara Millist
Catherine Hunter
Catherine Mitchell
Catherine Xu
Cathy Fauth
Cihan Bibinoglu
Deepa Dasgupta

Domenico Garzarella*
Donna Rom*
Emily Cheng
Emma Stanton
Enza McNaught
Frances Hanna
Gavin Thomson
Guo Fen Xu
Jenny Piccin
Jessica Sung
Joan Wilson
Joanne Robson*
John Shen
Karina Phillips*
Karen Dashwood
Kathleen Vella

Khandaker sad Islam*
Komal Patel*
Larrissa Collins
Lata Chandra
Leila Ebrahimi
Le Thanh Mai
Lesley McCarthy
Lesley Shanley
Li Xia Chen
Lina Marrone
Lisa Riviera
Lynn Farrell
Mariam Christodoulos
Mariana Raukawa
Mate Borovac
Melissa Woolfrey

Meryl Burn
Nahida Ali
Nancy Ngeow
Nicole Azzopardi
Nicole Bechard*
Nicole Edwards
Paromita Sen
Patricia Da Silva
Pensri Rowe
Priyanka Rana
Rachel Ravid-Horesh*
Robyn Huber
Roshan Rajgopal
Rosie Parsons
Sabrina Dai*
Sally Brown

Sally McLoughlin
Shameem Begaum
Sonia Bustillo
Susie Zicat
Sreedevi Koduri
Thi My Truong
Thu Zar Bo
Tristan Page
Vasuki Manjunathan
Vicki Huang
Vinsensia Christanto
Wendy Le
Yi Deng
Ying Yu
Zoe Cheung
* resigned

Casual staff

Amanda Dargham
Anna Gao
Angela Owens
Aruna Ayyadurai
Bev Speer
Carlos Delmond

Darren Horrigan
Deepa Levi
Fouzia Amer
Gladys Caceres
Harjit Kaur
Keewa Clague

Komal Patel
Lyn Bestic
Leone Wong
Mei Ling Day To
Michelle Stojic
Nada Gannon

Parbati Rai
Peter Li
Philomena Haldar
Rebecca D'Apice
Sandra Grant
Tina Tsen

Tom Morris
Vicki Li
Yoshie Sassage

Awards

5 years

Catherine Mitchell
Lina Marrone
Lynn Farrell
Sreedevi Koduri
Robyn Huber

Annabella Skandamohan
Ann-Marie Berry
Pina Mulia
Gloria Quichua
Lisa Saltmarsh

10 years

Nancy Ngeow
Rita Salib

15 years

Vasuki Manjunathan
Sonia Bustillo
Thu Zar Bo

20 years

Rita Zarb

Staff Excellence Awards

Leadership

Ana Franco

Meritorious service

Gorton House

Quality

Thi My Truong

Team

Johnson Babies

Staff training

In 2012, 11 staff members were pursuing tertiary studies, and four attained their formal qualification. Also in 2012, staff undertook 881 hours of professional development and 614 hours of compliance training. Our staff turnover for 2012 was 15% – well below industry average.

In Family Day Care, we provided 1179 hours of training to educators. Also, 75 per cent of our educators hold a Certificate III in Children's Services or above.

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.



Special moments from 2012



Constable Charlie
Penguin and his fans



Our volunteers will do
almost anything



Compiling the
daily diary



Harmony Day at
The Infants' Home



On the prowl



Gorton House
potato harvest



The Saxon Twins



Story time



Time to dance



the infants' home
CHILD & FAMILY SERVICES

www.theinfantshome.org.au
www.facebook.com/theinfantshome