



the infants' home
CHILD & FAMILY SERVICES

Annual Report

2014

Celebrating 140 years: 1874-2014



each child, every opportunity

Vision, Values and Role

Vision

A society in which each child is given the opportunity in early childhood to develop their 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.

each child, every opportunity

About Us

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The Infants' Home is an integrated service, one of the largest of its kind in NSW. We integrate early childhood education and care, early intervention and health services for children and families.

In 2014 we provided services to 2,358 children. One third of these services were directed to children and families with additional physical or emotional needs, or those living in vulnerable circumstances.

Strong children, strong families, strong nation

2014 saw The Infants' Home celebrate 140 years as a dynamic and innovative organisation, championing the rights of children, women and families, protecting children at risk, and guiding families as they build their strength, skills and confidence to create a more positive future for themselves.

Our fundamental purpose is to have a positive social impact on the communities in which we operate. We achieve this by:

- Providing high quality, evidence-based services
- Focusing on disadvantaged children and families
- Addressing social justice and inequality
- Building partnerships for societal change.

Each child, every opportunity

Since our inception in 1874 we have continually supported vulnerable and disadvantaged children and families to build new futures by breaking the cycle of hardship, fear and hopelessness.

We have achieved this by providing physical and emotional environments that are socially just and equitable, free of any stigma, and that value the rights of all children and families.

4 Our Year in Numbers

86

children received scholarships or fee subsidies for our Integrated Services

486

corporate volunteers worked with us on 60 days

2,358

children accessed our services

Early Education and Care

611

children attended our Early Childhood Education and Care centres

991

children attended our family day care services

86

children transitioned to primary school from an Early Childhood Education and Care centre

Clinical Services

880

SpOT Children's Clinic sessions were delivered

80

children attended SpOT Clinic sessions

192

families supported by the Sydney Hope Family Cottage Postnatal Clinic

Early Intervention

320

children attended playgroups each week on average

25

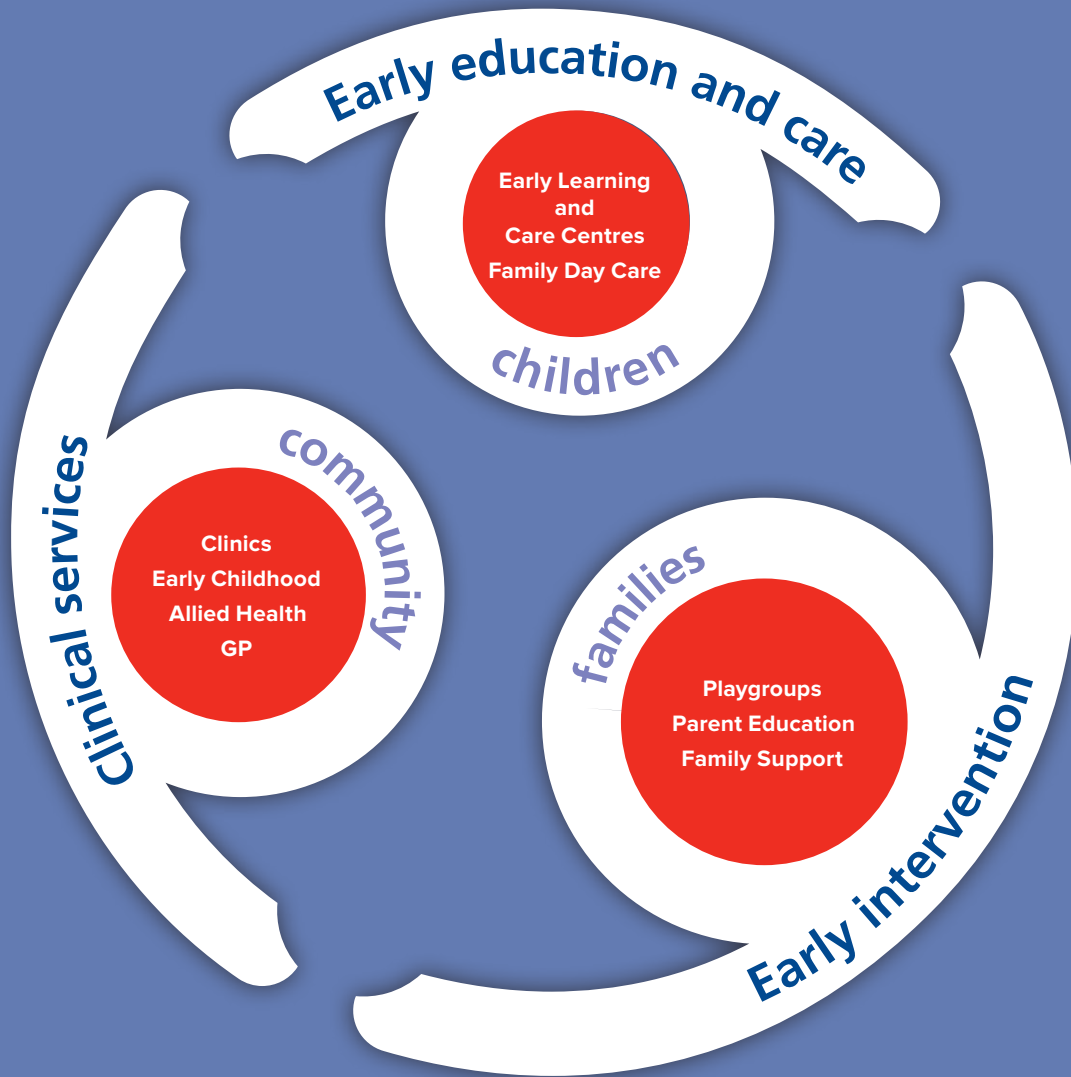
parent information sessions were held at playgroups

88

parents and carers attended 14 parenting courses and wellbeing workshops

43

women attended the Stepping UP social and emotional wellbeing program for women



“We have LOVED the projects which involve our son in aspects of life that we are unable to show him in our own home e.g. growing plants (we have no outdoor space) and the introductions to other cultures (he has come home singing songs in other languages and practicing yoga postures and he’s not even 3 yet!)”

PARENT (EARLY CHILDHOOD EDUCATION AND CARE)

“I like the concept of family day care as it is one carer with 4 kids...Being the only baby there, he not only got Fahmida’s full attention but the older kids also looked after him. I believe this is important not only for my son’s development but also for the development of the other kids as they get introduced at an early age to caring & sharing.”

PARENT (FAMILY DAY CARE)

“I cannot rate this service highly enough. The caring, personal nature of the appointments in the home are so reassuring and beneficial ... As a sufferer of depression, if this service was more readily available I’m sure post-natal depression issues would decline due to the high level of personal support provided.”

CLIENT (SYDNEY HOPE FAMILY COTTAGE)

Celebrating 140 years

Through two world wars, the Great Depression, outbreaks of cholera and typhoid, Bubonic Plague and economic difficulties, The Infants' Home has prevailed by constantly challenging the status quo, adapting and evolving to ensure the very best outcomes for children and families, especially those living in vulnerable or disadvantaged circumstances.

140th Anniversary: 1874-2014

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

In 1874 a group of visionary women fought the Church, the press and prominent citizens of the day to establish Australia's first home for abandoned babies and unmarried mothers and their children in Darlinghurst. They knew that providing a home for orphans would save lives and offering shelter and employment options for women would create hope and opportunity for their futures.

The Infants' Home's founding mothers were courageous women whose commitment to the rights of women and children continues to inspire our pursuit of excellence in child education, welfare and social justice today.

Through two world wars, the Great Depression, outbreaks of cholera and typhoid, Bubonic Plague and economic difficulties, The Infants' Home has prevailed by constantly challenging the status quo, adapting and evolving to ensure the very best outcomes for children and families, especially those living in vulnerable or disadvantaged circumstances.

Over the past 140 years, The Infants' Home may have changed the services it provides, the way we collaborate and our language, but our commitment to our vision of providing 'each child, every opportunity' is as strong as ever.

- 1874:** The Sydney Foundling Institute established in Victoria Street, Darlinghurst. The first orphan found on steps was christened Sydney Hope, for the town and the hope carers had for his future
- 1876:** Purchase of Henry Street Ashfield property with gift from Thomas Walker Esq. of Concord. Name changed to The Infants' Home the following year
- 1883:** The First Board of advice is established to oversee the operation of The Infants' Home
- 1897:** First kindergarten established on site, integrated care provided for resident children and those in the local community
- 1900:** Bubonic Plague breaks out in Sydney and on medical advice The Infants' Home cannot accept new residents for a short time
- 1901:** In the year Australia became a nation on January 1, The Louise Taplin Ward was built adjacent to the original stone house, followed by several other wards
- 1924:** Incorporation; The Infants' Home Act passed by NSW Parliament
- 1929-32:** During the Great Depression the Infants' Home provides shelter to 240 children and 96 mothers, surviving the crisis with donations
- 1936:** Dame Enid Lyons, the first woman elected to Federal Parliament, opens a nursery school at The Infants' Home
- 1937:** A breakthrough year for The Infants' Home, with a nil annual mortality rate for the first time
- 1942:** The Infants' Home remains open despite financial difficulties due to war; half of the 278 children in residence have fathers at war
- 1951:** Sydney Hope Family Cottage, an infant feeding and settling clinic was established and named in honour of our first orphan
- 1965:** The Infants' Home adopted by HMAS Sydney in memory of shipmates lost on the HMAS Voyager
- 1972:** First organisation to move from institutional care model (orphanage) to child care (long day care, family day care and foster care); day care centre opened by NSW Governor Sir Roden Cutler
- 1977:** The Infants' Home establishes the Women and Children's Stress Centre set up in support of children and families at risk
- 1984:** The Infants' Home establishes a multi-purpose support hub for vulnerable families
- 1987:** The first visit to The Infants' Home by an incumbent Prime Minister when Bob Hawke tours our premises
- 1996:** All of our long day care centres are accredited by the National Childcare Accreditation Council
- 2004:** Child and family services become integrated at The Infants' Home
- 2009:** The Infants' Home establishes the SpOT Children's Clinic to offer speech pathology and occupational therapy to children
- 2013:** The new Early Education and Care Centre opens to expand our services to meet community needs and bridge existing service gaps
- 2014:** Establishment of a GP Clinic onsite as social enterprise to strengthen delivery of health services to the broader community



Message from the President

In 2014 The Infants' Home took the opportunity to focus on embedding our significantly expanded programs following our rapid growth in recent years with the opening of Stage One of a new Education and Care Centre and the expansion of our Family Day Care Sydney Wide Service across the inner west, northern beaches and Randwick/South Sydney. A key aspect of this consolidation phase has been our continued focus on the delivery of innovative, evidence-based services for the additional 600 children who can now access our integrated services each year.

I would like to welcome The Infants' Home's new Patron, Mrs Linda Hurley, wife of His Excellency General The Honourable David Hurley AC DSC (Rt'd), Governor of New South Wales, who agreed to be our Patron in October 2014. I also extend our warmest thanks to our previous Patron, Sir Nicholas Shehadie, and his wife Dame Marie Bashir, former Governor of New South Wales, for their support of The Infants' Home from 2001 to 2014.

I also wish to thank the many organisations and individuals who support our work. In 2014 The Infants' Home was once again fortunate to have received tremendous support from both our long term philanthropic and corporate partners as well as new benefactors. Our continued ability to have a strong social impact in our community and to make a real difference in the lives of children and families, especially those who are most vulnerable, relies on the generosity of our donors, supporters and partners. We look forward to continuing and growing these relationships in the future.

Finally, thank you to The Infants' Home's Board, CEO, Leadership Team and staff for their unfailing endeavours and commitment to realising our mission to provide 'each child every opportunity'.

Denise Taylor

Julia's Story

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When Julia first came to The Infants' Home with her children Bella, four, and Amy two, her family had very complex support needs.

Julia had been referred to The Infants' Home by the supported accommodation service where she and her children were living due to domestic violence. A recent arrival to Australia from Africa, she spoke little English, was socially isolated and had no family to help or support her. She was struggling in her parenting role, especially with four year old Bella whose behaviour was quite challenging, with frequent tantrums, aggressive behaviour and social/emotional difficulties.

Julia initially received support from The Infants' Home social worker who facilitated her family's engagement with our service. This meant that Julia only had to tell her story once, sparing her the stress of having to recount this over again to other staff.

With the support of scholarship funding Bella and Amy were able to use The Infants' Home's minibus on some days to be transported to and from childcare.

Julia was also supported to access other resources in the community such as playgroups to help her and her children to connect with other families, as well as housing, health and financial services. She also received assistance to enrol in English lessons at TAFE.

Bella was referred to our art and play therapy program, where the predictable and consistent sessions allowed her to feel safe and in control. These sessions, combined with the other supports around herself and her family, helped Bella to become less anxious, and to gain the skills and confidence to forge strong, beautiful friendships with both her peers and educators. Her relationship and communication with her mum also improved, and Bella's capacity to feel good about herself and to experience a genuine sense of belonging increased significantly.

Today both Bella and her younger sister Amy have transitioned successfully to school and are busy learning and making new friends. Julia hopes to enter the workforce when she has completed her English studies and to continue her family's journey toward a future of hope and strength.

10 Our highlights & achievements

Club Five Dock RSL President's Black Tie dinner

We were delighted to have been chosen by our longtime supporter Club Five Dock RSL to be the beneficiary of their annual President's Black Tie fundraising dinner. The event was a huge success, raising \$25,000 which will go towards our new on site kitchen facility.

Art as Celebration

In May the community came together to celebrate the creativity of our children at The Infants' Home's annual Art Show, now in its 7th year. The day was a great success, with many children, families and educators mingling to admire and discuss the impressive artwork displays.

"The Art Show also gives us a chance to catch up with our families in a relaxing social situation. Some of our families have been with us for many years, as they have had several children attend our programs successively. We also often have visits from families whose children have since moved on to primary school - and in some cases even to high school!"

THE INFANTS' HOME CEO, ANITA KUMAR



Anita accepts a cheque from Club Five Dock RSL President Robert Ridge (L) and CEO David Conway.



The children watch eagerly as the 140th birthday cake is cut at our annual Art Show.



Throughout 2014 our preschool children participated in AFL coaching clinics where they learned basic AFL movements such as catching, passing and kicking, as well as learning about team work.



Children's Carnival:

Thousands of children and families from our local community joined us at the Children's Carnival in October to celebrate Children's Week. Our beautiful grounds were a riot of colour and sound with rides and jumping castles, a petting zoo, magic show and children's entertainment, as well as food and market stalls. This event gives us a wonderful opportunity to embrace people from our local community and beyond.

"The Children's Carnival is one way that we can celebrate children's right to enjoy childhood and focus our attention on their needs and achievements. This event is a chance for us to open our doors to our community, and to connect with the community to raise their awareness of the work that we do"

THE INFANTS' HOME PRESIDENT, DENISE TAYLOR

Opening of community GP Clinic

In January 2014, in partnership with Your Doctors, we were thrilled to open doors to our onsite Community GP Clinic. Through the clinic we aim to address issues of long waiting periods and lack of coordinated services, especially for children with additional needs. We are extremely excited that the genuine need for the clinic has been borne out by the consistently high levels of bookings it has had since opening.

Expansion of our integrated services

Throughout 2014 we focused on extending the reach of our integrated programs to children and families, especially those with additional needs or experiencing complex challenges in their lives, and we opened our space to the community, providing a meeting space for a weekly Aboriginal Women's and Children's Group yarning circle.



In August we were delighted to host a tour of our service for the Vincent Fairfax Family Foundation, whose significant contribution towards our new Early Learning and Education Centre has enabled us to increase our operational capacity by 30%.



Dr Wenkart, head of The Wenkart Foundation, came to The Infants' Home to learn more about our integrated services. The Wenkart Foundation generously supports our work with children and families. Pictured from left: Dr Wenkart, The Infants' Home's CEO Anita Kumar, and Philanthropic Consultant Gavin Thomson.



Dr Sam Hayes gives 4 year old Eddie a check-up.

Message from the CEO

2014 was yet another remarkable year for The Infants' Home, beginning with the opening of our community GP Clinic onsite. The clinic, which is accessible to the general community, proved to be a great success, with consistently high utilisation rates throughout the year.

May 2014 marked the beginning of our 140th Anniversary year. Since our inception in 1874 we have continually supported vulnerable and disadvantaged children and families to build new futures by breaking the cycle of hardship, fear or hopelessness.

2014 also saw us engage in strong partnerships to deliver family day care for Pittwater and Mosman Councils, and parent education programs with Local Health Districts.

As we look to the future The Infants' Home will continue to strive to serve the community, bridge ever widening

gaps in accessibility, and deliver responsive services for our most disadvantaged and vulnerable children and families. Our Strategic Plan over the next two years includes a strong focus on creating impactful partnerships and continuing to build our capacity to create a social enterprise that will demonstrate sound and sustainable social and financial outcomes.

I extend a warm thank you to our Board members, and to the honorary professionals and consultants who gave their time and skills to The Infants' Home throughout 2014.

Thank you to the staff and leadership team who's hard work and commitment is demonstrated every day. Your dedication and passion for making a difference in the lives of children and their families is truly inspirational.

Anita Kumar

Angus's Story

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Born prematurely at just 26 weeks gestation, Angus has significant health care needs as well as a global developmental delay. Angus's parents Sophie and Tim wanted Angus to have his additional needs met in a mainstream childcare setting where he would be genuinely included and could learn, grow and make friends just like any other child.

Angus was two when he started in Murray House. He had a tracheostomy tube since birth to relieve breathing difficulties due to chronic lung problems. This was removed after he had been with us for about two months. At first Angus received most of his nutrition via a percutaneous endoscopic gastrostomy (PEG) tube, which is a plastic tube that is put directly into the stomach through the skin, through which a liquid formula is administered.

The Infants' Home's Health and Early Childhood Consultant Meryl Burn works collaboratively with Angus's health care professionals, his parents and educators to ensure that his additional needs are met,

and to support his participation in all aspects of the daily education and care program.

Angus's PEG meal times were scheduled for the same time as the other children's so that he could be a part of this important social experience, and while these were happening some of the children would sit with him to chat and read books.

An important goal for Angus is to eventually be able to receive all of his nutrition orally, and he is well on his way to achieving this important milestone. While he continues to have PEG feeds overnight, Angus now eats regular meals during the day, and just 50 per cent of his nutrition is received via the gastrostomy tube.

Angus recently moved to Robinson House's preschool program, and despite being a little overwhelmed at first by the size of the centre's outdoor space, it didn't take him long to adjust. He is now a keen participant in all that happens in the busy learning environment, whether it is riding bikes, playing soccer or making pretend cakes in the sandpit. Centre director Louise Doolin says that the children in the centre are genuinely inclusive of Angus. "They don't see any delay or difference in him – to them he's really just one of the crowd".

Community demand for our early childhood education and care services remained strong in 2014 on the back of our service expansions completed in 2013. Our new Early Learning and Care Centre increased the number of children accessing our early childhood education programs, as well as our capacity to deliver other intervention and clinical programs.

The 2014 core operational surplus was \$190,426 (against \$181,616 in 2013). Once again, The Infants' Home has committed some of these funds towards securing a sustainable future.

Success in financing service expansion

In 2014 we received funding in support of Stage One of our capacity building initiative from James N. Kirby Foundation, The Wenkart Foundation, as well as from the Estate of Mabel Prowse. The Vincent Fairfax Family Foundation provided further funding to enable operational augmentations for this facility. We thank our generous supporters for their significant contributions to the success of this major capacity building project. Additional capital funding was provided by Thyne Reid Foundation, FIL Foundation and Club Five Dock RSL which was targeted for the creation of a new and improved on-site kitchen facility, an important development that will be realised in 2015.

Success in service growth

The expansion of our services created by Stage One, combined with the growth of our Family Day

Care Sydney Wide network to encompass services in Pittwater and Mosman council areas, have significantly increased our service capacity, resulting in 28% growth to our revenue as compared to our 2013 figures.

Funding of \$220,000 from the Department of Health in 2014, combined with \$80,000 received in 2012, together with contributions from Your Doctors and the Anonymous Foundation helped us establish the Your Doctors GP Clinic onsite; a social enterprise project that has successfully met community demand for GP services and created an additional revenue stream.

Looking ahead

We wish to express our deep gratitude to our many donors and supporters for their contributions towards our capital works, service expansion, capacity building and social enterprise projects. Their generous financial assistance provides impactful investment to our organisation, making our vital work supporting young children and families possible, and delivering financial returns to aid our transition to a financially sustainable organisation.

Generating income from investments is another way we finance our services at The Infants' Home. Our 2014 investment income was \$150,334. The Infants' Home has an investment policy designed to build a portfolio which balances risk and return to ensure ongoing services.

Whilst our 2015 budget will once again provide a prudent surplus, we will continue to depend on community, corporate and philanthropic financial support as we endeavour to strengthen our service and business model towards future sustainability.

**The Infants' Home Ashfield for
the year ended 31 December 2014***

Financial results

Revenues

	2014	2013
Charges & Fees	\$6,887,411	\$5,184,538
Investment Income	\$150,334	\$152,695
Government Grants for operating activities	\$1,031,264	\$904,206
Donations for capacity building	\$243,000	291,000
Donations & Other	\$516,162	\$367,090
	\$8,828,171	\$6,899,529

Expenses

Employee costs	\$6,932,035	\$5,437,769
Materials & Services	\$1,366,963	\$1,094,318
Depreciation & Impairment losses	\$338,747	\$185,826
	\$8,637,745	\$6,717,913

Net operating result

\$190,426	\$181,616
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Other Revenue for Capital Projects

Government Grants, donations and bequests for capital use purposes	\$2,363,611	\$839,969
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Summary of net assets

Assets

Cash & Investments	\$5,000,555	\$4,194,676
Receivables & other	\$277,402	\$302,869
Property & Equipment	\$9,744,136	\$9,360,415
	\$15,022,093	\$13,857,960

Liabilities

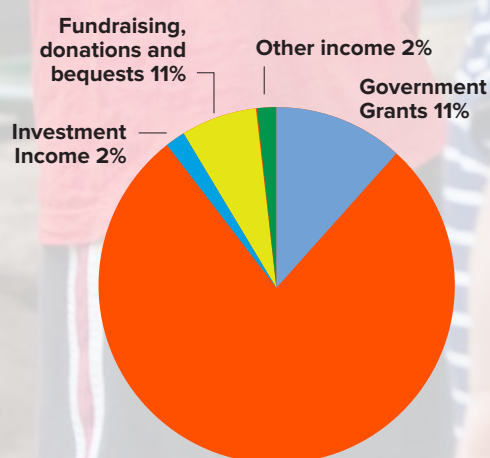
Payables	\$1,218,163	\$1,239,575
Provision for employee Leave	\$665,073	\$591,903
Interest bearing Bank Loans	\$2,000,000	\$3,500,000
	\$3,883,236	\$5,331,478

NET ASSETS

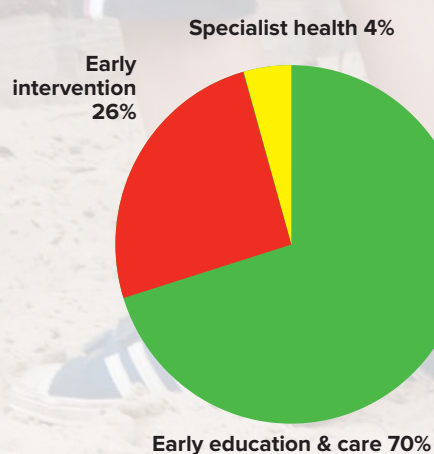
\$11,138,857	\$8,526,482
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*Audited copies of these accounts are available on request.

Revenue excluding capital grants



Percentages of expenditure



6 Our supporters



Volunteers

Over 500 individuals donated their time and energy to The Infants' Home through our volunteering programs in 2014. We estimate these volunteers, and their 2,800 hours of donated time, has helped us save up to \$90,000 in general administration and grounds maintenance – money we are able to redirect to helping children and families.

Corporate volunteers

486 corporate volunteers attended 60 corporate volunteering days from these organisations:

BT Financial Group	HMAS Sydney
Crown Castle	NAB/MLC
Deloitte	PNB Paribas
Deutsche Bank	PWC
GE Capital	St George
Goldman Sachs	United Way
Herbalife	Westpac

BBQs at Bunnings

To celebrate our 140th Anniversary, we held 14 fundraising BBQs at Bunnings Ashfield. Corporate volunteers, Strathfield Rotary as well as The Infants' Home staff and family volunteers helped raise \$20,000 towards our programs.

"To The Infants Home, thank you for a great year in both the Working Bees and Bunnings Fundraiser BBQs, it's been fantastic to continue our on-going support and relationship."

LEO DOROMAL, GE CAPITAL

"Herbalife is proud of our long and successful partnership with The Infants' Home, and we look forward to continuing to work together in the future... Our Members appreciate the opportunity to be involved in The Infants' Home community."

ROD TAYLOR, HERBALIFE GENERAL MANGER, AUSTRALIA & NEW ZEALAND

Community volunteers

Almost 50 community volunteers, including parents, staff, family and community members, assisted us with events, activities and historical records searches last year. We are always grateful for their enthusiasm and commitment.

Individual donors

The Infants' Home acknowledges the generous support of our donors and friends in 2014.

Michael Allan	Virginia Maguire
Val Appleroth	Daisy Mallett
Ruth Armytage	Lina Marrone
Betty Benjamin	Lesley McCarthy
George and Shirley Bird	Shae McCrystal
Sonia Bustillo	Mary McCullagh
Anne-Marie Byrne	Estate of Mike Moody
Naomi Carter	Debbie Niulala
E Close	Barbara Osborne
Marcia Conquest	David Palmer
Ray and Jenny Craigie	Charu Pratima
Ann Crowley	Estate of Mable Prowse
Edwin Davis-Raiss	Estate of Greta Savage
Dorothy Dawson	Lesley Shanley
Jennifer DeBrabander	Paul Sheehan
Narelle Deeney	Bruce Stracey
Susan Devenish-Mears	Denise and Stephen Taylor
Paul Donovan	Carolyn Swindell
Jennifer Evans	Simon and Julia Tregoning
Lorraine Evans	Tina Tsen
Tonia Godhard	Jim Turnbull
Gerald Ieal	Mary Verschuer
Sreedevi Koduri	Tom Waddell
Anita Kumar	Robert White
Tony Kutra	Michael Wight
Paul Leahy	Ducman Yip
Flora MacDonald	Peter and Anna Yuen

Benefactors – Child and Family Programs

These are the organisations that funded our specialist work with children and families in 2014

Benefactor	Program
Anonymous Foundation	Art & Play Therapy
ANZ Staff Foundation	Wired for Learning project
Ashfield Charitable Team	Equipment for SpOT Clinic
Ashfield Council	Redbug Playgroup
Ashfield RSL	Stepping UP Wellbeing Workshops for Women
Burwood Council	Resources for Gurung Playgroup
Burwood RSL	Postnatal Home Visiting program Gurung Community Playgroup
City of Canada Bay Council	Postnatal Home Visiting program
Club Ashfield	Bilingual Playgroup Worker Transport Scholarships for Vulnerable Children
Club Five Dock RSL	Social Enterprise: Kitchen Project
Fidelity Foundation	Social Enterprise: Kitchen Project
Goldman Sachs Community TeamWorks program	Refilling sandpits in centres
Herbalife	'Head Start on Health' nutrition program
The James N Kirby Foundation	Capacity Building
NSW Children's Week Committee	The Infants' Home's Children's Carnival
NSW Department Education and Communities	Purchase hydraulic nappy change table
Pittwater RSL	Resources for Family Day Care Sydney Wide (Northern Beaches)
The Rali Foundation	From Strength to Strength: Transition to School Program
Sabemo Trust	Community Playgroups
Thyne Reid Foundation	Capital Campaign: Kitchen Fit Out Project
Vincent Fairfax Family Foundation	Capacity Building
The Wenkart Foundation	Capacity Building
West's Ashfield Leagues Club	Bilingual Playgroup Worker Transport Scholarships for Vulnerable Children Rigby House Shade Structure

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Community and corporate donors

We also thank those community groups and organisations that generously supported our work in 2014 through fundraising activities and donations:

AON Services Pty Ltd
Ashfield Charitable Team
Aussie Farmers Direct
Canada Bay Club
CWA Western Suburbs
Club Ashfield
Deutsche Bank
Goldman Sachs
Herbalife

Jardine Lloyd Thomas
Kids in Philanthropy
Leichhardt Women's Bowling Club
Luna Park
Massey Park Golf Club
Playgroups NSW
Rotary Club of Drummoyne
Rotary Club of Strathfield
Southern Cross Colour Studios

Woodend
West's Ashfield Leagues Club
Women's Australian Travel League (WATL)
Your Doctors

Research and Advocacy

The Infants' Home contributes to research to build the store of knowledge about early childhood education and care, early intervention and health services, and participates in the development and review of relevant standards, regulations and policy when the opportunity arises.

Professional collaborations

We hosted visits from a number of student and professional groups to share our expertise across our service disciplines and develop inter-agency collaborations. These included:

- A group of early childhood practitioners and students from Malaysia who came to learn about our integrated service delivery model.
- A group of social workers from Korea who looked into our strategies for working with vulnerable and disadvantaged families.
- A delegation from GoodStart Early Learning who came to explore our programs, with a focus on how we use our outdoor environments.
- A group from Noah's Shoalhaven, which provides early education and therapy services for children with additional needs, who were keen to gain insights into our integrated programs and services.
- International speaker Dr Elly Singer, Associate Professor at the University Utrecht Department of Developmental Psychology and University of Amsterdam Department of Education, delivered a

presentation at The Infants' Home on her research into the peer relationships of children.

Changing Life Trajectories

The Changing Life Trajectories research examined postnatal service delivery models for new mothers experiencing social isolation or vulnerability. The report was launched at our 139th Annual General Meeting. This research was undertaken in partnership with the University of NSW (UNSW) and the Association of Children's Welfare Agencies.

Art of Integration

Dr Sandie Wong and Dr Fran Press from Charles Sturt University continued the ongoing action research project they are undertaking with us which focusses on how we work in inter-disciplinary ways. A third paper in the Art of Integration series, to be published next year, will highlight their latest findings.

Other research and collaborative partnerships

Dr Sheila Degotardi from Macquarie University continued her research on infant-toddler pedagogy with The Infants' Home, exploring how children, their peers and adults understand and relate to one another. Integrated Services Manager Lynn Farrell co-wrote a paper with Associate Professor Alma Fleet, from Macquarie University, which was published in AJEC on *The place of infants in the evolving policy context*. The Infants' Home also contributed to the UNSW Report *Family Day Care at the crossroads paper – Social Policy Research Paper*.

**Productivity Commission inquiry into child care**

In July 2014 the Productivity Commission released a draft report on the inquiry into childcare and early childhood learning. The Infants' Home provided feedback at the public hearing in Sydney, raising a number of key points. We supported a number of the recommendations made. However we also had some concerns around special childcare subsidies that are accessed by vulnerable families.

Response to Family Day Care funding cuts

The Infants' Home collaborated with peak state and national family day care organisations to lobby for a review of the Federal Government's decision to change the eligibility criteria for the Community Support Program (CSP) funding and its impact on family day care operators.

Conferences and presentations

Integrated Services Manager Lynn Farrell presented to students at Petersham and Randwick TAFEs on our model of service delivery, and she also presented the paper *Integration in Action: A Case Study* at the 2014 Child Aware Approaches Conference. Art and Play Therapist Pensri Rowe delivered her presentation 'On mark making and leaving a mark. Processing the experience of Art Therapy with Preschool Children' at the Embracing Ripples of Growth, LASALLE/ANZATA Symposium in Singapore.

The Infants' Home is governed by a voluntary, independent Board of Directors with combined expertise in commercial and not-for-profit management. Our Board is committed to our values of: integrity, diversity, collaboration and innovation.

Denise Taylor – President

M.Ed, Dip Tch, Cert Tch, Grad Dip Sch Lib, FAICD, FAIM

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 7/7

Debbie Niulala – Vice President

CA, BBS (Accounting), GAICD

Debbie is a qualified chartered accountant and lead senior manager within the risk division of Westpac. 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 5/7

Chris Grundy - Treasurer

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 6/7

Mary Verschuer

MBA, MScSoc, BappSc, GAICD

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 4/7

Anthony Kutra

BEc (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 6/7

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 7/7

Carolyn Swindell

M.A, MAICD

Carolyn is an experienced marketing and public relations professional. She is the principal consultant of Charlesierra, 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 Advisers and Consultants

Architects: David Burke and Michael Bullen of Brewster Murray Pty Ltd

Property: Rod Hawthorne and Chris Morley of INRES

Auditors: James Winter of Grant Thornton Audit Pty Ltd

Solicitor: John Gray of ClarkeKann Lawyers

Philanthropy: Gavin Thomson

Visiting Medical Officer: Dr Eleanor Brumby

Our Leadership Team

21

Anita Kumar

Chief Executive Officer

BEng (Elec. Com), MM, MAICD

Anita has a strong business background and is experienced in forging impactful partnerships to build a sustainable social enterprise. She is passionate about developing The Infants' Home's services to support the wellbeing of children and their families and to create a socially cohesive community which respects the diversity and the rights of children.

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 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.

Joan Wilson

Human Resources 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.

22 Our Staff



Service Awards

5 years

Angelina Torres
Jane Russel
Karen Dashwood
Nahida Ali
Sally Brown

Suzan Shimon
Tania Cvijetic
Vy Kim Thu Doan
Ying Yu

10 years

Amy Jones
Catherine Hunter
Deepa Dasgupta

Jennifer Quek
Leanne Blundell

15 years

Nurjahan Hoque
Rokeya Chowdhury

Staff Excellence Awards

Leadership

Alicia Paciocco

Meritorious Service

Melissa Woolfrey

Quality

Karen Dashwood

Team

Robinson House



Vale Robyn Huber

In August 2014 we sadly farewellled Robyn Huber, the director of Robinson House, when she lost her battle with Lymphoma. During her 7 years with us Robyn worked with genuine passion and an ongoing dedication to help children, families and staff to achieve positive outcomes in their lives. We sincerely echo the sentiments of one of our families who posted on our Facebook page: 'Vale Robyn, and thank you so, so much'.

Professional development at a glance...

11 staff were undertaking tertiary studies

884 hours of professional learning and development were undertaken by staff

68 new staff members joined The Infants' Home as our services continued to expand

We supported practical learning experiences for students across a range of disciplines including early childhood education, accountancy and social work.

Special moments from 2014



End of year party at Murray House



City of Canada Bay presents a cheque for our postnatal program to educators and children



Enjoying a sausage sizzle at the Art Show



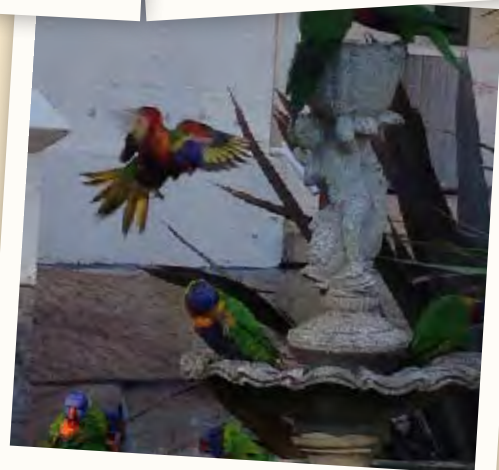
Gabriella from Herbalife celebrating annual Mark Hughes Day with the children in Gorton House



AFL Clinic Coach Matt with Harry



Thu Zar (L) and Lesley at Robinson House's Children's Carnival plant stall



Some noisy friends stop by to enjoy a splash in one of our bird baths



the infants' home
CHILD & FAMILY SERVICES

each child, every opportunity

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