



the infants' home
CHILD & FAMILY SERVICES

ANNUAL
REPORT

2015

EACH CHILD,
EVERY OPPORTUNITY

TABLE OF CONTENTS

2

ABOUT US	3
OUR YEAR IN NUMBERS	4
MESSAGE FROM THE PRESIDENT AND CEO	6
BAYU'S STORY: A LASTING SOCIAL TRANSFORMATION	7
HIGHLIGHTS OF 2015	8
GROWING A BETTER FUTURE	10
FINANCE REPORT	12
DEENA'S STORY	14
BUILDING LONG LASTING RELATIONSHIPS	15
OUR SUPPORTERS	16
RESEARCH AND ADVOCACY	18
OUR BOARD	20
OUR LEADERSHIP TEAM	21
OUR STAFF	22
SPECIAL MOMENTS FROM 2015	23



the infants' home
CHILD & FAMILY SERVICES

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

In 2015 we provided services to over 2,500 children. One third of these services were targeted to children and families with additional physical or emotional needs, or those living in vulnerable circumstances.

STRONG CHILDREN, STRONG FAMILIES, STRONG NATION

For over 141 years The Infants' Home has been 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 children and families living in disadvantage
- › Addressing social justice and inequality
- › Building partnerships for societal change.

EACH CHILD, EVERY OPPORTUNITY

Since our inception in 1874, we have supported more than 188,000 children and families to build new futures by breaking the cycle of hardship, fear or 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.



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.

ROLE

We provide early intervention and other services for children before they go to school, particularly children and families with vulnerabilities. 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 for children.

EACH CHILD, EVERY OPPORTUNITY

OUR YEAR IN NUMBERS



4

GENERAL



2,554

children accessed
our services



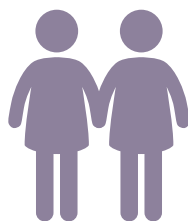
5,985

primary health consultations
delivered to the wider
community by the
GP clinic (Your Doctors)



522

corporate volunteers
worked with us over
60 days, including 65 crew
members of HMAS Sydney



"All the programs provided
have contributed to our son's
overall development."

PARENT, THE INFANTS' HOME

"I love the way
(the educator)
interacts with
the kids, watching
her has made
me a better
parent."

FAMILY DAY CARE SYDNEY WIDE PARENT

EARLY EDUCATION AND CARE
> EARLY LEARNING AND CARE CENTRES
> FAMILY DAY CARE

682

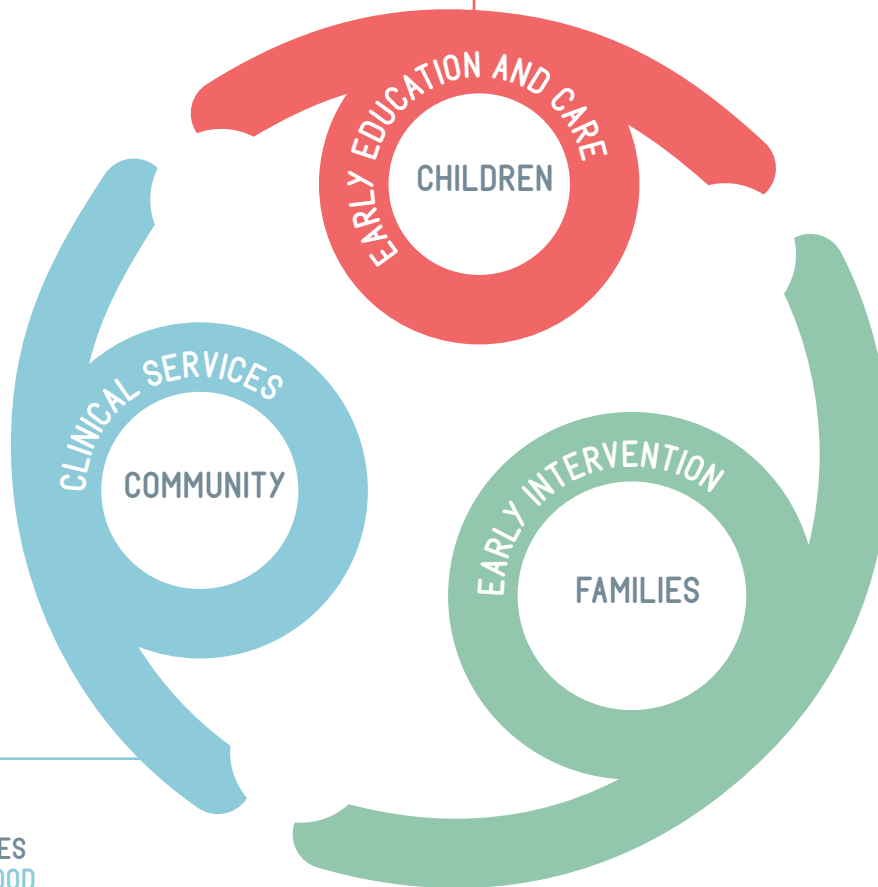
children attended our Early Childhood Education and Care Centres

1,321

children attended our Family Day Care Sydney Wide services

69

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



5

CLINICAL SERVICES
> EARLY CHILDHOOD
> ALLIED HEALTH
> GP

176

SpOT children's clinic sessions were delivered

180

children were immunised

164

families supported by the Sydney Hope Family Cottage Postnatal Clinic

EARLY INTERVENTION
> PLAYGROUPS
> PARENT EDUCATION
> FAMILY SUPPORT

170

children attended playgroups each week on average

180

parents and carers attended parenting and wellbeing workshops

20

women attended the Stepping UP social and emotional wellbeing program

MESSAGE FROM THE PRESIDENT AND CEO

THIS YEAR HAS SEEN US FURTHER EXTEND AND CONSOLIDATE OUR SERVICES.

The organisation expanded, both geographically and in the depth of services provided. The mainstream programs were accessed by a much wider community while we continued to build capacity in programs targeted to children and families dealing with complex issues or living in vulnerable circumstances.

Family Day Care Sydney Wide have been serving the community for 40 years. They have extended their partnerships and now manage services for Canada Bay, Hurstville, Mosman and Pittwater Councils, as well as Integricare St George. The Infants' Home Family Day Care Sydney Wide service is now one of the largest schemes in NSW and is a sustainable social enterprise.

The Community GP Clinic operated on our Ashfield site by Your Doctors has gone from strength to strength.

The practice provided over 5,900 consultations in 2015, and provides convenient access for children and families enrolled in our services, as well as staff and the wider community; helping to reduce waiting times and address complex issues in a coordinated manner.

6

In May 2014, The Infants' Home marked its 140th anniversary. This led to a year of celebrations with children, families, staff, donors, supporters and the wider community. In April we enjoyed a special event at Government House hosted by our new patron Mrs Linda Hurley, wife of His Excellency General The Honourable David Hurley, AS DSC (Ret'd), Governor of New South Wales. These celebrations helped us recognise and celebrate our history, learn for the future, and focus on achieving the organisation's vision.

In December, with much sadness, we farewelled HMAS Sydney IV on her decommissioning. We thank the Ship, her Captain and crew, who have all been great supporters of our work. HMAS Sydney IV graciously hosted a range of fundraising events and her crew undertook several volunteering days throughout 2015. We look forward to welcoming HMAS Sydney V in time.

As we reflect on the year, we know that our achievements have been made possible through the generous support of our donors, funders, volunteers, corporate and community partners. Their ongoing support has helped us build capacity, develop new social enterprises and reengineer existing services as we continue to grow to meet the community needs. We are indebted to their kindness and generosity.

Finally, thank you to the Board, CEO, Leadership team and all the staff for their tireless effort, passion and commitment to providing 'each child every opportunity'.

DENISE TAYLOR,
THE INFANTS' HOME PRESIDENT

THE INFANTS' HOME HAS SEEN SUSTAINED GROWTH OVER THE PAST 5 YEARS.

Over the past 12 months we have focused on embedding our collaborative practices across all teams and at all levels. This involved staff undertaking a range of professional development opportunities to further their commitment to working in integrated environments.

Funding through the Department of Education allowed all educators within our early education and care program to engage in a 10 month practical learning schedule to drive high quality programs, which are underpinned by the strength based framework.

Both Murray House and Gorton House received an Exceeding in Quality rating at their recent ACECQA accreditation against the National Quality Standard.

We continued our action research project with Charles Sturt University, to explore the challenges involved in interdisciplinary work and identify strategies to further integration of services. A report on these learnings and actions will be published in 2016.

Our capacity building initiative received ongoing support from Johnson and Johnson Pacific. This allowed us to explore and implement strategies to further increase access to our services for children and families living in vulnerable circumstances.

We were thrilled to become Westfield Burwood's charity partner for 2015 and 2016. This partnership aims to support our health and nutrition social enterprise project along with other programs focusing on children with disabilities.

As we look to the future, we aim to roll out two social enterprise projects in 2016: a new kitchen to enhance our health and nutrition programs, and the Sydney Child Development Clinic to provide allied health services to the wider community. Both projects involve public and private partnerships.

We greatly appreciate the support, both financial and in-kind, from all our donors. Special thanks to Wests Ashfield Leagues Club, Club Ashfield, Canada Bay Club, Rotary Clubs of Five Dock and Strathfield, Local councils, Herbalife, Rali Foundation and Sabemo Trust for supporting our work with children and families who are dealing with complex issues.

Thanks to all our staff for their commitment, passion and focus on providing each child with every opportunity. Thanks also to the Board, leadership team, donors, supporters and partners for their generosity in ensuring that we continue to be innovative and champion the rights of children.

ANITA KUMAR,
THE INFANTS' HOME CEO

Bottom: Bayu preparing his pieces to add to Johnson House's collaborative artwork (right) for The Infants' Home Annual Art Show. The artwork illustrates connections between family members.



A LASTING SOCIAL TRANSFORMATION

In 2013, Arman and I (Noushin) arrived to Australia on student visas with our 3 year old son Bayu. After six months living in Australia, I was concerned that Bayu was not developing like other children his age. After several consultations with doctors and visits to the paediatrician, Bayu was diagnosed with autism.

Due to our student visa status, we were not eligible to receive any funding for Bayu's therapy. On top of the emotional stress of finding out that our child is autistic, we were also financially stressed, wondering how we could afford the therapy. We were trying desperately to pay for therapy to help Bayu. We were frustrated and worried.

Luckily one of the agencies we were working with referred us to The Infants' Home. Right from the start we knew things were going to get better. The Intake Team listened to our challenges and started working with Arman and I to relieve what stresses they could. The social workers helped us to process complicated paperwork to change our visa status to enable funding for Bayu's full assessment, and to access early intervention services. Our paediatrician also worked closely with Bayu's educators to identify strategies to help Bayu's social and emotional development.

After almost a full year at Johnson House, my son's transformation has been amazing. It would definitely not have been the same without the help of the team at The Infants' Home. The Infants' Home listened to us and gave good suggestions for helping Bayu. We had meetings and set goals with the therapists and educators, and worked all together as a team.

I'm also very happy to say that I was successful in applying for a job at The Infants' Home, and now work as an early childhood educator in one of the centres.

**STORY TOLD BY NOUSHIN,
BAYU'S MOTHER**

NOTE: NAMES CHANGED FOR PRIVACY

"He made his first friendship at Johnson House and told Amy, one of the educators, for the first time to anyone, that he loved her! I don't know how many times I can say thank you, because The Infants' Home changed our life and my son's life."

CELEBRATING 140 YEARS

We celebrated our 140th Anniversary Year (May 2014-May 2015) with a range of events for our extended community of 'family and friends'. Most auspicious of these was a formal reception at Government House Sydney. Traditionally, The Infants' Home Patron is the spouse of the Governor of New South Wales, so the evening was graciously hosted by our new Patron Mrs Linda Hurley, wife of His Excellency General The Honourable David Hurley AC DSC (Ret'd). We thank His Excellency, Mrs Hurley and our long-time supporters and event sponsors Wests Ashfield Leagues Club and Club Ashfield for making this event possible.

It was wonderful to share this historic milestone with distinguished guests, friends and supporters, to reflect on our history and restate commitment to our mission into the future.

8



Top: (left to right) His Excellency General The Honourable David Hurley AC DSC (Ret'd), Governor of New South Wales, with TIH President Denise Taylor and Mrs Linda Hurley.

Bottom: (left to right) Guests Anne Harris and Melinda Hudson from Kambala Old Girls Union, with Candice Thomson and Herbalife's Jennifer Bates deBrabander.



FAREWELL AND THANK YOU TO HMAS SYDNEY

In 2015 we experienced the highs and lows of celebrating 50 years as the chosen charity of HMAS Sydney, and bid her a fond farewell at her decommissioning. In 1965 the captain and crew of Royal Australian Navy ship HMAS Sydney adopted us in memory of the 82 sailors who lost their lives on HMAS Voyager, whom had supported the Home until its collision off Jervis Bay in 1964. Over the years, their contribution to our organisation has been invaluable. They have hosted many cocktail fundraising parties for us on the ship's flight deck as well as participating in working bees and BBQ events on site.

To celebrate our long and happy association, HMAS Sydney IV's Captain and crew hosted two fundraising events on board this year. Privileged guests experienced a Ceremonial Sunset and had a rare chance to see how the crew live and work through a guided tour of the impressive battleship. HMAS Sydney IV was decommissioned in November, and we wish the crew 'fair winds and following seas' in their next endeavours. We await the continuation of our partnership with the commissioning of HMAS Sydney V in 2018.

Matthew Hurley of HMAS Sydney presents our CEO Anita Kumar with a commemorative plaque.



FAMILY MOVIE NIGHT

In May our community enjoyed the fun of an outdoor movie night, with a crowd of almost 400 families, staff and friends picnicking on our main lawn with popcorn and a sausage sizzle whilst watching 'Madagascar'. Timed to coincide with our anniversary month and Mother's Day, the special event was held to celebrate and honour parents and carers. The Infants' Home thanks Big Screen Projects who donated the screen, sound system and technical team to make the screening possible.

"Very proud to have helped The Infants' Home and serve on one of the Australian Navy's finest warships - HMAS Sydney IV"

MATTHEW HURLEY,
SHIP'S WARRANT OFFICER



Philanthropic advisor Gavin Thomas (second from left) with his team of four golfers.

ROTARY CLUB OF FIVE DOCK TEED OFF FOR THE INFANTS' HOME

We were delighted to be named as a beneficiary of Rotary Club of Five Dock's 10th Annual Charity Golf Day, held at the prestigious Concord Golf Club in November. Thank you to all golfers and organisers who participated in the event, comprised of a golfing challenge and gala dinner, to help raise \$6,000 towards our ongoing programs for children and families.

PARENT EDUCATION PROGRAMS

2015 saw a particularly positive response to our series of parent education and support programs, which we run to provide parents and carers with knowledge as well as social, emotional and communication tools to improve their parenting skills. Over 180 parents and carers attended the courses, held on-site at The Infant's Home and run throughout the year in collaboration with external expert agencies. Parents and carers felt the courses helped them to be more sensitive to their child's emotions, to better understand their needs, and to be calm and be more purposeful in their play and interactions with their child.

DISCUSSING GENDER STEREOTYPES ON NATIONAL TV

Producers of ABC TV's Weekend Breakfast Show invited us on the show after reading our web story about a hair salon activity at Johnson House Pre-School; where boys and girls were encouraged to participate, to explore whether boys and girls could enjoy being hairdressers, and to challenge the 'norm' through play. CEO Anita Kumar discussed the value of challenging gender stereotypes in early childhood, and the role of educators in supporting children to think independently and make choices that are right for them.



The Infants' Home CEO Anita Kumar on ABC TV's Weekend Breakfast Show.



The Infants' Home staff lend a hand at Westfield Burwood's GiveAbility Day.

GIVEABILITY DAY AT WESTFIELD BURWOOD

We were thrilled to be chosen as Westfield Burwood's new Charity Partner for GiveAbility Day: an annual Westfield event to raise awareness and funds for services assisting children and families living with disabilities and other vulnerabilities.

The great range of activities and entertainment organised in the shopping centre created a real buzz on the day and helped raise just over \$10,000 towards our social enterprise project for a new kitchen to enhance existing health and nutrition programs.

EXCEEDING NATIONAL QUALITY STANDARDS

ACECQA, the governing body for all Australian early childhood facilities, conducts regular assessments to ensure standards as listed by The National Quality Framework are met. In 2015 assessors visited both Gorton and Murray Houses, observing educators interacting with children and reviewing overall policies and procedures within the Houses. We are very proud to state that both Houses were assessed as Exceeding National Quality Standards, contributing to our ongoing pursuit of excellence in early childhood education and care.

FOCUSING ON HEALTH AND WELLNESS THROUGH ART

Hundreds of families joined us to celebrate children's creativity at The Infants' Home 8th Annual Art Show in October. In the lead up to the event, children explored ideas on health and wellness with Dr Linda Mann from Your Doctors GP Clinic, then worked together to produce collaborative artworks in a variety of mediums. The day was a great success with families and educators gathering to discuss the creative process and admire each of the House's displays. This year, young artists' works were shared with the wider community: a selection of art was displayed at Westfield Burwood, and others will be part of a rotating wall art display at Your Doctors' network of GP Clinics.



Top: Families and staff admire rainbow mosaics created by Johnson House toddlers.

Bottom: The Infants' Home 'artists' in residence' and the works they created for our Annual Art Show, to be displayed at Your Doctors clinics.

The Infants' Home continues to strive to be a sustainable organisation that provides services and innovation to meet our community's dynamic needs.

We work collaboratively to deliver programs that drive positive social impacts, and we focus on early intervention in early childhood because research confirms this to be the best and most cost effective way to make genuine, lasting changes to a child's life trajectory.

We seek to build and grow a social enterprise that is strong, sustainable and delivers lasting social change.

ACHIEVING SOCIAL CHANGE

We effect positive social change by focusing our activities in four areas:

1.

Shifting the base line

Research has shown that the rate of brain development is fastest between birth and three years of age. It is therefore critical for all children to have equal access to high quality early childhood education and care in these formative years.

This gives each child the best chance of success once they transition into school, as well as the opportunity to engage in further education in a more confident manner.

2.

Focusing on children and Families experiencing disadvantage

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 community is a powerful force for generational change.

This provides children experiencing disadvantage with the tools and strength to alter cycles of poverty and abuse, and to reach their potential as an active citizen of the future.

3.

Addressing social injustice and inequality

Families with complex issues often access several professionals or agencies for support, needing to retell their story to access services many times. This can be daunting and exhausting, and sometimes can leave people feeling hopeless.

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

We support and guide each family to build their confidence, skills and abilities to create a positive future for themselves.

4.

Building partnerships for societal change

We leverage our programs through strategic partnerships. We collaborate with universities and research programs to strengthen the sector and ensure our work is evidence based to make a positive impact. We also work in partnership with a range of corporate and philanthropic stakeholders to improve our business model and share our intellectual property to become more sustainable as we broaden our social impact.

"My husband and I couldn't speak more favourably of our experience with our daughter's carer over this past year. So professional and yet so warm and nurturing!"

FAMILY DAY CARE SYDNEY WIDE PARENT

"The staff treat the children respectfully and encourage independence and resilience."

PARENT, THE INFANTS' HOME

INTEGRATED SERVICE GROWTH AND SUSTAINABILITY

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 a feature of Australian Government Policy and is acknowledged to better meet the needs of children and families, especially those facing multiple challenges or living in vulnerable circumstances.

In 2013 we cemented this vision by successfully opening a purpose-built new Early Education and Care Centre, which created access for an additional 150 children and their families each week, and delivered a range of therapy and meeting spaces to facilitate greater collaboration and coordination in the provision of these services. This project established a focal point for best practice and cohesive service delivery that enabled us to increase the breadth and depth of our community and sector impact.

Stage 2 planning has commenced and will aim to further increase access for children to integrated clinical services to improve community health outcomes – especially for those suffering chronic health issues – and to address gaps in services. The Infants' Home aims to be a social enterprise in order to be sustainable, whilst making positive social and financial impacts for the community and our organisation respectively.

SOCIAL ENTERPRISE - GP CLINIC

The Your Doctors GP Clinic was established as a social enterprise onsite in mid-2014. This thriving private, public and government partnership has increased access to paediatric services for our families and the local community. Almost fully booked since opening, the clinic has seen over 5,000 consultations and enabled streamlining of referral pathways for specialists services. This clinic is among the three operated by Your Doctors in the Inner West. A total of twenty one GP's work between these practices, with many speaking other languages such as Cantonese and 50% of whom are female. The clinic also supports the development of future GP's with 10 medical students completing placements.

To build on this success, plans are in place to progress two on-site social enterprise projects in 2016: development of a new kitchen facility to improve health and nutrition programs at The Infants' Home centres, and establishment of a new clinic to address an identified gap in the provision of coordinated allied health services for children with disabilities and/or learning disorders and their families.

Family Day Care Sydney Wide welcomes previous Hurstville Council Family day care educators and staff to their network, enabling seamless service transition.

FAMILY DAY CARE SYDNEY WIDE - CAPACITY BUILDING PROJECT

In the five years since receiving funding in 2009 from Westpac to expand our family day care service as a social enterprise, we have successfully grown to become one of the largest providers of family day care in NSW. Now called Family Day Care Sydney Wide, our services are accessed by over 990 families each year across Sydney, focused in the Inner West as well as Randwick and South Sydney, Pittwater, Mosman, Canada Bay and Hurstville Council areas, Integricare family day care in the St George area.

The family day care workforce is primarily made up of women who are supported to operate a social enterprise: they manage a business and provide quality education and care programs in their own home. This expansion has seen an additional 80 women empowered to run their own business. As a result of the successful operation of this social enterprise model, The Infants' Home Family Day Care Sydney Wide services are now financially sustainable and are no longer reliant on government funding.



Utilisation rates across our services in 2015 were at capacity.

This testifies to sustained community demand for our services, following major expansions in 2013 which enabled 250 additional children and families' access to our range of education, intervention and clinical health programs annually. These expanded services are now operating at capacity.

The core operational surplus for 2015 was \$188,621 (against \$190,426 in 2014). As always, The Infants' Home has committed some of these funds towards securing a sustainable future.

SUCCESS IN FINANCING AND BUILDING CAPACITY

In 2015 we received additional support towards the Stage One development from the Estate of Mabel Prowse, and achieved final funding for our new and improved kitchen facility from Thyne Reid Foundation, Anonymous Foundation, Westfield Burwood as well as our donors and supporters. Previous support towards the kitchen project was received from Thyne Reid Foundation, FIL Foundation, Club Five Dock RSL and Herbalife. We look forward to realising this important development to enhance our nutrition education programs in 2016.

SUCCESS IN SERVICE GROWTH AND SOCIAL ENTERPRISES

Increased service capacity was created by both the Stage One development, now operating at peak capacity, and the ongoing growth of the Family

THE INFANTS' HOME ASHFIELD FOR THE YEAR ENDED 31 DECEMBER 2015*

FINANCIAL RESULTS	2015	2014
REVENUES		
Charges & Fees	\$ 7,728,709	\$ 6,887,411
Investment Income	\$ 147,131	\$ 150,334
Government Grants for operating activities	\$ 933,042	\$ 1,031,264
Donations for capacity building	-	\$ 243,000
Donations & Other	\$ 582,125	\$ 516,162
	\$ 9,391,007	\$ 8,828,171
EXPENSES		
Employee costs	\$ 7,532,810	\$ 6,932,035
Materials & Services	\$ 1,322,061	\$ 1,366,963
Depreciation & Impairment losses	\$ 347,515	\$ 338,747
	\$ 9,202,386	\$ 8,637,745
NET OPERATING RESULT	\$ 188,621	\$ 190,426
OTHER REVENUE & REALISED LOSS		
Government grants for capital use purposes	-	\$ 223,206
Bequests	\$ 508,331	\$ 1,519,522
Donations for capital use purposes	\$ 176,860	\$ 620,883
Realised loss	\$ (210,520)	-
	\$ 474,671	\$ 2,363,611
SUMMARY OF NET ASSETS		
Assets		
Cash & Investments	\$ 5,112,544	\$ 5,000,555
Receivables & other	\$ 330,827	\$ 277,402
Property & Equipment	\$ 9,417,096	\$ 9,744,136
	\$ 14,860,467	\$ 15,022,093
Liabilities		
Payables	\$ 1,102,150	\$ 1,218,163
Provision for employee Leave	\$ 754,919	\$ 665,073
Interest bearing Bank Loans	\$ 1,000,000	\$ 2,000,000
	\$ 2,857,069	\$ 3,883,236
NET ASSETS	\$ 12,003,398	\$ 11,138,857

*Audited copies of these accounts are available on request.

Day Care Sydney Wide network, which now incorporates services in the Canada Bay, Hurstville, Northern Beaches and St George areas. Your Doctors GP Clinic established onsite in 2014 has increased our delivery of primary

health services to families attending The Infants' Home and the wider community, as well as creating an ongoing revenue stream. Together, these operations have delivered a 6% overall increase in revenue.



LOOKING AHEAD

Prudent management of investments is another way The Infants' Home ensures its viability. In 2015, our investment income was \$147,131. Our investment policy is designed to build a portfolio which balances risk and return in order to ensure ongoing service provision.

Our 2016 budget will once again provide a surplus. Whilst we will continue to depend on community, corporate and philanthropic financial support, we will strengthen our social enterprise model in developing our kitchen and allied health clinic projects onsite, with the aim of delivering social and economic benefits to our organisation and the community we serve.

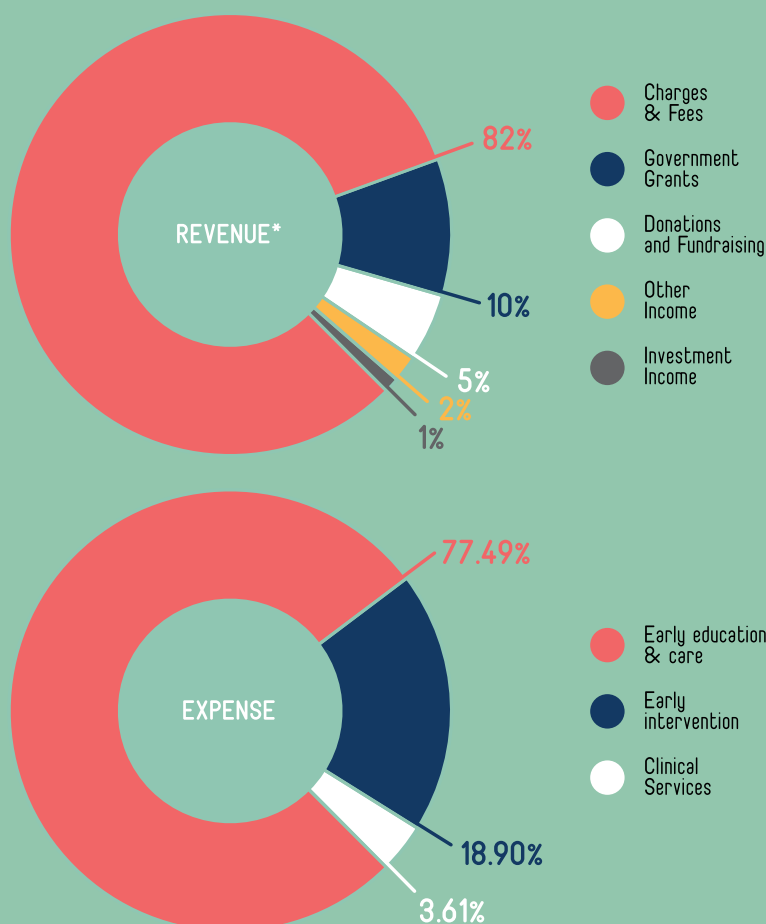
The Infants' Home is committed to meeting community needs, bridging service gaps and addressing issues of disadvantage associated with population growth and urban densification. We will pursue funding and investment opportunities for Stage 2 of our Master Redevelopment Plan to further expand our services for children and families.

The Infants' Home is deeply grateful to our many donors and supporters who share in our vision of a society in which each child is given every opportunity. Generous contributions from government, philanthropic, private and community groups towards our capital works, service expansion, capacity building and social enterprise projects provide impactful investment to our organisation: enabling our vital work to support children and families whilst generating income to facilitate our transition to financial sustainability.

"Really enjoyed today - great to understand the work you are doing"

VOLUNTEER, JOHNSON AND JOHNSON PACIFIC

13



DEENA'S STORY



14

DEENA'S STORY

Frances, her husband Simon and their four children have found themselves participating in many support programs over the years to assist with their complex needs; they liaised with different social workers, welfare workers and family workers, and had to retell their family hardships and stresses over and over again.

They were introduced to The Infants' Home because a combination of the services we offer could help satisfy their family's specific needs. An integrated team was established for the family to enable consistent and familiar contact within the organisation and to help develop trust and foster collaboration between the family and practitioners. The team incorporated a social worker, an early childhood teacher, an occupational therapist and a speech pathologist. Once the team spoke to the family and understood their concerns and requirements, strategies were put in place to support the health, well-being and development of each child in the family.

Deena was the oldest child, and the stresses of the family affected her social and developmental behaviour. She found it difficult to make and maintain social connections, preferred to participate in solitary play and found any type of transition really difficult to comprehend. Given that Deena was due to start primary school in 2016, her parents were worried that she was going to struggle to adjust.

Deena took part in The Infants' Home's Transition to School program, where attention was given to developing her social skills, establishing routines and supporting her other developmental needs in the six months prior to and after starting primary school. The Integrated Team also supported Deena's parents and development of their parenting skills to meet Deena's needs over this period. As a result of the program, Deena left The Infants' Home having built strong friendships with other children, as well as solid relationships with her educators. She has also developed a keen interest in literacy and is managing transitions much more easily.

Collaborative teamwork, between Deena, her family and the allied health team, has helped ensure that Deena can now fully engage with other children, and her parents can better understand her behaviour and support her learning. This is a testament to the transformative power of integrated early childhood education and health services, made possible by the various programs available at The Infants' Home.

NOTE: NAMES CHANGED FOR PRIVACY

"The biggest help the Allied Health Team were able to give this family was to support them and relieve some of the stresses they were facing as a family. They were able to help Deena's parents understand what appropriate behaviour was, and how to help Deena with her learning abilities."

NICKY RODITIS,
DEENA'S EARLY CHILDHOOD EDUCATOR

BUILDING LONG LASTING RELATIONSHIPS

The Infants' Home has been fortunate enough to see generations of families pass through our services and we cherish the relationships we build in our community over time.

When children and families move on, we feel proud and yet nostalgic at the same time. This year we sadly farewelled The Browne Family, as their last child will move on to Kindergarten in 2016. The last fifteen years has seen all four of the Browne Family's children attend our centres, with their first child joining our toddlers program in the millennium year: 2000.

The Browne Family leave with fond memories of *"...the friends they made, our teachers, the Carnival with all the fun rides and the BIG tree over at Robinson House..."*.

The parents particularly enjoyed interactions and relationships formed with other families as well as with the educators and staff. When asked why they would recommend The Infants' Home to other families, they said *"it would have to be because of the extensive range of services on offer to the children and families"*.

The Infants' Home thank The Browne Family for entrusting their children's early education to us, and we wish them all the best for the future!

"We can hardly believe that it has been over 3-years since Rosemary started at Rigby House and Xavier started at Gorton House. Xavier finished at Johnson last year and transitioned to 'big school' very smoothly this year. We are confident the memories and experience Rosemary has obtained at Rigby House and now Robinson House will equip her well when she too starts 'big school' next year. Our whole family valued the nurturing environment The Infants' Home offered so we're thankful to the team and all of the staff."

PARENT



VOLUNTEERS

Over 500 individuals donated their time, enthusiasm and skills to The Infants' Home by participating in our volunteering program in 2015. Through their 2900 hours of donated time, we estimate that they helped us save just over \$90,000 in general administration, cleaning and grounds maintenance – allowing us to focus our funds on service provision for families.

CORPORATE VOLUNTEERS

Our corporate volunteers participated in 50 volunteering days in 2015 and 65 crew members from HMAS Sydney joined us for 10 days of volunteering onsite. Activities included assisting with working bees and fundraising events as well as skilled volunteering workshops to provide staff training and strategy input.

Organisations that participated in 2015 include:

- ▶ ANZ
- ▶ BT Financial
- ▶ CBRE
- ▶ Crown Castle
- ▶ Deloitte
- ▶ Deutsche Bank
- ▶ Fidelity Worldwide Investment
- ▶ GE Capital
- ▶ Goldman Sachs
- ▶ Herbalife
- ▶ HMAS Sydney
- ▶ Johnson & Johnson Pacific
- ▶ MLC
- ▶ PwC
- ▶ Rotary Club of Five Dock
- ▶ St George
- ▶ Westpac

COMMUNITY VOLUNTEERS

Juliet became our dedicated records search volunteer in 2013. Juliet's children attend our early learning centres and for many days in between drop-off and pick-up times, Juliet has helped people in search of their family history to find details of their attendance at The Infants' Home. To thank Juliet for all her hard work and dedication to our organisation, **Juliet was the recipient of the Volunteer of the Year Award in 2014.**



DONORS

INDIVIDUAL DONORS

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

- ▶ Michael Allan
- ▶ Val Appleroth
- ▶ Ruth Armytage
- ▶ Estate of Jean Baikie
- ▶ Margaret Baker
- ▶ Betty Benjamin
- ▶ Tony and Carol Berg
- ▶ Shirley Bird
- ▶ Kieran Buckley
- ▶ Sonia Bustillo
- ▶ Anne-Marie Byrne
- ▶ Cathryn Callaghan
- ▶ Brian Christensen
- ▶ E Close
- ▶ Suzanne Clutterbuck
- ▶ Pamela Coull
- ▶ Ray and Jenny Craigie
- ▶ Ann Crowley
- ▶ Edwin and Noeleen Davis-Raiss
- ▶ Jennifer deBrabander
- ▶ Narelle Deeney
- ▶ Susan Devenish Mears
- ▶ Jennifer Evans
- ▶ Megumi Fisher
- ▶ Gerald Full
- ▶ Baiyan Gao
- ▶ Tonia Godhard
- ▶ Dinesh Gonsalkorale
- ▶ AM Hertzberg
- ▶ Matthew Iemma
- ▶ Anna Kennedy
- ▶ Roger Kennedy
- ▶ Sreedevi Koduri
- ▶ Anita Kumar
- ▶ Paul Leahy
- ▶ Evelyn Lochtie

"Great centre,
worthwhile cause!
Very organised
volunteering day,
staff are friendly."

WESTPAC VOLUNTEER

"It is such an honour to help people piece together information about their childhood or their family history. The remarkable historical record of The Infants' Home is fascinating reading, a unique window into the wonderful service The Infants' Home has provided for families over 140 years."

JULIET, RECORDS SEARCH VOLUNTEER

- ▶ Flora MacDonald
- ▶ Lina Marrone
- ▶ Lesley McCarthy
- ▶ Mary McCullagh
- ▶ Catherine McNiven
- ▶ Ruth Medd
- ▶ David and Wendy Millar
- ▶ Andrew and Prim Murray
- ▶ Debbie and Suli Niulala
- ▶ Barbara Osborne
- ▶ Li Pan
- ▶ David Palmer
- ▶ Kathleen Pigram
- ▶ Estate of Mabel Prowse
- ▶ Steve Randjelovic
- ▶ Alison Reay
- ▶ Kay Russell
- ▶ Michael Saputra
- ▶ Karin Setchell
- ▶ Lesley Shanley
- ▶ William Shui
- ▶ Carolyn Swindell
- ▶ Amanda Symond
- ▶ J Talbot
- ▶ Denise and Stephen Taylor
- ▶ Lisa Thai
- ▶ Gavin Thomson
- ▶ Susiana Tjen
- ▶ Simon and Julia Tregoning
- ▶ Tina Tsen

- ▶ Jim Turnbull
- ▶ Stephen and Susan Turner
- ▶ Mary Verschuer
- ▶ Thomas Waddell
- ▶ Janice Webster
- ▶ Jacqueline Weiley
- ▶ Michael Wight

COMMUNITY AND CORPORATE DONORS

We also thank those community groups and organisations that generously supported our work in 2015 through fundraising activities and donations, both in cash and in kind:

- ▶ AON Services Pty Ltd
- ▶ Ashfield Charitable Team
- ▶ Ashfield Women's Bowling Club
- ▶ Athletics Australia
- ▶ Atlassian
- ▶ Breakfast Point Country Club
- ▶ Club Ashfield
- ▶ Country Women's Association Western Suburbs
- ▶ GE Capital
- ▶ HMAS Sydney
- ▶ Kambala Old Girls Union
- ▶ Jardine Lloyd Thomas
- ▶ Herbalife

- ▶ Leichhardt Women's Bowling Club
- ▶ Massey Park Golf Club
- ▶ PLC Sydney
- ▶ Rotary Club of Five Dock
- ▶ The Robertson Foundation
- ▶ Women's Australia Travel League (WATYL)
- ▶ Westfield Burwood
- ▶ Westpac Corporate Volunteers
- ▶ Wests Ashfield Leagues Club
- ▶ Woodend Trust
- ▶ Your Doctors



Goldman Sachs help maintain our many sandpits, year on year, through their Community TeamWorks volunteer grant projects.

17

BENEFACTORS - CHILD AND FAMILY PROGRAMS

These are the organisations that funded our specialist work with children and families in 2015:

BENEFACTOR	PROGRAM
Anonymous Foundation	Art & Play Therapy
Anonymous Foundation	Social Enterprise: Kitchen Fit Out Project
Ashfield Council	Red Bug Playgroup
Ashfield RSL	Gross motor equipment
Burwood RSL	Postnatal Home Visiting Program
Burwood Council	Parent education sessions
Canada Bay Club	Technological equipment for Family Day Care Sydney Wide
City of Canada Bay Council	Postnatal Home Visiting Program
Goldman Sachs Community TeamWorks Program	Refilling sandpits in centres
Herbalife	'Head Start on Health' nutrition program
Inger Rice Foundation	Sing & Grow Music Program
Johnson and Johnson Pacific	Capacity Building and Social Impact Project
Marian & EH Flack Trust	Transport Scholarships for Vulnerable Children
Pittwater/Avalon RSL Clubs	iPads for Family Day Care Sydney Wide
Resourcing Parents Inner West	Parents Education Program
Sabemo Trust	Community Playgroups
The Rali Foundation	Transition to School Program
Thyne Reid Foundation	Social Enterprise: Kitchen Fit Out Project
Westfield Burwood	Social Enterprise: Kitchen Fit Out Project
Wests Ashfield Leagues Club	Transport Scholarships Community Playgroup



The crew of HMAS Sydney IV pitch in on a clean-up day.



Many teams from Johnson and Johnson Pacific participated in working bees as well as skilled volunteering at The Infants' Home, including the marketing workshop above.

The Infants' Home's participation in research and advocacy is integral to our operations. We actively contribute to research projects, share information, knowledge, skills and experience with the wider early childhood sector so as to extend our positive social impact beyond The Infants' Home, to communities both here and abroad. In 2015 these projects included:

RESEARCH

We continued our action research project with Charles Sturt University, focusing on working in integrated environments. The third instalment in these research reports: *Supporting and Sustaining Inter-professional Practice at The Infants' Home*, seeks to explore the challenges of working in an interdisciplinary environment and to identify strategies to work more effectively with vulnerable, marginalised and disadvantaged children and families into the future. We look to publish this report in 2016.

CONFERENCES AND PRESENTATIONS

Sally Brown, Manager of Allied Health Services at The Infants' Home, presented her paper 'Moving From Place to Place, Person to Person: The Emotional and Relationship Cost of Transitioning for Young Children in Out of Home Care' at the 9th British Association for the Study and Prevention of Child Abuse and Neglect (BASPCAN) Congress held in Edinburgh, Scotland in April 2015. This year's Congress focused on the topics of 'New Directions in Child Protection and Well-Being.'

Johnson and Johnson
Pacific Partners
International Delegation
visiting The Infants' Home.





Our CEO (Anita Kumar) and Integrated Services Manager (Lynn Farrell) gave a presentation to showcase the collaborative nature of our integrated service model at the inaugural Coming Together for Australia's Children Conference in Hobart held in June 2015. The conference was attended by researchers, policy-makers and practitioners from organisations, government and non-government agencies, who advocate for early childhood education.

Lynn Farrell and Ana-Luisa Franco, Director of Rigby House, presented a paper at the Infant and Toddler: Practice, Pedagogy and Research Conference, held in Sydney in September 2015. The paper critically examined current practices in infant-toddler

rooms and deconstructed these to examine which perspectives were given priority.

Also in September 2015, Ana-Luisa Franco presented a session for KU Children's Service and their Infant and Toddler Professional Learning Community based on the experience of undertaking a change of practice process at Rigby House.

In December 2015 a group of Educators from The Infants' Home attended the Infant and Toddler Pedagogy Day run by KU Children's Services. The day featured presentations from expert practitioners and researchers who are focused on working with Infants and Toddlers.

INTER-AGENCY CAPACITY BUILDING

19

Each year The Infants' Home hosts local and international delegations of early childhood educators, allied health professionals and service providers for children with vulnerabilities to share our expertise in integrated service provision and early learning environments.

- › In March we hosted an international delegation of Johnson and Johnson Pacific Partners. The delegation was keen to learn more about our integrated service provision and social enterprise model.
- › In July, an international delegation of academics and educators from the Pacific Early Childhood Education Research Association (PECERA) conference held in Sydney toured our centres to learn about our integrated approach to early childhood education as the first activity of their weekend program. Their visit was an integral part of the three day conference to focus on disseminating and supporting research in early childhood education within the Pacific area.

"We have been particularly impressed with the approach towards inclusion of children with special needs."

PARENT, THE INFANTS' HOME

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

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

President, Finance & Audit, Governance, Property Redevelopment, Capital Campaign & Fundraising

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 6/6

Debbie Niulala

CA, BBS (Accounting), GAICD

Vice President, Chair Governance

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. Resigned in July 2015.

Meetings attended 4/4

Chris Grundy

BCom, FCA, FCIS, GAICD

Treasurer/Chair Finance & Audit, Capital Campaign & Fundraising

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 6/6

Mary Verschuer

MBA, MScSoc, BappSc, GAICD

Treasurer/Chair Finance & Audit

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. Resigned January 2015.

Meetings attended 1/1

Anthony Kutra

BEC (Hons), MBA, FAICD, FAIM

Chair Property Redevelopment

Anthony has held various senior management and director positions in Australia and overseas, covering the global mining services, and engineering services industries. Anthony is a member of the Finance Committee of CatholicCare Broken Bay. Member since 2008.

Meetings attended 6/6

Leah Fricke

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

Chair Governance, Finance & Audit

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 2012.

Meetings attended 6/6

Carolyn Swindell

BA (Hons), MA, GAICD

Vice President, Chair Capital Campaign & Fundraising, Governance

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 2012.

Meetings attended 6/6

Hugh Humphrey

MBA, BCOMM (Economics & Marketing)

Capital Campaign & Fundraising

Hugh is a senior executive in financial services with a background in telecommunications and management consulting. Hugh is the Director of strategy and transformation at wealth management company AMP Ltd, and recently Managing Director, Hillross Financial Services. He has served on a number of boards in telecommunication and financial services businesses and is a Director of AMP's National Mutual Master Trust Limited. Member since 2015.

Meetings attended 3/5

Sandra Cheeseman

PG Cert Research (EC), B.Ed, Dip Tch

Director

Sandra Cheeseman is a lecturer in social policy, leadership and



OUR LEADERSHIP TEAM

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, TAE 2014
Cert IV Workplace Assessment & Training*

Catherine has been involved in children's services since 1981. Including long day care, in-home care, migrant centre children's services, hospital crèche, woman's refuges, disabilities sector and family day care. She is a passionate advocate for family day care, employment/business opportunities for women and for the broader education and care community and has produced and delivered training and mentoring to the FDC sector. Catherine currently sits on the Board of NSW FDC Association.

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.

professional practice at the Institute of Early Childhood, Macquarie University. She has over 30 years' experience in the early childhood sector working in diverse roles and communities as a teacher, co-ordinator of professional learning and in senior executive positions. She has been a member of a number of Boards and advisory groups and is a strong advocate for considering the perspectives of children in policy and decision making. Member since 2015.

Meetings attended 1/1

BOARD OBSERVERSHIP PROGRAM

In 2015, The Infants' Home Board hosted **Stuart Roberston** as a participant of the Observership Program which matches young professionals with non-profit boards to give participants first-hand exposure to the role of the board and its decision making processes. Stuart works as an Associate at L.E.K. Consulting, a business strategy consulting firm. Prior to this, Stuart worked at Social Ventures Australia, The United States Studies Centre and on President Obama's re-election campaign in 2012.

OUR ADVISERS AND CONSULTANTS

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

Auditors: James Winter of Grant Thornton Audit Pty Ltd

Solicitor: John Gray of ClarkeKann Lawyers

Philanthropy: Gavin Thomson

Visiting Medical Officer:
Dr Eleanor Brumby

SERVICE AWARDS

5 YEARS

- ▶ Alicia Olles
- ▶ Le Thanh Mai
- ▶ Barbara Millist
- ▶ Joan Wilson
- ▶ Lisa Chen
- ▶ Kristina Kunjasic
- ▶ Shelley Scholten
- ▶ Jia Bing Xu
- ▶ Ying Lin
- ▶ Sunyeo Park
- ▶ Faezeh Eghabli Arabzadeh

10 YEARS

- ▶ Jenny Piccin
- ▶ Mariam Christodoulos
- ▶ Nicole Edwards
- ▶ Paromita Sen
- ▶ Thi My Truong
- ▶ Terry Bernstein
- ▶ Laura Sanchez

15 YEARS

- ▶ Anita Kumar
- ▶ John Shen
- ▶ Nicole Azzopardi
- ▶ Seema Nankany

25 YEARS

- ▶ Lata Chandra
- ▶ Dolly Kundu

35 YEARS

- ▶ Meryl Burn



Left to right: Bachelor of Education Scholarship recipients Amy Jones from Johnson House Pre-school, Suley Ramirez from Gorton House and Renita Lee in Johnson House Toddlers program.

STAFF EXCELLENCE AWARDS

LEADERSHIP

- ▶ Louise Doolin

MERITORIOUS SERVICE

- ▶ Dalia Azzi

QUALITY

- ▶ Cathy Fauth

TEAM

- ▶ Gorton House

PROFESSIONAL DEVELOPMENT PROGRAM

In 2015 The Infants' Home received significant support from the Federal Government's Long Day Care Professional Development Programme. Funding was directed to a series of training initiatives to help build staff commitment to working in integrated environments.

Staff attended fortnightly two hour training sessions over a ten month period. A selection of staff from each House attended each session to promote sharing of information, reflections and observations as well as to solidify implementation of best practices across the organisation.

The funding also enabled provision of three scholarships to diploma qualified staff members interested in completing a Bachelor of Education. Staff who were granted the scholarship will be completing their qualifications in 2016.

STAFF AT A GLANCE ...



153

staff members



32%

have been employed for over 5 years



60%

were born in a country other than Australia



12

staff were undertaking tertiary studies



1,656

hours of hours of compliance training and professional development were completed by staff members

SPECIAL MOMENTS FROM 2015



Staff and Board members at our 140th Anniversary Reception with the Governor of NSW and Mrs Linda Hurley



the infants' home
CHILD & FAMILY SERVICES

Murray House Yoga



the infants' home
CHILD & FAMILY SERVICES

Panorama of Carols
by Twilight



the infants' home
CHILD & FAMILY SERVICES

Cheque presentation From
Canada Bay Council



the infants' home
CHILD & FAMILY SERVICES

Herbalife volunteers



the infants' home
CHILD & FAMILY SERVICES

Firemen visit
Murray House



the infants' home
CHILD & FAMILY SERVICES

Gorton House
Jam Session



the infants' home
CHILD & FAMILY SERVICES

Nicole Azzopardi (with her Family)
receives Pride of Workmanship Award
From Strathfield Rotary





the infants' home
CHILD & FAMILY SERVICES

**EACH CHILD,
EVERY OPPORTUNITY**

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Telephone **(02) 9799 4844** ● E-mail **mail@theinfantshome.org.au**
● Website **theinfantshome.org.au**
● Facebook **Facebook.com/theinfantshome** ●