



the infants' home
CHILD & FAMILY SERVICES

each child, every opportunity



ANNUAL REPORT

2016

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the infants' home
CHILD & FAMILY SERVICES

The Infants' Home (TIH) is the largest provider of integrated early childhood services in NSW, and is nationally recognised for excellence. In 2016 we provided integrated early childhood education and care, early intervention and clinical services to over 2,600 children (aged from birth to school age) and their families. One third of these services were targeted to support children and families with complex needs and other vulnerabilities.

Strong children, strong families, strong nation

The Infants' Home has always been a dynamic and innovative organisation, championing the rights of children, women and families, protecting those 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; and
- Building partnerships for societal change

Each child, every opportunity

Since our inception in 1874, we have supported more than 190,000 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.



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.

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.

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.

each child, every opportunity

Our year
in numbers

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“I could not be happier with the care provided to my daughters at family day care. I know they are cared for in a loving, nurturing environment where their developmental, emotional, social and educational needs are met and challenged.”

PARENT, THE INFANTS' HOME
FDC SYDNEY WIDE

GENERAL



2,652

children accessed
our services

11,286

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

408

immunisations
were provided
by the GP clinic



597

community and corporate volunteers
worked with us over 67 events

EARLY EDUCATION AND CARE

> EARLY LEARNING AND CARE CENTRES

> FAMILY DAY CARE

children attended our Early Childhood Education and Care Centres

645

children attended The Infants' Home FDC Sydney Wide services

1,321

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

82

Our year in numbers

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CHILDREN

CLINICAL SERVICES
COMMUNITY

19

SpOT children's clinic sessions were delivered

138

families were supported by the Sydney Hope Family Cottage Postnatal Clinic

70

children had vision screening by the StEPS to school program conducted by NSW Health

EARLY INTERVENTION
FAMILIES

246

children and parents/carers attended playgroups each week on average

22

parent information sessions were held at playgroups

182

parents and carers attended parenting and wellbeing workshops

CLINICAL SERVICES

> EARLY CHILDHOOD

> ALLIED HEALTH

> GP

EARLY INTERVENTION

> PLAYGROUPS

> PARENT EDUCATION

> FAMILY SUPPORT

"We appreciate the service and the hard work of all the dedicated staff. Our child is thriving and we can tell the staff have genuine affection for him so we are very grateful"

PARENT, THE INFANTS' HOME



Denise Taylor presents
Anita Kumar with
a plaque recognising
her outstanding
contribution to
The Infants' Home

The Infants' Home seeks to lead the acknowledgment and advancement of early childhood education and early intervention. Continued strong utilisation rates across our operations, sustained development and delivery of our quality programs, and our status as winner of the national award for Excellence in Building Inclusion all stand as testament to our achievement of purpose in 2016.

Our ongoing commitment to providing high quality programs for children and families was demonstrated again this year with Johnson, Gorton and Murray Houses assessed as exceeding the National Quality Standard set by the Australian Children's Education and Care Quality Authority; and our receipt of the Excellence in Building Inclusion Award.

I wish to thank the many organisations and individuals who provide generous financial and in-kind assistance as well as expert input to the work we do. This vital support helps us make a real difference to the lives of families dealing with complex issues. We look forward to continuing existing relationships and embracing new alliances in future.

This year saw the end of an era. I would like to acknowledge and thank Anita Kumar for her outstanding 17-year contribution to The Infants' Home. In her 7 years as CEO, Anita built an inclusive staff culture; greatly raised our profile and forged strong relationships in business, philanthropy and government. This helped ensure

support for our existing services as well as vital expansions, and was pivotal in determining our participation in think tanks and policy formulation. Anita was a lynchpin in ensuring the successful completion of the Stage 1 Early Learning and Care Facility which increased our service capacity for children and families by 30%.

Anita leaves The Infants' Home greatly enriched by her achievements. I speak on behalf of the entire organisation in wishing Anita every success in her new role and know that she will do a superb job.

As we look ahead, we continue planning for Stage 2 of our Master Development Plan to expand and redevelop our services to meet the ever-growing needs of our dynamic community, and we will share news as this progresses.

Finally, thank you to the Board, CEO, Leadership team and staff for ensuring fulfilment of our mission to give each child every opportunity.

DENISE TAYLOR, PRESIDENT

Amalia's Story A Warm Welcome

It is hard to know what a child with significant physical disabilities is feeling and thinking. To look at Amalia's smiling face it is fair to say she is happy, however a day in her life usually holds more challenges than most of us can imagine. Her mother Katarina explains, "Amalia has dystonic cerebral palsy and functions at a cognitively normal level, she just wants to do everything a 3 1/2 year old would do." However, Amalia's muscles do not respond accurately to the messages her brain sends.

Her weekly life consists of various rounds of physiotherapy, speech therapy, occupational therapy, and daily life skills education classes. The Infants' Home's interdisciplinary team work with Amalia and her mother Katarina to try new things and achieve simple but powerful goals; such as feeding Amalia whatever children in centres are eating, to help establish normal family meals at home, a new frontier for Katarina.

Katarina believes The Infants' Home meets both her own and Amalia's needs perfectly. Educators share Amalia's daily experiences in positive ways as Katarina reflects, "They tell me 'Oh, she's such a fantastic girl, she eats, she plays, she's always happy, she never has a bad day' and I think 'are you talking about the same kid?!'"

Katarina attributes Amalia's progress to the power of seeing other children trying and doing things around her.

2016 saw another year of positive growth, and acknowledgement from the wider community of our commitment to strengthening inclusion within our services.

It was a privilege to celebrate winning the Excellence in Building Inclusion Award with staff and friends at the ECA conference.

Two major social enterprise projects to expand our services were finalised in 2016. A new kitchen facility will enhance our health and nutrition programs, and in partnership with our long-term supporters Wests Ashfield Leagues Club, will enable us to reinstate healthy, fresh, daily food service provision to our centres. A new clinic will provide allied health services to the wider community, to be run in partnership with established therapy practice Child Think Pty Ltd. These services

reinforce our capacity to provide targeted yet universal services for the benefit of all children and families, and will commence in 2017.

It is with both sadness and satisfaction that I leave this wonderful organisation. It has been an honour and a privilege to lead a team of inspired and committed individuals who are passionate about providing the best possible care for children and their families; an organisation that has given me many opportunities to grow, and provided excellent care for my own children as they grew.

I thank all of our corporate, community and philanthropic partners for their incredible support of our many programs and services for children at risk, which help us to affect positive and lasting social change in our community. Thanks to Wests Ashfield Leagues Club, Rotary Clubs, Johnson & Johnson, NAB, Herbalife,

Westfield Burwood and our many other benefactors. Thanks also to those generous individuals who helped me immeasurably with their time and expert advice, providing crucial counsel to help navigate the complexities of all that is involved in being CEO.

My thanks to the Board and leadership team in helping maintain our strategic focus on championing the rights of children and their families. Lastly, I thank our staff for their wholehearted diligence shown each day in working to educate, inspire and empower our citizens of the future.

Message
from the CEO

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"She just wants to be a part of everything that other kids are doing. That's why she loves coming here. At The Infants' Home there was no restriction in hours for a child with special needs and everyone was open to helping. People even came to me with new ideas! How we can sit her, how we can feed her. I felt welcome, not like the other places."

KATARINA, AMALIA'S MUM

Amalia enjoys
sensory play
at Johnson House

National
award for
excellence

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The Infants' Home wins national award for Excellence in Building Inclusion Award - October 12, 2016

We are honoured to have been recognised with an Excellence in Building Inclusion Award at the HESTA Early Childhood Education and Care Awards 2016.

Non-stigmatised environments and quality services underpin inclusion at The Infants' Home. In 2013 we completed Stage 1 of our Master Plan, a new Early Learning and Care Centre that increased our service capacity by 30%, enabling an additional 150 children and families to access our services, particularly children and families living with vulnerabilities or additional needs. Indoor and outdoor learning spaces were designed and built

"The team at the integrated early learning childhood education service were awarded for their holistic approach and innovative strategies to embed and promote inclusion across the entire organisation"

JUDGES

to promote and demonstrate inclusion. The allied health team was expanded and embedded into early learning programs, creating an interdisciplinary team of practitioners working alongside educators. Staff were encouraged to rethink their roles, responsibilities and professional practices, shifting understanding towards the idea that children learn best in meaningful, social contexts in which they already belong and in which children are acknowledged as agents in their own learning.

We uphold the rights of children to feel valued, acknowledged and respected by their peers and the organisation. Children attending our service value diversity and learn from each other, enabling them to see beyond the images of difference they are presented with and look deeper to the individual characteristics people possess, which facilitates the development of true, reciprocal friendships and relationships. The critical thinking skills necessary to do this result in greater acceptance and equity in our communities of learning, and ultimately the broader community. The sense of belonging experienced by children promotes their independence, resilience and wellbeing, supporting them to build the foundations for strong and capable futures.

We thank HESTA and Early Childhood Australia for recognising the importance of inclusion, and ME bank for their generous award grant of \$10,000. In acknowledging the work of staff, we increase their confidence, self-esteem, and motivation to continue their critical reflection and practice around inclusion. The grant will enable development

"Our staff do an amazing job every day. There's such a strong commitment to social justice and a holistic approach to inclusion that informs everything we do, from the team collaborating across a range of disciplines to staff collectively speaking 22 languages"

LYNN FARRELL, INTEGRATED SERVICES MANAGER

of a booklet, 'Inclusion in Action', to capture and share knowledge and information on inclusive practice and working in integrated environments with the sector and wider community. This practice-based resource will be distributed to local organisations, health partners and visiting early childhood or allied health service organisations.



Integrated Services Manager Lynn Farrell and CEO Anita Kumar with the award plaque and finalist 'star' (left)

Lynn Farrell accepting the award grant on stage, with (L-R): Ros Cornish (National ECA President), Leanne Gregory-Aylett (ME General Manager Retail Sales) and Debby Blakey (HESTA CEO) (right)

Jonah's Story

We get by with a little help from our friends

"Our son Jonah has been part of Gorton House since he was 6 months old. When he was diagnosed with cancer in April 2016, everything changed. We were in a country with no family support, with all the usual pressures of living in a large international city.

It is hard to put into words just how much educator Nicky and her team in Gorton House and The Infants' Home as a whole supported us as a family, through a time that no parent wants to experience. We were at a loss as to how to explain to a three year old boy that he has cancer. The Occupational Therapist, Sally, put together a storybook within a very short time frame, full of Jonah's favourite characters, explaining exactly what was wrong and what could be expected. This was invaluable.

When Jonah couldn't see his friends during his treatment, Nicky organised to bring his friends to see him a couple of times. Lovely mornings were spent in our backyard with Jonah and his friends playing happily together, then sitting in a circle to enjoy some morning tea. For a brief time, Jonah's challenges were forgotten.

Unfortunately his eye could not be saved and had to be removed. Once again, it was difficult to frame this in terms that a four year old could comprehend, especially your own child. Sally guided us through the process again and ensured we had all the resources at our disposal to gently but honestly explain the operation that was to take place and the aftermath.

During his stay in hospital after the operation, his beloved educators and friends came to visit him.

Now, several months later, life is back to normal. It's remarkable how children can bounce back. Jonah is a happy boy and even happier to be back in Gorton House surrounded by his friends. Words cannot express our gratitude to The Infants' Home. We are blessed to be part of such a wonderful organisation so dedicated to the physical and emotional well-being of children."

Thanks,
**Cameron and
Megumi Fisher**

Jonah enjoys a home visit from his Gorton House preschool teachers and friends

"When Jonah's family first told us about his diagnosis - retinoblastoma, we saw the fear, sadness and anxiety in their eyes. We knew that this truly horrendous time for them was made even more difficult by the fact that all of their extended family lived overseas, and that we would play a crucial role in supporting this family through what they described as the scariest experience of their lives. Jonah's parents invite you to hear their story in their own words."

**NICKY RODITIS, EARLY CHILDHOOD
TEACHER AT GORTON HOUSE**

Jonah's
story

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2016 AGM Guest Speaker Addresses Domestic Violence

We welcomed White Ribbon Campaign Ambassador Dominic Leaver, who spoke about the importance of male voices in ending the tragic incidence of violence against women. He highlighted the critical need to proactively teach children – especially boys – to respect girls and women early in life. The audience of staff, supporters and sector representatives found it both sobering and encouraging to hear of the work being done to address this issue.



Children's Carnival

The 2016 Children's Carnival was our biggest yet: thousands of children and families from our local community joined us for a day of celebration on our main lawn cum fairground. Rides, a sausage sizzle, petting zoo, dance demonstrations, magic show, raffle, face painting and a chocolate wheel provided a range of family activities, with food and market stalls adding to the festivities. It was a great opportunity to welcome the community to our site, have some fun and raise awareness of the work we do.

The Infants' Home FDC Sydney Wide Gets Expert Marketing Input

In October we held a workshop to discuss how best to communicate the services provided by Family Day Care (FDC) Sydney Wide to the community. It was a lively day of discussion for FDC hub coordinators and our many skilled partners and friends, including representatives from Herbalife and Johnson & Johnson, and we thank all participants for their thoughtful input to this valuable exercise.

"It was so interesting to learn more about the important service that family day care provides, and we enjoyed the opportunity to offer our views."

GINNY, INNER WEST MUMS
FDC SYDNEY WIDE WORKSHOP
PARTICIPANT



Reconciliation Week Morning Tea

As a way of educating children about culture and tradition, a special Reconciliation Week morning tea was held onsite for children and their families to attend in May. Aboriginal and Torres Strait Islander musicians played and sang beautiful songs with the children, who had great fun getting involved in all the song-dances. Small groups of children from our five Houses all took turns to listen, sing, dance and take part in art and craft activities to celebrate Indigenous Culture.

Morning tea to promote inclusion

In October, families, staff and children from our centres came together to enjoy a morning tea of fresh fruit and home baked treats to raise awareness for children and families living with Cerebral Palsy and Down Syndrome.

Educators and children sat in groups on our main lawn, reading and discussing story books that promote belonging to help children develop empathy and learn to be inclusive and value each other's abilities at a young age.



Children's Art Show

Held to commemorate Children's Week, our Annual Art Show showcases children's creations and imagination. The 2016 theme was 'Art is inspired by...' and educators held discussions with children in each House on ways to explore and link their artworks and interests. Children produced an array of sculptures, canvases, paintings, drawings, prints, and even conducted experiments inspired by cooking, using a variety of mediums. It was great to see families come together and celebrate children's creativity, and even better to see the pride in children's eyes as they happily presented artworks to their families.



Highlights
of 2016

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Funding for Community Clinic

The Honourable Anthony Albanese, Member for Grayndler and long-time friend of The Infants' Home, stopped by our Children's Carnival to announce our \$20,000 grant through the Stronger Communities Program. The grant from the Department of Infrastructure and Regional Development went towards refurbishment of an existing building to establish a new community allied health clinic to provide early intervention health support services to children and families. Said Mr Albanese: "The Infants' Home plays an important role in the inner west community. Saturday's Children's Carnival is testimony to their dedication to the local community, which hundreds of families attended. I want to acknowledge the work of the CEO of The Infants' Home, Anita Kumar, as well as her team, and wish them all the best with the upgrade."

"I am so happy and delighted to be working closely with such a renowned and important institution as The Infants' Home. We will provide the best evidence-based therapy for our joint community clinic to continue the tradition of helping mothers and babies that began in 1874 through the 21st century."

PROFESSOR JENNY HARASTY,
PRINCIPAL DOCTOR OF CHILDTHINK
PTY LTD

The Infants' Home continues to provide each child every opportunity, through provision of integrated services and innovative practice, leading the way in recognition and improvement of early childhood education and early intervention.

Achieving Social Change

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

1. Shifting the baseline

In childhood development the years between birth and three years of age are a time of accelerated brain development. Access to high-quality, evidence-based early childhood education and care is essential in these formative years to give each child every opportunity to succeed during their preparation for and transition to school, so they may engage in further education with confidence and resilience. The Infants' Home's leadership team includes professionals with extensive experience, strong learning backgrounds and in-depth knowledge of our sector. We follow the Early Years Learning Framework while employing skilled and experienced educators to ensure best practice in early childhood education and care.

2. Focusing on children and families experiencing disadvantage

Our services are delivered from a strengths-based perspective that respects children's rights (in accordance with the UN Convention on the Rights of the Child) and acknowledges parents / primary carers as the first caregiver. Providing targeted services that are non-judgemental and non-stigmatising, and physical and emotional

environments that are socially just and equitable, acts as a powerful force for breaking cycles of vulnerability and disadvantage and delivering generational change. We support and guide each family to build their confidence, skills and abilities to create a positive future for themselves.

3. Addressing social injustice and inequality

The Infants' Home model of integrated service delivery provides a safe environment in which families only need to tell their story once to receive the assistance they need. Our team includes staff working in early childhood education and care, contracted consultants working in family day care, and allied health professionals: speech pathologists, occupational therapists and social workers as well as early childhood and maternal health nurses. In keeping with our long-term vision to provide each child every opportunity, our dedicated fundraising team and generous partners enable us to provide assistance for families with additional needs to access our early education and care facilities as well as our allied health services.

4. Building partnerships for societal change

We extend our reach through strategic partnerships. In collaboration with universities and research programs, we strengthen the sector by exemplifying evidence-based practice and demonstrating positive impacts. We engage corporate and philanthropic stakeholders to establish the programs, funding streams and relationships required for full utilisation of our physical and intellectual property.



Dr Clowes delights in her work with local children and families



"All of us at Your Doctors Ashfield enjoy working in close proximity to The Infants' Home... seeing happy children arrive for fun-filled days of learning and hearing the testimonials of grateful parents reinforce our practice's links to this reputable and historic service, which, like ours, provides essential care to families in our diverse community."

DR KATE CLOWES, YOUR DOCTORS™



Expanding social enterprises

The GP Clinic established onsite in partnership with Your Doctors™ to increase access to paediatric services for our families and the wider community continues to thrive. This social enterprise helps streamline referral pathways for specialist services, provides student placements to develop future GPs, offers multilingual services and has seen primary health consultations increase by 88 per cent from 2015 to 2016.

Based on this success, in 2016 The Infants' Home focused on establishing partnerships and finalising funding to enable two important additional social enterprises to expand our core and clinical services onsite. A new kitchen facility will enhance our health and nutrition programs, thanks to a partnership with our long-term supporters Wests Ashfield Leagues Clubs. Additionally a new clinic to provide allied health services to the wider community will be run in partnership with established therapy practice Child Think Pty Ltd. These projects will strengthen our capacity to provide targeted yet universal services for the benefit of all children and families, especially those with complex needs and other vulnerabilities, and will commence in 2017.

Service growth to meet needs

Since 2011 we have expanded and enhanced our service offerings through the completion of Stage 1 of our Master Redevelopment Plan, a new Early Learning and Care Centre. Growth in our capacity over that time has effectively doubled the amount of children and families we serve. As

we look to grow our services into the future, we will feed learnings gained and captured during the Stage 1 experience into our plans for the Stage 2 development. As the Inner West, our community, undergoes a period of rapid change with increasing population density and urban development, we will see an increase in demand for high quality childcare services as well as specialised services to support children and families with additional needs. Service developments for Stage 2 of our Master Plan will be even more sustainable and increase our capacity to cater to the needs of the dynamic and ever-growing communities of the Inner West and beyond.

“Wests Ashfield is proud to support and partner with the Infants' Home to assist a very strong investment in our local community: the future generation. Our young people need every opportunity to develop through the services that are delivered by the Infants' Home as one of their prime carers, and one which has earned a very special place in the hearts of all of us at Wests.”

MIKE BAILEY, CHAIRMAN OF WESTS
ASHFIELD LEAGUES CLUB

“Friends and family often comment about how clear her speech is and how well she communicates for her age - I feel this is due in some part to the allied health staff that visit the centre, and it's a truly unique service The Infants' Home offers. This has been wonderful for us to see. The friendships that are developing and my daughter's social skills are also excellent, and I have loved the way the staff have encouraged that and have created an environment where the children feel comfortable with each other and the carers.”

PARENT, THE INFANTS' HOME

Anita Kumar and Mike Bailey



Sustained community demand for our range of early childhood education, intervention and clinical health

programs saw us continue to operate to capacity in 2016.

The core operational surplus for 2016 was \$255,793 (against \$188,621 in 2015). Our investment policy is designed to build a portfolio which balances risk and return in order to ensure viability. As is our practice, The Infants' Home will allocate a portion of these funds towards securing a sustainable future.

Growing social enterprises towards sustainability

In 2016 we achieved final funding to complete the refurbishment of a community allied health clinic. We thank the Department of Infrastructure and Regional Development, NAB, Westfield Burwood as well as our donors for their support. Previous support was gained towards fit out of a new kitchen facility from Thyne Reid Foundation, FIL Foundation, Club Five Dock RSL and Herbalife. Establishing operating partnerships is key to the success of a social enterprise and, in 2016 we formed alliances with respected organisations Wests Ashfield Leagues Club and Child Think Pty Ltd who will run the kitchen and clinic respectively. These new services will enhance our nutrition and clinical health support programs for children and families at The Infants' Home and in the wider community, as well as assist our journey towards financial sustainability.

Our existing social enterprises continue to deliver positive social outcomes as well as financial returns to The Infants' Home. The Your Doctors™ GP Clinic established onsite in 2014, and our ever-growing The Infants'

Home FDC Sydney Wide network, both help to increase our delivery of primary health and early education services to the community, as well as delivering modest income. In 2016, these services provided a 3% overall increase in revenue, commensurate with overall operational increases.

Looking ahead

The Infants' Home is committed to meeting community needs, bridging service gaps and addressing issues of disadvantage associated with population growth and urban densification. In 2016 a generous gift from the Prowse Estate enabled us to completely pay

THE INFANTS' HOME ASHFIELD FOR THE YEAR ENDED 31 DECEMBER 2016*

FINANCIAL RESULTS	2016	2015
REVENUES	\$	\$
Charges & Fees	8,255,526	7,728,709
Investment Income	139,708	147,131
Government Grants for operating activities	772,263	933,042
Donations & Other	573,364	582,125
	<u>9,740,861</u>	<u>9,391,007</u>
EXPENSES		
Employee costs	7,935,352	7,532,810
Materials, Services & Other	1,208,493	1,322,061
Depreciation	341,223	347,515
	<u>9,485,068</u>	<u>9,202,386</u>
NET OPERATING RESULT	<u>255,793</u>	<u>188,621</u>
OTHER REVENUE & REALISED LOSS		
Government grants for capital use purposes	20,000	-
Bequests	156,637	508,331
Donations for capital use purposes	50,000	176,860
Realised loss	(44,337)	(210,520)
	<u>182,300</u>	<u>474,671</u>
NET SURPLUS FOR THE YEAR	<u>438,093</u>	<u>663,292</u>
SUMMARY OF NET ASSETS		
Assets		
Cash & Investments	5,040,971	5,112,544
Receivables & other	283,471	330,827
Property & Equipment	9,172,168	9,417,096
	<u>14,496,610</u>	<u>14,860,467</u>
Liabilities		
Payables	1,157,900	1,102,150
Provision for employee Leave	820,077	754,919
Interest bearing Bank Loans	-	1,000,000
	<u>1,977,977</u>	<u>2,857,069</u>
NET ASSETS	<u>12,518,633</u>	<u>12,003,398</u>

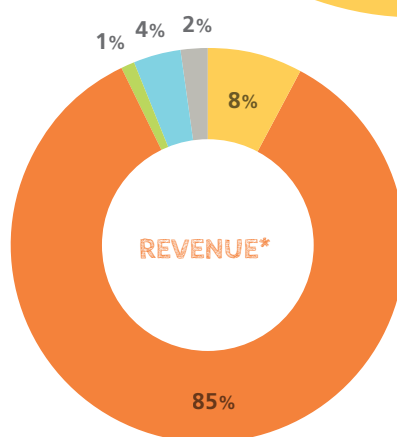
*Audited copies of these accounts are available on request.



off the loan taken to complete Stage 1 of our Master Redevelopment Plan. This has positioned The Infants' Home as ready to pursue funding and investment opportunities for Stage 2 of our Master Plan which will further expand our services for children and families in 2017 and beyond. Like Stage 1, Stage 2 capital works will provide more space for inclusive early childhood education and care practice and it will be made possible via both a loan facility and funding partnerships.

Our 2017 budget will once again provide a surplus. Whilst our program of services for children living with vulnerabilities requires annual funding from community, corporate and philanthropic financial support, we will continue to 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.

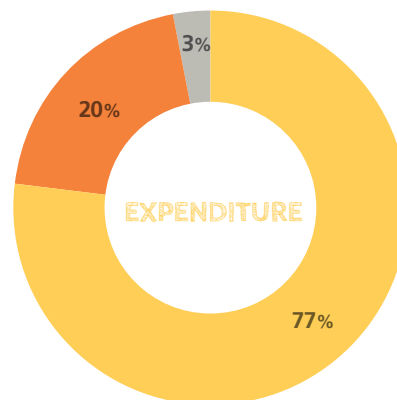
We wish to convey our heartfelt thanks to our many donors and supporters, who share in our vision of a society in which each child is given every opportunity. Generous contributions from government, philanthropic, private and community groups towards our capital works, service expansion, capacity building 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.



REVENUE*

- Government Grants
- Charges & Fees
- Investment Income
- Donations and Fundraising
- Other Income

*excluding capital grants



EXPENDITURE

- Early education & care
- Early intervention
- Specialist health

“It was great to come and spend some time and assist around such a great organisation. Love the work the home does with our future generations teaching them all valuable lessons.”

CORPORATE VOLUNTEER, ST GEORGE

Close to 600 individuals donated their time, enthusiasm and skills to The Infants' Home by participating in 67 events as part of our volunteering program in 2016.

Through their 2,868 hours of donated time, we estimate that they helped us save over \$116,000 in general administration, cleaning and grounds maintenance costs – allowing the organisation to focus its funds on service provision for families and enabling staff to maintain focus on time with children.

Corporate volunteers

431 corporate volunteers participated in 51 volunteering events, including working bees and fundraising events as well as skilled volunteering workshops to provide staff training and strategy input.

- › AppNexus
- › Australian Catholic University
- › Axicom
- › BNP Paribas
- › BT Financial
- › CBRE
- › Cisco
- › Deutsche Bank
- › Fidelity Worldwide Investment
- › GE
- › Goldman Sachs
- › Herbalife
- › Johnson & Johnson Pacific
- › MLC
- › NAB
- › PwC
- › St George
- › Westpac

Community volunteers

166 parents and carers, members of Strathfield and Drummoyne Rotary as well as the Sydney University branch of Save The Children pitched

in on 16 different days. Activities included assisting with fundraising events – primarily our Children's Carnival in May – at Bunnings BBQs and searches into our historical records.

Individual donors

The Infants' Home acknowledges the support of our donors and friends in 2016

- › Ruth Armytage
- › Keith Betty
- › Shirley Bird
- › Marie Brown
- › Sonia Bustillo
- › Anne-Marie Byrne
- › Robert Carbonaro
- › Sharon Chavez
- › Sandra Cheeseman
- › E Close
- › Suzanne Clutterbuck
- › John and Julia Cordukes
- › Ray and Jenny Craigie
- › Ann Crowley
- › Edwin and Noeleen Davis-Raiss
- › Narelle Deeney
- › Hai Duong
- › Jennifer Evans
- › Megumi Fisher
- › Jodi Geddes
- › Niramom Glunruangsang
- › Tonia Godhard
- › Alicia Grunseit
- › Rod and Sally Hawthorne
- › Hugh Humphrey
- › Sreedevi Koduri

- › Anita Kumar
- › Paul Leahy
- › Evelyn Lochtie
- › Bishminder Lutherr
- › Flora MacDonald
- › Lina Marrone
- › Lesley McCarthy
- › Andrew and Prim Murray
- › Barbara Osborne
- › Maureen Owers
- › Kathleen Pigram
- › Nicholas Pollock
- › Estate of Mabel Prowse
- › Alison Reay
- › Kay Russell
- › Michael Saputra
- › Karin Setchell
- › Grazia Signorelli
- › Lesley Shanley
- › Denise and Stephen Taylor
- › Patricia Tang
- › Gavin Thomson
- › Simon and Julia Tregoning
- › Tina Tsen
- › Steven and Susan Turner
- › Claire Van Heyningen
- › Ingrid Van Steenwyk
- › Mary Verschuer
- › Thomas Waddell
- › Jacqueline Weiley
- › Robert White
- › Michael Wight
- › Joan Wilson
- › Yeap Family
- › Ducman Yip

Community and corporate groups

We also thank those community groups and organisations that generously supported our work in 2016 through fundraising activities and in-kind donations for events and activities:

- › AON Charitable Foundation
- › AppNexus
- › Breakfast Point Country Club
- › Club Ashfield
- › Country Women's Association Western Suburbs
- › Deutsche Bank
- › Kambala Old Girls Union
- › Khalko Financial Services
- › Jardine Lloyd Thomas
- › Herbalife
- › Luna Park
- › Massey Park Golf Club
- › Maximum Direct
- › Pinnacle Lawyers
- › SCEGGS
- › The Robertson Foundation
- › The Welfare Fund
- › University of New England
- › Westfield
- › Westpac
- › Wests Ashfield Leagues Club
- › Wilson Asset Management
- › Your Doctors™

“It is a great program and an amazing site. It was good doing the work & seeing the teachers & kids running around.”

**CORPORATE VOLUNTEER,
BNP PARIBAS**



GE Volunteers hang bunting for the children's carnival

Our supporters

Anita Kumar accepts a NAB community grant for the allied health clinic

Benefactors - Child and Family Programs

We thank organisations that funded our specialist work with children and families living in vulnerable circumstances or with complex needs in 2016:

BENEFACTOR

Anonymous foundation	Art n Play Program
Ashfield Council	Red Bug Playgroup
Burwood RSL	Postnatal Home Visiting Scholarships, Transport Scholarships
Burwood Council	Parent education – Circle of Security in Mandarin
Canada Bay Club	Parent and child support programs
City of Canada Bay Council	Parent and child support programs
Club Ashfield	Postnatal Home Visiting Scholarships, Supporting the inclusion of children with additional needs
Collier Charitable Foundation	Extending Postnatal Home Visiting Program
Commonwealth Bank	Extending AFL Auskick
Danks & Annie Danks Trust	Shade sails for Murray House
Department of Infrastructure and Regional Development	Social Enterprise: Allied Health Clinic Refurbishment Project
First Foundation	Supporting Inclusion of Children with Additional Needs
Goldman Sachs Community TeamWorks Program	Refilling sandpits in centres
Herbalife Family Foundation	'Head Start on Health' nutrition program
Johnson & Johnson Pacific	Capacity Building and Social Impact Project
Me bank	Building Excellence in Inclusion Award Grant
National Australia Bank	Social Enterprise: Allied Health Clinic Refurbishment Project
Randwick City Council	Randwick South Sydney The Infants' Home FDC Sydney Wide: Garden Project
The Rali Foundation	From Strength to Strength: Transition to School Program
Westfield Burwood	Allied Health Clinic Refurbishment Project
Wests Ashfield Leagues Club	Bilingual Playgroup Facilitator, Transport Scholarships

“As a Herbalife Member, I’ve been given opportunities to volunteer and help the community. I’ve scrubbed the bus, cleaned furniture and raked leaves at working bees. My family came along to help cook the BBQ and sell raffle tickets at the last two Carols by Twilight events, which they loved. I cherish my involvement with The Infants’ Home.”

CORPORATE VOLUNTEER,
HERBALIFE

The Infants' Home seeks to lead the recognition and improvement of early childhood education and early intervention, for the benefit of all children. In contributing to research projects, sharing knowledge, skills and experience, we broaden our impact and increase our reach locally, nationally, and internationally. In 2016 these projects included:

Research and advocacy

We concluded our action research project with Charles Sturt University, and published *The Art of Integration: Supporting and Sustaining Inter-professional Practice at The Infants' Home*. The paper explores the challenges of working in an interdisciplinary environment and identifies strategies to work more

effectively with children and families living in vulnerable circumstances.

Ana-Luisa Franco was appointed as Professional Development Facilitator at The Infants' Home. Ana's role will create opportunities for staff to explore the challenges of working in integrated environments.

Our annual staff training day focused on gender diversity and social justice. Following staff discussions on the day, the 'Social Justice @ The Infants' Home' newsletter was launched. The newsletter, published monthly, is open for all staff to contribute to and aims to create an open discussion among educators on issues pertinent to social justice and early education.

Alicia Olles (TIH Social Worker) and Nicky Roditis (TIH Early Childhood Teacher) attended a reconciliation symposium organised by Early Childhood Australia. Following the symposium, Nicky and Alicia have built connections with local Aboriginal Elder Aunty Deb. Development of a Reconciliation Action Plan (RAP) has begun with the establishment of a working group.

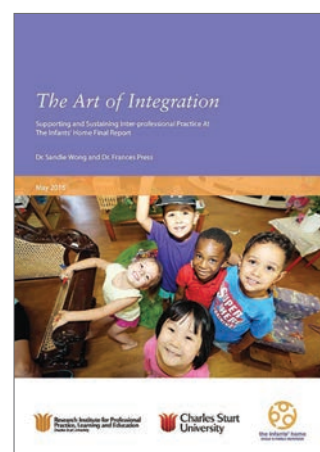
Conferences and presentations

A delegation of 10 staff attended the Early Childhood Australia (ECA) National

Conference in October 2016. Each year the conference shares a vision that places the child at the centre of practice and pedagogy for the early years. Staff were presented with the national award for Excellence in Building Inclusion.

Anita Kumar was a member of the national Global Access Partners (GAP) Taskforce on Early Childhood Education: Engaging vulnerable families and communities.

Staff attended the thought-provoking 'Down the Rabbit Hole' conference organised by Gowrie NSW. There were four speakers and a panel discussion, with topics including: supporting children's imagination, preschool programs for indigenous children, transgender children, and parenting anxieties.





Inter-agency capacity building

The Infants' Home hosted local and international delegates in 2016.

- › In August we hosted 18 people from the China Early Childhood Education Society. The delegation learned about our operations, facilities and childcare programs, our model of integrated services, and exchanged knowledge on children's learning, development and childcare services.
- › In August The Infants' Home contributed to the Australian Research Alliance for Children and Youth (ARACY) blog. Integrated Services Manager Lynn Farrell and Grants Officer Dr Andi Salamon shared the story of TIH's Transition to School Program which distinguishes between school 'readiness' and the transition to school as a process for children and families.
- › In September Dr Yukiyo Nishida (Lecturer on Early Childhood Education at the University of New England) visited with a Japanese delegation of 10 people consisting of academics, primary school educators and therapists. Lynn Farrell (Integrated Services Manager) gave a presentation which was followed by a tour of the centres and our facilities.
- › In November, Learn and Laugh's Lewisham and Hornsby educators had a 'Sticky Beak Tour' to gain knowledge and inspiration on how our service arranges the educational and play environments as part of 'Inspired EC': an early childhood professional development service.

"I particularly love that most recently more proactive reflection and discussion on social justice and what this looks like, is more actively supported and fostered from above, filtering down to all programs"

THE INFANTS' HOME
STAFF MEMBER



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

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 4/6

Lindsay Smartt

BA, FIAA, FNZSA, ASA, GAICD

Treasurer/Chair Finance and Audit, Capital Campaign and Fundraising

Lindsay is a non-executive director, consults in risk and strategy and is a qualified actuary. He sits on the boards of the Westpac / BT Financial Group insurance subsidiaries and is an experienced audit and risk committee chair. He has served on the council of the Actuaries Institute since 2010 and as president in 2016, chairs that board. During Lindsay's career in financial services he has held chief risk officer, CFO and appointed actuary roles, having worked in large financial institutions, global reinsurers and consultancies (including his own). Member since 2016.

Meetings attended 3/3

Carolyn Swindell

BA (Hons), MA, GAICD

Vice President, Chair Capital Campaign & Fundraising, Governance

Carolyn Swindell 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 2012.

Meetings attended 4/6

Anthony Kutra

B.Ec (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 Chair of the Advisory Council for Centacare Broken Bay. Member since 2008.

Meetings attended 5/6

Leah Fricke

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

Chair Governance, Finance & Audit

Leah Fricke 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 5/6

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 has held a number of leadership roles and is currently General Manager in the Wealth Management division of Australia's largest financial services organisation. He has served on a number of corporate boards at Vodafone Australia, Hillross Financial Services and AMP Ltd (NMLA). Member since 2015.

Meetings attended 5/6

Sandra Cheeseman

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

Property Redevelopment

Sandra Cheeseman is a lecturer in social policy, leadership and 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. Sandra was appointed to the Board of The Australian Children's Education & Care Quality Authority (ACECQA) in April 2016. Member since 2015.

Meetings attended 5/6

Mary Verschuer

MBA, MScSoc, BAppSc

Finance & Audit, Property Redevelopment

Mary has over 25 years senior management experience globally across a range of industries from engineering to mining services to packaging. Most recently she was a director of ASX/NZX listed entity Nuplex and President Minerals and Metals for Schenck Process. Resigned January 2015, returned November 2016.

Meetings attended 1/1

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

Visiting Medical Officer:
Dr Eleanor Brumby



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, TAFE 2014 Cert IV Workplace Assessment & Training

Catherine has been involved in children's services since 1981, including in long day care, in-home care, migrant centre children's services, hospital crèche, women's refuges, the disability sector and family day care. She has developed and delivered training and mentoring to the family day care sector and she currently sits on the Board of the NSWFDC 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.

"I'm proud to say that in 2016 we substantially increased our education scholarships, enabling children at risk to attend quality early childhood education and care, and benefit from our early intervention services. We look forward to assisting more children and families into the future, staying true to our history and mission to provide each child every opportunity."

DENISE TAYLOR, PRESIDENT



The Infants' Home Inclusion team

Service Awards

5 years

Vinsensia
Christanto
Cathy Fauth
Ana-Luisa Franco
Ling Lan Hsieh
Ann Marie Berry
Estella Green
Michelle Huang
Jenny Ji
Naglaa Sourial
Helen Yu

10 Years

Guo Fen Xu
Fouzia Amer
Zhao Hui Cheng
Lesley McCarthy
Alice Hervieux

15 Years

Shameem Begaum
Cindi Mercer
Sarah Spicer
Soussanna
Viniarski

25 Years

Kerry Nimmett

Staff Excellence Awards

Leadership

Melissa Van
Grimbergen

Meritorious Service

Ana-Luisa Franco

Quality

Narelle Deeney

Team of the Year

Finance & HR –
Thanh Mai, Lina
Marrone, Darren
Huang, Simona
Sukanova

Rookie

Samantha Fieldes

Quiet Achiever

Elizabeth Cheung

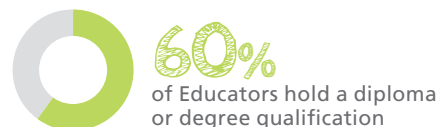
Innovator

Deepa Dasgupta

Team Player

Sandra
Auchterlonie

STAFF AT A GLANCE IN 2016 ...



Our Annual staff engagement survey revealed that 97% of staff surveyed felt that their contribution was important and 96% would

recommend The Infants' Home as a good place to work. Feedback from the survey will be used to concentrate on improving

communication and recognition in 2017.

Our Annual Staff Training Day focused on social justice and

gender equality and spurred the launch of our Social Justice @ The Infants' Home newsletter.



Paula Grillio,
The Infants'
Home Family
Day Care
Sydney Wide
Educator (left)

Excellence in Family Day Care Educator of the Year Awards Winner

The Infants' Home FDC Sydney Wide educator Paula Grillio was announced winner of the Southern Suburbs and Sutherland Shire Regional Educator of the Year Award by Family Day Care Australia. A registered educator for 11 years, Paula was chosen from more than 2,500 nominations across Australia, and her award is a testament to the work she does working with children and families.

Pride of Workmanship Award

A huge congratulations to Gorton House Educator Nicky Roditis who was awarded the Pride of Workmanship Award by Strathfield Rotary in December 2016. Nicky was recognised for her passion and hard work in supporting children and families from vulnerable backgrounds.



Nicky Roditis,
Early Childhood
Teacher at Gorton
House Preschool
(right)



AppNexus volunteers help to paint our fences



Herbalife volunteers help to prepare books for the children's carnival book stall

Special moments from 2016



Strathfield Rotary members pitch in at a Bunnings fundraising sausage sizzle



Gorton House preschool enjoys a camping experience



Children sing and dance with Rudolph at 'Carols by Twilight'



Face painters work their magic



Robinson House children recreate a huge dinosaur stampede



Staff volunteer at Westfield Burwood GiveAbility Day



the infants' home
CHILD & FAMILY SERVICES

each child, every opportunity



Address 17 Henry Street, Ashfield NSW 2131

Telephone (02) 9799 4844 **E-mail** mail@theinfantshome.org.au

Website theinfantshome.org.au

Facebook facebook.com/theinfantshome