

2017 Annual Report



the infants' home
CHILD & FAMILY SERVICES

*each child,
every opportunity*

Contents

**About
The Infants’
Home**

Page 3

**Introduction
from the
President
and CEO**

Page 4

Heather’s Story

Page 5

**Our Year
in Numbers**

Page 6

**Highlights
of 2017**

Page 7

**Impacts and
Achievements**

Page 10

Finance Report

Page 12

**Research
and Advocacy**

Page 14

Claire’s Story

Page 16

Our Supporters

Page 17

**Our Board
and Leadership
Team**

Page 20

Our Staff

Page 22

Special Events

Page 23



About The Infants' Home



The Infants' Home is the largest provider of integrated early childhood services in NSW, and is nationally recognised for excellence.

In 2017 we provided integrated early childhood education, family day care, early intervention and clinical services to over 2,500 children (aged from birth to school age) and their families. Thirty per cent of our onsite services are targeted to support children and families living with vulnerabilities or who have additional needs.

Strong children, strong families, strong communities

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 from stigma, and that value the rights of all children and families.

Vision

A society in which each child is given the chance in early childhood to develop their abilities to meet life's challenges and opportunities.

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 educators.

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



Introduction from the President and CEO

2017 was a year of change and renewal for The Infants' Home.

After the departure of Anita Kumar early in 2017, the Board commenced an extensive recruitment process to find a new CEO to lead The Infants' Home through its next phase, and were delighted to appoint Elizabeth Robinson to the role in July. Elizabeth's career in early childhood education and care spans 20 years, including 14 years at the former National Childcare Accreditation Council (NCAC).

There were other changes at the Board and Executive level in 2017.

The Board farewelled Denise Taylor, President, and Leah Fricke, Director. We welcomed to the Board our new President, Mary Verschuer, and Directors Hilary Johnston-Croke and The Hon Dr Peter Hendy. The leadership team farewelled Catherine Hunter, Family Day Care Manager, and Joan Wilson, Human Resources Manager. We thank Denise, Leah, Catherine and Joan for their years of dedicated service to The Infants' Home.

The changing landscape in early childhood education and care presents many challenges to organisations like ourselves. Increased competition and changing work patterns have

led to decreased utilisation for existing services. Governments at all levels are reducing support for our services and the fundraising environment has become tighter. Due to careful management we were able to post an operational cash positive result, despite a small loss. We could not have achieved this result without the ongoing assistance of many supporters, whether individuals, family trusts or corporations and with gifts of time, money and in-kind contributions, we thank you all for your generous giving.

2017 was also a year of tremendous success. Partnerships were renewed with the Australian Navy, Johnson and Johnson and the Anonymous Foundation. Our close association with Wests Ashfield Leagues Club facilitated a new partnership and the much-anticipated opening of our onsite



commercial kitchen, enabling us to provide all children attending our early education programs with freshly prepared, healthy meals. Renovations of Old Gorton House were completed to create an accessible bathroom, Johnson Toddlers playground was enhanced and expanded, and the internal renovation of Rigby House began – partially funded by our first and very successful crowdfunding campaign. As always, we are grateful to the many individuals and organisations whose generous financial and in-kind support makes our work with children and families possible.

We thank the whole staff team for their commitment, passion and diligence. As we reflect upon the year that has passed we celebrate the many ways they have built the confidence and competence of young children, supported families, developed teams and networks, assisted colleagues, implemented innovative new programs, and contributed to our mission of providing each child every opportunity.

We have a lot to look forward to in 2018, including preparations for our 145th Anniversary celebrations in 2019, furthering our Reconciliation Action Plan, expanding our post-natal support program, renewed focus on quality and integration in family day care, commencement of the Stage 2 capital campaign, and a new Strategic Plan which will set us up for future success and see us impacting more children in more ways.

Mary Verschuer
*The Infants' Home Board
Chair and President*

Elizabeth Robinson
The Infants' Home CEO

Heather's story

Heather has been through what she describes as a “rollercoaster ride” with her daughter, Arianna.

Arianna has SOTOS syndrome, a rare condition characterised by overgrowth in childhood and a multitude of other complications which range from mild to severe.

Heather was unprepared for the upheaval that having a child with special needs would bring to her family, including the need to leave work and stay home as a full-time carer. Heather says “I thought, I have all these skills that I’ve learnt over the years, and suddenly I’m not going to use them ever again.”

While visiting Burwood Westfield, Heather met Vinsensia Christanto, Director of Murray House, who was volunteering for The Infants' Home at Giveability Day. After discovering that The Infants' Home provides care for children with additional needs, Arianna was enrolled in Murray House at The Infants' Home. Heather describes her relief at finding somewhere where Arianna could be cared for by people experienced in looking after children with additional needs: “Starting at The Infants' Home was a game changer for me. At first, I had a day or two a week to restore my energy. When I realised that Arianna’s health was actually okay, I managed to get a job. It’s really important for me to have something for me, sometimes you just have to be selfish and to look after yourself, because this is a marathon, not a sprint.”

Arianna’s external therapists have regular meetings with The Infants' Home Integrated Services team, and Heather, ensuring that she receives the specific care she needs.



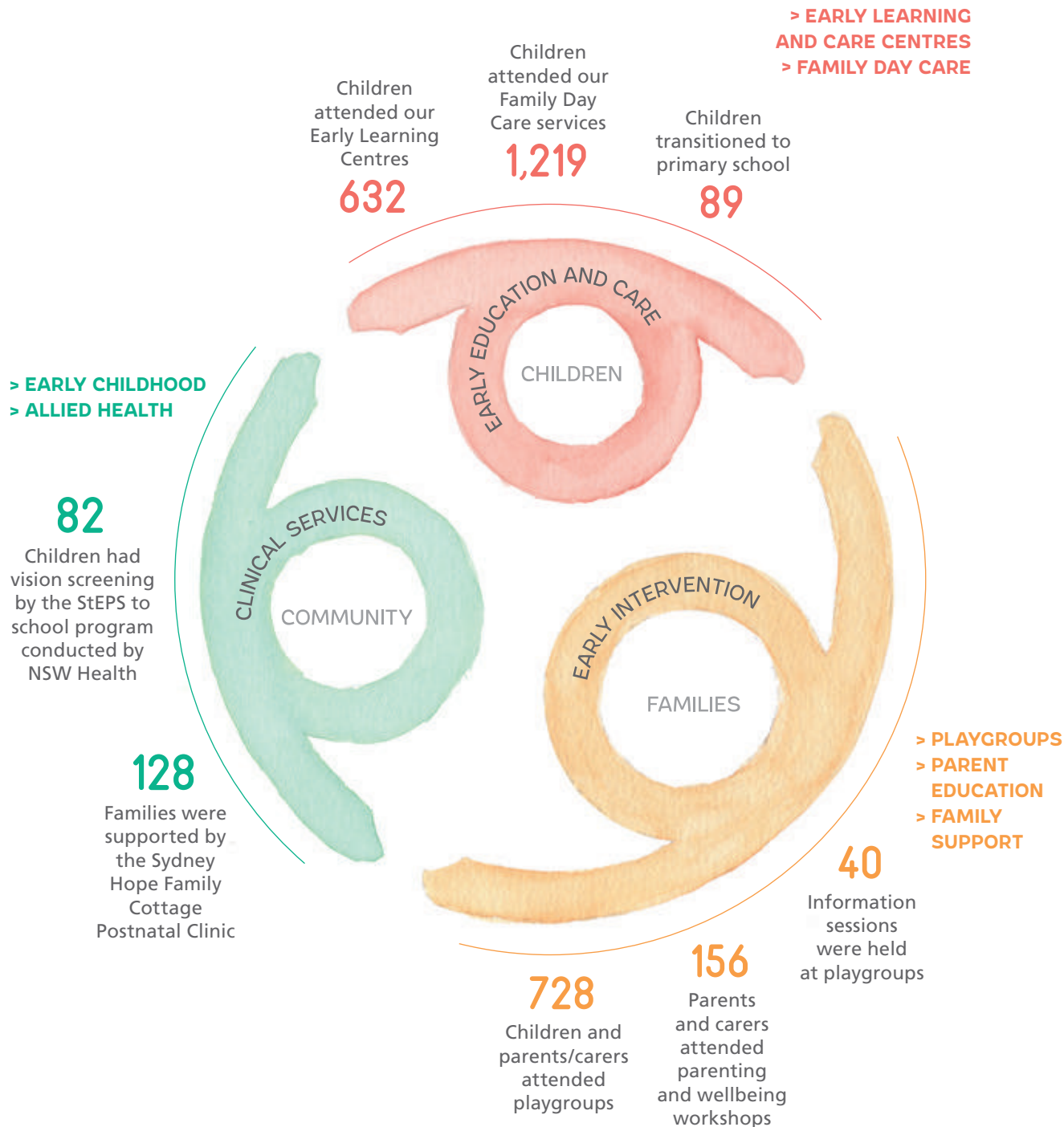
Heather and Arianna have a special bond, giving them strength to face the challenges of SOTOS syndrome together.

Arianna’s educator, Yi, oversaw her progress in the babies room, from being unable to sit unsupported and being tube-fed, to crawling at 14 months, then standing and walking with support, and now finally being able to walk by herself and even eat solid food: “Yi was amazing, she’s just so interested in her development, almost more excited than me. It was so reassuring and made me feel like I could just leave Arianna here without feeling guilty. I remember crying, looking at the Xplor app and seeing Arianna drawing with the other kids. You just want your child to be included, enjoy life, and have access and exposure to all the things that any other child would have.”

Heather says that she would always urge parents of special needs children to try The Infants' Home:

“Arianna has leapt forward since coming to The Infants' Home. They have got people like occupational therapists, child and maternal health nurses and speech pathologists who can come in and make sure the staff know what they’re doing, who can tube-feed your child if required, can make a special chair for your child if they need it, use communication devices if your child needs it. They really do help the child. The Infants' Home have been amazing. I can’t fault them.”

Our Year in Numbers



"A tremendous place that played such an incredible role in the early years of my son's life. Our family will forever be in your debt." Andy Davenport, Parent

Educators Awarded in Family Day Care Sydney Wide

Accolades were received by many educators within The Infants' Home Family Day Care Sydney Wide scheme in 2017 for both their service quality and business acumen. Several educators were officially nominated by parents of children enrolled in our services for the 2017 Excellence in Family Day Care, Educator of the Year Award, and we are proud of the two educators that won for the Inner West/Eastern Suburbs – Gabi Gaskinska, and North Shore/Northern Beaches regions – Lin Struthers. Gabi Gaskinska was also a finalist in the Randwick and St George region Small Business Awards. As one of the largest family day care schemes in NSW, Family Day

Care Sydney Wide will continue to drive high quality service provision into the future.

Lin Struthers celebrates her win with her family day care children.



Building Bridges Through Art

Our community came together to celebrate children's creativity at The Infants' Home's 10th Annual Art Show, held in October to coincide with Children's Week. The 2017 theme was 'Building Bridges Through Art' and children in each of our five onsite centres and family day care services created individual and collaborative works in various mediums to explore connections between ourselves and our friends, family and the environment. Artworks were created to recognise the important connection between Aboriginal people and country; to celebrate multiculturalism and diversity; to understand how facial expressions reflect feelings and to enhance children's connection with the natural world.

Robinson House families and Staff enjoying the Art Show.



Welcome Support from the Royal Australian Navy

We were delighted to be chosen as the adopted charity of the Royal

Australian Navy's Maritime Warfare Centre in August, in honour of our historic, 50-year association as the adopted charity of the warship HMAS Sydney. HMAS Sydney IV was decommissioned in 2015 and, whilst we await the launch of HMAS Sydney V in 2019, we welcome the Navy's ongoing support to help maintain our facilities and raise funds for our child and family services.

Left to right: Midshipman Nathan Rose, Commander Michael Hicking, Elizabeth Robinson (The Infants' Home CEO), and Captain Guy Holthouse.

"The team at the Australian Maritime Warfare Centre, comprising both uniform sailors and Defence Public Servants, feel honoured in continuing the Royal

Australian Navy's support to The Infants' Home, Ashfield. We know our efforts are in support of a very worthy cause and we look forward to a long association".

Commander Michael Hicking, Australian Maritime Warfare Centre

Crowdfunding Success

Our first crowdfunding campaign to raise funds to renovate Rigby House was a runaway success. We were thrilled to raise \$15,322 through online donations, far exceeding our initial goal of \$10,000. A long-standing supporter, who has been involved with The Infants' Home for over 20 years, agreed to match all donations to the campaign, then generously contributed \$25,000!

The staff at Chuffed, the global crowdfunding platform we utilised to run the campaign, were so impressed with our campaign that they featured our campaign story on their website.

We are grateful to all the staff, parents, donors, local businesses and other supporters, including The Royal Australian Navy, Ashfield and Summer Hill Commonwealth Bank branches, Iglu Student Accommodation and Kambala Old Girls Union, who helped raise over \$40,000 towards the Rigby House renovation project.



Rigby House staff in their newly renovated centre.

Exploring Digital Technology in Early Childhood

Our 2017 AGM guest speaker was Lisa Kervin, Associate Professor in Language and Literacy at the University of Wollongong, where she is also a member of the Early Start Research Institute. Lisa gave a fascinating account of her research findings in the area of digital technology in early childhood, looking at challenges and opportunities for educators in the early childhood environment as well as for parents and carers at home and in the community. Her considerations on the learning opportunities that digital play experiences can offer children in different contexts, provided the audience of educators, parents and sector professionals with practical, valuable insights. For further information on Lisa's research, see https://scholars.uow.edu.au/display/lisa_kervin.

Lisa Kervin speaking at our 2017 Annual General Meeting.



Flag Presentation Ceremony

We welcomed The Honourable Anthony Albanese MP, Member for Grayndler and long-time friend of The Infants' Home, to a flag presentation ceremony in recognition of Australia's cultural heritage and to discuss the development of our Reconciliation Action Plan. Children from Gorton House performed their 'Wangal Land' song to acknowledge the traditional owners of the land on which The Infants' Home sits, the Wangal People. Mr Albanese's office kindly donated a set of Australian, Aboriginal and Torres Strait Islander flags for use in our educational programs.

Photo: left to right clockwise from top, CEO Elizabeth Robinson, The Honorable Anthony Albanese MP and President Mary Verschuer, with children from Gorton House preschool.



Highlights of 2017



New Kitchen Partnership

We are proud to say that in 2017, our new kitchen facility was completed and our food service partnership with long-time supporters Wests Ashfield Leagues Club began. As part of their community program, Wests' chefs work onsite to provide fresh and healthy morning tea, lunch and afternoon tea for up to 300 children who attend our five early education centres each day. The chefs are able to cater to the nutritional needs of children of all ages and particularly those with serious health and allergy issues. 'The children are loving the taste and smells of the fresh, delicious meals being prepared onsite by Wests' Chefs', said The Infants' Home CEO, Elizabeth Robinson.

Photo: Lisa and Chareon, Wests Ashfield staff preparing meals in the new kitchen facility.

Focus on Child Safety

Issues of child safety were highlighted across our services during Child Protection Week in September. Information stalls were set up in our reception area with resources for parents and carers; and educators in our community playgroups, family day care services and early education centres used resources from the National Association for Prevention of Child Abuse and Neglect and The Office of The Children's Guardian to encourage children to have discussions about personal safety and protective behaviours.

Carols by Twilight

Our annual Carols by Twilight event is always a great start to the holiday season, and a chance for families to catch up and chat whilst picnicking on our main lawn. Children danced and played games with Christmas elf-entertainers from 'Kids Go Crazy', and particularly enjoyed a 'crazy dancing' contest. There was great excitement when special guests Rudolf the red-nosed reindeer and Santa popped in to sing and dance with children. The evening ended with the prize draw of our Christmas Raffle.



Families enjoy a picnic on our main lawn for Carols by Twilight.

Impacts and Achievements

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. 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.

2. 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.

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

Cathy Fauth, Early Childhood Teacher at Johnson House Toddlers, is thrilled with the new playground.



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.

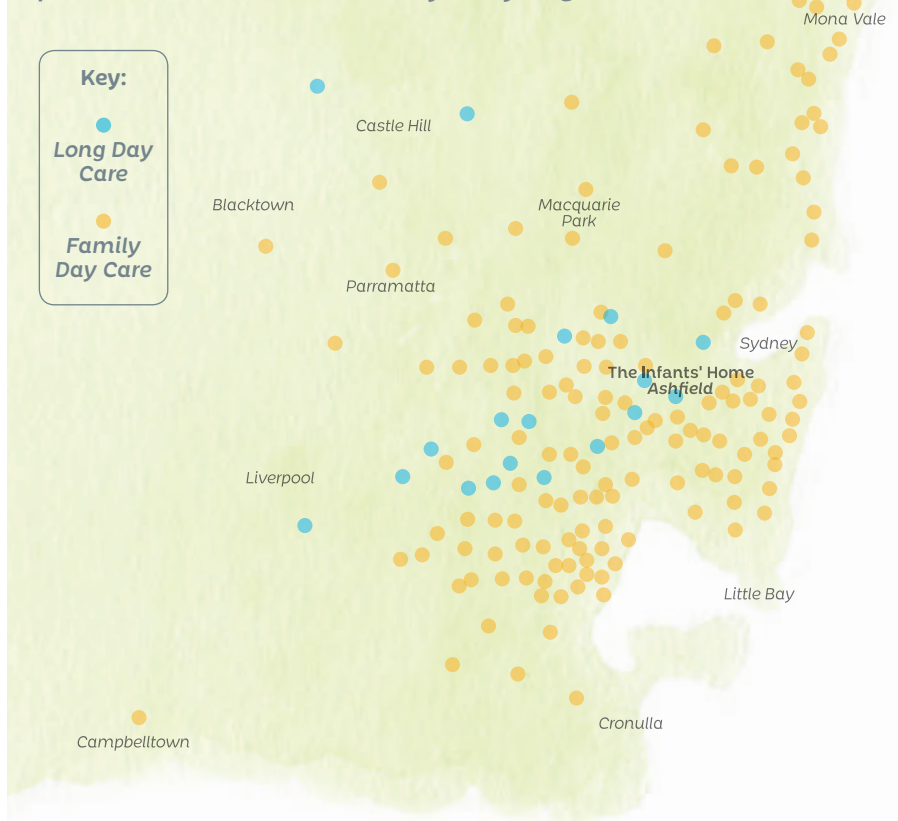
4. Building partnerships for societal change

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.

Enhancing our Services and Facilities

In 2017 we were fortunate enough to gain the support of community, corporate and government groups as well as individual donors, to enhance our existing facilities. Projects included the extension and enhancement of Johnson House Toddlers playground, the renovation of old Gorton House's children's bathroom to create accessible community bathrooms, and the complete internal renovation of Rigby House to create a more inclusive and inspiring educational environment.

**Where our families come from:
The Infants' Home provides care to children from across the Greater Sydney region**



We thank Jo Haylen MP, State Member for Summer Hill for funding through the Community Building Partnerships program, Westconnex, the generous members of Strathfield, Drummoyne and Five Dock Rotary Clubs, Ashfield and Summer Hill Commonwealth Bank branches, teams from the Australian Maritime Warfare Centre and our long-standing supporters at Kambala Old Girls Union.

Improvements to these facilities help ensure we can continue to meet

community needs for child and family services now and into the future.

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 started in 2014, helps streamline referral pathways for specialist services, provides student placements to develop future GPs, and offers multilingual services.

“The Infant’s Home has been such a blessing for our family. The staff here truly care about each child and their development & wellbeing. I feel confident in sending my child here and as a parent that is so important. All the children appear to always be happy and content which is wonderful to see.” **Lauren Pilczynski, Parent**

Finance Report

Community demand for our range of integrated early childhood services, unique in NSW, remained steady throughout 2017.

We continue to provide a range of valuable programs and services to support children and families experiencing vulnerabilities. These additional programs and services account for \$1.5 million dollars in annual expenditure, yet these costs are not reflected in our child care fee structure. Rather, they are supported by our grants and fundraising program as well as returns on our investment portfolio.

Supply and demand within the early childhood industry across Australia, however, is in a state of flux. Rapid expansion of the child care sector coupled with changing social policy that supports parents to stay home with children longer has resulted in decreased average utilisation rates of approximately 80% across Australia and in NSW.

Whilst our average utilisation rate of 91% across 2017 was higher than the national or state average, we too recorded lower utilisation across our long day care and family day care services. This, coupled with lower fundraising due to increased competition for decreasing funding pools, resulted in a core operational deficit for 2017 of \$40,422 (against a surplus of \$255,793 in 2016).

Astute management of investments and the operation of social enterprises provides The Infants' Home with income diversification to help ensure ongoing service provision. Our investment policy is designed to build a portfolio which balances risk and return. This prudent financial management delivered a healthy investment income of \$242,651 in 2017. The Your Doctors™ clinic onsite at Ashfield continues to be a successful social enterprise that benefits our organisation financially with rental income as well as providing wider health and social benefits to the community.

We also seek to ensure the viability of our expansive property and buildings; our critical physical asset base. In 2017 we expended almost one million dollars on capital projects

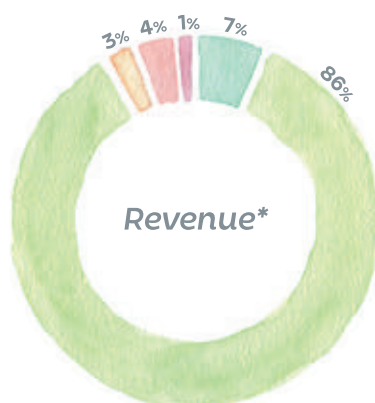
including fit out of a commercial on-site kitchen, renovation of Old Gorton House bathroom into an accessible community bathroom, expansion and enhancement of Johnson House Toddlers playground and commencement of the complete internal renovation of Rigby House. Given the historic nature of our site and structures, maintenance of and enhancements to our facilities are essential to meet the service needs and expectations of our community and for us to maintain relevance into the future. Capital investment mitigates future operational expenses related to older building maintenance.

Looking Ahead

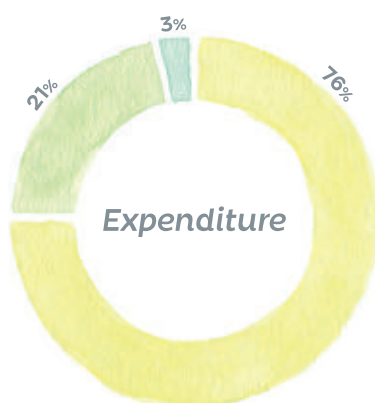
Needs analyses undertaken by Families at Work in 2009 identified growing community needs and widening services gaps in integrated early childhood services in the Inner West for the period 2010-2020. This provided a compelling case for the first stage of our capital works and service expansion plan, completed in 2013, which enabled another 250 families to access our early childhood education and care, early intervention and clinical health support services annually.



A new supply and demand analysis by Families at Work conducted in 2017 for the period 2016-2036 will help inform our strategy for the second stage of our Master Plan to redevelop our services and facilities for children and families into the future. The Infants' Home will maintain our commitment to meet community need through direct service provision for families and to address issues of disadvantage associated with population growth and urban densification. In the coming years we will also focus on how we can leverage this knowledge to support other organisations in different locations to benefit more



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



- Early Education & Care
- Early Intervention
- Specialist Health

children from the work we do and the knowledge we have developed.

We are ready to pursue funding and investment opportunities for Stage 2, and as per the successful strategy for Stage 1, we will seek to achieve funding for Stage 2 capital works via funding partnerships and a loan facility.

We are deeply grateful to all our donors and supporters whose generous contributions help us

provide a range of programs and services for children at risk, which in turn helps us to affect positive and lasting social change in our community. We thank government, philanthropic, private and community groups for their support of our capital, capacity building and social enterprise projects that provide impactful investment to our organisation and help us to achieve our vision of giving each child every opportunity.

The Infants' Home Ashfield for the year ended 31 December 2017*

Financial Results

	2017	2016
REVENUES	\$	\$
Charges & Fees	8,198,974	8,255,526
Investment Income	242,651	139,708
Government Grants for operating activities	628,997	772,263
Donations & Other	504,940	573,364
	<u>9,575,562</u>	<u>9,740,861</u>

EXPENSES

Employee costs	7,975,375	7,935,352
Materials and Services	1,307,550	1,208,493
Depreciation	333,059	341,223
	<u>9,615,984</u>	<u>9,485,068</u>

Net operating result

	<u>-40,422</u>	<u>255,793</u>
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OTHER REVENUE & REALISED LOSS

Government grants for capital use purposes	15,000	20,000
Bequests	923	156,637
Donations for capital use purposes	0	50,000
Realised loss	-8,926	-44,337
	<u>6,997</u>	<u>182,300</u>

Net Surplus for the year

	<u>-33,425</u>	<u>438,093</u>
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SUMMARY OF NET ASSETS

Assets

Cash & Investments	4,809,618	5,040,971
Receivables & other	300,224	283,471
Property & Equipment	9,581,117	9,172,168
	<u>14,690,959</u>	<u>14,496,610</u>

Liabilities

Payables	1,256,827	1,157,900
Provision for employee Leave	814,755	820,077
	<u>2,071,582</u>	<u>1,977,977</u>

Net Assets

	<u>12,619,377</u>	<u>12,518,633</u>
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*Audited copies of these accounts are available on request.



Research and advocacy

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 2017 these projects included:

› **Louise Doolin (Director of Robinson House) and Justine Tarrant (Occupational Therapist)** attended the Early Childhood Learning and Development Conference in Perth. Louise and Justine gave a presentation on relationship building as it relates to concepts of school readiness, using our transition to school program as an example of practice.

› **We were featured in a new early childhood textbook**, written by Dr Red Ruby Scarlet and Lisa Bryant. *Fair's fair: How to tackle bias in early education and care services* is written for early childhood educators, and offers guides, suggestions and descriptions of what those practices may look like for children and their families, and to the



educators in how they plan, reflect and set up learning environments. The authors held a photo shoot at Johnson House Preschool, acknowledging that our services have a long history of practicing fair and equitable educational practices.

› **We established a Sustainability committee** to look at improving our environmental management and practices. The committee will carry out audits of all areas of the business to identify areas for improvement, strategies for saving water, energy and resources, and ways to involve staff and parents in our community in these efforts.

› **Over thirty Early Childhood Education and Care staff** participated in an *Early Childhood Educator Well-Being* study being led by Dr Sandie Wong at Charles Sturt University. Researchers spent a week in the services to "trial some new tools for measuring educators' psychological and

Research and Advocacy

physical well-being and the organisational factors that they say support them". This involved wearing a Hexoskin to monitor heart rate and movement, saliva swabs for cortisol levels and interviews.

› **42 students from the Australian Catholic University (ACU)** visited The Infants' Home to observe the theory of partnerships, inclusion and diversity that they had learned in practice. The students attended presentations from staff and toured the centres, with topics covered including social justice, advocacy, partnerships grounded in respect, diverse family contexts, early intervention and the

importance of inclusion as a way to best promote children's learning.

› **Lynn Farrell and Ana-Luisa Franco attended a discussion forum** group from Macquarie University, related to the university's 5 year research project on infant and toddler care.

› **Johnson House is participating in The Exemplary Educators Study**, a three-year study by researchers from Charles Sturt University (CSU) and the Queensland University of Technology (QUT). This is an Australian Research Council Linkage Project (ARC LP 160100532) and is Australia's first, large scale study that aims

to identify the work, skills and knowledge of exemplary early childhood educators across all qualification levels in exemplary childcare centres and preschools.

› **A Capacity, Research and Reach Committee** was established by the Board to determine how we can increase academic links in the future.

› **Our Reconciliation Action Plan (RAP)** working party established links with Aboriginal elders in our local community to continue development of a RAP for The Infants' Home.



"The Infants' Home consistently promotes the importance of early childhood education to parents and communities through daily ongoing educational programs, parent information nights, community outreach programs and many other media."

Dr. Andi Salamon,
Lecturer, Australian
Catholic University

Claire's Story

Claire* is the mother of two sons, both at The Infants' Home, Mark and William. Mark had been enrolled in The Infants' Home at Johnson Toddlers for a year, when his baby brother William was born:

"When William was born, we thought he was a perfectly healthy baby. From the age of six weeks it became clear that he was really very ill. We spent so much time at the emergency department that we knew the names of the nurses and doctors there. One of William's first words was Doctor. Doctors discovered that William's right kidney had not formed properly, so urine was flowing back up into his kidney, causing infections. By the time he was 18 months old he'd had four surgeries to treat the kidney problems."

William was then diagnosed with Beckwith Wiedemann syndrome, a rare genetic disorder with a high risk of liver and kidney tumours, and



Left to right: Mark, Claire, William and John can enjoy family life now that William's health has improved.

Hemihypertrophy, an overgrowth disorder which caused his right side to be larger than the left. Claire says: "The last few years were really tough for us as a family, and particularly for me. Both William and I got very, very, sleep deprived. I was diagnosed with severe post-natal depression, brought on and exacerbated by the stress of William's serious health problems, and the worry about what was going to happen to him. William being unwell was very distressing, and being away from my older son, Mark, was very hard for both of us."

To help Mark find ways to express how he was feeling through all of this, members of our Integrated Services team (Occupational Therapist and educators from Johnson House) put together a social story using pictures featuring his favourite animal, a giraffe, who lives with his mummy and daddy and baby brother giraffe, and explores

how the little giraffe feels when his brother has to go to the hospital.

At 1 year old, William was enrolled in Rigby House at The Infants' Home. As he had experienced a lot of trauma through medical interventions, he was very nervous of other people. The Integrated Services team then created a social story for William, with pictures of the new environment, teachers, and routines, to help him understand the process, and later another story to help him prepare for his regular medical tests.

During his time at The Infants' Home, William has greatly developed his confidence, happiness and trust. The extra support from the Integrated Services team has also helped his social-emotional skills to flourish. Claire says: "When Justine or Simone [The Infants' Home's Occupational Therapist and Speech Therapist, respectively] come into the room, from the child's perspective it's just another person playing with them, it's not an appointment, it's just somebody doing fun things with them."

The family recently celebrated William's third birthday: "It's amazing to reflect on how far he's come in the last couple of years. He's in a really good state of health at the moment, and the change in him is quite amazing." Said Claire.

* NAMES HAVE BEEN CHANGED

"It's been a bit of a slow road to recovery, but having confidence in The Infants' Home and great relationships with the staff has been invaluable. I wouldn't have wanted William to go to any other daycare. The allied health team that is built into the program at The Infants' Home, I don't think there's anywhere else in Sydney where he would've had that support." Claire

Our supporters

Volunteers

Almost 500 individuals donated their time, enthusiasm and skills to The Infants' Home by participating in 74 volunteer days and events as part of our volunteering program in 2017. Through their 2,847 hours of donated time, we estimate that they helped us save over \$115,000 in general administration, cleaning and grounds maintenance – allowing the organisation to focus its funds on service provision for families.

Corporate Volunteers

468 corporate volunteers participated in 53 volunteering events including working bees, fundraising events and special grant projects. Below are the groups who participated in 2017.

- › Axicom
- › BNP Paribas
- › CBRE
- › Dentsu Aegis
- › Deutsche Bank
- › Efic
- › Evolution Recruitment Solutions
- › Fidelity Worldwide Investment
- › Fossil
- › GE
- › Goldman Sachs
- › Herbalife
- › Iglu
- › Johnson and Johnson Pacific
- › JP Morgan
- › MLC
- › NAB
- › NBN
- › Optus
- › Pfizer
- › Scentre Group
- › Stelvio
- › St George
- › Westpac
- › Uno Home loans

Community and Staff Volunteers

30 community members assisted The Infants' Home in a variety of ways, on 20 different days. We thank members of Drummoyne and Strathfield Rotary, teams from the Australian Navy and office volunteers Sam and Juliet for their able assistance with fundraising, events, administration and searches into our historical records.

Over 100 staff at The Infants' Home also volunteered their time to help ensure the success of annual events including our Art Show and Carols by Twilight.

Our supporters

Individual donors

The Infants' Home acknowledges the support of our donors and friends in 2017.

- › Dominic and Araceli Adams
- › Anita Adejuma
- › Helen Allchurch
- › Kate Anderson
- › Sandra Auchterlonie
- › Nicole Azzopardi
- › Priscilla Barrand
- › Kate Bartlett
- › Elise and Barton Benjamin
- › Ajay Bharti
- › Shirley Bird
- › Miranda Bond
- › Erin and Clement Bong
- › Marie Boyd
- › M & J Boyd

Volunteers from Herbalife held a mini carnival for children from Robinson House and Johnson House to celebrate 10 years of supporting 'Head Start on Health', our nutrition and wellbeing program.



Our supporters

Continued

- › Sarah Brand
- › Daniel Brown
- › Paola Buchan
- › David Bourke
- › Meryl Burn
- › Sonia Bustillo
- › Anne-Marie Byrne
- › Michela Carattini
- › Sandra Cheeseman
- › Vinsensia Christanto
- › E Close
- › Suzanne Clutterbuck
- › Paul Collins
- › Faye Conte-Hirst
- › Peter Cooke

- › Helen Costello
- › Ray and Jenny Craigie
- › Alex Crook
- › Ann Crowley
- › Edwin and Noeleen Davis-Raiss
- › Narelle Deeney
- › Susan Devenish-Meares
- › Rashi Dewan
- › Mary Digiglio
- › Ana Doan
- › Aleksandra Dominguez
- › Adam Evripidou
- › Sinddy Ealy
- › Victoria Eastwood

- › Nagage Essoh
- › Jennifer Evans
- › Kevin Farmer
- › Lynn Farrell
- › Timothy Farrell
- › Megumi Fisher
- › Arwen Fitzpatrick
- › Barbara Fox
- › Janice Francis
- › Ana-Louisa Franco
- › Gerald Full
- › Euan Gemmell
- › Toby Giang
- › Jonathan Gliksten
- › Tonia Godhard
- › Lawrence Graves
- › Rod and Sally Hawthorne
- › Margery Hertzberg
- › Maria Holmes
- › Michael Homes
- › Paul Holmes
- › Hugh Humphrey
- › Robin Jefferson
- › Andrew Jenour
- › Xanthea Jensen
- › Sara Johnston
- › Elizabeth Jones
- › William Jones
- › Tim Jones
- › Leslie K
- › Sreedevi Koduri
- › Anita Kumar
- › Anthony Kutra
- › Wan Ting Lai
- › Finnian Lattimore
- › David Lattimore
- › Diane Lawson
- › Wayne LeClos
- › Marie Lewis
- › Amanda Li
- › Evelyn Lochtie
- › Edward Lu
- › Flora MacDonald
- › Le Thanh Mai
- › Lina Marrone
- › Alexia Mayor
- › Lesley McCarthy
- › Steph McCormack
- › Peter McLeod
- › Ruth Medd
- › Vijay Menon

- › David Mills
- › Julie-Anne Monaro
- › Rebecca Morton-Chandra
- › Andrew and Prim Murray
- › Arvind Namasivayam
- › Sarah Newman
- › Carly Neylan
- › Hana Ogawa
- › Ryoko Omachi
- › Barbara Osborne
- › Maureen Owers
- › David Palmer
- › Balaram Parujuli
- › Kathleen Pigram
- › Lauren Pilcizynski
- › Nicholas Pollock
- › Ondria Portelli
- › Frances Press
- › John Price
- › Grant Rickey
- › Elizabeth Robinson
- › Muriel Rocha
- › Nicky Roditis
- › Karin Setchell
- › John Shen
- › Sophia Shephard
- › Marlene Shepherd
- › Claire Sives
- › Caroline Skelton
- › Lindsay Smartt
- › Heather Smith
- › Pauric Smith
- › Jess Snowden
- › Peter Sprada
- › Jay Su
- › Carolyn Swindell
- › Ling-hsueh Tany
- › Denise and Stephen Taylor
- › Serena Thomas
- › Heather Thomas
- › Michael Tokar
- › Simon and Julia Tregoning
- › Andy Truong
- › Stuart and Susan Turner
- › Anne Verschuer
- › Mary Verschuer
- › Paul Verschuer
- › Thomas Waddell



Vale Robert White AO **Banking Giant and Friend of The Infants' Home**

Robert (Bob) White was a banking pioneer and former CEO of Westpac. His passing in June 2017 (aged

93) marked the end of a life accomplished in banking advancements and contribution to community.

The Infants' Home was privileged by Mr White's generous support for almost 50 years; as our banker, advisor to the board, and donor. Whilst he may be remembered in the banking community for introducing Westpac's iconic Handybank teller machines and Handyway EFTPOS systems; The Infants' Home will remember Mr White's unassuming and gentlemanly manner, and willingness to rally support for child and family projects great and small.

Mr White kindly left The Infants' Home a generous gift in his will; a lasting legacy to help ensure we continue to provide programs and services to support children at risk into the future.

Would you like to leave The Infants' Home a bequest?

A bequest allows you to leave an enduring gift and ensures your legacy of care and concern lives on through our work with children and families. The Infants' Home relies on the generous support of people who make donations and bequests.

A gift in your Will can help us continue our work to give each child every opportunity.

To find out more, please contact our Communications and Development Manager on (02) 8719 5002.

- › Peter Wallace
- › Fiona Wang
- › Michelle Watson
- › Jacqueline Weiley
- › Chelsea Whellens
- › Stephanie White
- › The Estate of Robert White
- › Michael Wight
- › Tara Wilcoxon
- › Joan Wilson
- › Annette Wilson
- › Emma Wolthers
- › Charms Wong
- › Kristen Woodward
- › Amanda Zaki
- › Australian Maritime Warfare Centre
- › Ballykin Preschool Rose Bay
- › Breakfast Point Country Club
- › Bunnings Ashfield
- › Club Ashfield
- › Club Burwood
- › Commonwealth Bank, Ashfield and Summer Hill Branches
- › Country Women's Association, Western Suburbs
- › Drummoyle Rotary Club
- › Five Dock Rotary Club
- › Herbalife
- › Kambala Old Girls Union
- › Luna Park
- › Powerhouse Museum
- › SCEGGS
- › Strathfield Rotary Club
- › Taronga Zoo
- › The Welfare Fund
- › Westfield Burwood
- › Westpac Concord West
- › Westpac Parramatta
- › Wests Ashfield Leagues Club
- › Woolworths Ashfield Mall

Community and Corporate Groups

We also thank those community groups and organisations that generously supported our work in 2017 through their contributions, participation in fundraising activities and in-kind donations.

- › Australian Museum
- › Australian National Maritime Museum

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 2017.

BENEFACTOR

Anonymous Foundation	Art and Play Program
Club Burwood RSL	Gurung Playgroup
Burwood Council	Parent education – Circle of Security in Mandarin
Club Ashfield	Family Day Care Training
Commonwealth Bank, Ashfield Branch	Rigby House Renovation Project
Goldman Sachs Community TeamWorks Program	Refilling sandpits in centres
Goodridge Foundation	Education Scholarships for vulnerable children
Herbalife Family Foundation	'Head Start on Health' nutrition program
Inner West Council	Redbug Playgroup, Historic Photography Project
Department of Family and Community Services/Community Building Partnerships Program	Creating Inclusive Community Venues: Old Gorton House Renovation Project
Find & Connect Records Access Documentation Grants	Digitisation of Historical Records
The Rali Foundation	From Strength to Strength: Transition to School Program
Westfield Burwood	Johnson House Toddlers Playground Enhancement Project
Sydney Motorway Corporation Westconnex	Johnson House Toddlers Playground Enhancement Project
Wests Ashfield Leagues Club	Multilingual playgroup facilitation and allied health support Education Scholarships for vulnerable children Transport Scholarships for vulnerable children

“The Infants' Home has been a leader in early learning and childcare for generations now and I am extremely proud to represent an electorate that is home to such extraordinary organisations. I look forward to visiting the Infants' Home shortly as the Home continues to grow and evolve.” Jo Haylen MP

Our Board and Leadership Team

Our Board

The Infants' Home is governed by a voluntary, independent Board of directors. With more than 100 years combined experience in commercial and not-for-profit management, our Board is committed to integrity, diversity, collaboration and innovation.

Mary Verschuer

MBA, MScSoc, BAppSc

President from May 2017, Audit and Risk, Property Redevelopment

Mary is an experienced non-executive director with recent tenure on two ASX boards, Nuplex and The Hydroponics Company. She has board experience in joint ventures, charities, research and development and training bodies, and over 25 years senior management experience globally across a range of industries including engineering, mining services and packaging. Mary was on our Board from 2008 until early 2015 and has now returned. Member since 2016.

Meetings attended 5/6

Denise Taylor

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

Former President – to May 2017, Audit and Risk, Property Redevelopment, Governance

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 3/3

Dr Sandra Cheeseman

PG Cert Research (EC),

B.Ed, Dip Tch, PhD

Vice President, Audit and Risk, Property Redevelopment

Sandra Cheeseman is a senior lecturer in social policy, leadership and professional practice at the Department of Educational Studies,

Macquarie University. She has over 30 years' experience in the early childhood sector working in diverse roles and communities as a director, teacher, manager of professional learning and senior executive. 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 4/6

Lindsay Smartt

BA, FIAA, FNZSA, ASA, GAICD

Treasurer, Audit and Risk Chair, 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, chaired 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 6/6

The Hon Dr Peter Hendy

B.Econ (Hons) PhD MAICD FAIM

Director

The Hon Dr Peter Hendy is a professional economist and company director. He was formerly Chief Executive of the Australian Chamber of Commerce and Industry, and has had a long career in both the private and public sectors, including the areas of defence, international trade, treasury, education and industrial relations. In 2003 he was awarded a Centenary Medal for services to Australian society in business leadership. He has been Chief Economist in the Prime Minister's Office and prior to that he was a Member of Parliament with roles as the Assistant Minister for Finance, Assistant Minister for Productivity and Assistant Cabinet Secretary in the Australian Government. Member since 2017.

Meetings attended 1/1

Hugh Humphrey

MBA, BCOMM (Economics & Marketing)

Director, Capital Campaign and Fundraising Chair

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 6/6

Hilary Johnston-Croke

B.Sc (Hons), Cert Ed, M.Ed, Grad.

Dip Min., MACE, MACEA, GAICD

Director

Hilary is a prominent figure in the education sector, with over 30 years' experience as a teacher and leader. She is passionate about providing challenging and progressive learning opportunities for all students to develop their talents. Hilary is currently a member of the Independent Schools Council for Excellence, was Deputy President and Executive Member of the Heads of Independent Girls Schools (NSW) and is a graduate of the Australian Institute of Company Directors. Member since 2017.

Meetings attended 1/1

Anthony Kutra

B.Ec (Hons), MBA, FAICD

Director, Property Redevelopment Chair

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

Meetings attended 4/6

Carolyn Swindell

BA (Hons), MA, GAICD

Director, Capital Campaign and 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



Board Committee Members

Sarah Michael:
Audit and Risk Committee
Barry Gordon:
Property Redevelopment
Denise Taylor:
Property Redevelopment

Advisers

Architects: **David Burke of Brewster Murray Pty Ltd**
Auditors: **James Winter of Grant Thornton Audit Pty Ltd**
Solicitor: **John Gray of Clarke Kann Lawyers**
Philanthropy: **Gavin Thomson**
Visiting Medical Officer:
Dr. Eleanor Brumby

“Integration is a two-way street. It’s great for children with additional needs, and all children learn very early in life that “different” is actually normal, fostering inclusion and acceptance.”

Mary Verschuier,
President

Our Leadership Team

Elizabeth Robinson

BA(Hons), MA, LLB, MBA
Chief Executive Officer
Elizabeth joined The Infants’ Home as Chief Executive Officer in July 2017. Elizabeth’s career in early childhood education and care spans 20 years. From 1997 to 2011 she promoted quality assurance in children’s education and care services in Executive roles at the former National Childcare Accreditation Council. Continuing her career as an advocate for education, Elizabeth previously served as the Chief Executive Officer of the Australian Institute of Training and Development (2012 to 2017).

John Shen

BEng, AdvDip (Acc), MAcc, MBA, CPA
Finance Manager
John is responsible for the delivery of financial services including accounting, treasury, reporting, budgeting and insurance management as well as IT. He has 20 years of accounting and financial experience in the commercial and non-profit sectors and has implemented processes that underpin sound financial management at The Infants’ Home.

Marlene Shepherd

BBus (HRM), CAHRI, JP
Human Resource Manager
Marlene has over 10 years’ experience in strategic and operational human resource management. She has worked in both the private commercial and not-for-profit environments across a broad range of industry sectors from medical publishing to property management and is passionate about organisational capability and development.

Lynn Farrell

BEd (Early Childhood), Dip M/craft. Cert IV Workplace Assessment & Training
Integrated Services Manager
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. Lynn is committed to service delivery that acknowledges the rights of children, is firmly grounded in social justice and equity principles and delivers positive outcomes for children and families.

Janice Francis

Diploma of Teaching Early Childhood, Cert IV in Training and Assessment
Family Day Care Sydney Wide Manager
Janice is an early childhood teacher with extensive experience in managing child and family programs in the community sector. Over the course of her 20-year career, she has managed Long Day Care and Family Day Care services and owned her own Centre. Janice is enthusiastic about delivering sound, evidence-based programs to enrich the lives of children and is inspired by great educators such as Loris Malaguzzi (Reggio Emilia).

Thank you to Anita Kumar, Catherine Hunter and Joan Wilson for their contributions to The Infants’ Home Leadership team in 2017.

Our Staff

› **We welcomed our new Chief Executive Officer, Elizabeth Robinson.** Elizabeth brings with her 20 years of experience in early childhood. A passionate advocate for children, Elizabeth has long admired The Infants' Home for the collaborative way in which families in need are supported. Elizabeth believes "Children and families experiencing disadvantage need assistance. The Infants' Home is making a real difference through its integrated model of service delivery which provides families with a holistic, responsive approach."

› **We welcomed Marlene Shepherd as our new Human Resources Manager.** Marlene has extensive experience in both the private commercial and not-for-profit environments across a broad range of industry sectors from medical publishing to property management and is passionate about organisational capability and development.

› **Team members from every area of The Infants' Home's operations came together** for a wellness and wellbeing-themed staff training day in September. Award-winning educator Dr William De Jean gave an invigorating and inspiring presentation on the need to intentionally and strategically turn to one another to magnify both individual and collective wellbeing. Staff explored new ways to make their wellness and wellbeing a priority. Everyone left feeling inspired and empowered to help themselves and one another.

› **We welcomed Janice Francis as our new Family Day Care Manager.** Janice is an early childhood teacher with extensive experience in managing child and family programs in the community sector.

AGM Awards

Service Awards

5 years

- › Mate Borovac
- › Wendy Le

10 years

- › Catherine Mitchell
- › Lina Marrone
- › Lynn Farrell
- › Sreedevi Koduri

20 years

- › Sivagami (Vasuki) Manjunathan
- › Sonia Bustillo
- › Thu Zar Bo

Service Awards

Family Day Care Educators

5 years

- › Leelian Oey
- › Meio Anderson
- › Selina Sultana
- › Lisa Saltmarsh
- › Rita Salib

Excellence in People Management

- › Susie Wilkins

Excellence in Teamwork and Collaboration

- › Johnson House/Allied Health

Excellence in Diversity and Inclusion

- › Justine Tarrant

Excellence in Customer Service

- › Georgia Pagano



Staff at a glance in 2017...

155

Staff members

26

New staff members

1,318

Hours of formal professional development were completed by staff members

8

Staff were undertaking tertiary studies

34%

Have been employed for over 5 years

46%

Of educators hold a diploma or degree qualification

Special Events



Rudolph drops in for a visit at Carols by Twilight.



Father's playgroup Christmas Party.



Gorton Preschool farewell picnic with parents and teachers.



Rigby House Christmas party.



Murray House Christmas party.



Gurung playgroup Christmas party.



Wangal Playgroup graduation ceremony.



Fiona (Gurung playgroup teacher) congratulates one of her students on graduation.

Please donate now

If you are passionate about the work that we do and the unique model of inclusive education that we practice, please consider giving us a donation, or leaving us a bequest. **Your donation can help provide an inclusive education to a vulnerable child, transport to enable a child to reach our services when carers are unable to make the journey, parent education to help families who find difficulty in their parenting role, and post-natal home visits to families with young babies who need support with feeding, sleeping and settling.** As a registered charity and not-for-profit organisation, we rely on people like you to help us provide these vital services to children and families. With your help, we can continue to provide each child every opportunity. To donate, visit our website or call (02) 9799 4844.



the infants' home
CHILD & FAMILY SERVICES



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