



the infants' home
CHILD & FAMILY SERVICES

Annual Report *2018*

*each child,
every opportunity*





Acknowledgment

The Infants' Home acknowledges the Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the land on which we work, the Gadigal and Wangal people of the Eora Nation. We pay our respects to ancestors and Elders, past and present. We are committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique cultural and spiritual relationships to the land, waters and seas, and their rich contribution to society.

The foremothers of The Infants' Home have worked on this land since 1876. Their innovative and inspirational work with young children, women and families continues to inspire our work today and into the future.

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Our 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.

Our 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.

Our Role

We provide early education, intervention and other services for young 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.

About us

The Infants' Home is one of the leading providers of integrated early childhood services in NSW, and is nationally recognised for excellence. In 2018 we provided integrated early childhood education and care, early intervention and clinical services to over 2,000 children (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 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
- Building partnerships for societal change

Each child, every opportunity

Since our inception in 1874, we have supported almost 200,000 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.



Message from the president



In 2018 we commenced implementation of the first year of our 2018–2020 Strategic Plan. Significant progress has already been made on realising our four Strategic Directions, with achievement highlights including:

1. Reach and impact more children in more ways

Grant funding was secured to investigate strategies for implementing an integrated model of service delivery within our family day care service, including the development of an early intervention identifier tool. A trial undertaken in our St George family day care hub included training for educators on early intervention, identifying developmental concerns in children and speaking with families about child development issues.

2. Leverage our asset base

Preparation has begun for Stage 2 of our capital development, and we're actively planning for our 150th anniversary in 2024.

3. Gain recognition for our thought-leading expertise

Family Day Care Sydney Wide received the 2018 Family Day Care Australia 'Perpetual Star Award' for Excellence in Family Day Care. We finalised our Research Policy and presented to over 40 delegates who toured our early childhood education and care centres as part of the 2018 Early Childhood Australia National Conference program. Another highlight was the launch of our new website, which has been designed to enhance customer experience and to clearly articulate the services we provide for children and families.

4. Ensure a strong, healthy organisation for the future

Building management team capacity through professional development and peer discussion has improved

confidence and communication skills and built strong relationships across the organisation. Improved internal communication and collaboration opportunities were aided by the launch of a staff intranet.

This year we have focused on the development of a robust and comprehensive risk management framework, as we continue to position our business for ongoing success and growth into the future. As we prepare to commence our 145th year of operation, we are seeing market forces and funding opportunities within the early childhood and family services landscape continue to transform with increased competition, changing workforce patterns, reductions in government funding opportunities and a tighter fundraising environment. To help mitigate the risks these changes pose to our future wellbeing we are reviewing how our policies, procedures and systems support our risk management across all areas of our operations and identifying the gaps we need to address.

We know that we face a challenging but exciting year ahead. We expect 2019 to offer us many opportunities to continue to deliver innovative and responsive services for children and families, while maintaining our business viability and integrity within an increasingly competitive commercial environment.

I would like to thank our Board, CEO, leadership team and staff for their continued hard work and dedication this year helping children and families to thrive now and build the capacity to create positive futures for themselves.

Mary Verschuer, President



The Infants' Home's horse and cart was used to take children out for community excursions, photo c.1890.

Empowered to persevere: Sandy's story

In accordance with Chinese custom, Sandy, mother of newborn baby Lucas, was confined to her home for 40 days of rest and recovery following her baby's birth. During this time Sandy's mother moved in to help care for Lucas and Sandy's two year old daughter. However, Sandy was struggling to breastfeed her baby, and she



At three and half months old, Lucas is a happy, healthy and thriving baby.

was feeling very isolated and unsure of herself—she speaks limited English, has few friends with babies and her husband works very long hours, often leaving home at 5am and not returning until late in the evening.

Sandy had attempted to breastfeed her first child, but she found this extremely difficult and ended up stopping. She had decided to persevere with breastfeeding Lucas until he was at least three months old. However, Sandy again experienced difficulties with breastfeeding and her mother encouraged her to 'top up' the baby's feeds with formula as she was concerned that Lucas wasn't receiving enough breast milk. Sandy lost confidence, and she was not sure that continuing with trying to breastfeed Lucas would be the best course for him—she felt conflicted and guilty.

A friend told Sandy about The Infants' Home's 'Sydney Hope Family Cottage' postnatal home visiting service, and Sandy gave us a call. A child and family health nurse made several visits to her home over a number of weeks, providing hands-on support with correct positioning and attachment for successful, pain-free breastfeeding.

Sandy gradually gained confidence with breastfeeding, and this was validated as Lucas grew steadily and continued to gain weight. Sandy also became more self-assured in making decisions about her baby's care, and she could see that her mother also felt more confident in her maternal abilities.



Message from the CEO



2018 has been a year of significant change and growth at The Infants' Home. In April we held a grand re-opening event for Rigby House following extensive renovations to create a more accessible and modern space for growing infants. We were delighted to welcome His Excellency General, The Honourable David Hurley AC DSC (Ret'd), Governor of NSW, and our Patron Mrs Linda Hurley, to the event. With over eighty guests in attendance, it was a great opportunity to thank our many donors and supporters and to showcase our work.

Our staff intranet was launched in April following months of internal development and testing. This has increased our capacity to share information across the organisation, and to streamline work and administrative processes. It has provided staff with easier and timelier access to information and resources to support them in their everyday work with children and families. The intranet has also created opportunities for staff to engage meaningfully in project consultation, professional discussion forums and online learning and development opportunities.

We successfully navigated the introduction of the single, means-tested Child Care Subsidy which replaced Child Care Benefit (CCB) and Child Care Rebate (CCR) from 2 July. This transition required significant changes to our processes, administration and IT systems, as well as the provision of high-level customer support in the months leading up to and following the transition to ensure all eligible families continued to receive assistance with their child care fees.

In July we were thrilled when our Family Day Care Sydney Wide service was announced the recipient of the 2018 Perpetual Service Star Award in the Family Day Care

Excellence Awards. Each year this award is bestowed on a service that has been operating for 15 years or more, and has been evaluated against criteria relating to professional practice, relationship building, flexibility in service delivery and embracing diversity in children and families.

This year Rigby House, Robinson House and our Family Day Care Sydney Wide services participated in the revised 2018 National Quality Standard (NQS) quality assessment and rating process, which lifted the bar on the way in which quality areas were previously assessed. We are very proud that Rigby House and Family Day Care Sydney Wide achieved a rating of 'Meeting the NQS', and Robinson House received an 'Exceeding the NQS' rating.

A key priority this year was the development of a new, user-friendly website. Launched in November, the new website was modeled to present a contemporary, appealing design which reflects the uniqueness of our service and the programs we offer. Compatible with mobile devices, it includes clear calls to action and features a significantly improved capacity compared to our previous website to help drive enrolments and customer and stakeholder engagement with our services.

I would like to thank the Board and leadership team for their support and flexibility in helping plan and navigate a year of challenge, opportunity and change. I also thank the whole staff team for their commitment, passion and diligence in their day-to-day work with our children, families and other stakeholders.

Elizabeth attended the Wreath Laying and Memorial Ceremony in November to commemorate the anniversary of the sinking of the HMAS Sydney II in November. HMAS Sydney has supported The Infants' Home since 1965 as their adopted charity.

Elizabeth Robinson, Chief Executive Officer

Our year in numbers

Early childhood education and care

- 576** Children attended our Early Childhood Education and Care centres
- 815** Children attended our Family Day Care services
- 133** Children transitioned to school (from our Early Childhood Education and Care centres and Family Day Care services)
- 108** Family Day Care playsessions conducted across our family day care hubs

Early intervention

- 751** Children and families attended our Supported Community Playgroups
- 40** Information sessions held for parents and carers at our Supported Community Playgroups
- 17** Parenting courses and wellbeing programs were delivered for parents and carers
- 156** Parents and carers attended our parenting courses and wellbeing programs

Health support services

- 83** Postnatal support home visits were provided by our Sydney Hope Family Cottage postnatal clinic service
- 77** Children received vision screening through the StEPS to school program conducted by NSW Health

“The Infants’ Home has been amazing with my daughter who has special needs. She is accommodated and also part of the daycare and [is] thriving there! She is doing so well, in part [due] to the Infants’ Home!”
– Heather, Parent



Our impact: 2018 top five

1. Postnatal home visiting program and capacity building

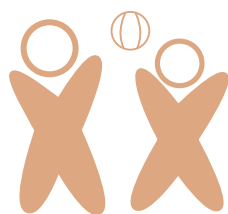


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Postnatal home visits conducted

In 2017 we partnered with Johnson & Johnson to deliver our three year 'Postnatal Outreach Program for Vulnerable Families' project. Now in its second year, this project aims to extend our postnatal home visiting program outside of our regular catchment area, targeting mothers and babies from refugee and immigrant communities who may not qualify for Medicare (due to visa status), and those from Aboriginal and Torres Strait Islander backgrounds. During 2018 a number of significant outputs were achieved in the delivery of this project, including: employment of a Postnatal Services Manager to steer the project; the expansion of collaborative networks with health, migrant support and other relevant agencies across the project's focus geographical areas of Western, South Western and South Sydney to reach targeted families; and the development and distribution of marketing collateral for the program.

2. Reaching out to our community-supported playgroups

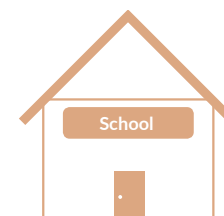


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Children, parents and carers attended our supported community playgroups

Our supported community playgroups provide a positive learning environment for children (from birth to school age), that is underpinned by the Australian Early Years Learning Framework early childhood curriculum. The playgroups are facilitated by a trained early childhood educator, and have the dual aims of providing children who do not attend formal early childhood education and care with the opportunity to participate in a quality early learning program before starting school, as well as helping parents and carers to strengthen their parenting skills, enhance their social networks and link in with other community services. This year we continued to run the following playgroups: Red Bug Playgroup at Ashfield Park (now in its 11th year of operation); Wangal Playgroup at Ashfield Public School; Gurung Playgroup at Croydon Park Public School; and the fortnightly Fathers and Children's playgroup on Saturday mornings at The Infants' Home. Our team of social workers, occupational therapists and speech therapists regularly attend playgroup sessions to provide child development information and advice and referrals to external services.

3. Positively influencing future trajectories—transition to school



133

Children transitioned to primary school from our early childhood education programs

Starting school is a major milestone for both children and their families. Research shows that participation in quality early learning before starting school, and experiencing a positive transition to school, are fundamental to setting children on a positive trajectory for their future schooling and subsequent life outcomes. In addition to The Infants' Home's mainstream transition to school program, which is an integral component of the universal services we provide for all children and families, with the support of generous funders we also provide a targeted school transition program for children impacted by disadvantage, complex life issues, health concerns and/or disability. This year 12 children and their families participated in the 'From Strength to Strength: Supporting Children's Transition to School' program. This program uses a 'whole family' approach to simultaneously prepare and support children for the school transition, while also helping their parents or carers to build the confidence and networks required to advocate for and support their child during and after the transition process.

4. Integrated groups in our early childhood education and care centres

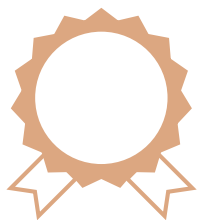


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Children participated in targeted integrated early intervention programs

Our integrated team includes centre directors and educators, social workers, occupational therapists and speech pathologists. The team works with families to assist in identifying children who would benefit from early intervention, and they work collaboratively to deliver specialist and targeted group programs within our early childhood education and care centres. This means that all children, not only those who require additional support, have the opportunity to benefit from our early intervention programs. This year 20 individual groups ran throughout the year, from terms two to four. The integrated team worked collaboratively to engage with children and their families during term one to identify and plan for targeted groups for cohorts of children in response to individual and developmental needs. The six integrated group programs implemented throughout 2018 addressed a range of learning and development areas including language, literacy, STEM (science, technology, engineering and mathematics), social skills for communication and play, emotional regulation and fine and gross motor development.

5. Quality rated services



100%

Of our services rated as Meeting or Exceeding the National Quality Standard

This year three of our services were assessed and rated under the 2018 National Quality Framework (NQF). We were delighted that both Rigby House and Family Day Care Sydney Wide achieved overall ratings of 'Meeting the National Quality Standard' (NQS). Both services were rated as 'Meeting' the NQS for five of the seven quality areas, and 'Exceeding' the NQS for the remaining two. In December Robinson House had an assessment and rating visit, achieving an overall rating of 'Exceeding the NQS'. Our remaining three Early Childhood Education and Care Centres have previously been rated as 'Exceeding the NQS', meaning that 100% of our services have now attained a quality rating of 'Meeting' or above, with four of our six services rated as 'Exceeding'. This is an outstanding result, comparing favorably with the Australian Children's Education and Care Quality Authority's NQF Snapshot for December 2018 which reports that 79% of services nationwide were rated as 'Meeting NQS' or above.



Highlights and achievements

Radisson Blu Plaza Hotel Sydney Gala Event

We were delighted to partner with Radisson Blu Plaza Hotel Sydney this year as the beneficiary of their annual Gala Fundraising Evening. The event, held in September, was a huge success, with over \$50,000 raised to purchase a new van for our community playgroups, to transport staff and equipment to playgroup venues. The evening included a fabulous three course meal and live entertainment, and gala guests participated in fundraising games and activities, such as a silent auction, a wheel of fortune, and raffles with prizes including a \$5,000 shopping spree at Robert Cliff Master Jewellers.

Photo (right): The Radisson Blu Plaza Hotel Sydney team of volunteers at the 2018 Fundraising Gala.



Rigby House Grand Re-Opening

We welcomed over 80 guests to the Rigby House grand re-opening event in April, following significant refurbishment works that were partially funded by a successful crowdfunding campaign in 2017. Special guests included His Excellency General, The Honourable David Hurley AC DSC (Ret'd), Governor of NSW, our Patron Mrs Linda Hurley, our friend Uncle Terry and parent Yumi Wong Pan who spoke about her experiences at The Infants' Home. This was a great opportunity to thank our many donors and supporters and to showcase our work.

Photo (right): From left, His Excellency, David Hurley, Governor of New South Wales, our Patron Mrs Hurley, CEO Elizabeth Robinson and President Mary Verschuer.



The children and staff enjoyed a soccer clinic with the Western Sydney Wanderers FC as part of our long term supporter Herbalife's Mark Hughes day celebration, which they host each year at The Infants' Home.



The Infants' Home hosted our annual stall at the Ashfield Carnival of Cultures, which is a community event held by the Inner West Council in Ashfield Park to celebrate the many cultures that make up the Inner West community.



Beyondblue ambassador Kirsten Hanson was the guest speaker at our 143rd Annual General Meeting, speaking about her experiences with postnatal depression and anxiety.



Inaugural Arts Festival

Our first Arts Festival event in October coincided with National Children's Week. To connect with the week's theme of the United Nations Convention on the Rights of the Child Article 12: '*Children's views and opinions are respected. They have the right to express those views freely in all matters affecting the child and the right to be heard*', our Arts Festival theme was '*Our World, Our Voices*'. The festival immersed children and families in a variety of fun, hands-on art and craft experiences, and included displays of children's artwork and creativity. The event was a great opportunity for us to come together as a community to celebrate children's creativity, learning and unique voices.

Photo (right): The loose parts mosaic activity at the Arts Festival.



An energetic team from Radisson Blu Plaza Sydney Hotel took part in the 2018 City2Surf, raising over \$1,000 towards the Hotel's fundraising total for our new community playgroups van.



Many staff members, past and present, joined us for a special afternoon tea to farewell our Health and Early Childhood Consultant Meryl Burn (centre), who retired in October after 38 years with The Infants' Home.



Many families joined us for our annual 'Carols by Twilight' event, where families can catch up and enjoy carol-singing, family entertainment and a picnic or sausage sizzle on our main lawn.



Early intervention capacity building in family day care

This year we began developing and trialling strategies for extending our integrated early intervention model into our family day care service. Our allied health team worked with the family day care team to develop an identifier tool to assist educators to address possible child development concerns, and they also refined the developmental milestone screening tool currently in use by educators. Training for educators was conducted through two workshops: the first focused on understanding early intervention and its benefits and how to identify and respond to developmental concerns in children; the second explored how to communicate with parents when potential developmental concerns have been identified. Both sessions included discussions about how culture can affect conversations regarding early intervention.

Photo: (left) Children enjoy exploring the garden space at the Randwick/South Sydney hub.



We were honoured to receive the 2018 Family Day Care Australia 'Excellence in Family Day Care' Perpetual Star Award. Educator Kristy (pictured above left) attended the Family Day Care Australia National Conference gala dinner where the Award was presented.



For History Week 2018 Inner West Council featured an exhibition of a selection of The Infants' Home's historical photographs and artefacts at Ashfield Library, and we delivered two popular history talks for the community.

Robinson House rated 'Exceeding the NQS'



The National Quality Framework (NQF) delivers a national approach to regulation, assessment and quality improvement for early childhood education and care and outside school hours care services. Following an NQF assessment visit at Robinson House in December we were thrilled to receive an 'Exceeding the National Quality Standard (NQS)' rating. Overall the centre received an 'Exceeding' the NQS rating for six of the seven quality areas that are reviewed, and was rated as 'Meeting' the NQS in the seventh quality area. This is testament to The Infants' Home's ongoing commitment to the provision of quality early childhood education and care. In 2018 just 32% of services nationally, and 28% of services in NSW, were rated as 'Exceeding the NQS'.



Advocacy, development and professional learning



ECA Conference delegates and The Infants' Home staff.

ECA Conference Tour of The Infants' Home

In September we welcomed a group of 40 delegates to tour our early childhood education and care centres as part of the 2018 ECA National Conference program. The delegates came to learn about our award winning integrated services. They were welcomed by Children's Services Manager (Centre Based Care), Mariam Christodoulos, and given an overview of our history by CEO Elizabeth Robinson. Delegates then toured our five centres in small groups to learn about our inclusive practices. The tour concluded with a special morning tea and each delegate was presented with a gift bag with resources to support their reflections on the concept of inclusion which is central to the delivery of our integrated services.

Management training

This year our management team, comprising managers from across our early childhood education and care, allied health and business services teams, came together regularly for professional development and peer discussion to improve communications and build

- 57 Student placements hosted across The Infants' Home's programs
- 16 Family Day Care Educator Training sessions were held
- 64 Family Day Care Educator Forums were held for networking and information sharing
- 40 Delegates attending the 2018 ECA National Conference toured our early childhood education and care centres

relationships across our organisation. As an introduction to this initiative, the management team participated in a two-day course, *Manage People Effectively*, delivered by the Australian Institute of Management. It was an excellent opportunity for managers to come together, reflect on their practices, learn and develop a shared understanding of their people management responsibilities.

Professional development, conferences and symposiums

A total of 15 professional development courses, conferences and symposiums were attended by The Infants' Home staff in 2018. These opportunities covered topics including: early childhood education and care, early intervention, reconciliation, equity and inclusion, working with families, trauma-informed practice, occupational therapy, early childhood and infant health, finance systems and fundraising. A highlight this year was the attendance of 12 staff members at the three day Early Childhood Australia (ECA) National Conference, at which our Board's Vice President, Dr Sandra Cheeseman, also received the 2018 ECA Doctoral Thesis Award.



Family Day Care Sydney Wide Educators enjoyed networking with colleagues at the 'Learning through play' conference.

Inaugural Family Day Care Sydney Wide Educator Conference

In August we held our first Educator Conference for Family Day Care Sydney Wide. The full-day conference, themed 'Learning through play', was attended by 68 delegates. The day included a lineup of amazing guest speakers who spoke about the stages of children's play development, discussed how the environment acts as the 'third teacher' in early childhood, and suggested great ways to use open-ended and recycled materials to extend children's learning.

Student placements

This year we hosted 57 student placements across our early childhood education and care centres, playgroups and allied health program. The Infants' Home staff provided supervision and support for the students, whose individual courses included: Certificate III in Early Childhood Education, Diploma of Early Childhood Education and Care, Bachelor of Education (Early Childhood), Master of Teaching (Early Childhood) and Bachelor of Social Work.



Finance report

We continue to see community demand for our integrated early childhood education and care, early intervention and health support services.

The range of additional programs and services we provide to support children and families experiencing vulnerabilities are unique in NSW, and these account for \$1.5 million dollars in annual expenditure. While these costs are not reflected in our child care fee structure, they are supported by our grants and fundraising program as well as returns on our investment portfolio.

As always, prudent financial management guided by an astute investment policy provides The Infants' Home with income diversification to help ensure ongoing service provision. In 2018, our investment portfolio delivered a healthy return and the good fortune of generous gifts in wills from long-standing supporters resulted in an overall operational surplus of \$166,160. This demonstrates our commitment to sustainability within our Strategic Plan 2018-2020 to ensure a strong and healthy organisation for the future by maintaining an average surplus position.

2018 saw a period of significant change in market forces affecting the child care sector. Changing social policy impacted child care benefits and subsidies, which in turn influenced parental decisions around returning to work and child care choice. Increased investment in child care services has resulted in a nation-wide oversupply, resulting in decreased utilisation rates ranging from 70%-80% across Australia's states and territories.*

Our average utilisation rate of 85% in 2018 across our long day care and family day care services remained higher than the NSW average of 80%.

Our utilisation rate is also a reflection of the challenges and opportunities we experience as we drive towards satisfaction of the Strategic Directions within our Strategic Plan 2018-2020. In demonstrating leadership and increasing the professionalism of our family day care services providers, we tightened overall educator numbers. In leveraging our asset base and ensuring the viability of our buildings and grounds to meet the needs of current and future generations, renovations to our Rigby House centre for infants and toddlers in early 2018 necessitated service interruption for the building improvements to be made.

Another challenge in 2018 was lower than anticipated fundraising results stemming from increased competition and changes to government funding models, leading to a reduction in support for our specialised services.

The Infants' Home is deeply grateful to our many donors and supporters who share in our vision of a society in which generous contributions help us provide a range of programs and services for children at risk, which in turn helps us to effect 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.

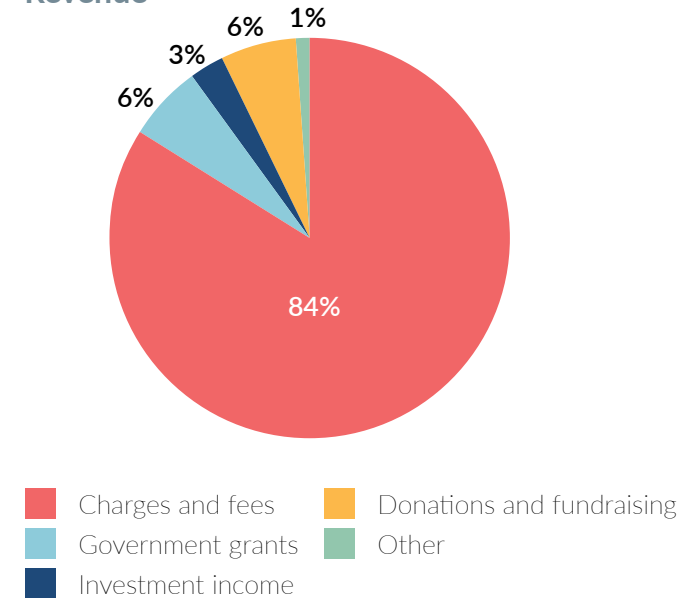
* Occupancy and Performance Appraisal: Early Childhood Education and Care Sector, prepared on behalf of Australian Childcare Alliance, Australian Community Services and ELACCA by Urban Economics, December 2018

The Infants' Home Ashfield for the year ended 31 December 2018*

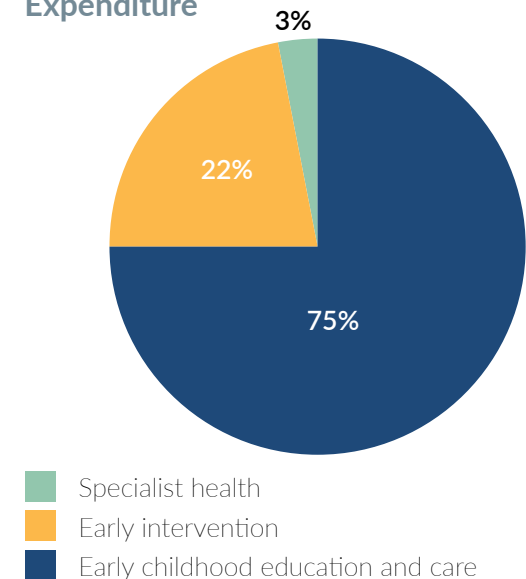
Financial Results	2018	2017		2018	2017
Revenues			Other comprehensive income		
Charges & Fees	\$7,945,710	\$8,198,974	Fair value changes in investment	(\$200,473)	\$172,027
Investment Income	\$277,319	\$242,651			
Government Grants for operating activities	\$535,322	\$628,997	Total comprehensive income for the year	<u>(\$34,313)</u>	<u>\$100,744</u>
Donations & Other	\$660,284	\$467,082			
	<u>\$9,418,635</u>	<u>\$9,537,704</u>			
Expenses			Summary of Net Assets		
Employee costs	\$8,022,274	\$7,975,375	Assets		
Materials and Services	\$1,228,132	\$1,307,550	Cash & Investments	\$4,945,839	\$4,809,618
Depreciation	\$369,840	\$333,059	Receivables & Other	\$406,960	\$300,224
	<u>\$9,620,246</u>	<u>\$9,615,984</u>	Property & Equipment	\$9,431,743	\$9,581,117
				<u>\$14,784,542</u>	<u>\$14,690,959</u>
Other Revenue & Realised loss			Liabilities		
Government grants for capital use purposes	\$18,612	\$15,000	Payables	\$1,291,040	\$1,256,827
Bequests	\$351,341	\$923	Provision for employee leave	\$908,438	\$814,755
Realised loss	(\$2,182)	(\$8,926)		<u>\$2,199,478</u>	<u>\$2,071,582</u>
	<u>\$367,771</u>	<u>\$6,997</u>			
Net Surplus/(Deficit) for the year	<u>\$166,160</u>	<u>(\$71,283)</u>	NET ASSETS	<u>\$12,585,064</u>	<u>\$12,619,377</u>

* Audited copies of these accounts are available on request.

Revenue



Expenditure



Our Board



Mary Verschuer

MBA, MScSoc, BAppSc, FAICD

President from May 2017

Audit and Risk Committee; Property Committee; Capacity, Research and Reach Committee

President

Mary is an experienced non-executive director currently on the board of Maxitans (ASX:MXI) and previously a director of Nuplex and THC Global. She has experience in audit and risk and people committees. Prior executive roles included CEO and President with global scope across a range of industries including engineering, mining services and packaging. She has extensive experience in developing and executing strategy and integrating acquisitions. Mary was on our Board from 2008 to early 2015, returning in 2017. Member since 2016 (with a period of absence in 2015-16). Meetings attended 7/7



Anthony Kutra

MBA, BEc(Hons), FAICD, FAIM

Property Committee Chair

Director

Anthony has held various senior management and director positions in Australia and overseas, covering the global mining services, and engineering services industries. Anthony is a member of the Finance Committee for CatholicCare Broken Bay. Member since 2008. Meetings attended 7/7



Dr Sandra Cheeseman

PhD, BEd, DipTeach(Early Childhood)

Capacity, Research and Reach Committee Chair; Audit and Risk Committee

Vice President

Dr 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 7/7



Sarah Michael

RN, FAICD

Audit and Risk Committee

Director

Sarah is a registered nurse with a background in intensive care/critical care and currently holds a senior management position at St Vincent's Health Australia, the largest Catholic not-for-profit healthcare provider in Australia. Sarah has specific expertise in policy development, organisational change, benchmarking and reporting and clinical governance and risk. Sarah became a fellow of the Australian Institute of Company Directors in 2016. Meetings attended 3/4



Lindsay Smartt

BA, FIAA, FNZSA, ASA, GAICD

Audit and Risk Committee Chair

Treasurer

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 insurance subsidiaries and Fidelity Life (in NZ) and is an experienced audit and risk committee chair. He was president of the Actuaries Institute in 2016 and previously chaired The Salvation Army Employment Plus (2017-2018). 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 7/7



Hugh Humphrey

MBA, BComm(Economics & Marketing)

Fundraising Committee Chair

Director

Hugh is a senior executive in the financial services industry with a background in telecommunications and management consulting. Hugh has held a number of leadership roles and is currently general manager in one of Australia's largest financial services organisations. He has served on the boards of Vodafone Australia Superannuation Trustee, Vodafone Fiji, Hillross Financial Services and National Mutual Life Association (subsidiaries of AMP Limited). Member since 2015. Meetings attended 5/7



Dr Peter Hendy

PhD, BEcon(Hons), MAICD, FAIM

Fundraising Committee

Director

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. Meetings attended 6/7



Carolyn Swindell

MA, BA(Hons), GAICD

Fundraising Committee

Director

Carolyn Swindell is an experienced marketing and public relations professional. She is the principal consultant of Charliesierra, which specialises in strategic communication to support organisations and Boards. Her experience includes a career in both corporate and community organisations as well as being a political advisor. Member since 2012, resigned in May 2018. Meetings attended 4/4



Hilary Johnston-Croke

MEd, BSc(Hons), PGCE,
GradDip(Theology), GAICD

Property Committee

Director

Hilary is one of Australia's most experienced educators, with extensive governance and professional experience in the Early Childhood, Primary, Secondary and Tertiary Sectors. A scientist and educator by training, she has a professional background as teacher and educational leader with over two decades spent as a school principal. Hilary is currently a Non-Executive Director of the boards of The University of Notre Dame Australia and the Alannah and Madeline Foundation, Melbourne, as well as Chair of the Advisory Committee for the Global Leaders Program, University of Wollongong. She is former Principal/CEO of Kincoppal-Rose Bay School and a former Deputy President of the Association of Independent Girls School (NSW). Hilary is a Graduate of the Australian Institute of Company Directors. Meetings attended 5/7.

Board Committee Members

Barry Gordon: Property Committee

Kerry Staples: Capacity, Research and
Reach Committee

Carolyn Swindell: Fundraising Committee

Advisers

Architects: **David Burke of Brewster Murray Pty Ltd**

Auditors: **HLB Mann Judd**

Solicitor: **John Gray of Clarke Kann Lawyers**

Visiting Medical Officer: **Dr Eleanor Brumby**



Governance

The Infants' Home Child and Family Services is committed to good governance and meeting our obligations as a charitable organisation.

The Board has adopted an 'if not, why not' approach to reporting on governance. In this Annual Report, The Infants' Home affirms that it is compliant with the governance standards for charitable organisations established by the Australian Charities and Not-for-profits Commission (ACNC) and the Australian Institute of Company Directors (AICD) Not-For-Profit Governance Principles. The Infants' Home meets these governance standards as follows:

ACNC Governance Standards

Standard 1: Purposes and not-for-profit nature The Infants' Home was founded in 1874 as a charitable organisation and has spent the past 144 years working to bring about positive and lasting social change through the care and education of young children, especially those who are vulnerable or at risk. The Infants' Home is the most established provider of integrated early childhood services and early intervention in NSW.

Standard 2: Accountability to members The Infants' Home is open and accountable to its members. Each year an Annual General Meeting (AGM) is held and members are provided opportunities to ask questions and vote on resolutions. Annual Reports, including financial statements, are provided to members as well as made available on the ACNC website.

Standard 3: Compliance with Australian laws The Infants' Home is aware of and compliant with all Australian laws, regulations and codes of practice related to our business. Controls are in place to protect the organisation's finances and assets.

Standard 4: Suitability of Responsible Persons The Infants' Home has conducted extensive due diligence checks to ensure that its Responsible Persons are fit and proper persons eligible to serve on the governing body.

Standard 5: Duties of Responsible Persons The Infants' Home Board is aware of their legal responsibilities and act in the best interest of the organisation. New Board Directors are provided with an induction that outlines their responsibilities. Conflict of interest is appropriately managed. A Board review is undertaken annually.

AICD Not-For-Profit Governance Principles

Principle 1: Purpose and Strategy The Infants' Home's purpose has been consistent since the organisation was founded almost 145 years ago: to bring about positive and lasting social change through the care and education of young children, especially those who are vulnerable or at risk. Our Strategic Plan (2018-2020) is aligned with our purpose.

Principle 2: Roles and Responsibilities All Directors are validly appointed and understand their responsibilities. Board Committees have been established with clear terms of reference. Where responsibilities are delegated to the Leadership team, there is sufficient Board oversight, reporting and regular review.

Principle 3: Board Composition Directors are elected by members at the AGM. A skills matrix is maintained and efforts are made to ensure Board diversity. Succession planning for Board, Leadership and key roles within the organisation, is actively pursued.

Principle 4: Board Effectiveness New Board Directors and Board Committee members are inducted to the organisation and their responsibilities. Meetings are well chaired and supported by clear agendas, papers, and minutes. The Leadership team present to the Board on an annual basis and a joint Board/Leadership planning day takes place once a year. Evaluation of the Board occurs annually.

Principle 5: Risk Management Effective risk management is a key concern for the Board and the development of a comprehensive risk management framework has been a top priority in the past year. The Audit and Risk Committee has been active in the evolution of the organisation's approach to risk and the Board have determined their risk appetite.

Principle 6: Performance The Board undertakes an annual budgeting process and sets clear priorities and performance measures. Reports against targets are provided at each Board meeting, for both financial performance and organisational key performance indicators. The CEO receives an annual appraisal.

Principle 7: Accountability and Transparency Communication with members and other stakeholders occurs via a variety of channels: newsletters, website, social media and annual reports. The AGM provides members with an opportunity to hear an update on operations, review finances and ask questions of the Board. Board Directors receive no payment for their services.

Principle 8: Stakeholder Engagement Feedback is actively sought from The Infants' Home stakeholders, including members, families, donors, supporters, customers, community partners, staff and more. The Infants' Home practices, policies and procedures are aligned to the National Principles for Child Safe Organisations.

Principle 9: Conduct and Compliance The Board has a code of conduct which sets out expectations. All staff and volunteers receive a comprehensive induction to the organisation. At each Board and Committee meeting the Chair seeks disclosures of conflict of interest.

Principle 10: Culture The Infants' Home values of Diversity, Integrity, Collaboration and Innovation are embedded throughout the organisation and are evident in decision making, policies and procedures. Culture is measured through staff engagement surveys, performance reviews, and annual employee awards.

Our leadership team



Elizabeth Robinson

MBA, MA, LLB, BAHons, MAICD

Chief Executive Officer

Elizabeth commenced at The Infants' Home in 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 a national membership association for learning and organisational development professionals.



Mariam Christodoulos

BEd(EC), Dip(ChildrensServices)

Children's Services Manager (Centre Based)

Mariam started at The Infants' Home in 2004, she is an early childhood teacher with over 15 years teaching and management experience. Mariam has developed strong integrated programs inspiring innovation with strong social justice underpinnings. She currently oversees the integrated centre based services onsite, building on consistency, quality and high levels of service delivery for all stakeholders.



Janice Francis

BTeach(ECE), CertIVTrngAssmnt

Children's Services Manager (Family Day Care)

Janice commenced at the Infants' Home in 2017 and has over 20 years experience in the delivery of early childhood and family services in the corporate and not for profit sectors. She is responsible for our Family Day Care service which provides education and care via our network of Educators across Sydney.



John Shen

MBA, MAcc BEng, AdvDipAcc, CPA

Finance Manager

John started at The Infants' Home in 2000. John has over 20 years of accounting and financial experience in the commercial and non-profit sectors. He is responsible for the delivery of financial services including accounting, treasury, reporting, budgeting and insurance management as well as IT.



Marlene Shepherd

BBus(HRM), CAHRI

Human Resources Manager

Marlene commenced at The Infants' Home in 2017, with over 10 years' experience in strategic and operational human resources management. She is responsible for the delivery of human resources management services encompassing the full employee life cycle.

“The Infants' Home is a truly special place... The educators put a huge amount of thought into the program. They are very caring, enthusiastic and passionate about what they do. I have complete trust in them – Althea, Parent”



Our supporters

Volunteers

This year almost 600 individuals donated their time, enthusiasm and skills to The Infants' Home by participating in 103 volunteer days and events. Through their 3,019 hours of donated time, we estimate that they helped us save over \$122,853 in general administration, cleaning and grounds maintenance, allowing us to focus our funds on service provision for children and families.

Corporate volunteers

399 corporate volunteers participated in 46 volunteering events including working bees, fundraising events and special grant projects. The following groups participated in our corporate volunteering program this year:

- Abacus
- Adecco
- Arrow
- BBC Studios
- BNP Paribas
- Deloitte
- Deutsche Bank
- Efic
- Goldman Sachs
- Herbalife
- Iglu
- Johnson & Johnson
- NAB
- Nexia Australia
- Unisys
- Westpac (Barangaroo, Kent Street and Market Street)

Community and staff volunteers

165 community members assisted The Infants' Home through a variety of activities on 32 different days. We thank members of Drummoyne 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 our annual events, including the Arts Festival and Carols by Twilight.

I love the way things were organised, especially enjoyed talking to the kids, everything was amazing, would love to come back again – Gurpreet, Deutsche Bank Volunteer

De La Salle College Ashfield student volunteers

This year we welcomed a group of 20 high school students from De La Salle College in Ashfield who were undertaking community service activities for the Duke of Edinburgh Program. Groups of students came each week for an hour after school to do basic gardening, cleaning and event tasks. Collectively the students completed 166 hours of volunteering over 25 days.

Volunteer impact in 2018

- The Goldman Sachs Community Team Works grant enabled us to replenish the sandpits in all of our early childhood education and care centres, supplying over 22 tonnes of sand and 15 volunteers to complete this task.
- Our corporate volunteers helped raise funds over \$8,000 for our programs and services through fundraising BBQs
- Corporate donations received from participating organisations go towards our services and in 2018 we received over \$4,000 in donations.
- Johnson & Johnson and Herbalife partner with The Infants' Home to provide funding for our programs for children and families, as well as providing assistance through multiple volunteer days throughout the year.

Our supporters–individual donors

The Infants' Home acknowledges the support of our donors and friends in 2018:

Gifts in Wills

Estate of the Late Dorothy
Anne Wood

Estate of the Late Robert
White

Individual donors

Antoinette Albert

Kate Bartlett

Shirley Bird

Louise Brennan

Danielle Briers

Judith Elaine Budd

David Burke

Sonia Bustillo

Anne-Marie Byrne

Erin Cheam

Sandra Cheeseman

E Close

Suzanne Clutterbuck

Marcia Conquest

Jenny and Ray Craigie

Anne Crowley

Edwin and Noeleen Davis-

Raiss

Susan Devenish-Meares

Khoa Duy Tran

Nicolas Escobar

Gerald Full

Maria Galang

Tonia Godhard

Rudy Gunawan

Tu Hai

Margery Hertzberg

William Ho

Hugh Humphrey

Hilary Johnston-Croke

William Jones

Roger Kennedy

Sreedevi Koduri

Anthony Kutra

Paul Leahy

Evelyn Lochtie

Wan Yee Loh

Flora McDonald

Lina Morrone

Lesley McCarthy

Mary McCullagh

Ruth Medd

Sarah Michael

Andrew and Prim Murray

Ahmed Mushtaq

Barbara Osborne

George Paradisis

Kathleen Plgram

Sean Rafferty

Rita Ramsdale

Stephen Ramsdale

Tracey Ramsdale

Elizabeth Robinson

Gavin Rogut

Helen Setches

Catherine Sita

Loan Shen

Siew Tan

Denise and Stephen Taylor

Gavin Thomson

Simon and Julia Tregoning

Mary Verschuer

Thomas Waddell

Michael Wight

Anna Yuen

Our supporters–community and corporate groups

- Capability HR Pty Ltd
- Club Ashfield
- Club Five Dock RSL
- Deutsche Bank
- Good360
- Greencore
- Kambala Old Girls Union
- Herbalife
- NAB
- PWC
- Radisson Blu Plaza Hotel Sydney
- Rotary Club of Five Dock
- Rotary Club of Ryde
- SCEGGS Darlinghurst
- SpecSavers Burwood
- St George, Leichhardt Branch
- Your Doctors
- Westpac

“The Rali Foundation has supported The Infants' Home Transition to School Program for four years. We have been very pleased with this partnership and we are particularly impressed by the steps that are taken by The Infants' Home to ensure that the transition to school is a smooth one, not only for the students but also for their families – The Rali Foundation Board

In memory of our friend Jean Saxon

The passing of Jean Saxon, aged 95, in September marked the end of a full and wonderful life. Jean and her twin sister Marion were brought to The Infants' Home in 1923 by their father Lionel, when they were one month old, following their mother's untimely death. Lionel visited the twins regularly, and he even helped to make furniture and paint walls for The Infants' Home.



Vale Jean Saxon
(1923–2018).

At age six, Jean and Marion returned home when their father remarried, and they were brought up within a loving family. Both Jean and Marion went on to live successful and fulfilling lives, and to have families of their own. They have had a lifetime association with The Infants' Home, visiting us regularly, and celebrating their 91st birthdays with us here in 2013. We are honoured to have played a part in their wonderful life story, and Jean's memory will live on as a bright light in our organisation's history.



Twins Jean and Marion aged three at The Infants' Home in 1926.

Thank you to the organisations that funded the following programs in 2018:

- **Anonymous Foundation** Art and Play Program
- **Briars Sports Club** Postnatal home visiting scholarships for vulnerable families
- **Burwood Council** Multilingual facilitation for Gurung playgroup
- **Canada Bay Club** Postnatal home visit scholarships for vulnerable families
- **Club Burwood RSL** Multilingual facilitation for the Gurung playgroup
- **Club Ashfield** Multilingual facilitation for playgroups and allied health playgroup visits
- **Commonwealth Bank, Ashfield and Summer Hill Branches** Rigby House renovation project
- **Department of Family and Community Services Community Building Partnerships Program** Rigby House renovation project
- **Family Day Care Australia** Early Intervention capacity building in family day care
- **Goldman Sachs Community TeamWorks** Refilling centre sandpits
- **Herbalife Nutrition Foundation** 'Head start on Health' nutrition program
- **Inner West Council** Red Bug Playgroup; photographic book for The Infants' Home's 145th anniversary
- **Johnson & Johnson** Postnatal outreach program for vulnerable families
- **The Woodend Foundation** From Strength to Strength: Supporting Children's Transition to School program; Bridging the Gap: Supporting vulnerable children and families through targeted, integrated early childhood education and early intervention services' project
- **Sydney District Small Grants Scheme-Resourcing Parents** Circle of Security in Mandarin
- **Sydney Motorway Corporation WestConnex** Upgrade softfall in Murray House
- **Walter and Eliza Hall Trust** Purchase gross motor equipment for children with disabilities
- **West's Ashfield Leagues Club** Education scholarships for vulnerable families; Postnatal home visiting scholarships for vulnerable families

Getting help where it's needed most: Caleb's story

When Caleb was diagnosed with the developmental disorder Williams Syndrome at two years of age, his parents Yumi and Craig (both pictured with Caleb) were committed to finding early education and therapy services to give him the best start to life. But getting all the help your child needs in one place is not easy, especially when they have complex needs.

Caleb's condition includes anxiety, a speech delay, learning difficulties, spatial awareness issues, lack of impulse control and difficulty assessing risks. To ensure Caleb's safety, he needs educators and therapists with specialist skills, experience and knowledge. Yumi and Craig faced the unsustainable challenge of coordinating and paying for external therapists to visit their previous child care centre to support the educators working with Caleb. Eventually, Yumi turned to an online support group, where several families recommended The Infants' Home for both Caleb and his little brother, Micah.

Coming to The Infants' Home was a turning point for Caleb's family. Our onsite speech and occupational therapists worked with Caleb, his family, educators and external therapists to help him achieve his developmental goals, all on the one site here at The Infants' Home. The team helped Caleb to overcome his anxiety and to gain greater independence and inclusion during meal times. He now uses the bathroom by himself and participates in group music and movement activities to support his learning, development and school readiness, all achievements that have boosted Yumi's and Craig's confidence in Caleb's future.

The next big step for Caleb will be starting primary school in 2020. Yumi and Craig feel hopeful and supported in the knowledge that Caleb is becoming a confident, sociable and capable young man.



Our staff

2018 Staff Excellence Awards

Teamwork and Collaboration

Rigby House Team:

- Isa Holmes
- Elise Benjamin
- Shelley McGrath
- Purti Mehta
- Tripti Palikhe
- Fiona (Xingrong) Wang
- Neda Tayeban
- Asima Khan
- Niki (Qing) Hu
- Priya Christian
- Karnika Bhattacharya
- Nina Nekich

Diversity and Inclusion

Gorton House Preschool Team:

- Ying Yu
- Lillian Zhao
- Nicky Roditis

Innovation and Process Improvement

- Sarah Brand
- Isabelle Ho

Customer Service

- Michael Sidoti

Community Engagement

- Tammy Edden
- Barbara Millist
- Catherine Mitchell
- Catherine Jackson

Inaugural 'Meryl Burn Award for Excellence in Child and Family Health and Wellbeing'

- Amy Jones
- Sabreena Akbal
- Justine Tarrant

Staff at a glance in 2018

156 Staff members

17 New staff

1,417 Hours of formal professional development undertaken by staff

6 Staff were undertaking tertiary studies

42% Of educators hold a degree or diploma qualification

40% Of staff have been employed at The Infants' Home for over 5 years

Staff service awards

5 years

- Anne-Marie Byrne
- Dalia Azzi
- Jannatul Mowa
- Justine Tarrant
- Madhu Kumari
- Narelle Deeney
- Nicky Roditis
- Priyadarsini Christian
- Sanju Khadgi

10 years

- Yi Deng

15 years

- Asima Khan

Family Day Care Educators

5 years

- Suzanne Beckman
- Cindi Mercer
- Leanne Blundell
- Laura Sanchez
- Jayne Parums
- Jane Russell

- Shelley Scholten
- Vicki Robinson
- Lindsay Struthers
- Melissa Griffiths
- Sarah Spicer
- Terry Bernstein
- Lisa Saltmarsh
- Marwani Lo
- Vy Kim Thuy Doan
- Fae Eghbali Arabzadeh
- Selina Sultana
- Marina Belkin
- Ebony Shroot

- Mona Chock
- Kim Do
- Thomas Chan
- Christine Sabrie
- Lourdes Hernandez-Alvarado
- Yvonne Husband

15 years

- Chaya Biswas

25 years

- Santina Ilardo

Thank you and farewell Meryl Burn

In October we farewelled our Health and Early Childhood Consultant Meryl Burn after 38 years at The Infants' Home. A special afternoon tea was held to mark her retirement, with past and present staff coming together to celebrate the amazing contribution that Meryl made to The Infants' Home since commencing here in 1980. Over the years Meryl provided essential expertise in the areas of child health, nutrition and development, and was an integral part of the evolution of our integrated services for children and families.

Meryl remembered "Feeling the ambiance of [the] place, the tranquility—and the sound of happy children" on her first day at The Infants' Home. During her time with us Meryl witnessed The Infants' Home's transition from being a residential facility and crisis centre to becoming the thriving integrated child and family services centre it is today. We thank Meryl for her significant contribution to The Infants' Home, and wish her all the best for a long, healthy and happy retirement.





the infants' home
CHILD & FAMILY SERVICES

17 Henry Street, Ashfield NSW 2131

02 9799 4844

mail@theinfantshome.org.au

theinfantshome.org.au



ABN: 71 174 918 661