



Annual Report 2019

each child,
every opportunity



the infants' home
CHILD & FAMILY SERVICES

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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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 2019 we provided integrated early childhood education and care, early intervention and health services to over 1,700 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 over 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.

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.



Our Patrons

Mrs Linda Hurley, wife of His Excellency General The Honourable David Hurley AC DSC (Rt'd), Governor-General of the Commonwealth of Australia.

Mr Dennis Wilson, husband of Her Excellency The Honourable Margaret Beazley AO QC, Governor of NSW.



Below: Mary presented The Infants' Home's Staff Excellence and Service Awards at the 2019 Annual General Meeting in May. Mary is pictured with Educator Priya Christian, who received her five year Service Award.



President's message

Before we look back to 2019 I would like to touch on our response to the current crisis. COVID-19 has changed our daily lives as we seek to stop the spread of this dangerous virus. As an organisation we are adapting and responding to the ever-changing requirements of our families and government. Your Board is meeting weekly to ensure we respond appropriately and are able to safely continue the services we deliver and care for our children, families and staff. The Infants' Home survived the Spanish Flu and we will come out the other side of this pandemic to continue to deliver services to our community into the future.

In 2019 we took time to consider how we want to be positioned to meet the needs of young children, their families and the community when we reach our 150th anniversary in 2024. At our Annual General Meeting in May we launched our 'Toward 150' campaign with a series of posters celebrating our past and acknowledging its importance as a foundation for our future growth and sustainability. As we move toward this milestone our focus will be to expand our reach, grow our impact, support our community, preserve our property, honour our history and thank our supporters.

One of the first steps toward growing our impact will be the opening of our MacCallum House community-based preschool onsite for three to six year old children. Named after Lady MacCallum, our longest-serving President (1905–1946), the service will provide families with access to a sessional play and interest-based preschool program during school terms to help children to learn, develop and get ready to start school. COVID-19 has delayed the preschool opening, but we hope to commence offering this service in the second half of 2020.

The Infants' Home has always depended on the help of our donors and supporters to enable us to carry out our work

with children and families, especially those who are most vulnerable. As we look toward our 150th year it is important that we recognise and thank those who have contributed to our service over the years, some of whom have become long term supporters. For example, with the commissioning of NUSHIP Sydney in 2020, we will gratefully continue our 55 year association with HMAS Sydney of the Royal Australian Navy as their adopted charity since 1965.

We are progressing an innovative plan to develop an onsite 'outdoor classroom' which will focus on supporting children's learning through outdoor play. Research suggests that playing and learning in natural outdoor settings improve children's social skills, increase their engagement in learning, problem solving and knowledge retention, and fosters an appreciation of the natural world. The outdoor classroom will be an innovative learning space where children can explore, have agency and experiment with their ideas and creativity.

In planning positively for the future, we recognise that in 2020 and beyond we will continue to see the impacts of increased sector competition, changing workforce patterns, reductions in government funding and a more competitive fundraising environment on our organisation. We will continue to meet these challenges by keeping abreast of government policy and economic and social trends to enable us to develop new business and service models, and new modes of fundraising, that will enable us to create a promising future for our families and communities, while ensuring sustainability for our organisation.

Finally, I would like to thank everyone at The Infants' Home for your unfailing professionalism and daily commitment to helping ensure we promote the best possible outcomes for children and families.

Mary Verschuer

Sam's story: Getting ready for success

Sam was born with Trisomy 21 (Down syndrome), a genetic disorder that causes developmental and learning delays and distinctive facial features.

Sam spent the first six weeks of his life in a Neonatal Intensive Care Unit due to health complications. It was discovered that the hole in his heart he was born with had not closed, causing him to experience significant hypertension (high blood pressure). He also struggled to breathe and feed, and was fed via a nasal gastric tube until he was six months old. At five months of age he underwent open heart surgery.

For first time parents Natalie and Mathew, the prospect of finding child care where Sam's specific health and developmental needs could be met was daunting. However, with no family in Sydney, they needed to find a suitable place for Sam so that Natalie could return to work.

Natalie first learned about our child care centres when she contacted our Sydney Hope Cottage postnatal service for help with breastfeeding following Sam's heart surgery. When she mentioned her concerns about finding child care for Sam, the nurse encouraged Natalie to contact us.

"There didn't seem to be a problem, and putting him on the waitlist seemed very easy. I was just so thrilled that The Infants' Home had an onsite nurse and social worker," Natalie says.

Sam started in our Rigby House centre at just over a year old. The integrated team of educators, a nurse, and allied health staff worked closely with Sam, Natalie and Mathew to support Sam's transition to child care. Here he was included in our everyday play-based learning program with other children while also having his health and development needs met.

Sam settled happily into Rigby House, but then at 18 months old he was diagnosed with Leukemia and Osteomyelitis (a bone infection). Sam had to be taken out of the centre while he underwent cancer treatment which compromised his immune system, and he had to have several surgeries related to the bone infection.

"Sam's and our family's time at The Infants' Home has contributed in so many ways to help set Sam up for his current successes."

Natalie, Sam's Mum

Natalie says, "I cannot express enough how supportive the staff were at this time. They reassured me that when Sam was better he could come back and not to worry about that. The second time [he enrolled] after his treatment was honestly like coming back home—the support, love and genuine joy in seeing him better—no words can really do it justice."

Upon his return to our Johnson House centre, Natalie felt that everyone was always kept on the same page with regard to Sam's needs and wellbeing, and that the whole team shared in the joy of his triumphs and achievements.

In 2016 Sam transitioned successfully to primary school, and he also began to walk independently that year. Now aged 10, he attends an Education Support Unit within a local primary school in Perth, where he and his family moved in 2017. He has achieved some fantastic milestones since leaving The Infants' Home.

Last year he ran right to the finish line in his school's sports carnival running race, and he still continues to maintain friendships with many of his peers from his days at The Infants' Home.



Sam (right) in 2015 enjoying story time in Johnson House preschool.



Sam is now in Year 4 at his local primary school in Western Australia.



CEO's message

At The Infants' Home we recognise that our staff are our most valuable resource. In 2019 we focused on building staff capacity and wellbeing through a range of learning and development programs. This included the delivery of a number of workshops for educators and allied health staff by external training providers, as well as regular in-house learning and discussion sessions for staff on aspects of educational practice and pedagogy.

In June we introduced a Staff Engagement and Wellbeing Committee to help promote an organisational culture of staff engagement and wellbeing. The Committee facilitated an Early Childhood Educators' Day staff event in September.

Risk management has been a core focus throughout the year. New software is enabling us to better track and learn from incidents. More sophisticated discussions related to risks and how we manage them are occurring throughout the organisation.

2019 also saw significant growth in many areas of our services and programs. In particular, we saw a significant increase in the number of postnatal home visits we conducted, from 83 visits in 2018 to 161 visits in 2019. Our four community playgroups, including our fortnightly weekend playgroup for fathers and their children,

continued to be popular, with a total of 432 individual children and 371 individual parents/carers attending throughout the year. Many families attend a playgroup regularly, and some attend more than one of our playgroups each week. In 2020 we plan to increase our focus on our playgroups to determine how we may be able to expand or adapt the program to continue to meet the emerging needs of families in our community.

I would like to congratulate our Murray and Gorton House teams for their outstanding rating results following their assessment and rating visits under the National Quality Framework in December. Both centres received ratings of Exceeding the National Quality Standard. This reflects the hard work and dedication of both teams.

My thanks to the Board and leadership team for helping to ensure that our organisation values our staff and makes it possible for them to undertake the work they do every day with our children and families professionally, diligently and enthusiastically.

I also thank all of our staff for their genuine commitment to making a difference for young children and their families.

Elizabeth Robinson



Our staff celebrated Early Childhood Educators' Day with a BBQ picnic event in September.

Our year in numbers

Early childhood education and care

- 538** Children attended our Early Childhood Education and Care centres
- 657** Children attended our Family Day Care services
- 107** Children transitioned to school (from our Early Childhood Education and Care centres and Family Day Care services)
- 120** Family Day Care playsessions conducted across our family day care hubs
- 59** Suburbs across the Sydney metropolitan area in which we provided Family Day Care services

Early intervention

- 41** Targeted integrated early intervention groups were delivered for children in our Early Childhood Education and Care centres
- 265** Children participated in our targeted integrated early intervention groups
- 462** Children attended our Supported Community Playgroups
- 35** Information sessions held for parents and carers at our Supported Community Playgroups
- 163** Parents/carers registered to attend our Parenting courses and wellbeing programs

Health support services

- 161** Postnatal support home visits were provided by our nurses through our Sydney Hope Family Cottage service
- 108** Families benefited from our free postnatal home visiting service
- 3120** Special meals (lunch) provided for children with specific health or developmental needs





Our impact: 2019 top five

107 children transitioned to primary school from our early childhood education and care services

Research shows that participating in a quality early learning program, and experiencing a positive, supported transition to school, help to set children on a positive trajectory for their future schooling and subsequent life outcomes. This is particularly vital for children and families who are living with vulnerabilities or who have additional needs.

All of our educational programs within our early childhood education and care centres and family day care services include a focus on helping preschool aged children to develop the social, emotional and cognitive skills to help them start school with positive dispositions for learning.

With the generous support of The Rali Foundation, this year we also delivered a targeted school transition program for 10 children impacted by disadvantage, complex life issues, health concerns and/or disability. The 'From Strength to Strength: Supporting Children's Transition to School' program uses a 'whole family' approach to simultaneously prepare and support vulnerable children for the school transition while helping their families to build the confidence and networks required to advocate for and support their child during and after they transition.

265 children participated in our targeted integrated early intervention groups within our early childhood education and care centres

Our integrated team includes our centre directors, educators, social workers, occupational therapists and speech pathologists. The team works together to identify children who would benefit from early intervention, and they create and deliver specialist and targeted group programs within our mainstream early childhood education and care centres. This means that all children, not only those who require additional support, benefit from our targeted early intervention programs.

This year 41 integrated groups were delivered in our early childhood education and care centres. The integrated team works collaboratively to engage with children and their families throughout the year to identify children's current and emerging needs, and the level of intervention or support they may require. The integrated group programs implemented throughout 2019 addressed a range of learning and development areas including language, literacy, STEAM (science, technology, engineering, the arts, and mathematics), social skills for communication and play, emotional regulation and fine and gross motor development.

462 children and 371 parents/
carers attended our Supported
Community Playgroups

Our supported community playgroups are facilitated by qualified early childhood educators. The playgroups have the dual aims of providing children from birth to school age, who do not attend formal early childhood education and care, with the opportunity to participate in a quality early learning program before starting school, while 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 deliver the following playgroups: Red Bug Playgroup at Ashfield Park (now in its 12th year of operation); Wangal Playgroup at Ashfield Public School; Gurung Playgroup at Croydon Park Public School; and a 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 the playgroups to give families information and advice on aspects of child development and wellbeing, and they provide referrals to external services where needed. This year 35 information and support sessions were held for families across our four playgroups.

108 families received free
postnatal support home visits

In 2017 Johnson & Johnson partnered with us to deliver our three year 'Postnatal Outreach Program for Vulnerable Families' project. The 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.

Through the Postnatal Outreach Program for Vulnerable Families project we also continued to expand our referral networks with health, migrant support and other relevant agencies across Western, South Western and South Sydney to reach targeted families, and we streamlined program delivery processes to increase our capacity for frontline service delivery.

In 2019 we also received funding from Canada Bay Club, Wests Ashfield Leagues Club and the NSW government to continue the delivery of our free postnatal home visiting program in Sydney's Inner West and surrounding areas. Despite staffing challenges due to the nation-wide shortage of nurses with child and family health nursing qualifications, this year we conducted 161 home visits to 108 families, increasing our home visits by 52% from 2018.

100% of our services rated as
Meeting or Exceeding the
National Quality Standard

In December two of our centres were assessed and rated under the National Quality Framework (NQF). We were delighted that both our Murray House and Gorton House centres achieved overall ratings of 'Exceeding the National Quality Standard' (NQS).

This means that 100% of our services have attained a quality rating of 'Meeting NQS' or above, with four of our six early education and care services rated as 'Exceeding'.

This is an outstanding result. In 2019, just 30% of long day care centres nationally, and 26% of centres in NSW, were rated as 'Exceeding NQS', whereas 66% of The Infants' Home's services are rated as 'Exceeding'.



Highlights and achievements of 2019

The Infants' Home's Murray House and Gorton House centres rated as 'Exceeding the NQS'

The National Quality Framework (NQF) delivers a national approach to regulation, assessment and quality improvement for early childhood education and care services. Following NQF assessment visits at our Murray House (staff team pictured) and Gorton House centres in December, we were thrilled to receive 'Exceeding the National Quality Standard (NQS)' ratings for both services. This is a testament to The Infants' Home's ongoing commitment to the provision of quality early childhood education and care. In 2019 just 30% of long day care centres nationally, and 26% of long day care centres in NSW, were rated as 'Exceeding the NQS'.



New community playgroups van

Our new community playgroups van made its maiden voyage to the Red Bug playgroup in Ashfield Park in April. The van continues to be a valuable asset in helping us to successfully deliver our weekly playgroups in this local park and local primary schools. This spacious and purpose-fitted vehicle was purchased with funds raised for us by Radisson Blu Plaza Hotel Sydney's management and staff team through a range of activities in 2018, including their annual Gala Fundraising event.



Intergenerational learning programs

This year children from our Gorton House centre and Northern Beaches Family Day Care Sydney Wide services have participated in intergenerational learning programs through regular visits to local aged care facilities. These programs have promoted connectedness between the children and older people, and has given the participants, both young and old, opportunities to make new friends and to learn from and value one another.



The Infants' Home Open Day

At the end of August we welcomed the community into The Infants' Home for our Open Day. The event included presentations about our services by our CEO Elizabeth Robinson and Children's Services Manager Mariam Christodoulos, tours of our child care centres, information displays about our programs, and children's activities. A team of 25 volunteers from NUSHIP (which will be commissioned HMAS Sydney in 2020) helped out on the day with setting up, organising children's activities and serving gelato.



Educator Lulu recognised for excellence

Family Day Care Sydney Wide Educator Lourdes Hernandez Alvarado was announced as the 2019 regional winner for the CBD, Inner West & Eastern Suburbs region in the 2019 Excellence in Family Day Care Educator of the Year Awards. Lourdes, who is known as Lulu by the children and families in her Amigos Family Day Care service in Burwood, has been an educator with The Infants' Home's Family Day Care Sydney Wide scheme for five and a half years. Lulu's nomination was one of over 5,000 nominations that were received as part of the Excellence in Family Day Care Awards from all around Australia.



Our long and proud relationship with HMAS Sydney continues

The Infants' Home has been the adopted charity of HMAS Sydney for over 50 years, since 1965. In March our CEO Elizabeth Robinson was presented with a plaque by Captain Mike McArthur, Commander of the Australian Maritime Warfare Centre (AMWC), to commemorate our ongoing partnership. In November we were honoured to attend a Wreath Laying and Memorial Ceremony in Sydney's Martin Place to commemorate the 78th anniversary of the sinking of the HMAS Sydney II on 19 November 1941, and the loss of its 645 officers and crew. Our President Mary Verschuer laid a wreath in honour of their memory. The commissioning of NUSHIP Sydney in 2020 will see us celebrate our continuing partnership with our fifth HMAS Sydney.



Goldman Sachs Community TeamWorks program

Each year staff from Goldman Sachs work in partnership with their local not for profit organisations across the world to make a difference through their Community TeamWorks program. In June we welcomed a team from Goldman Sachs who replenished our children's sandpits with fresh sand purchased for the project as part of the Community TeamWorks program. In September we welcomed another Community TeamWorks group who spent a busy day plugging our main lawn.



The Kitchen Garden Project

In October we welcomed a team of volunteers from our longtime supporter Herbalife Nutrition Foundation (HNF) who assembled six new 'Vegepod' raised garden beds to create our first kitchen garden. The team also helped the children to plant the garden with the herb and vegetable seedlings they had chosen.

This project was funded through a HNF Champion Fund Grant. Our children, educators and Chef Charoen (pictured bottom left) worked together to plan which vegetables and herbs would be best suited for use in the kitchen to prepare children's daily meals, as well as for children to use in cooking and food preparation activities.

The kitchen garden project has sound links to The Infants' Home's educational programs for all children. Through maintaining the garden, observing the growth of plants and harvesting and preparing fresh food, the children are learning about healthy foods, nature and the interconnections between living things, and environmentally sustainable practices. The project is also supporting the development of children's life skills such as cooperation, sharing and critical thinking, as well as language, literacy and numeracy skills.



Advocacy, development and professional learning

1614

hours of professional development undertaken by staff

80

professional development courses, conferences and symposiums were attended by staff

16

Family Day Care Educator Forums

3

staff undertaking tertiary studies

48

student placements

The Infants' Home's conference presentations

International Society on Early Intervention Conference

Our Children's Services Manager Mariam Christodoulos and Allied Health Director Simone Hayes presented 'Response to Intervention: Integrated Early Childhood Service Delivery' about The Infants' Home's approach to early intervention at the International Society on Early Intervention Conference in June. Their presentation described how our service delivery model is guided by the Response to Intervention (RTI) framework. It examined the successes, challenges and opportunities that this model creates for children, families, the local community and the professional capacity of our integrated team.

2019 Early Childhood Australia Conference

In September Johnson House Director Amy Jones and Occupational Therapist Justine Tarrant presented the workshop 'All mixed up! Supporting children to unpack feelings and emotions through mindfulness', at the Early Childhood Australia Conference. Justine and Amy highlighted the work they have been doing in Johnson House preschool to help children practice mindfulness in their everyday play and relationships. The presentation included practical ideas that participants could take away to help them embed this program in their own centres.

Professional development, conferences and symposiums

A total of 80 professional development courses, conferences and symposiums were attended by staff in 2019. Topics covered included: early childhood education and care, early intervention, reconciliation, equity and inclusion, working with families, trauma-informed practice, occupational therapy, early childhood and infant health, and fundraising. Our Social Workers became certified facilitators of the Black Box Parenting Program that helps families manage the challenges of parenting after

experiencing family violence.

Staff from our integrated team also attended training to become facilitators of the Circle of Security early intervention program for parents and children.

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. This year's professional learning focusses for management included promoting staff mental health and wellbeing, strategic planning and management skills for performance review discussions.

Internal professional development activities

Throughout 2019 all staff had opportunities to participate in a number of 'Lunch and Learn' presentations by our Children's Services Manager on aspects of early childhood education and care practice and pedagogy. These sessions provided staff with opportunities to reflect on and discuss their current practices, understandings and strategies with colleagues from across the organisation. Three 'Working Out Loud (WOL) Circles' were also convened, through which small peer groups of four to five people met weekly over 12 weeks to achieve a goal, develop a skill, or explore a new topic using the step-by-step WOL Circle Guides. WOL helps participants to build relationships to unlock access to expertise and ideas, build confidence and develop critical reflection skills.





Student placements

We hosted 48 student placements across our early childhood education and care centres and playgroups. Our staff provided supervision and support for the students, whose studies included: Certificate III in Early Childhood Education; Diploma of Early Childhood Education and Care; Bachelor of Education (Early Childhood); and Masters of Teaching (Early Childhood).



Lily's story: Building skills and confidence as a new mum

As a first time mother, 25 year old international student Lily* was experiencing significant difficulties with breastfeeding and settling her baby. Her sister-in-law had previously accessed our postnatal services and upon her recommendation, Lily contacted us when her baby was five days old. Lily told the intake nurse that her baby was "yellow", and she described the challenges and doubts she was experiencing in caring for her new baby. Lily and her husband speak very little English, and they have no access to Medicare due to their visa status.

A home visit was scheduled immediately, and the nurse attending explained to Lily that the baby's skin was yellow due to jaundice. She reassured Lily that mild jaundice is very common in newborn babies and is most often harmless. Lily was also provided with breastfeeding support, including practical assistance to help her to latch the baby correctly for easier and pain-free feeding. The nurse also discussed sleep and settling techniques with Lily, and helped her to plan some practical strategies for managing these as part of her baby's daily routine.

The support provided to Lily helped her gain both the confidence and the practical skills for the care of her baby. This led to improved mental and physical wellbeing for both Lily and her baby, and promoted stronger mother-infant bonding for them both. Access to The Infants' Home's postnatal services was crucial for Lily as she was both unwilling and unable to access other services due to cultural, language and financial barriers.

Practicing 'Mindfulness' in Johnson House preschool program (above), Johnson House's mindfulness garden (above right).

*Name changed to protect privacy.

Finance report

The Infants' Home maintains a strong financial position with net assets of over \$12.6 Million. In 2019 the organisation delivered a deficit of \$276,216 due to challenging market conditions and a decline in fundraising revenue. The Board decided at the end of 2019 not to proceed with the Stage 2 expansion which meant capital works in progress needed to be brought to account as an impairment (\$190, 297).

The Infants' Home continues to adapt to an increasingly oversupplied marketplace. Our model is unique and in some ways protects us from market movements, however we did see slight declines in utilisation in both family day care and long day care services from the previous year. Cost control coupled with decreased reliance on agency

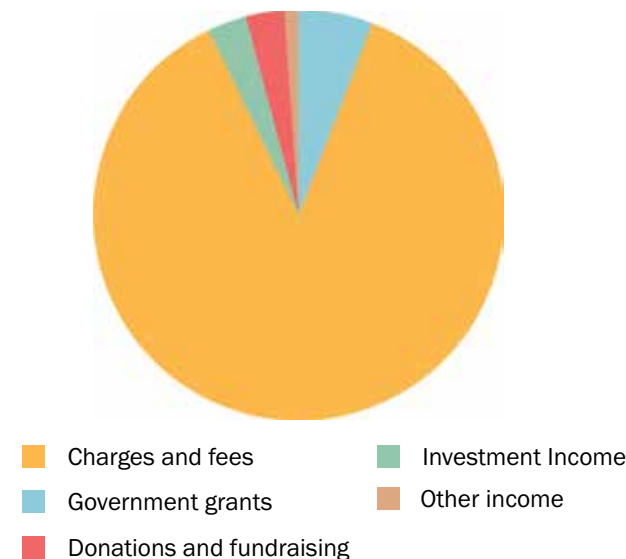
casual staff saw expenditure carefully managed to minimise the fiscal impact. As a result cashflow for the year remained positive despite the negative P&L impacts.

In addition to integrated early childhood education and care, The Infants' Home continued to deliver diverse early intervention and capacity building services to the community, including parent education programs, postnatal services and supported playgroups. These additional services are provided free of charge to the community and continue to be supported through grants from trusts and philanthropic organisations and selective government funding.

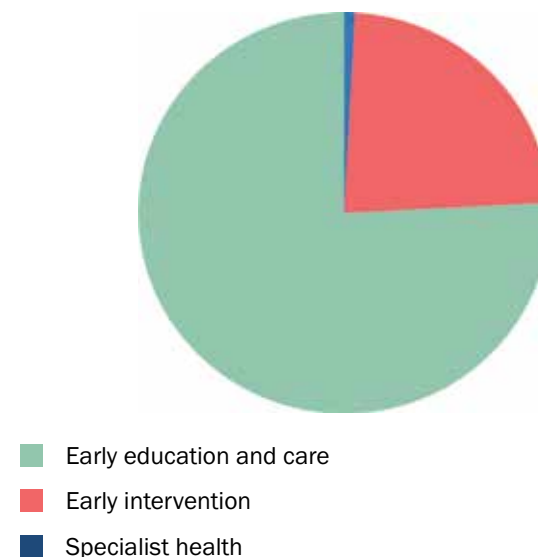
Fundraising was a particular challenge in 2019. Turnover in the fundraising team in the first half of the year resulted in a significant hiatus of all fundraising programs. In the latter half of 2019 a rigorous internal review of our fundraising processes was undertaken, and procedures were updated and an improved fundraising plan was developed. The focus continues to be on philanthropic giving through trusts and foundations and building sustainable relationships with significant corporate partners. The Infants' Home is grateful for the support shown to us by all our loyal donors and supporters whose generosity allows us to ensure each child has every opportunity.

As this report goes to print, the global COVID-19 pandemic is severely impacting daily life and also our service delivery. We continue working to our mission in these troubling times. Given that there is a deal of uncertainty about how this will play out in 2020 our auditors have raised an emphasis of matter in their otherwise unqualified audit opinion on our financial statements. Further information can be provided on request.

Revenue



Expenditure



The Infants' Home Ashfield for the year ended 31 December 2019*

Financial Results	2019	2018		2019	2018
		Restated			Restated
	\$	\$		\$	\$
Revenue from operations			Other comprehensive income		
Charges and fees	8,259,685	7,945,710	Fair value changes		
Government grants for operating purposes	553,470	535,322	FVOCI - Equity investments	331,505	(176,079)
Donations, fundraising and grants	339,158	519,315	Total comprehensive		
Investment income	200,801	277,319	Income / (deficit)	<u>55,289</u>	<u>(34,312)</u>
Other income	112,329	140,969			
	<u>9,465,443</u>	<u>9,418,635</u>	Summary of Net Assets		
Expenditure from operating activities			Assets		
Employee costs	8,023,776	8,022,274	Cash & investments	5,503,821	4,945,839
Materials and services	1,163,381	1,185,482	Receivables	232,756	337,940
Depreciation	370,058	369,840	Property & equipment	9,001,521	9,431,743
Finance costs	48,267	42,650	Right-of-use & other	134,616	69,020
Impairment	190,297	-		<u>14,872,714</u>	<u>14,784,542</u>
	<u>9,795,779</u>	<u>9,620,246</u>	Liabilities		
Other revenue and fair value changes (FVPL)			Payables	811,280	1,264,396
Government grants for capital use purposes	-	18,612	Contract liabilities	371,289	-
Bequests	7,480	351,341	Provisions	979,708	908,438
FVPL - Debt investments	46,640	(26,575)	Lease liabilities	75,183	26,644
	<u>54,120</u>	<u>343,378</u>		<u>2,237,460</u>	<u>2,199,478</u>
Net (deficit) / surplus	<u>(276,216)</u>	<u>141,767</u>	Net Assets	<u>12,635,254</u>	<u>12,585,064</u>

*Copies of the audited financial statements are available on request.



Our Board



Mary Verschuer

MBA, MScSoc, BAppSc, FAICD
Audit and Risk Committee; Property Committee; Capacity, Research and Reach Committee

President

Mary is an experienced non-executive director currently on the board of Maxitrans (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 became a fellow of the Australian Institute of Company Directors in 2017. Mary has been a Board Director from 2008-2015 and 2017-present. Member since 2016.

Meetings attended 6/6



Anthony Kutra

MBA, BEc(Hons), FAICD, FAIM
Property Committee Chair

Vice President (from September 2019)

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 6/6**



Dr Sandra Cheeseman

PhD, BEd, DipTeach(Early Childhood)
Capacity, Research and Reach Committee Chair; Audit and Risk Committee

Vice President (to September 2019)

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, resigned September 2019. **Meetings attended 4/4**



Sarah Michael

RN, GAICD
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. Member since 2017. **Meetings attended 6/6**



Lindsay Smartt

BA, FIAA, FNZSA, ASA, FAICD
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 IOOF Superannuation and Friendly Society, 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 6/6



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 serves on the board of Future2, the charitable foundation of the Financial Planning Association. He has served on the boards of Vodafone Australia Superannuation Trustee, Vodafone Fiji and Hillross Financial Services. Member since 2015. **Meetings attended 5/6**



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. Member since 2017. **Meetings attended 5/6**



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. Member since 2017.

Meetings attended 4/6

Board Committee Members

Barry Gordon: Property Committee

Kerry Staples: Capacity, Research and
Reach Committee

Carolyn Swindell: Fundraising Committee

Advisers

David Burke of Brewster

Murray Pty Ltd: Architects

HLB Mann Judd: Auditors

Dr Eleanor Brumby: Visiting Medical Officer



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 145 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 its 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. Vacancies are filled by the Board. 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. A comprehensive risk management framework was approved in early 2019. New Risk Management software was implemented in 2019. The Audit and Risk Committee has been active in the evolution of the organisation's approach to risk and the Board has determined its 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, MFIA, 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 Care)

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.



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.



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.



Jackie Evans

BSocSc, CFRE, FFIA

Fundraising Manager

Jackie started at The Infants' Home in 2019. She is an experienced fundraising manager and has worked in the fundraising sector for over 20 years. Jackie is responsible for implementing the fundraising strategy and ensuring revenue targets are met so that we can continue to deliver The Infants' Home's innovative and much-needed services for children and families.

Our supporters

Volunteers

This year 271 individuals donated their time, enthusiasm and skills to The Infants' Home through individual and corporate volunteering and pro bono consultancy activities. They participated in 57 volunteer days and events. Through their 2,032 hours of donated time, we estimate that they helped us save over \$84,775 in general administration, consultancy support, and cleaning and grounds maintenance, allowing us to focus more of our funds on service provision for children and families.

Corporate volunteers

269 corporate volunteers participated in 32 volunteering activities including working bees, events and special grant projects. The following organisations participated in our corporate volunteering program this year:

- | | |
|---|---|
| • Abacus Property Group | • HMAS Sydney |
| • Australian Maritime Warfare Centre (AMWC) | • JAMF |
| • BNP Paribas | • Janssen (the pharmaceutical arm of Johnson & Johnson) |
| • CBRE | • MLC/NAB |
| • Deloitte | • NAB |
| • Deutsche Bank | • Optus |
| • Export Finance Australia (formerly EFIC) | • PwC |
| • Fossil | • St George |
| • Goldman Sachs | • Westpac |
| • Herbalife Nutrition Foundation | |

We thank the 56 personnel from the AMWC who undertook 11 targeted volunteer days with us, in addition to our regular Corporate Volunteering Program, to assist with building, equipment and grounds maintenance projects.

Individual volunteers

We are also grateful to individual volunteer Juliet who donated approximately 72 hours of her time to assist us to undertake records searches for The Infants' Home's Care Leavers. We also thank Bradley who undertook a mix of paid and volunteer support to help us with the significant task of indexing our digitised historical records.

Volunteer impact in 2019

Two Goldman Sachs Community TeamWorks Program grants replenished the sandpits in all of our early childhood education and care centre and arranged for the coring (aeration) of our main lawn to prevent soil compaction and to keep the grass healthy and green. As well as sending 23 volunteers over two separate days to undertake these tasks, Goldman Sachs also supplied us with 24 tonnes of sand, five new wheelbarrows and shovels, lawn corer hire and lawn fertiliser for the completion of these essential projects.

Corporate donations received from participating organisations go towards our services. In 2019 we received \$3,587 in donations, and income from our Corporate Volunteer Program booking fees generated \$7,220.

Johnson & Johnson and Herbalife Nutrition Foundation partner with The Infants' Home continue to provide funding for our programs for children and families, as well as providing us with support through their participation in corporate volunteer days throughout the year.

Bequestors

Bernard Rothbury

Community and Corporate support

We thank the following for their generous donations of general funds and/or goods to support our programs and events for children, families and our community.

- | | |
|---|----------------------------|
| • AMWC | • Goldman Sachs, Australia |
| • Club Ashfield | • Good2Give |
| • Club Five Dock RSL | • Grill'd Darlinghurst |
| • Coles, Ashfield Mall | • Grill'd Leichhardt |
| • Commonwealth Bank Leichhardt Branch | • J Dean Design |
| • Bakers Delight, Westfield Burwood | • Karma Currency |
| • Deutsche Bank | • Luna Park, Sydney |
| • FIL Investment Management Australia Limited | • Optus |
| | • Rotary Club of Five Dock |
| | • SCEGGS Darlinghurst |
| | • SpecSavers Burwood |
| | • University of Melbourne |



Andrew, the Branch Manager of Retail Services at the Commonwealth Bank in Leichhardt, presented CEO Elizabeth Robinson with a donation of \$500 in June.

Individual donors

- Shirley Bird
- Anthony Boogert
- Sarah Brand
- Louise Brennan
- Rachel Brittliff
- Sonia Bustillo
- Anne-Marie Byrne
- Rocco Cacia
- Kevin Carroll
- Sandra Cheeseman
- Helen Clarke
- E Close
- Suzanne Clutterbuck
- John Cordukes
- Ray Craigie
- Ann Crowley
- Jemma Dalrymple
- Edwin and Noeleen Davis-Raiss
- Annie Dent
- Rae Dufty-Jones
- Barb Fox
- Niklas Green
- Rudy Gunawan
- Dominic Ha
- Teri Haid
- Rodman Hawthorne
- Margery Hertzberg
- Hugh Humphrey
- Robin Jefferson
- Hilary Johnston-Croke
- Sreedevi Koduri
- Tamara Kuppusamy
- Anthony Kutra
- Fiona Lambrou
- David Lattimore
- Jackie Evans
- Marie Lewis
- Evelyn Lochtie
- Flora MacDonald
- Lina Marrone
- Marc and Susan Martello
- Lesley McCarthy
- Sarah Michael
- Wendy Mou
- Bridget Murray
- Andrew and Prim Murray
- Debbie Niulala
- Barbara Osborne
- David Palmer
- Margarita Perez
- Kathleen Pigram
- Jason Polese
- Raja Ratnam
- Elizabeth Robinson
- Marlene Shepherd
- Loan Shen
- Catherine Sita
- Lindsay Smartt
- Kerry Snape
- Kerry Staples
- Carolyn Swindell
- Simon and Julia Tregoning
- Tina Tsen
- Melanie van Cuylenburg
- Mary Verschuer
- Michael Wight

Thank you to the organisations that funded the following programs in 2019

Anonymous Foundation Art and Play Program

Burwood Council Multilingual facilitation for Gurung Playgroup

Club Burwood RSL Multilingual facilitation for the Gurung Playgroup

The Danks Trust Resurface Rigby House centre's veranda space for infants and toddlers

Goldman Sachs Community TeamWorks Backyard Blitz –refreshing centre sandpits and lawn makeover

Herbalife Nutrition Foundation Head start on Health nutrition and education program and the Kitchen Garden Project

Inner West Council Red Bug Playgroup

Johnson & Johnson Postnatal outreach program for vulnerable families

The Rali Foundation From Strength to Strength: Supporting Children's Transition to School

The Woodend Foundation Bridging the Gap: Supporting vulnerable children and families through targeted, integrated early childhood education and early intervention services' project

West's Ashfield Leagues Club Fathers' and Children's Playgroup and the 'Movers & Shakers' targeted music and movement program for children



Volunteers from Goldman Sachs worked hard to bring our main lawn back to its best through their Community TeamWorks program.



The Fathers' and Children's Playgroup is a great place for males carers and their children to come together to connect with others.

We also thank the many anonymous individual donors who gave to us to support our programs for children and families this year.

Staff Excellence and Service Awards 2019

2019 Excellence Awards

Teamwork and Collaboration

Integrated Gorton House Team:

- Sima Ahmadi
- Fouzia Amer
- Shameem Begaum
- Moushumi Bhattacharya
- Thu Zar Bo
- Amanda Boogert
- Chamani De Silva
- Lisa Doyle
- Leila Ebrahimi
- Samantha Fieldes
- Russell Fowler
- May Glunruangsang
- Melissa Van Grimbergen
- Naomi Halligan
- Youchee Ho
- Sanju Khadgi
- Tsam La
- Gunjan Mathur
- Komal Patel
- Nicky Reditis
- Dan Saysana
- Paromita Sen
- Sophia Shephard
- Tracey Slater
- Bella Wang
- Ying Yu
- Lilian Zhao

Customer Service

- Mate Borovac,
Maintenance Officer

Community Engagement

- Margaret Malouf,
Fundraising Coordinator

People Management

- Amy Jones, Director,
Johnson House

Diversity and Inclusion

- Denise Lau, Educator,
Murray House

Wellbeing, Health and Safety

- Simon Zhu, Human
Resources Officer

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

- Samantha Fieldes,
Social Worker

Innovation and Process Improvement

Family Day Care Team:

- Mary Aquilina
- Maureen Coleman
- Tammy Edden
- Lara Farah
- Janice Francis
- Catherine Jackson
- Mardi Matesic
- Barbara Millist
- Cath Mitchell
- Susie Wilkins
- Zabed Bin Zafar

Staff Service Awards

15 years

- Amy Jones
- Deepa Dasgupta

10 years

- Karen Dashwood

5 years

- Gunjan Mathur
- Lilian Zhao
- Sabreena Akbal
- Perti Mehta
- Tripti Palikhe Maskey
- Bella Wang
- Michael Sidoti
- You Chee Ho

Family Day Care Educator Service Awards

10 years

- Nurjahan Hoque

5 years

- Bianca Adams
- Rose Kalache
- Rosetta Ovrahim-Alamshah
- Tetyana Mashkivska

Our staff

Staff at a glance in 2019

149

Staff employed at The Infants' Home as at December 2019

17

New permanent staff employed in 2019

1614

Hours of formal professional development undertaken by staff

3

Staff were undertaking tertiary studies

45%

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

63%

Of educators hold a degree or diploma qualification



Educator Support Officer Mary Aquilina (right) received a Long Service award for 20 years of service in the Family Day Care sector at the 2019 NSW Family Day Care Association conference in September.

Promoting staff wellbeing

In 2019 we introduced some new initiatives to promote staff wellbeing and work-life balance.

An Employee Assistance Program (EAP) was introduced for eligible employees. The EAP enables staff to access free and confidential counselling services, as well as a variety of other information and resources, to support their health and wellbeing. Our chosen EAP provider, Benestar, provides a personal coaching program across a number of areas including support for mental health, managing stress, guidance on parenting issues and advice on improving personal fitness and nutrition. Eligible staff are also able to access health and wellbeing blogs, podcasts, videos, meditations, self-assessments, activities and other information via the organization's website and app.

A Purchased Leave Policy was also introduced to enable eligible employees to purchase up to two weeks of additional leave, on top of their regular annual leave. Purchased leave is funded through a deduction from the staff member's salary over a twelve month period.

This policy was developed to assist The Infants' Home's employees achieve a better balance between work responsibilities and personal commitments.

Early Childhood Educators' Day

In September we celebrated Early Childhood Educators' Day with a BBQ picnic for staff on our main lawn. The lunch was staggered over three hours to allow all of our educators to join the festivities during their rostered lunch breaks. The celebration was organised by our inaugural Staff Engagement and Wellbeing Committee, and a team of corporate volunteers from Jansenn helped with setting up the event and running the BBQ. It was a great chance for colleagues to catch up and to celebrate the wonderful work of our amazing early childhood educators.

Whistleblower Policy

The Infants' Home is committed to support our values and encourages any suspected or actual wrongdoing to be disclosed and reported. Our Whistleblower Policy details how to report wrongdoing and the protections in place for anyone who comes forward to report wrongdoing.

2019 Staff Survey: Snapshot

A total of 74 staff members completed the majority of the questions in the 2019 Staff Survey, giving an overall response rate of 70%. This reflected a positive level of participation and provided a healthy sample size.

The 2019 Survey covered four key areas:

- Goals and Performance
- Communication
- Team
- Organisational Culture

Communication topped the results, showing that 100% of respondents agreed that they know what is expected of them at work. Similarly, from the Team area, 100% of respondents agreed that their team is committed to doing quality work.

While positive overall, the survey also highlighted some areas for reflection and improvement. 81% of respondents agreed that morale in their team is generally high and 82% of respondents felt that they have had opportunities to learn and develop at work in the past year. These results were taken into account by The Infants' Home's Leadership and Human Resources teams to assist with planning for future staff wellbeing and professional development initiatives.



Gorton House preschool team were presented with the 2019 Diversity and Inclusion Excellence Award. Pictured from left: Ying Yu, Nicky Roditis and The Infants' Home's President Mary Verschuer (Gorton House preschool team member Lillian Zhou was unable to attend the presentation).



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

