



the infants' home  
CHILD & FAMILY SERVICES

# 2020 Annual Report

*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.

# Contents

2	Acknowledgment and Contents	13	Advocacy and Community Engagement
3	About The Infants' Home	14	Finance report
4	President's Message	16	Our Board
5	CEO's Message	18	Governance
6	2020: Our Impact in Numbers	19	Our Leadership Team
7	The Challenges of COVID-19 for Family Day Care	20	Our Donors and Supporters
8	Our Impact: 2020 Top Five	22	Our Staff
10	2020 Highlights and Achievements		
12	Supporting our Staff: Professional Learning and Development		

*The Infants' Home Nurses caring for babies on the main lawn (1907).*





# President's Message



As the challenges of 2020 began to unfold from the very beginning of the year, we knew that we needed to be agile, resilient and forward-thinking. We had to ensure that The Infants' Home could adapt and respond effectively to the ever-changing COVID-19 pandemic situation while also preparing ourselves to be able to continue to deliver services to our community into the future. From March the Board began meeting weekly to assist our CEO Elizabeth Robinson and the Leadership Team to steer the organisation through the pandemic.

In 2020 we faced the risk of significant financial loss due to the combined impacts of reduced child care enrolments, the provision of 'free' child care through the Early Childhood Education and Care Relief Package which effectively halved our income, and the loss of fundraising revenue as a result of the economic climate created by the bushfires and the pandemic. Our Board worked closely with the CEO to review our organisational structure to enable us to continue to operate viably and deliver our essential services for children and families. Government stimulus and sound financial management resulted in 2020 ending with a \$626,391 surplus.

The 2021-2023 *Strategic Plan* was approved by the Board in October for commencement in January 2021. It sets out

the strategies and activities that we will undertake over the next three years to lead to better outcomes for children's education and wellbeing through our integrated services, research and advocacy. In reviewing our organisational structure this year we also identified an opportunity to introduce a Finance and Business Services Manager role to streamline our operations and to ensure our readiness to concurrently mobilise all areas of our business for action as opportunities aligned to our 2021-2023 *Strategic Plan* arise. The high-level goals of our *Strategic Plan* are to:

- Reach and impact more children in more ways by continuing to expand and enhance our services and programs.
- Leverage our assets and knowledge by developing our existing site to maximise its usage for contemporary and innovative early childhood education and care and family services and strengthening our community connections and corporate partnerships.
- Gain recognition of our thought-leading expertise by quantifying the impact of our innovative service delivery and demonstrating and sharing this within the wider sector.
- Ensure a strong, healthy organisation for the future by increasing workplace capability, engagement and wellbeing, strengthening our financial position and taking advantage of new and emerging technologies.

In 2021 we will commence the delivery of our *Strategic Plan* by developing a master plan for our Ashfield site, actively seeking opportunities for offsite expansion, planning for the creation of an outdoor classroom and rolling out our Information and Communication Technology (ICT) Strategy. These are just the first steps on what will be both an exciting and busy three-year journey, leading to our 150<sup>th</sup> anniversary in 2024.

In October our Board were delighted to be able to say thank you directly The Infants' Home's amazing staff at an end-of year staff BBQ lunch. Members of the Board and Leadership Team cooked the BBQ, served salads and took

the opportunity to chat with staff about their extraordinary work and experiences in 2020. The 2019 Staff Awards, which would normally be presented at the AGM, were also presented on the day.

I extend my thanks to Elizabeth, the Leadership Team and staff at The Infants' Home for working so positively through such a tumultuous year and emerging in 2021 ready to continue to deliver services for children and families.

**Mary Verschuer**



Mary serves lunch to Educator Emily Cheng at the end of year staff BBQ.



Mary presents Family Day Care Administration Officer Zabed Bin Zafar with a 2020 Staff Award for 'Innovation and Process Improvement'.

## CEO's Message



Since our inception in 1874 The Infants' Home has been a dynamic and innovative organisation, and these enduring qualities put us in good stead to rise to the extraordinary challenges presented by the events of 2020.

With the poor air quality caused by the bushfires at the beginning of the year, followed by extreme weather with flooding rains in February that affected our property, we needed to adapt our free flow indoor/outdoor educational programs to keep children indoors. This was particularly challenging at a time of year when our Educators are helping new and transitioning children to settle into their new spaces.

The COVID-19 pandemic in March and April caused our child attendances to drop significantly. For many children and families, as well as our staff, this was a particularly difficult time as they wrestled with disruptions to their routines and connections with others, while also experiencing anxiety about their health, safety and financial security. We suspended many of our programs, including our parenting courses, postnatal home visits, playgroups and corporate volunteering program to meet government directives for non-essential gatherings and physical distancing.

Our primary focus during the pandemic was the safety and wellbeing of our children, families and staff. While taking the necessary steps to prevent the spread of illness, we continued to provide high quality education and care programs for the children still attending our services, and we developed a Digital Curriculum to help our children and families at home stay engaged and connected. We also turned to digital technology to deliver our postnatal services virtually and to provide parenting programs online.

My sincere thanks to all of our staff for their flexibility, resilience and commitment to children and families during such difficult and unpredictable times. As the year progressed it was wonderful to see attendances in our centres increase, and many of our programs and services recommence with COVID-Safe plans in place.

During 2020 we celebrated many highlights and achievements. In February our Murray House and Gorton House centres received ratings of Exceeding the National Quality Standard following their Assessment and Rating visits under the National Quality Framework (NQF). In July our Family Day Care service expanded as we welcomed Educators from Willoughby Lane Cove Council's family day care service to Family Day Care Sydney Wide, thus extending our service reach, and helping us fulfil our vision for our scheme.

In September we were delighted to celebrate the hard work of our team with a COVID-Safe Early Childhood Educators' Day staff event, for which our Board recorded a video to acknowledge their appreciation of the team's hard work and commitment to our children and families.

Another important milestone in 2020 was joining the National Redress Scheme (NRS). The Infants' Home is deeply committed to child protection and, in recognition of our role as a historic residential care facility, in 2020 we issued an apology to children in institutional care.

During NAIDOC Week in November we were very proud to announce the launch of our inaugural Reconciliation Action Plan (RAP). Our RAP is an important statement of our commitment to the national reconciliation movement and to supporting change through the early childhood education programs and family support services we deliver in our community.

I would like to thank our Patron Mrs Linda Hurley who telephoned me during the pandemic to send best wishes to our staff from herself and her husband, His Excellency General the Honourable David Hurley AC DSC (Rt'd), Governor-General of the Commonwealth of Australia. The video message Mrs Hurley sent to staff was well received.

Finally, thank you to our dedicated Board who provided myself and the team at The Infants' Home with robust support and sound guidance as we navigated the many challenges and successes of 2020.

**Elizabeth Robinson**

# 2020: Our Impact in Numbers

## Early Childhood Education and Care

550

Children attended our Early Childhood Education and Care centres

575

Children attended our Family Day Care Services

113

Children transitioned to school from our early childhood education and care services

69

Suburbs across the Sydney metropolitan area in which we provided Family Day Care services

## Early Intervention and Family Support

47

Targeted integrated early intervention groups were delivered for children in our Early Childhood Education and Care centres

251

Children participated in our targeted integrated early intervention groups

46

Supported Community Playgroups sessions were conducted

666

Children attended our Supported Community Playgroups

558

Parents/carers attended our Supported Community Playgroups

6

Parenting programs were conducted

67

Parents/carers attended our parenting programs

## Health Support

61

Families received postnatal support from our Sydney Hope Family Cottage Child and Family Health Nurses

77

Postnatal support home visits and telehealth sessions were delivered by our Sydney Hope Family Cottage Child and Family Health Nurses

147

Special meals were provided for children with specific health or developmental needs (on average each week)

*"The integrated team at The Infants' Home really makes them stand out. I can see how the programs that they design help both the children and the Educators. The programs align with the sessions that my child has with his own OT and speech therapists which means he is getting a lot of positive support" — Parent*

*"We feel lucky that both our girls have had the opportunity to go through the caring environment that The Infants' Home provides. The staff are amazing and really make the place what it is" — Parent*

# The Challenges of COVID-19 for Family Day Care

The COVID-19 pandemic was particularly challenging for our Family Day Care Sydney Wide service. Operating a child care service within their own home, many Educators faced supply chain issues during the nationwide hoarding of groceries and supplies at the beginning of the pandemic. Our Family Day Care team bulk-purchased toilet paper, hand sanitiser and other essentials and delivered it to those Educators who could not source their own.

In March we had to suspend many of our core Family Day Care programs. Play sessions ceased due to social distancing requirements until we could make a COVID-safe return to these in August as restrictions eased. Children's regular visits to aged care facilities were also put on hold. The children who had formed relationships with the aged care residents were saddened not to attend, but continued to keep in touch. They hope to return to visiting their older friends in 2021.

Throughout the pandemic's peak in mid-2020, the Family Day Care team worked hard to support the wellbeing, health and safety of Educators. Educators struggled, especially during the 'free child care' period (April to July) where they faced significant cuts in income, job uncertainty, and significant anxiety. The early loss of JobKeeper in July for the early childhood sector hit Family Day Care Educators particularly hard. Our Family Day Care Team acted as 'accidental counsellors', providing Educators with 24/7 support, conducting wellbeing checks, and striving to keep them focussed on continuing to provide high quality care and education for children despite the financial impact on their businesses. It is a testament to the commitment and resilience of our Educators that they endured this challenging period and continued to perform their roles with utmost professionalism.

To relieve the burden on Educators, our Family Day Care service provided a significant levy decrease during this period. The decline in The Infants' Home Family Day Care revenue required difficult decisions to be made to downsize our staff team and relinquish our Beverly Hills office, so that we could ensure the long term viability of

our service. In April we sadly farewelled our three Hub Coordinators Tammy Edden, Cath Mitchell and Susie Wilkins. The remaining team members rallied and were determined to innovate to maintain connection with Educators and to support our service to thrive.

Unable to conduct regular face-to-face home visits, the team pivoted to virtual visits to ensure quality and compliance. COVID-safe visiting plans were developed to enable our return to home visiting from June. The team also used this time to review policies, streamline procedures and to work on various quality improvement initiatives.

Family Day Care Sydney Wide is known for our commitment to developing Educators through mentoring, support and regular professional development opportunities. Our Educator Conference was cancelled in 2020, but professional development continued through regular Zoom meetings. Our 'Raising the Bar' session in September, on improving business practices, was particularly well received.

Janice Francis, our Children's Services Manager, Family Day Care, is a well-regarded advocate for Family Day Care. Over the past year Janice was involved with the Family Day Care Australia COVID-19 Sector Advisory Committee providing information on the impact of COVID policy changes and recommendations for improvement.

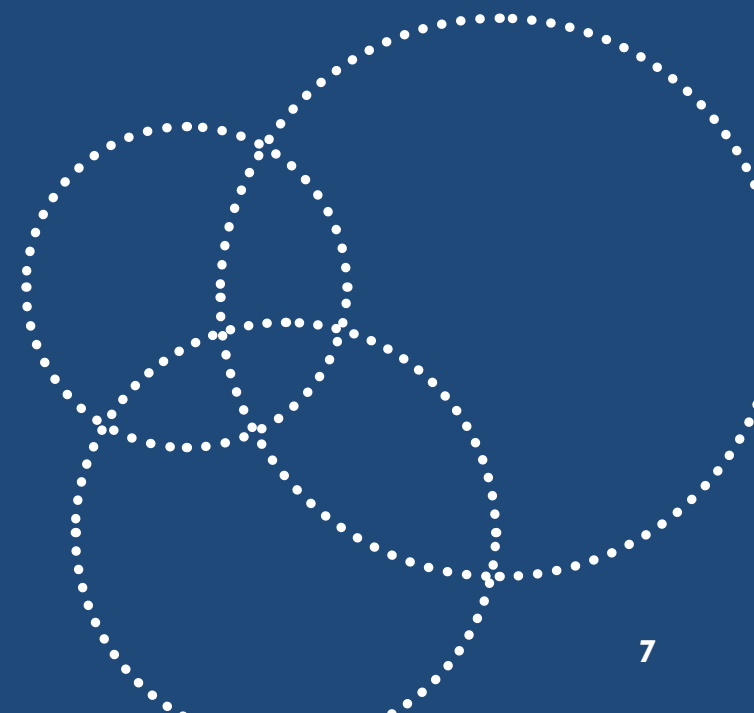
Throughout this challenging year, Janice and the team ensured that communication was transparent, that the division of the insufficient business continuity payments was fair and equitable, and that everyone was kept up to date with COVID developments and restrictions. This support continued throughout the year, including during the December lockdown of the Northern Beaches, which impacted our Family Day Care hub in that location.

The empathy and support the Family Day Care team provided to Educators, and the determination of the Educators themselves, helped to ensure that our scheme remained viable.

## Family Day Care Sydney Wide Expansion

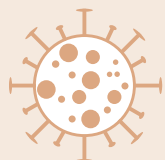
In June Willoughby/Lane Family Day Care transferred to our Family Day Care Sydney Wide scheme, increasing our Educator pool and allowing us to reach families in new Sydney areas. Over 2020 we had 133 Educators who provided early childhood education and care for 575 children across 69 Greater Sydney suburbs. The Infants' Home Family Day Care Sydney Wide scheme now services several regions across Sydney, including Inner West Sydney, the Northern Beaches, Eastern suburbs, South Sydney and the St George area and the Lower North Shore.

Family day care offers unique opportunities for children to learn and develop through participation in small group early education and care programs, delivered by qualified early childhood Educators, within Educators' own home settings. As well as providing flexible care arrangements, family day care provides children with opportunities to play and learn with a small group of children where they can receive a high level of one-to-one attention from one familiar Educator in a home environment.





# Our Impact: 2020 Top Five



## Responding to COVID-19

For an organisation that thrives on face-to-face interactions and building strong connections with children and their families, the COVID-19 pandemic presented many challenges to the way we work and offer services and support for children and families. Although we kept our early education and care services open for children and families throughout the pandemic, attendances dropped significantly in the early months of the pandemic. We know that in early childhood having a sense of belonging in our centre-based services, and a predictable routine is paramount to a child's feelings of safety and connection. Our integrated team of Educators and Allied Health staff created *The Infants' Home at Home Digital Curriculum*, which was a series of online resources developed to help children and their families to continue to connect with our centres and services while staying home. Likewise in family day care resources were provided to support families at home.

We had to temporarily suspend our face-to-face parenting groups and postnatal home visiting program, and we acted quickly to fill these essential services gaps by transforming them to virtual programs to ensure accessibility and safety for families. We also extended *The Infants' Home at Home Digital Curriculum* to enable us to connect with our community playgroups children and families, which we suspended in March.

Although we responded quickly to the pandemic through the digital transformation of our services, we were keen to resume our face-to-face programs as soon as possible, knowing that for many families this is the most effective way to connect with and support them. The reintroduction of our face-to-face playgroups, postnatal home visiting service and parenting courses mid-year was guided by NSW Government advice. We developed COVID-Safe plans to ensure we implemented and regularly reviewed current recommendations for hygiene, infection control and physical distancing. Our supported community playgroups were the first to be reinstated in Sydney's Inner West, and we received many referrals from other playgroup services who needed additional time to be able to resume their face-to-face programs.



## 61 families received free postnatal support through 77 home visits and/or telehealth consultations

In 2017 Johnson & Johnson partnered with us to deliver our three year 'Postnatal Outreach Program for Vulnerable Families' project to the end of 2020. The project aimed 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. We also receive funding for the delivery of our postnatal home visiting services through NSW Government funding.

When we suspended our home visiting service in March due to COVID-19, we recognised that many new parents would still need this support, and that the pandemic and associated lockdown could potentially create additional challenges for many families.

A rapid and practical response was needed. Our Child and Family Health Nurses turned to digital technology to provide assistance to families virtually, in their own homes, via video consultations. This new service offering meant that our nurses needed to revise their face-to-face consultation procedures to ensure they could still effectively identify parents' needs and provide the appropriate support virtually.

All home visits include the administration of The Edinburgh Postnatal Depression Scale (EPDS) as part of a psychosocial assessment. Due to the sensitive nature of some of the EPDS questions, and the difficulty for the nurses in knowing whether there are people present other than the client during virtual consultations, additional procedures were developed to help ensure clients' privacy and safety.

We resumed our face-to-face home visiting program in June, however telehealth consultations were well received by some families and these continue to be available to clients if they prefer, providing greater service flexibility and accessibility for new parents.





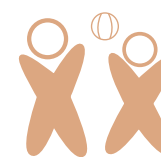
**113 children transitioned to school from our early childhood education and care services**

Research shows that participating in a quality early learning program, and experiencing a positive, supported transition to school, help to set children on positive trajectories for their future schooling and subsequent life outcomes. This is particularly vital for children and families who are living with complex or additional needs. The educational programs within our early childhood education centres and services all include a focus on helping preschool 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.



**251 children participated in targeted integrated early intervention group programs**

Our integrated team comprises Centre Directors, Educators, a Social Worker, Occupational Therapists and Speech Pathologists. The 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 team then creates specialised, targeted integrated group programs that are delivered to groups of eight to ten children within our mainstream early childhood education and care centre programs. This means that all children, not only those who require additional support, benefit from our targeted early intervention programs. This year 47 integrated groups were delivered. The integrated group programs in 2020 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.



**666 children and 558 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 opportunities to participate in an early learning program before starting school, while also 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 13<sup>th</sup> 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.

## Learning to play and share at playgroup: Kahlia's story

Two year old Kahlia\* is from a Chinese background, and she lives with her mum, dad and little brother. When Kahlia began coming to playgroup in 2020, her brother was only three weeks old. Kahlia had found the arrival of her little brother difficult; she was jealous of him, and she was also very reluctant to share toys or to take turns with other children. When others came into her space, Kahlia would often hit them. Kahlia's mother found Kahlia's behaviour stressful and frustrating as she did not know what to do to manage her daughter's behaviour.

Attending playgroup has helped Kahlia immensely. The playgroup facilitators, both trained early childhood Educators, read stories with Kahlia about sharing and taking turns during group time, and they also spent time with Kahlia as she engaged in play and learning activities, talking with her and supporting her to take turns while she was interacting with other children. Kahlia became friends with a five year old girl who comes regularly to the playgroup, and she now really looks forward to playing with her friend during the playgroup and afterwards at the park.

The playgroup facilitators also provided Kahlia's mum with a lot of support, reassuring her that Kahlia's behaviour was normal for a child of her age, and providing her with strategies to guide Kahlia's behaviour positively at home. She is now much more confident in helping her daughter to manage sharing and turn taking with others. Kahlia's mum was also able to make connections with other parents at the playgroup, helping her to see and share parenting strategies with others.

\* Name changed for privacy

# 2020 Highlights and Achievements

## Exceeding the NQS ratings



*The Murray House team.*

In February we were delighted to learn 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 the NQS' or above, with four of our six early education and care services rated as 'Exceeding the NQS'. We are very proud of our integrated teams of Educators and Allied Health staff in achieving such outstanding results.

## Launch of our first RAP

In November we launched our inaugural Reconciliation Action Plan (RAP). Our vision for our Reflect RAP is to raise awareness within our organisation by gaining and sharing knowledge and being respectful and inclusive of Aboriginal and Torres Strait Islander cultures, histories and rights. Staff have been encouraged to become familiar with the RAP and reflect on ways they can contribute to our organisational aims of reconciliation.

## HMAS Sydney V Commissioned



*In 2019 our children welcomed a visit from HMAS Sydney V crew members. We look forward to welcoming the crew back to The Infants' Home again soon.*

In May we congratulated our friends at HMAS Sydney V, on her commissioning at sea off the coast of NSW on 18 May. The ceremony marked the moment the 147-metre long Air Warfare Destroyer became one of Her Majesty's Australian Ships. This was the first commissioning of an Australian warship at sea since the Second World War. The Infants' Home is proud of our long relationship with HMAS Sydney, having been their adopted charity since 1965, and we look forward to our continuing partnership in the future.

## Best School Garden Award



*Educator Support Officer Barbara Millist accepting the 2020 Best School Garden Award*

In December our Family Day Care team at Randwick won the 2020 Best School Garden Award in the Randwick City Council Garden Awards. The garden is an amazing place for Educators and children to interact with nature, whether it be with our native bees or with the resident blue tongue lizards in the 'lizard lounging area'. The children also learn about planting, harvesting and composting and get to sample the vegetables, herbs and fruits the garden produces.

## Joining the National Redress Scheme

Following the Royal Commission into Institutional Responses to Child Sexual Abuse, the Minister for Families and Social Services recommended that any organisation with a history of working with children should come forward and join the National Redress Scheme (NRS), which was created in response to the recommendations of the Royal Commission. As an organisation that has provided services to children and their families including residential care, foster care and child care for over 145 years, our Board agreed that we join the NRS. This is an important acknowledgement of our commitment to child protection and our support of the government's findings into institutional care.





On 15 May our Annual General Meeting was held online for the first time in our 145 year history, and many of our staff took the opportunity to participate in this virtual event alongside our Board Members, CEO and Leadership Team.



In September we celebrated Early Childhood Educators Day with an event for all staff to thank them for their outstanding work and dedication to children and families.



On 19 November, our President Mary Verschuer and CEO Elizabeth Robinson attended the Wreath Laying and Memorial Ceremony in Martin Place to commemorate the 79<sup>th</sup> anniversary of the sinking of the HMAS Sydney II. Mary (above) laid a wreath on behalf of The Infants' Home.



In December we welcomed State Member for Summer Hill, Jo Haylen MP, to The Infants' Home. Jo presented our CEO Elizabeth Robinson with a cheque for funding under the NSW Government's Community Building Partnership 2020 program. This grant will assist in the refurbishment of our Johnson House heritage verandah.

## Warimi Mittigar ("Hello Friends")

The children in our Gorton House preschool room have a friend called Kutukulung, which is the Aboriginal Darug language name for 'long necked turtle'. Kutukulung is a toy turtle who lives in the preschool, but travels home with children to share their adventures. Kutukulung has been with the children in Gorton House preschool since January, and has visited many of the children's homes (although this was interrupted for a while, because even Kutukulung spent some time in self-isolation when taking precautions against COVID-19). Kutukulung is indigenous to Wangal and Gadigal land; eastern long necked turtles were in abundance in the many wetlands that made up local areas all the way up and down the eastern coast.

Kutukulung has a special job in helping the children in Gorton House preschool bring the area's first language, Darug, back to the land on which it once flourished. Kutukulung travels with a special book that children and families read together, learning a little bit about our area's Indigenous history and the local language. Children and families then contribute to the book, adding photos and writing stories about the adventures they have shared with Kutukulung during their time together. One family took Kutukulung to the zoo, hoping to see other turtles, while another went to their local wetlands in the hope that Kutukulung could visit the other long necked turtles they had spotted there in the past.



# Supporting our Staff: Professional Learning and Development

788

Hours of professional development undertaken by staff

99

Total number of professional development courses, conferences and symposiums attended by staff in 2020

5

Staff members were undertaking tertiary studies in 2020

10

Student practicum placements were supported in 2020

Due to COVID-19, many of the professional learning activities, such as participation in conferences and face-to-face training courses that are usually undertaken at The Infants' Home were either not possible, or had to be altered significantly to meet health and safety guidelines. This also included the need to cancel the internal 'Practice and Pedagogy' and 'Lunch and Learn Sessions' that had been scheduled for March to December 2020. However, as with many other aspects of our operations, The Infants' Home was quick to adopt innovative strategies that enabled us to continue to support and develop the skills and professionalism of our people.

## Online learning

To help ensure that staff were able to continue to participate in learning and development activities despite the impacts of COVID-19, a list of free and low-cost online learning opportunities were compiled and communicated to all of our staff via our intranet. The list of webinars, modules, MOOCs, podcasts, videos and other resources covered a range of areas and topics, including early

childhood education and care, social justice, management, computer software, and workplace health and safety. This list of learning opportunities will continue to be updated over time to provide staff with accessible and flexible learning opportunities. Many of our staff members also engaged in online learning about infection control and managing this in relation to COVID-19.

Staff were encouraged to access the free online Learn2Learn web app, which is self-paced and covers multiple topics to assist participants to develop learning agility and embrace change.

Three 'Working Out Loud (WOL) Circles' were convened in 2020, 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.

## 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 for management included focusses on workplace health and safety and supporting the health and wellbeing of staff, particularly in light of the pandemic and associated anxieties and stressors.

## Student placements

We hosted 10 student placements across our five early childhood education and care centres. Our staff provided supervision and support for the students, whose studies included: Diploma of Early Childhood Education and Care; Bachelor of Education (Early Childhood); and Masters of Teaching (Early Childhood).



*In August our Board and Leadership Team came together for the annual Strategic Planning Day to review our current achievements and directions and to discuss and begin planning for future activities and strategies to grow and strengthen our organisation.*



*At the launch of our 2020–2023 Strategic Plan in October, all staff were invited to join the conversation about where we've come from, where we are today, and where we want to be in the future. Our ongoing engagement program for staff will encourage them to play an active role in helping us to achieve our 2020–2023 Strategic Plan goals as a team.*



# Advocacy and Community Engagement

## Interagency participation

Our Senior Occupational Therapist Justine Tarrant and Occupational Therapist Lisa Doyle participated in the Early Childhood Intervention Coordination Programme (ECICP) Inner West interagency meetings in 2020. Representatives of disability organisations and early intervention providers come together through the ECICP interagency to share information and strategies, identify gaps in local service provision and plan how to respond to these.

Our Community Learning and Engagement Manager Ana-Luisa Franco and Postnatal Services Manager Denise McEwan also participated in the Inner West Child and Family and the Burwood 4LGA child and family interagencies. Both of these initiatives focus on collaboration across agencies offering support to children and families within their individual catchment areas. Partnership opportunities formed from attendance at these groups included a collaboration between The Infants' Home and the Women and Girls Emergency Centre (WAGEC) through which Postnatal Services Manager Denise delivered an information session for mothers of young babies around healthy eating, sleep and settling for different age groups, child development concerns and options for local health services. The session included an opportunity for the mothers to discuss any specific concerns privately with Denise at the end of the session.

## Formation of the Inner West Playgroup Professional Network

Ana-Luisa Franco formed the Inner West Playgroup Professional Network Interagency at the end of 2020, and the first meeting for this was held at The Infants' Home. The group was developed for coordinators and staff working in supported playgroups in Sydney's Inner West to share ideas on best practice in coordination and program planning. The group will also collaborate to facilitate professional development opportunities tailored for staff working in playgroups.

## Research and engagement with tertiary institutions

The Infants' Home was invited as a participant in a meeting in which Associate Professor Sandie Wong (Macquarie University), Associate Professor Megan Gibson (Queensland University of Technology), Associate Professor Wendy Boyd (Southern Cross University), Professor Susie Garvis (Swinburne University of Technology) and Associate Professor Marianne Fenech (Sydney University) presented an ECT Workforce research proposal: *Teachers in early education (TEE): A longitudinal study of attracting and retaining quality early childhood teachers in Australia*. The meeting involved a presentation of research plans and opportunities for feedback and discussion. The Infants' Home has indicated an interest in becoming potential partners for this future research.

We were also invited to be a potential partner organisation in an Australian Research Council (ARC) Linkage Project that aims to examine the link between educator wellbeing and the quality of their interactions with children, to be submitted in 2021. This is a follow up study to the Early Childhood Educator Wellbeing Project (ECEWP) that we previously participated in.

Ana-Luisa Franco and our Rigby House Centre Director Isa Holmes took part in a facilitated conversation on Infant and Toddler Curriculum, and what this looks like in practice at The Infants' Home, for students studying Early Childhood Education at the University of Wollongong.

Mariam Christodoulos, our Children's Services Manager (Centre-Based Care), was invited to provide a virtual presentation to students at Charles Sturt University in preparation for their practical experience placement. One of the tasks the students needed to undertake during their practical experience placement was to develop a plan for an environment design. Mariam delivered a presentation for the students on the practical and theoretical considerations that need to be addressed when setting up genuinely inclusive environments for children.

## Paint the Inner West REaD

The Infants' Home participated in the 2020 Paint the Inner West REaD initiative, which is an early literacy program run by the local community to encourage families in the Inner West to support their children's literacy development by reading, talking, rhyming, singing, and playing with them from birth. We supported the initiative's 'Literacy Treasure Hunt' in which families were encouraged to undertake a scavenger hunt of the local area to identify a number of local Ashfield landmarks. Families who participated were eligible to receive a literacy pack, which they could collect from The Infants' Home.

## Records Search Support Service

The Infants' Home offers a records search support service for people who attended The Infants' Home's residential care facilities which operated from our inception in 1874 up until the early 1970s. Former residents are known as 'care leavers'. Accessing records of their time in care is often integral to piecing together a care leavers' early years, and can offer insights into their past and identity that they may have been denied as a child in care. Records searches can also be undertaken for families of former residents. Family history searches provide an insight into a family member's past that is often unknown to the family. 20 record searches were completed in 2020, the highest number completed over a 12 month period since we began providing this service in 2006. In February our Project Officer, Sarah Brand, who oversees our history and record search support service, was invited to join the Wattle Place interagency. Wattle Place is part of Relationships NSW, and offers a variety of support services for care leavers, including liaising with institutions to gain records and assistance with the National Redress Scheme. This group meets to discuss and share their knowledge about best practice around records management, trauma-informed records release and other care leaver support issues and strategies.

# Finance Report

The Infants' Home maintains a strong financial position with net assets of over \$13.2 Million. In 2020 the organisation delivered a surplus of \$626,391 despite the challenges of the COVID-19 pandemic and the turbulent year which saw revenue fluctuate and fundraising decline. The Government's 'free child care' policy, in place from April to July, resulted in a significant decline in revenue from fees. However, the various stimulus and relief payments, including JobKeeper, allowed the organisation to remain viable.

The Board and CEO met weekly for many months during the early stages of the pandemic, with a focus on staff safety and wellbeing and cash flow to ensure our operations were not overly disrupted. The uncertainty and volatility of 2020 meant that difficult decisions were needed to reduce costs and liabilities. In April staffing was reviewed and the decision was made to downsize, farewelling four staff across our Family Day Care and Fundraising teams, and closing the Beverly Hills Family Day Care office.

During the early months of the pandemic, when families reduced their attendance, our long day care services experienced overstaffing. To counter the effects, staff were asked to take annual leave and long service leave. Some staff voluntarily reduced their work hours, while others increased their workplace giving donations to the organisation. Staff management, tight cost control and the reduced reliance on agency staff allowed The Infants' Home to navigate these challenging months.

Philanthropy allows The Infants' Home to deliver diverse early intervention and capacity building services in our early childhood services and in the community. Our community work, including parent education programs, postnatal services and supported playgroups, is targeted towards vulnerable members of our community. A number of these grant funded programs were impacted by the pandemic,

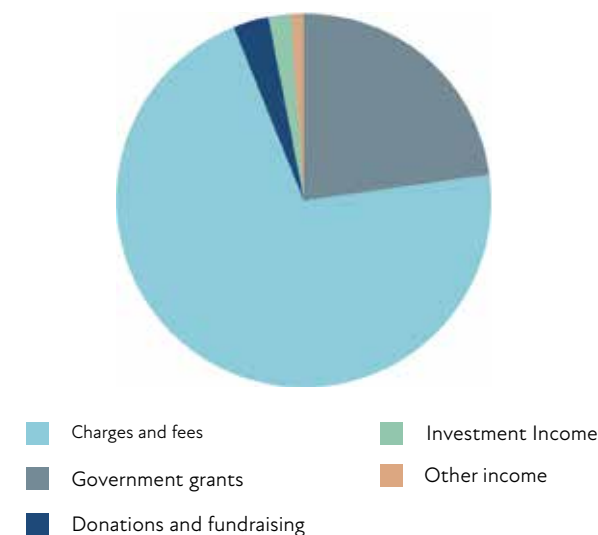
where program deliverables were temporarily postponed or altered. The Infants' Home greatly appreciates the flexibility and trust of our funders in enabling these programs to continue.

Fundraising was a particular challenge in 2020. On the back of the devastating bushfires of late 2019 and early 2020, planning was underway for a revitalisation of our fundraising program and a launch of our 150<sup>th</sup> anniversary capital campaign. The economic uncertainty brought about by the pandemic meant that fundraising turned toward emergency appeals for much-needed funds. The Infants' Home is grateful for the support shown to us by all of our loyal donors and supporters, whose generosity allows us to ensure each child has every opportunity.

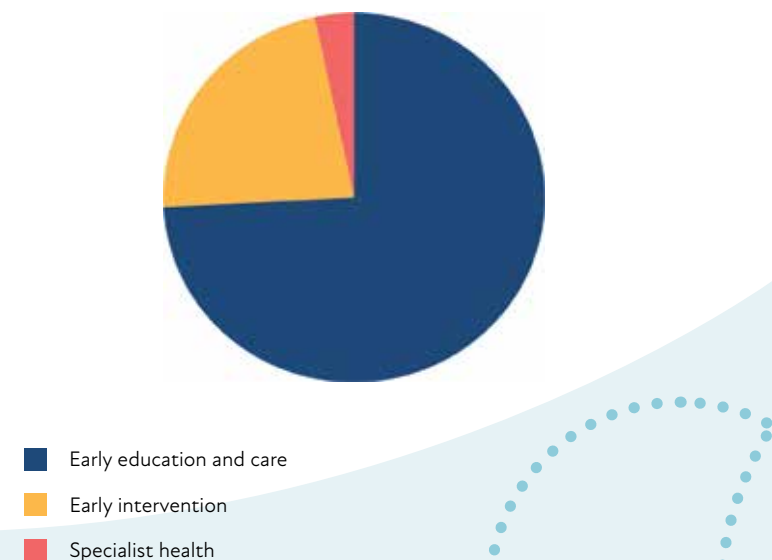
The global COVID-19 pandemic continues to impact daily life and also our service delivery, however we are confident that The Infants' Home has learned how to adapt and innovate to continue working to our mission in these troubling times.

Further information can be provided on request.

## Revenue



## Expenditure



## The Infants' Home Ashfield for the year ended 31 December 2020\*

Financial Results	2020	2019		2020	2019
	\$	\$		\$	\$
<b>Revenue from operations</b>			<b>Other comprehensive income</b>		
Charges and fees	7,266,549	8,259,685	Fair value changes		
Government grants for operating purposes	2,367,806	553,470	FVOCI - Equity investments	(10,595)	331,505
Donations, fundraising and grants	258,507	339,158			
Investment income	200,459	200,801	<b>Total comprehensive Income / (deficit)</b>	<u>615,796</u>	<u>55,289</u>
Other income	106,606	112,329			
	<u>10,199,927</u>	<u>9,465,443</u>	<b>Summary of Net Assets</b>		
<b>Expenditure from operating activities</b>			<b>Assets</b>		
Employee costs	8,035,150	8,023,776	Cash & investments	6,396,345	5,503,821
Materials and services	1,121,421	1,163,381	Receivables	287,443	232,756
Depreciation	371,196	370,058	Property & equipment	8,703,299	9,001,521
Finance costs	47,954	48,267	Right-of-use & other	178,810	134,616
Impairment	-	** 190,297		<u>15,565,897</u>	<u>14,872,714</u>
	<u>9,575,721</u>	<u>9,795,779</u>	<b>Liabilities</b>		
<b>Other revenue and fair value changes (FVPL)</b>			Payables	811,045	811,280
Government grants for capital use purposes	15,000	-	Contract liabilities	524,500	371,289
Bequests	4,497	7,480	Provisions	908,629	979,708
FVPL – Debt investments	(17,312)	46,640	Lease liabilities	70,673	75,183
	<u>2,185</u>	<u>54,120</u>		<u>2,314,847</u>	<u>2,237,460</u>
			<b>Net Assets</b>	<u>13,251,050</u>	<u>12,635,254</u>
<b>Net (deficit) / surplus</b>	<u>626,391</u>	<u>(276,216)</u>			

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

\*\* In 2019 the Board decided not to proceed with Stage 2 expansion and as such capital works in progress needed to be brought to account as an impairment.

# Our Board



**Mary Verschuer**

MBA, MScSoc, BAppSc, FAICD

**President** *Audit and Risk Committee; Property Redevelopment Committee*

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 7/7**



**Anthony Kutra**

MBA, BEc(Hons), MAICD, FAIM

**Vice President** *Property Redevelopment Committee Chair*  
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**



**Lindsay Smartt**

BA, FIAA, FNZSA, ASA, FAICD

**Treasurer** *Audit and Risk Committee Chair*

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, finance and appointed actuary roles, having worked in large financial institutions, global reinsurers and consultancies (including his own). Member since 2016. **Meetings attended 7/7**



**Sarah Michael**

RN, GAICD

**Director** *Audit and Risk Committee*

Sarah is a registered nurse with over 35 years experience in the health sector in both hospital, government and private sector roles and currently holds a senior management position in Clinical Governance and Safety at St Vincent's Health Australia, the largest Catholic not-for-profit healthcare provider in Australia. Sarah has specific expertise clinical governance, compliance and risk, policy development, organisational change, benchmarking and reporting. Member since 2017. **Meetings attended 7/7**



**Hugh Humphrey**

MBA, BComm (Economics & Marketing)

**Director** *Fundraising Committee Chair*

Hugh is a parent to two young daughters, and a senior executive in the financial services industry. He has a background of working in telecommunications and management consulting. Hugh has held a number of senior leadership roles and is presently general manager for one of Australia's largest financial services organisations. He serves on the board of Future2, the charitable foundation of the Financial Planning Association of Australia. He has served on the boards of Hillcross Financial Services, Vodafone Fiji and as a Trustee for the Vodafone Australia Superannuation Fund. Member since 2015. **Meetings attended 6/7**



**Dr Peter Hendy**

PhD, BEcon(Hons), MAICD, FAIM

**Director** *Fundraising Committee; Audit and Risk Committee*

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 7/7**





## Hilary Johnston-Croke

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

**Director** Property Redevelopment Committee; Fundraising Committee

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 6/7**

## Board Committee Members

- **Property Committee:** Barry Gordon
- **Fundraising Committee:** Carolyn Swindell

## Advisers

- **Architects:** David Burke of Brewster Murray Pty Ltd
- **Auditors:** HLB Mann Judd
- **Solicitors:** Mark Streeter of Streeterlaw; Adrian Barwick of WilliamsonBarwick
- **Visiting Medical Officer:** Dr Eleanor Brumby

## Giving back to our community: Gorton House's Salvation Army Christmas Drive

Each year, as Christmas draws close, conversations between Educators and children naturally evolve about Christmas being an exciting time, when you get presents and get to have a special meal with your family and friends. Henry, one of the children in Gorton House preschool, had a conversation with his family about how some families don't have a lot of money for food and presents and what they could do as a family to help. Henry spoke to one of his Educators about this, and this triggered a number of conversations amongst children and Educators about how some families don't have much money for presents and food at Christmas time, and what they might be able to do to help. With support from Educator Nicky, the children decided to organise a donation drive for new toys and non-perishable food items to give to a charity that helps disadvantaged families.

The children set up a 'treasure chest' where the donated items could be placed, and Alie (pictured below) helped write out a sign saying 'Toys for Donation' so that everyone would know where to put these. Some children were a little doubtful, saying, "But Santa will bring the presents." Nicky suggested that while it is believed that Santa usually does deliver presents to children,

perhaps he couldn't always get to everyone. When some children asked why not, Jack stepped in to say that it was because "There are too many children, he can't go to everyone, he'll be too tired!"

Over two weeks Gorton House children and families generously donated toys and food items, placing them in the treasure chest, which the children checked regularly. This sparked many conversations about the contents of the chest, and what it was for, with children explaining to newcomers that some children might not have any toys for Christmas, so they were collecting toys to give to an organisation that would deliver them to children who needed them.

Finally, the day came when Phil (pictured below, far right), from the Salvation Army, came to collect the donated items. The children were so excited about taking them out to Phil's van, and they wanted to do it all by themselves—adult help was not required! As they carried the items the children chatted about the children who would receive the gifts and how, as they opened their own presents on Christmas day, they could also try to imagine those children opening their gifts, and how happy they might feel.



# 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 146 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.

## Standard 6: Maintaining and enhancing public trust and confidence in the Australian not-for-profit sector

The Infants' Home joined the National Redress Scheme (NRS) in 2020 and has a strong commitment to child protection. The Infants' Home recognises its role as a historic residential care facility and issued an apology to children in institutional care, available on our website.

## AICD Not-For-Profit Governance Principles

**Principle 1: Purpose and Strategy** The Infants' Home's purpose has been consistent since the organisation was founded: 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* 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 and is reviewed annually. 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, MAICD, MFIA

## 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 commenced 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.



**Mark Katz**

BCom, Postgraduate Diploma in Accounting, CA ANZ

## Head of Finance and Business Services

Mark commenced at The Infants' Home in early 2021, and has over 20 years' experience in executive financial roles across corporate and not for profit sectors, including as CFO at Scouts Australia NSW. Mark is responsible for Finance and Business Services, encompassing human resources, technology and fundraising. He is a member of the Institute of Chartered Accountants, Australia & New Zealand.



**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.



**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.

## Leadership Team changes in 2020

In 2020 we farewelled our Finance Manager, John Shen, who started at The Infants' Home in 2000, and our Fundraising Manager, Jackie Evans, who commenced her role with us in 2019. We thank John and Jackie for their valuable contributions to our organisation, and wish them well in their future endeavours.



# Our Donors and Supporters

## Volunteers

### Corporate volunteers

Our corporate volunteer program was significantly impacted by the COVID-19 pandemic. We suspended the program in mid-March, and although we began offering the program (with a COVID-Safe Plan in place) again in August when restrictions had eased, unfortunately most organisations were not yet in a position to participate, and we were only able to book in one additional corporate volunteer day in late November. Despite these challenges, we are thankful to those organisations who were able to volunteer on 10 volunteer days during 2020. We welcomed 93 corporate volunteers who donated 447 hours of their time to assist with tasks such as: gardening and grounds work, general building and equipment maintenance and cleaning. We estimate that their volunteer hours helped us save over \$18,649, allowing us to focus more of our funds on service provision for children and families.

The following organisations participated in our corporate volunteering program this year:

- Abacus Property Group
- Australian Maritime Warfare Centre (AMWC)
- Deloitte
- Herbalife Nutrition
- NAB/MLC Wealth Operations
- PwC

### Individual volunteers

We are also grateful to individual volunteers Juliet and Sophie who between them donated approximately 220 hours of their time to assist us to undertake records searches for The Infants' Home's Care Leavers and to index our digitised historical records to expedite these record searches.



*Our first corporate volunteer group for 2020 from NAB/MLC Wealth Operations in early February.*



*In November we were delighted to welcome our first group of corporate volunteers from Deloitte following the program's closure in March due to COVID-19.*



*The Burwood Specsavers team.*

## Community and corporate support

We thank the following supporters for their generous donations of funds and/or goods to assist our programs for children, families and our community:

- Equilibrium Resources Pty Ltd.
- Hillview Farms, a fresh produce and grocery home delivery service, who partners with us by including us as one of the community groups that can be selected by Hillview Farms' customers to receive a donation of 5% of their online sale.
- Johnson & Johnson, who have presented The Infants' Home to their employees as a 'charity of choice' to donate to via workplace giving, and who also dollar match their employees' giving.
- Specsavers Burwood, who donate a portion of the sale of every pair of glasses sold at the Westfield Burwood store to us as part of the Specsavers Community Program.
- Kambala Old Girls' Union (KOGU).
- Luna Park, which collects donations from their patrons via coin drop boxes to give to The Infants' Home each year.
- Massey Park Golf Club Ltd.
- Pandora, who donated new school bags, stationery and food and drink accessories to make up 'starting school' packs for vulnerable and disadvantaged children.
- SCEGGS Old Girls Union Inc. Darlinghurst.
- The Welfare Fund Inc.

## Our 118 year association with Kambala Old Girls' Union

We are fortunate to have enjoyed a very long partnership with Kamabala, which began back in 1902. In 1908 the Kambala Old Girls' Union (KOGU) decided to make endowments to a Cot Fund at The Infants' Home, called the 'Gurney-Soubairan Cot' in perpetuity. Over the years KOGU has supported us through donations of clothes, cot covers, toys and equipment, as well as parties for the children and annual cash donations. KOGU supported the renovation of our Rigby House centre in 2017, and KOGU Committee members attended the centre's official opening in April 2018. We look forward to our continuing association with KOGU, and hope to be able to welcome them back to visit us in 2021.



## Individual Donors

- Michael Austin
- Cilla Barrand
- Kate Bartlett
- Marie Boyd
- Sarah Brand
- Louise Brennan
- Sue Broune
- David Burke
- Joshua Burnell
- Sonia Bustillo
- John Carpenter
- Marie Aimee Chatry
- Mariam Christodoulos
- Edward Close
- Suzanne Clutterbuck
- Paul Collins
- John Conquest
- John Cordukes
- Jenny Craigie
- Alex Crook
- Ann Crowley
- Jemma Dalrymple
- Alexandra Daskal
- Edwin and Noeleen Davis-Raiss
- Victoria Eastwood
- Tania Essoh
- Lorraine Evans
- Lara Farah
- Kevin Farmer
- Tania Francis
- Gerald Full
- Grace Furley
- Raheleh Ghasabzede
- Niklas Green
- Cheryl Greenway
- Emma Gollege
- Rudy Gunuwan
- James Harman
- Noer Heitz
- Margery Hertzberg
- Hugh Humphrey
- Robert Irving
- Robin Jefferson
- Hilary Johnston-Croke
- Tim Jones
- Roger Kennedy
- Sreedevi Koduri
- Anthony Kutra
- Terrence Lan
- Mairead Langbien
- Diane Lawson
- Jacqueline Laycock
- Wayne Le Clos
- Lauren LeMerle
- Marie Lewis
- Fengyuan Li
- Xinyi Linb
- Evelyn Lochtie
- Chris and Margaret Malouf
- Maureen Malouf
- Lina Marrone
- Katrina Matthews
- Megan Maurice
- Lesley McCarthy
- Flora McDonald
- Carol McNaught
- Ruth Medd
- Vijay Menon
- Sarah Michael
- Andrew and Prim Murray
- Bridget Murray
- Sally Nade
- Stuart Nelmes
- Ryoko Omachi
- Deborah Origa
- Barbara Osborne
- Kathleen Pigram
- Linda Ponkshe
- Ante Prodan
- Lackshman Ratnamohan
- Elizabeth Robinson
- Kay Russell
- Karin Setchell
- Marlene Shepherd
- Lindsay Smartt
- Carolyn Swindell
- Leonard Tay
- Alan Thake
- Sue Thomson
- Binh Tran
- Simon and Julia Tregoning
- Mary Verschuer
- Michael Wight
- Laura Wilson
- Ducman Yip

## Thank you to the organisations that supported the following programs and projects in 2020

- Anonymous Foundation** Art and Play Program
- Club Burwood RSL** Gurung Playgroup
- Georges River Council** Building Digital Capacity to Support our Family Day Care Educators
- Herbalife Nutrition Foundation** Head Start on Health
- Inner West Council** Red Bug Playgroup
- James N Kirby Foundation** Fathers' and Children's Playgroup
- Johnson & Johnson** Postnatal Outreach Program for Vulnerable Families
- NSW Community Building Partnership Program** Johnson House Playground Upgrade
- NSW Department of Education Quality Learning Environment Grants** Johnson House Verandah Renovation, Robinson House Courtyard Renovation and Gorton House Rainwater Tank and Kitchen Garden Project
- Royal Australian Historical Society** Digitising The Infants' Home Records
- 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
- West's Ashfield Leagues Club** Fathers' and Children's Playgroup and Getting Ready for School: Early Foundations Integrated Group Program

## In memory of our friends Suzanne Clutterbuck and Marion Young

Suzanne Clutterbuck (1921–2020) was a long-time friend and supporter of The Infants' Home. Her passing in February 2020 marked the end of a wonderful life. Suzanne was involved with us for over six decades, including volunteering weekly during the 60s to help look after the children when we operated as an orphanage. Suzanne's daughter Harriet also remembers accompanying her mother to The Infants' Home to help out while she was a teenager on school holidays. Suzanne was a generous donor in support of our programs for children and families, and Harriet says that she and her mother were greatly impressed when they visited us in 2017, not only by our modern facilities for young children, but also by the inclusive ideals we uphold for all children and families. Suzanne's valuable support of our organisation for over six decades will not be forgotten.



In November 2020 we sadly said goodbye to our friend Marion Young, (1923–2020), who passed away at the grand age of 97 after a full and wonderful life. Marion and her twin sister Jean, who passed away in 2018, came to The Infants' Home 1923, when they were just a month old, following their mother's untimely death. Their father Lionel visited them regularly and he helped to make furniture and paint walls for The Infants' Home. Marion and Jean returned home at age six when their father remarried. They were brought up within a loving family and both went on to live successful and fulfilling lives. Marion and Jean had a lifetime association with The Infants' Home, making regular visits here and celebrating their 91<sup>st</sup> birthdays with us in 2013. We are honoured to have played a part in Marion and Jean's life stories, and to be able to remember them as a part of our organisation's rich history.



## Bequestors

Bernard Rothbury.

# Our Staff

## Our staff at a glance

143

Staff were employed at The Infants' Home as at December 2020

6

New permanent staff were employed in 2020

49

% of staff that have been employed at The Infants' Home for over five years at December 2020

65

% of permanent Educators holding a degree or diploma qualification as at December 2020



Staff enjoying the end of year BBQ, which was cooked and served by our Board and Leadership Team members.



Finance Manager, John Shen (left) and Board Vice President Anthony Kutra.

## Staff Service Awards

### 20 years

John Shen

### 15 years

Mariam Christodoulos  
Paromita (Mita) Sen

### 10 years

Barbara Millist  
Ying (Alice) Yu

### 5 years

Sima Ahmadi  
Mary Aquilina  
Karnika Bhattacharya  
You Chee Ho  
Katie Dupavillon  
Russell Fowler

Qing (Niki) Hu  
Sanju Khadgi  
Tripti Palikhe Maskey  
Sophia Shephard  
Neda Tayeban

## Family Day Care Educator Service Awards

### 5 years

Leschelle Anderson  
Lauren Clark  
Amina Ebrahim  
Gabriella Gasinska  
Paula Gilio  
Estela Green  
Huimin Huang  
Pooja Jaidka  
Yan Fang Ji  
Nicola Leeson

Ying Lin  
Seema Nankany  
Chimoui Nou  
Elaine Orblato  
Wei Jun Xia  
Hongxia Xie  
Alice Xu  
Hai Feng Yu  
Kwai Fong Yuen

## Farewell to some of our long-serving Family Day Care Educators



Educator Nurjahan closed her service after 20 years with Family Day Care Sydney Wide to relocate to new area in Sydney.



After 29 years with us Wendy left us to enjoy her well-deserved retirement. Wendy is pictured here with Educator Support Officer Mary (at left) and Family Day Care Service Manager Janice (at right).



Rose had been an Educator with us for an amazing 37 years, but sadly she had to leave her family day care duties in 2020 for health reasons.



## 2020 Staff Excellence Awards

### Teamwork and Collaboration

#### Finance and IT Team:

Raheleh Ghasabzadeh  
Lynn Lin  
Angela Liu

### Wellbeing, Health and Safety

#### Family Day Care Team:

Mary Aquilina  
Maureen Coleman  
Lara Farah  
Janîce Francis  
Catherine Jackson  
Mardi Matesic  
Barbara Millist  
Zabed Bin Zafar

### Community Engagement

Ana-Luisa Franco, Community Learning and Engagement Manager

### Innovation and Process Improvement

#### Integrated Team:

Amanda Boogert  
Vin Christanto  
Lisa Doyle  
Isa Holmes  
Amy Jones  
Kacey King  
Sue McGrath  
Justine Tarrant  
Mel Van Grimbergen

### Diversity and Inclusion

Clare McCarthy, Executive Assistant  
Latha Subramanyan, Educator

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

Lisa Doyle, Occupational Therapist



Gorton House Centre Director Mel Van Grimbergen (left) accepts her 2019 Award for Teamwork and Collaboration from Board President Mary Verschuer at the end of year staff BBQ.

## 2020 Staff Survey: A Snapshot

The 2020 Staff Survey was conducted in February, just before the effects of Covid-19 began to be experienced. A healthy 70% response rate was received, with 71% of respondents having worked at The Infants' Home for at least two years.

The 2020 survey covered four key areas:

- Goals and Performance
- Communication
- Team
- Organisational Culture

Communication reflected the highest positive scores, with 100% of respondents agreeing that they know what is expected of them at work. In the Team category, 99%

of respondents agreed that the people they work with cooperate to get the work done. Similarly, in Organisational Culture, 99% of respondents agreed that "someone at work seems to care about me as a person".

While positive overall, the survey did highlight some areas for reflection and improvement. 85% of respondents agreed that the tools and resources they have allow them to be productive in their role, and 86% agreed that hard work is appreciated at The Infants' Home.

The feedback and results from the survey were taken into consideration by the Leadership and Human Resources Teams at The Infants' Home to assist with planning for future resourcing and professional wellbeing initiatives.



the infants' home  
CHILD & FAMILY SERVICES

17 Henry Street, Ashfield NSW 2131

02 9799 4844

[mail@theinfantshome.org.au](mailto:mail@theinfantshome.org.au)

[theinfantshome.org.au](http://theinfantshome.org.au)

ABN: 71 174 918 661

