

2022 Annual Report

each child, every opportunity—
today and tomorrow



the infants' home
CHILD & FAMILY SERVICES





Contents

3	About The Infants' Home	16	Finance Report
4	Message from our President	17	Financial Results
5	Message from our CEO	18	Supporting and Celebrating our Team
6	Our Impact	20	Staff Service and Excellence Awards
8	Our Impact in Numbers	21	Our Leadership Team
9	Advocacy and Sector Engagement	22	Our Board
10	Our Practice and Pedagogy	23	Stories from our Community
12	Being and Belonging in our Community	24	Our Friends and Supporters
14	News and Highlights	27	Governance

Acknowledgement of Country

The Infants' Home acknowledges the Gadigal and Wangal peoples of the Eora Nation, the Traditional Custodians of the land on which we live, learn, work and educate. We recognise their continuing connection to land, waters and community. We pay our respects to Elders past, present and emerging in the spirit of reconciliation.

About The Infants' Home

The Infants' Home is a leading provider of integrated early childhood services in NSW, and is nationally recognised for excellence. In 2022 we provided integrated early childhood education and care, early intervention and health services to over 1,400 children (from birth to school age) and their families. Our services comprise: onsite integrated early childhood education and care and early intervention; family day care services delivered across metropolitan Sydney; four community playgroups; parenting programs; family support and case management; and a postnatal support service.

At least thirty per cent of our onsite services are targeted to support children and families living with vulnerabilities or those with additional needs. We significantly exceeded our target in 2022, with over 40% of our enrolled children and families requiring and receiving the additional, specialist integrated support we provide.

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 with disadvantage
- Addressing social justice and inequality
- Building partnerships for societal change.

Our Values

Integrity Integrity underpins all that we do. We are trustworthy and professional. We make fair and ethical decisions to support our mission. We are honest in our communications. We do what we say we are going to do and achieve what we set out to. We comply with all laws and regulations and proactively manage risk. We have the courage to speak out.

Inclusion We value and celebrate diversity. We foster a sense of belonging in our relationships and provide opportunities for children, families, educators, customers, and our community. We are committed to reconciliation.

Partnership We strive to build our relationships with stakeholders as partnerships. Our relationships are authentic, collaborative, and respectful. We share ideas, knowledge, and perspectives. We genuinely seek and act on feedback. We support our people to learn and work in ways that bring out their best.

Excellence We are committed to providing the best possible education, care, wellbeing and health services for children and families in a financially sustainable manner. As leaders we advocate for children and families and seek to influence practice and pedagogy. We acknowledge and value our past, but continually look to the future.

Discovery We are bold and courageous, challenging the status quo. We take calculated risks, try new things, and learn from experience. We are curious, open-minded, and continually strive to positively impact more children in more ways. We are creative, innovative and look for ways to work differently.

Our Mission

'Each child, every opportunity—today and tomorrow'

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 stigma, and that value and champion 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 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

- Mr Dennis Wilson, husband of Her Excellency The Honourable Margaret Beazley AO QC, Governor of NSW.
- Mrs Linda Hurley, wife of His Excellency General The Honourable David Hurley AC DSC (Rt'd), Governor-General of the Commonwealth of Australia.

Message from our President



As COVID-19 restrictions began to ease toward the end of 2021, we looked forward to a return to some semblance of normality in 2022. However, this was not to be.

The Omicron outbreak in January significantly affected our usual peak enrolment period for new children and families during the first three months of the year. Utilisation remained below the optimal level throughout 2022 due to combined factors including the 2022 Start Strong Free Preschool program (for which we were ineligible), the growing costs of living impacting our families and the increasing service competition in our local area. Unfortunately, when compounded further by rising staff and building maintenance costs and continued lack of fundraising opportunities, this meant that we ended the year with an operational deficit of \$802,275.

In 2022, as we moved into the phase of 'living with COVID', we knew that the changes brought about in the early learning sector by the pandemic, chronic workforce shortages and Australia's economic situation would not be resolved quickly. We therefore turned our attention to revitalising our strategic direction and priorities to position us for a strong future for our services and the communities we support as we move toward our 150th anniversary in 2024.

To expand our Board's expertise and support our succession planning we undertook recruitment for new Board directors, and Melissa Collins and David Jarjoura joined the Board in October and November respectively. We look forward to their contributions to our governance and strategic work.

We engaged ZAKATA consulting to work with our Board and Leadership Team on our business strategy. Together we analysed our business, strengths, resources and challenges, with a focus on optimising our business as usual operations and leveraging our extensive experience and expertise to revise our strategic priorities. Our inherent commitment to providing high quality education, care, early intervention and health services for children and families, especially those who are vulnerable, guided this work. Following this process, a selection of potential strategic projects was presented to the Board in November. The following were chosen for delivery over the next few years:

- *Improving Fundraising*—returning our fundraising to pre-pandemic results and planning for our 150th anniversary in 2024
- *Offsite Expansion*—meeting our mission in areas of greater need
- *Improving our Ashfield Facilities*—investing to improve the functionality, aesthetics and use of our site
- *Employer of Choice*—implementing initiatives to attract, develop and retain our people.
- *Early Intervention*—implementing initiatives to support more children and families in more ways.

During 2022 we reviewed The Infants' Home values to modernise our language, align them more closely with our philosophy, and better reflect the ways in which we work with children, families, community, donors and supporters, and other stakeholders. The revised values, which were approved at our October Board meeting, are:

- *Integrity*
- *Inclusion*
- *Partnership*
- *Excellence*
- *Discovery*

We also reviewed our mission, adding '*today and tomorrow*' to our long-standing mission statement '*each child, every opportunity*'. We made this change to reflect the difficult times we have faced over the past few years, and our intention to ensure our sustainability to offer our programs long into the future.

While we know there are still challenges ahead, and that the events of recent years and the current economic climate will continue to impact us, we look to the future with optimism and a renewed sense of purpose. I am very proud of the resilience, energy and commitment demonstrated by our leadership and staff team, and trust that these attributes will continue to enable us to make a real and enduring difference to the lives of young children and their families.

Mary Verschuer, President

Message from our CEO



While we were hopeful that 2022 would see us beginning to return to some normality, our optimism was quenched when, after having successfully kept The Infants' Home free from COVID-19 for the first two years of the pandemic, it finally caught up with us

in late December 2021. For the first time, in late 2021 and early 2022, we had to close some of our services due to COVID cases while navigating rapidly changing NSW Government policies for responding to COVID in early childhood education and care services.

Despite the easing of COVID restrictions in NSW from March 2022, because we work with young children who are unable to be vaccinated, we continued to put measures in place to protect the vulnerable members of our community. This included requiring staff and visitors to wear masks while indoors, supplying N95 masks for those who needed them, providing staff who had COVID symptoms or concerns they had COVID with access to rapid antigen tests and implementing our Workplace COVID-19 Vaccination Policy.

2022 was particularly challenging for our integrated team of Educators and Allied Health professionals and our Family Day Care team as they endeavoured to provide children and families with high-quality programs and consistent support while faced with the lingering pandemic, a strong flu season and ongoing staff shortages.

We know that our people are our most valuable resource. In 2023 we are planning to make several improvements to our human resources processes, to reflect best practice in people and culture, and to better position ourselves to attract, retain and develop our staff.

I thank our staff and family day care Educators for their tremendous work in 2022. It was an extremely challenging year with COVID disruptions, staff shortages and continual change. Our teams' resilience and commitment ensured the very best education and care for children and families across our services.

While 2022 presented some expected and unexpected difficulties, we also enjoyed some wonderful highlights. These included:

- The expansion of our Family Day Care Sydney Wide scheme to the Blue Mountains
- The launch of The Infants' Home *Practice Guide*, to provide our integrated team with an overview of practices that align with our vision, mission and organisational philosophies, why these are valued and what they may look like in our early childhood education and care services
- A partnership with Sing&Grow Australia for the delivery of intensive music therapy interventions for vulnerable children aged birth to five years, and their families
- Innovative Solutions Support funding for an ASD Inclusion project in which 32 of our family day care Educators worked with our partner Plumtree Children's Services to build their capacity for the inclusion of children with autism spectrum disorder in family day care settings

- Our Children's Services Manager (Family Day Care) Janice Francis, and Educator Rachel Wilson presented a paper on the ASD project at the FDCA 2022 National Conference, and Janice and Cathy Webb, from partner organisation Plumtree, also delivered a presentation on the project at the 2022 ECA Conference
- A successful crowdfunding campaign to purchase a new ride on mower and grounds maintenance equipment
- The return of our annual Carols by Twilight event for our children, families and staff after a three-year absence due to the 2019 bushfires and the ensuing pandemic.

I extend my gratitude to the government bodies, philanthropic organisations, corporations and individuals who continued to support us in 2022. I would also particularly like to thank those who made our crowdfunding campaign and Carols by Twilight event so successful—your enthusiasm and generosity are deeply appreciated.

Thank you to The Infants' Home staff and Board for their dedication and unwavering focus on ensuring that children and families are provided with the services they need to build their skills, capacities and confidence to create positive futures for themselves. I look forward with confidence to the opportunities that 2023 will bring as we prepare for our 150th anniversary in 2024.

Elizabeth Robinson, Chief Executive Officer

Our Impact



104 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 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 for children who have additional needs.

The educational programs in all of our early childhood education and care services include a focus on helping preschool aged children to develop the social, emotional and cognitive skills to help them start school with foundational skills and positive dispositions for learning. Children and families are also supported to engage with and become familiar with the school children are going to, and with school settings and routines.

With generous support from The Rali Foundation, 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 prepare and support vulnerable children to transition to school and help their families to build confidence and networks to advocate for and support their child during and after they transition.



383 children and 367 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 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 our suite of playgroups included: the Baby Time Playgroup for children from birth to 12 months; the Pathways Playgroup for children not currently attending formal early childhood education and care, such as long day care, preschool or family day care; the fortnightly Saturday Fathers' and Male Carers' Playgroup for children from birth to school age and their fathers or male carers; and the Red Bug Playgroup for children from birth to school age.

Our Baby Time Playgroup, which was developed to meet a gap in existing programs, is co-facilitated by an Educator and a Child and Family Health Nurse. This playgroup helps new parents/carers to understand and support their child's health, development and wellbeing and assists them to build their social networks and to connect with services in the community.



200 families received coordinated early intervention and family support

There are three tiers for the delivery of The Infants' Home's integrated early intervention and early childhood education programs.

Tier 1 benefits all children enrolled at The Infants' Home—it is the foundation of our practice for delivering our high quality integrated educational programs for all children.

Children receiving support at Tier 2 require increased individually-focused support, with planning around the child conducted collaboratively by the centre director, and the child's focus educator and family.

Children and families receiving support at Tier 3 are allocated a family coordinator. These children and families may have a range of complex needs and/or the child may have a diagnosed disability or developmental concerns. The team created around the child and family comprises the family coordinator, the centre director and the child's focus Educator. The team works collaboratively with the child and their family to provide coordinated early intervention and family support, usually over an extended period of time. Tier 3 support frequently includes liaison and coordination with external services who may be working with the family to ensure that all of the services are providing consistent support and working toward common outcomes.



207 children participated in our targeted integrated early intervention groups

Our integrated team comprises Centre Directors, Educators, a Child and Family Practitioner (Social Worker), Occupational Therapists and Speech Pathologists.

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 additional support they may require. The team then creates specialised, targeted integrated group programs, designed with focus children in mind, which are delivered to groups of eight to ten children within our mainstream early childhood education and care programs. This means that all children benefit from our targeted early intervention programs, not only those who require additional support.

This year 53 targeted integrated groups were delivered. The integrated group programs in 2022 addressed a range of learning and development areas including language, literacy, STEAM (science, technology, engineering, the arts, and mathematics), social skills, communication and play, emotional regulation, school readiness and fine and gross motor development.

Several of our integrated groups were funded by grants in 2022, and we are grateful for our funders' support.



117 families received postnatal support services

Our Sydney Hope Cottage Postnatal Service combines a comprehensive range of postnatal health and support services for families of infants and children aged from birth to five years, provided by our Child and Family Health Nurses. Families receive practical support and information from our nurses through home visits, face-to-face clinic bookings and/or phone consultations. In 2022 we also introduced a weekly drop-in clinic session onsite at The Infants' Home to provide a more flexible and accessible service for families.

Families can self-refer to Sydney Hope Cottage, or they may be referred by an early childhood health nurse, GP or other health practitioner.

Through our postnatal service families can receive professional support with breast feeding, sleep and settling, infant routines and parent wellbeing. Our Child and Family Health Nurses also assist families to connect with other child, health and family services in the community.

"... this service was vital to getting me and my family through a very rough patch. I don't know where I would have found support without your service."
Parent accessing our Sydney Hope Cottage Postnatal Service.

'Radical Robots': A Targeted Integrated Early Intervention Group



This group was facilitated by our Senior Occupational Therapist and an Educator in our Johnson House preschool program for children getting ready to start school in 2023.

The group helped the children to learn about the concepts behind 'coding'. Several of the children had been enjoying other STEM (science, technology, engineering and mathematics) based activities that had been offered within the wider program.

Group activities included reading books featuring fun robot characters who navigate familiar life experiences in ways that demonstrate the fundamentals of coding. The children also participated in group play-based activities in the three coding focus areas of 'sequencing', 'algorithms', and 'loops'. 'Bee-Bots', which are programmable floor robots that look like bees, were then introduced to the group. Using arrows on the Bee-Bots' backs, the children programmed the robots to move forward, backwards and to turn 90 degrees, to navigate mazes they made with blocks.

Our Impact in Numbers

Early Childhood Education and Care

400

Children attended our Early Childhood Education and Care centres

479

Children attended our Family Day Care services

104

Children transitioned to school from our early childhood services

53

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

Postnatal Services

117

Families received Postnatal Services from our Sydney Hope Family Cottage Child and Family Health Nurses

543

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

Early Intervention and Family Support

53

Integrated Early Intervention Groups were delivered for children in our Early Childhood Education and Care centres

207

Children participated in our Targeted Integrated Early Intervention groups

200

Families received intensive, coordinated early intervention and family support

99

Supported Community Playgroups sessions were delivered

383

Children attended our Supported Community Playgroups

367

Parents/carers attended our Supported Community Playgroups

Parenting Programs

53

Participants attended our parenting programs

7

Parenting programs were delivered

Healthy Meals

45,639

Healthy meals were served for children, including children with special dietary and health needs



Advocacy and Sector Engagement

Conference Presentations

Following completion of a six-month project to build our Family Day Care Educators' skills and capacities to support the inclusion of children with autism spectrum disorder (ASD) in their services, our Family Day Care Sydney Wide team undertook to share their experiences and learnings with the wider sector. In September Janice Francis, our Children's Services Manager (Family Day Care) and Educator Rachel Wilson presented a paper on the project at the FDCA 2022 National Conference in Hobart. In October Janice also delivered a presentation on the project with Cathy Webb, from partner organisation Plumtree, at the 2022 ECA Conference in Canberra.

'Bumps, Bubs and Beyond' Mini Expo

In June we participated in the Bumps, Bubs and Beyond Parent Mini Expo for expecting, new and experienced parents and carers of children from pre-birth to school age. The Expo provided participants with information and access to services and resources in the community. Our Community Learning and Engagement Manager Ana-Luisa Franco coordinated the event's bookings as well as supporting event stalls and delivering a presentation on parenting programs.

The Shiseido Child Foundation

In November we welcomed a delegation from the Shiseido Child Foundation who were visiting from Japan. The Foundation was established in 1972 to support child welfare. The delegations' group of early childhood teachers, child psychologists, social workers, researchers and child and family support providers were conducting a study tour to Australia to learn from government agencies, non-government organisations and providers about how we support children and families, especially those in vulnerable circumstances. Our CEO Elizabeth Robinson, Child



Shiseido Child Foundation delegation pictured with The Infants' Home staff representatives at our 2022.

and Family Practitioner Nicole Liu and Community Learning and Engagement Manager Ana-Luisa Franco delivered a presentation on The Infants' Home's unique, integrated approach to working with children and families across our services. The delegation also enjoyed a tour of our services.

ECICP 'Transition to School' Information Session

In March the Inner West Early Childhood Intervention Coordination Project (ECICP) hosted a free Transition to School Information Session for families and workers supporting children with disability and other learning needs to start school. During the online session representatives of the Department of Education (Public Schools), Association of Independent Schools and Aspect spoke about local processes and referral pathways for families and workers located in Sydney's Inner West and South-West regions. Nicole Liu, our Child and Family Practitioner and Lisa Doyle, an Occupational Therapist on our Allied Health team, assisted with recording the discussion and writing up minutes to support the development of a written resource.

Forums, Steering Committees and Discussion Groups

Throughout 2022 our CEO Elizabeth Robinson participated in a range of forums, steering committees and discussion groups. These included:

- The Preventing and Responding to ROSH Forum, hosted by the Department of Communities and Justice (DCJ)
- The Healthy Homes and Neighbourhoods (HHAN) Steering Committee. The Infants' Home has been part of HHAN since it was founded in 2015
- The 'Building Community Forum' which Elizabeth was invited to attend by Dr Andrew Leigh MP, Assistant Minister for Competition, Charities and Treasury.
- The Early Childhood Intervention (ECI) Best Practice Network, which is a group of not-for-profit providers of early intervention services and/or early childhood education operating across NSW, VIC and the ACT.

Interagency Participation

The Infants' Home participated in several interagency groups throughout 2022, including:

- The Inner West Professional Playgroup Network for community playgroups coordinators in Sydney's Inner West
- The Inner West Child and Family Interagency
- The Burwood Child and Family Interagency
- The Canterbury-Bankstown Child and Family Interagency.

Student Placements

In 2022 we supported five student placements within our services. The students, from the Australian Catholic University, were undertaking studies for a Diploma in Early Childhood Education and Care (three students), a Bachelor of Speech Pathology and a Bachelor of Occupational Therapy.

Our Practice and Pedagogy

Response to Intervention Framework

The Infants' Home's Response to Intervention (RTI) framework supports our integrated work with children and families by looking at how children and families are responding to our targeted interventions in a systematic and timely manner.

A key aspect of our RTI framework is a review cycle that blends early childhood pedagogy with early intervention. This cycle, which is undertaken over successive 10-week periods throughout each year in line with NSW school terms, ensures we observe all children to identify, plan for, monitor, and review their progress across all developmental domains. This includes their social and emotional development, with a particular focus on relationships and attachment. Our RTI model is based on three levels, or 'tiers', of service delivery as follows:

Tier 1- All Children and Families

All children who attend The Infants' Home early childhood education and care services have access to quality early education, including early intervention, through the daily program delivered by our integrated team of Educators and Allied Health therapists.

Tier 2 - Some Children and Families

When the need for increased individually focussed support is identified, planning around the child is conducted collaboratively by the Centre Director, Focus Educator, Allied Health therapists working in the child's centre and the child's family to set relevant goals and strategies.

Tier 3 - Few Children and Families

These children and families may have complex needs or vulnerabilities and/or the child may have a diagnosed disability. A team comprising a Family Coordinator, Centre Director, Focus Educator and Allied Health therapists working in the child's centre work more intensively with the child and family to provide targeted early intervention and where needed holistic family services and supports, including external services and supports.

Educational Leader Program

Under the *Education and Care Services National Regulations* and requirements under the *National Quality Standard*, early childhood education and care services are required to designate a suitably qualified and experienced person as Educational Leader. Their role is to lead the development and implementation of educational programs for children. Previously our Centre Directors undertook this role, but in 2022 we provided other members of our educational teams with the opportunity to apply for this role within their centre.

We sought team members with the ability to inspire and guide their teams, a strong interest in enhancing quality practice and willingness to be challenged and grow as professionals. The Educational Leaders meet regularly as a group with our Children's Services Manager (Centre-Based Care) and our Community Learning and Engagement Manager. During these meetings participants are supported to unpack Educational Leadership, engage in critical reflection and learn from each other. The Infants' Home new

Practice Guide, and a planning document to support their work, is provided to each Educational Leader for use within their monthly meetings and for planning time.

Educational Leaders also receive a quarterly check in with either the Children's Services Manager or the Community Learning and Engagement Manager to discuss their successes, challenges and to access individualised, tailored support.

"Being an Educational Leader has given me the opportunity to build the capacity of our infants and toddlers teams by inspiring, motivating, affirming, challenging and extending their practice and pedagogy."—Murray House Educational Leader, Nancy Chen

Practice and Pedagogy Program

Our Practice and Pedagogy program is an internal learning and development program that primarily supports our integrated team's work with children, families and colleagues, within our centre based services.

However, the program is not exclusive and all staff are welcome to join or present a session.

Staff interested in presenting a session provide our Community Learning and Engagement Manager with a brief outlining what the



session will cover, and they supported to prepare their presentation. Practice and Pedagogy sessions delivered in 2022 included 'Emotion Coaching', 'Supporting Children's Mealtimes' (also made available as an on-demand session via our intranet) and 'Introduction to the NDIS'.

Family Day Care Sydney Wide ASD Inclusion Project

Our Family Day Care Sydney Wide scheme undertook a project funded by an Innovative Solutions Support grant from the Commonwealth Government to increase our family day care Educators' skills and capacities to support the inclusion of children with autism spectrum disorder (ASD) in their services.

In partnership with Plumtree Children's Services, a group of 32 Educators participated in a series of webinars to develop their knowledge and skills to use visuals to support communication with children, help children with ASD to engage in play-based learning and develop strategies to respond to children's sensory needs.

Therapists from Plumtree visited our playsessions to meet with Educators to further discuss strategies to embed inclusive practices within their services, and to provide individualised support strategies for specific children. Plumtree's therapists also conducted home visits to six Educators to provide additional inclusion support strategies, and our Educator Support Officers visited Plumtree's inclusive preschool program.

Reflective Forums

In July we recommenced our monthly Reflective Forum sessions. The forums, held during evenings, are open to all staff at The Infants' Home.

The forums enable staff to engage in critical reflection and discussion around a topic chosen by participants in the preceding session. Each topic focusses on an aspect of working with children, families, community or other staff in early childhood, and is not specific to one particular service or program.

Reflective Forum topics discussed in 2022 included:

- Addressing bias with children, parents, and each other.
- How does thinking about gender impact our work with families, children and each other?
- What does agency look like for children under two years old?
- What is best practice in early childhood education and care, and why does it matter?



The Infants' Home Practice Guide

We launched The Infants' Home *Practice Guide* in October. The *Guide* was developed to extend upon the five Practice Statements that had previously guided our work in our centre-based services.

The *Practice Guide* provides our integrated team of educators and allied health team with an overview of practices that align with our vision, mission and organisational philosophies and articulates why these are valued and what they may look like in our settings. The *Guide* was created to be a 'living document', which will be further developed and refined through the reflections, feedback and ideas provided by the integrated team.



Being and Belonging in our Community

Christmas Hamper Drive in Gorton House



As Christmas approached, in Gorton House preschool there were many discussions about upcoming special events, gathering with loved ones and receiving gifts. The children and Educators also discussed how some families don't have enough money to buy everything they need, and that for some families buying gifts or special food to celebrate Christmas is challenging. The children and Educators thought about how it might feel to wake up on Christmas morning without any gifts under the tree and no special food to share, and they decided to take a proactive approach to helping others in their community.

The children spoke with their families about buying some food and gift items to donate to the Salvation Army to help families in need. They enthusiastically set up a collection point and made signs to let everyone know about their donation drive. As the donations piled up, they contacted Annie and Ray from The Salvation Army who came to meet them to collect the donations. The children helped to load the items into the car, and they glowed with pride as they received an award from Annie and Ray to thank them for their kindness.

Paint the Inner West REaD Annual Birthday Celebration

In May The Infants' Home was one of several community partners that supported the Paint the Inner West REaD's annual birthday celebration for their pelican mascot, Garranga Bumarri. Garranga Bumarri began as a tiny egg found in the Cooks River. In 2022, a new egg was lovingly cared for and sung to over the months, finally hatching a golden puppy that the children of the Paint Inner West REaD program named Gadi, short for Gadigal, the land on which we live, work and play. The Paint the Inner West REaD initiative encourages a whole-of-community approach to reading, talking, singing, and drawing with children from birth to help with school readiness.



West's Ashfield Community Spirit Awards Presentation

We were invited to attend the West's Ashfield Community Spirit Awards Presentation in August. These Awards are West's Ashfield's annual event at which they award prizes for their children's artwork competition, present secondary school scholarships and recognise community organisations through the Club Grants program. West's granted over \$300,000 to community organisations in 2022, including three grants for The Infants' Home to support our Fathers, Male Carers and Children's Playgroup, and several of our targeted early intervention integrated groups for children with additional learning and development needs.



CatholicCare Hope Program Visit

In November we hosted a visit from the team from the CatholicCare Hope Program, who met with our Child and Family Practitioner Nicole Liu, our Postnatal Services Manager Melissa Carle, and our Community Learning and Engagement Manager Ana-Luisa Franco. They discussed the services offered across both of our organisations, and opportunities for referral pathways and potential future partnership activities. Building our networks and relationships with community partners is an important way for us to fulfil our vision, values and role in promoting the best possible outcomes for children and families.



Summer Hill Community Celebration Ceremony

In December our CEO Elizabeth Robinson and Grants and Communications Officer Angela Owens attended the Summer Hill Community Celebration Ceremony at Ashfield Bowling Club where Jo Haylen MP, Member for Summer Hill, presented many organisations, including The Infants' Home, with a Certificate of Recognition for our work in the local community.

"Our community is strengthened by the people and organisations that work to connect and support us. I was so proud to acknowledge the hard work of Summer Hill organisations and residents at my Community Recognition Ceremony." —Jo Haylen MP, Member for Summer Hill



Community Partnerships for Parenting Programs

Each year The Infants' Home partners with individuals and other organisations in the community to deliver free parenting programs. In 2022 our parenting program partnerships included:

- Melo Kalemkeridis—Tuning in to Kids for Fathers and Male Carers
- Sydney Local Health District—Circle of Security
- Sydney Local Health District—Tuning in to Teens
- Anglicare—Bringing Up Great Kids.



News and Highlights

Acknowledging Country



'Acknowledgement of Country' display in our reception RAP space.

We often hear and say an Acknowledgment of Country, but do we really understand the importance of this, and how an 'Acknowledgment of Country' differs to a 'Welcome to Country'? As we continued our reconciliation journey, we decided to explore the importance of this topic. In April our RAP Working Group invited staff and children from across The Infants' Home to create a poster of the Acknowledgement of Country that they say or sing in their service or area through a display in our reception area. Staff were also encouraged to share their thoughts on this topic via our intranet discussion board.

Crowdfunding Campaign



Grounds and Maintenance Officer Mario Pagano test driving our new mower and trailer.

In May we launched a crowdfunding campaign to purchase a new ride-on lawnmower, and due to the incredible support of our community we reached our goal of \$5,000 in just over a week. After some supply chain delays, we received our new mower in September. With the money raised we were also able to buy a trailer for the mower, as well as additional and much needed-grounds maintenance equipment. We are so grateful for the support we received to enable us to keep our beautiful grounds tidy and safe for our community.

Early Childhood Educators' Day



Centre Director Elise Klironomos (left) and Educator Nancy Chen celebrate Early Childhood Educators' Day.

In September we celebrated Early Childhood Educators' Day with a morning tea and coffee cart. This is always an important opportunity for our team to come together as a community to recognise the incredible work of our Educators and the important role early childhood professionals play in the lives of children and families. Our staff were also presented with Service and Excellence Awards during the event.



Speech Pathology Week

In August we celebrated Speech Pathology Week which promotes the speech pathology profession, and the work done by speech pathologists. The theme for Speech Pathology Week in 2022 was 'Good communication, better communities'. The Infants' Home's Speech Pathologists hosted a free cupcake and lolly stand for staff and invited them to come by and use an alternative (non-verbal) communication method to choose what kind of cupcakes and lollies they would like. (Pictured from left: Speech Pathologists Kacey King, Rebecca Morton Chandra and Jennifer Leong).

Remembering HMAS Sydney II



The Infants' Home President Mary Verschuer laid a wreath on our behalf at the 81st Anniversary Wreath Laying and Memorial Ceremony for HMAS Sydney II.

On 19 November our President Mary Verschuer and CEO Elizabeth Robinson attended the 81st Anniversary Wreath Laying and Memorial Ceremony, commemorating the sinking of the HMAS Sydney II on that date in 1941. Held at the Cenotaph in Martin Place, the ceremony is administered by the HMAS Sydney Association. Mary laid a wreath on behalf of The Infants' Home. We are proud of our long relationship with HMAS Sydney, having been their adopted charity since 1965, and we look forward to our continuing partnership with them.

Carols by Twilight



Children gathered with excitement as Santa arrived at our 2022 Carols by Twilight family event.

We were so excited to host this beloved annual community event for the first time since 2018, having had to cancel it due to the bushfires in 2019, and then due to the pandemic in both 2020 and 2021. The event was a great success, and over 150 members of our community came together to be entertained by the Burwood Girls' High School Junior Jazz Ensemble, sing carols, have a picnic dinner and to meet Santa!

Government House Christmas Reception



(L-R) CEO Elizabeth Robinson, President Mary Verschuer and Her Excellency the Honourable Margaret Beazley AC QC, Governor of New South Wales at the Government House Christmas Reception.

In December our President Mary Verschuer and CEO Elizabeth Robinson were delighted to attend a Christmas function at Government House where they spoke with both Her Excellency the Honourable Margaret Beazley AC QC, Governor of New South Wales, and her husband, Mr Dennis Wilson, who is Patron of The Infants' Home, about our work with children and families.



World Occupational Therapy Week

In October we celebrated World Occupational Therapy Week (24 to 30 October). The week's 2022 theme was 'Opportunity + Choice = Justice'. The week celebrates Occupational Therapists and the fantastic work they do to help people at all stages of life reach their full potential. Our Occupational Therapists facilitated a 'Regulation Station' that offered visitors a variety of free snacks that have either an 'alerting' or 'calming' effect on the sensory nervous system. (Pictured from left: Occupational Therapists Lisa Doyle and Julia Odelli, and Educator Nicky Roditis).

Finance Report

The Infants' Home maintains a strong financial position with net assets of almost \$12 Million. In 2022 the organisation delivered a net deficit of \$802,275 due to the challenges of the COVID-19 pandemic, decreased utilisation and the turbulent year which saw revenue fluctuate and fundraising decline.

The Omicron wave of COVID in the first quarter of 2022 resulted in a significant decline in revenue from lower than anticipated utilisation and deferred enrolments. Changing patterns of enrolment, with many parents working from home, has meant a need to attract and retain multiple families for each licensed place. This decreased utilisation and workforce shortages necessitated the closure of our Rigby House service in early 2022 to consolidate our service delivery in long day care across our remaining four centres.

Beyond utilisation, we were also impacted by adverse weather events which required unplanned expenditure on repairs to our centres and car park. Workforce shortages, particularly of early childhood educators and teachers, led to increased costs in agency staff to meet ratio requirements.

Despite the prudent management of costs to reduce the impact, there was still a significant decline in free cash. The uncertainty and volatility of 2022 also impacted The Infants' Home's investments, limiting our ability to offset the cash decline.

The Infants' Home is a charity, relying on philanthropic support to deliver diverse early intervention and capacity building services in our early childhood services and the community. Our

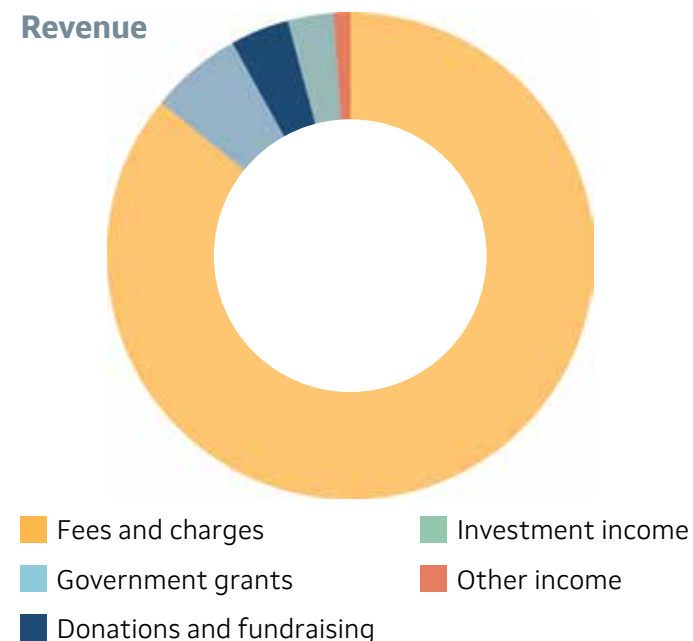
community work, targeted towards vulnerable members of our community, includes free or low-cost programs. A number of these grant-funded programs were impacted by the pandemic, where program deliverables were temporarily postponed or altered. The Infants' Home greatly appreciates the flexibility and trust of our funding providers in enabling these programs to continue.

Fundraising remains a challenge for the organisation, especially in a climate of rising cost-of-living pressures on households and stiff competition for philanthropic support. Successful grant applications enabled The Infants' Home to run important early intervention programs and improve learning environments in our early childhood centres. We are grateful for the support from our loyal donors and supporters, whose generosity allows us to ensure each child has every opportunity—today and tomorrow.

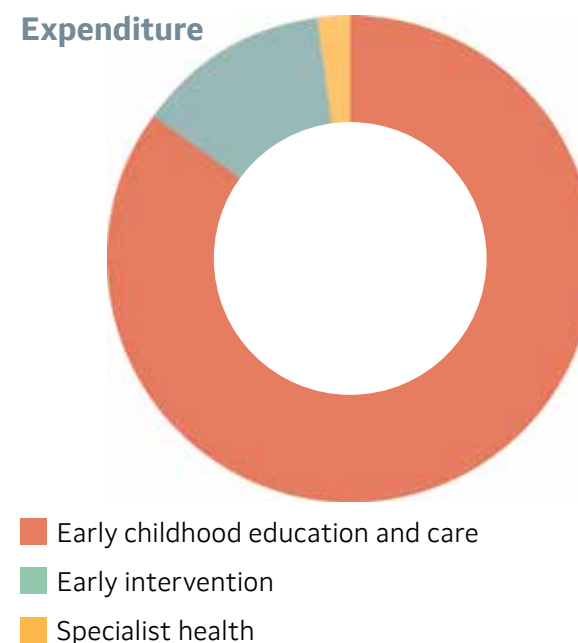
In 2022 the Board and Leadership team reviewed our Strategic Plan and set new priorities for implementation in 2023, designed to optimise our operations, diversify revenue streams and return sustainability. We recognise that there remains uncertainty in the broader economic outlook, and that it will take time to for our strategic initiatives to achieve fruition.

As we enter our 149th year, The Infants' Home continues to adapt our service delivery with a strong commitment to find new ways of meeting our mission to support young children and families.

Revenue



Expenditure



Financial Results for the Year Ended 31 December 2022 *

Financial Results	2022	2021		2022	2021
	\$	\$		\$	\$
Revenue from operations			Other comprehensive income		
Charges and fees	7,552,238	7,650,650	Fair value changes		
Government grants for operating purposes	516,366	633,517	FVOCI - Equity investments	(482,669)	400,034
Donations, fundraising and grants	355,452	227,521			
Investment income	268,426	233,751	Total comprehensive Income / (deficit)	<u>(1,284,944)</u>	<u>(229,130)</u>
Other income	103,151	102,191			
	<u>8,795,633</u>	<u>8,847,630</u>	Summary of Net Assets		
Expenditure from operating activities			Assets		
Employee costs	7,428,720	7,879,548	Cash & investments	5,126,827	6,412,398
Materials and services	1,649,789	1,202,967	Receivables	242,394	175,147
Depreciation	387,691	376,007	Property & equipment	8,173,261	8,602,220
Finance costs	54,523	50,572	Right-of-use & other	141,716	221,889
	<u>9,520,723</u>	<u>9,509,094</u>		<u>13,684,198</u>	<u>15,411,654</u>
Other revenue and fair value changes (FVPL)			Liabilities		
Government grants for capital use purposes	-	15,000	Payables	778,370	937,946
Bequests	10,206	26,603	Contract liabilities	243,728	451,910
FVPL – Debt investments	(87,391)	(9,303)	Lease liabilities	59,471	77,228
	<u>(77,185)</u>	<u>32,300</u>	Provisions	865,653	922,650
				<u>1,947,222</u>	<u>2,389,734</u>
Net (deficit) / surplus	<u>(802,275)</u>	<u>(629,164)</u>	Net Assets	<u>11,736,976</u>	<u>13,021,920</u>

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



Supporting and Celebrating our Team

Our Staff at a Glance

142

Staff members were employed at The Infants' Home in 2022

23

New permanent staff members were employed in 2022

47%

Of staff had been employed at The Infants' Home for over five years at December 2022

71%

Of permanent Educators held a degree or diploma qualification in 2022

206

Professional learning activities undertaken by 35 staff members in 2022

2

Staff members were undertaking tertiary studies in 2022

Professional Development in our Centre Based Services

Sing&Grow Australia Partnership

As part of our partnership with Sing&Grow Australia during the first half of 2022, members of our integrated team had the opportunity to attend a workshop with Sing&Grow Music Therapist Greer Boulting to enhance their skills in using music in their everyday practice with children. The integrated team also participated in two eight-week Sing&Grow music playgroups which were delivered through this partnership.

Child Protection Refresher Training

This training was delivered in-house and provided staff with a comprehensive overview of the current Child Protection system in NSW and their legal and organisational responsibilities. While the training was targeted to staff working within our centre-based services, the sessions were open to all staff, including casual staff and volunteers. Staff could choose to register to attend one of three separate two-hour sessions. Attendance and completion of the post session assessment ensured that Educators working in our centre-based services could continue to meet their obligations under the National Quality Framework.

Circle of Security Training

From March to June 2022, a group of nine staff members participated in The Infants' Home first internally delivered Circle of Security parenting program for staff. The program was facilitated by our Children's Services Manager (Centre-Based Care) Mariam Christodoulos and our Senior Occupational Therapist Justine Tarrant. The intention was to provide staff working across our programs with a richer understanding of the Circle of Security program and build their confidence and understanding of creating positive attachments with children.

Lunch and Learn sessions

Several 'Lunch and Learn' sessions were held onsite for staff throughout the year, covering topics including:

- Supporting the developmental needs of children with neurodiversity
- HumanForce: Navigating and using our HRIS HumanForce software
- Workplace Technology: How to use Microsoft Office365 products such as Teams, OneDrive, and SharePoint and using our new iPad devices
- Creating safer and more welcoming environments for LGBTIQ+ families
- Exploring parents' concerns about children's mental health and wellbeing.



(L-R) Family Day Care Educator Support Officer Catherine Jackson, Family Day Care Administration Support Officer Lara Farah and The Infants' Home Assistant Accountant Zabed Bin Zafar joined our Early Childhood Educators' Day celebrations.

Professional Development in our Family Day Care Services

Workshops

- The *Journey to Critical Reflection* workshop was presented by Stella Stead on critical reflection and how it applies to all aspects of family day care service provision.
- The *Risky Play* workshop was presented by Helen Millar to increase the exposure of children to risky and challenging play in family day care, to help Educators to support risky play and link it to theories of child development.
- The *Embedding Indigenous Perspectives* workshop was presented by Taungurung Woman Annette Sax. This workshop broadened Educators' understanding of embedding indigenous perspectives into day-to-day practice and support the expansion of our internal resource kits and factsheets for Educators on developing an Acknowledgement of Country and Connecting with Country.

Sing&Grow Music Workshop with members of our integrated team.



Staff Health and Wellbeing

100%

Of our staff and family day care educators met NSW Government mandated COVID-19 vaccination requirements

12

Wellbeing email blogs were sent to staff in 2022

100%

Of our staff and family day care educators had access to our free Employee Assistance Program (EAP)

COVID Wellness Packs

In January, with the increasing spread of COVID-19, The Infants' Home put together COVID preparedness wellbeing packs for our staff, following advice from NSW Health regarding managing COVID at home. The packs included tissues, herbal tea bags, throat lozenges and an information sheet.

2022 Staff Survey Results—A Snapshot

We conducted our Annual Staff Survey in July 2022, and received a 76 % response rate. Analysis of the responses received identify areas of satisfaction and areas requiring improvement and growth by members of our team within six broad areas as follows:

- **Goals and Performance** Most highly rated in this area were opportunities for staff to do their best within their organisation.
- **Communications** Positive responses in this area included the ability for staff to contribute ideas and feel valued in their immediate team and staff being clear about the expectations for them in their roles. The intranet and CEO updates were the most valued forms of communication by respondents.
- **Team** Staff felt most positively about their immediate teams and the way they were working.
- **Leadership** Staff felt positive about the Leadership Team's openness and honesty in communication but rated Leadership's visibility and accessibility as an area for improvement.
- **Staff Wellbeing** Most highly rated in this area by staff was having someone at work care about them as a person.
- **Organisational Culture** Most positive for staff was the welcoming environment and an environment that embraces identity.

Staff Service and Excellence Awards

Staff Service Awards

The Infants' Home Child and Family Services

25 Years

Thu Zar Bo
Sonia Bustillo
Vasuki Manjunathan

15 Years

Sreedevi Koduri

5 Years

Naleefa Barahmeh
Jessica Chen
Tanzila Chowdhury
Janice Francis
May Glunruangsang
Rosie He
Catherine Jackson
Elizabeth Robinson
Vaishali Shah
Mandy Zeng

Family Day Care Educators

10 Years

Selina Sultana

5 Years

Jessica Tong



2022 Staff Excellence Awards

Excellence in People Management Gorton House Co-Acting Directors

- Thu Zar Bo
- Nicky Roditis

Excellence in Community Engagement Carols by Twilight Event Volunteers

- | | |
|------------------------|--------------------|
| • Rachel Ashurst | • Demi Huang |
| • Thu Zar Bo | • Amy Jones |
| • Melissa Carle | • Elise Klironomos |
| • Sophie Christodoulos | • Alan Lan |
| • Emerald Cooney | • Denise Lau |
| • Chamani De Silva | • Sophia Shephard |
| • Lisa Doyle | • Angela Owens |
| • Ana-Luisa Franco | • Nicky Roditis |
| • Faye-Maree Genevezos | • Simon Zhu |
| • May Grehan | |

Excellence in Innovation and Process Improvement

Finance and People and Culture Team

- Sheemal Prasad
- Zabed Bin Zafar
- Simon Zhu

Excellence in Teamwork and Collaboration Robinson House Integrated Team

- | | |
|------------------------|--------------|
| • Andrew Borg | • May Grehan |
| • Emily Cheng | • Kacey King |
| • Lisa Doyle | • Denise Lau |
| • Cathy Fauth | • Bella Wang |
| • Faye-Maree Genevezos | |

Excellence in Diversity and Inclusion

- Jennifer Leong
- Julia Odelli



I am always made to feel truly welcomed when dropping off and picking up Georgie, and I greatly appreciate the ongoing open and honest communication with all the staff. They have been quick to respond to any questions, requests or concerns that have been voiced and are more than happy to provide updates on Georgie's progress. —Grandparent of a child attending our centre-based services.

Celebrating 25 Years working at The Infants' Home: Thu Zar's Story



Thu Zar Bo came to Australia from Burma in 1995. She was living in Ashfield when she completed her Certificate III in Early Childhood Education and Care at TAFE in 1996 and she approached The Infants' Home about employment opportunities. Thu Zar joined our casual staff team, the first step on what has proven to be a long and progressive career as an early childhood Educator. From casual staff member to permanent Educator and taking on roles of increasing responsibility as a Team Leader and acting Centre Director, Thu Zar has enjoyed working across many of our centres while also continuing her studies and raising her own family. She obtained her Diploma in Early Childhood Education and Care in 2003, and then her Bachelor of Education in Early Childhood in 2017.

Over the 25 years that she has been at The Infants' Home, Thu Zar has seen many changes and some challenging times, but she says that the overriding sense of community and inclusion has remained unchanged and constant. Thu Zar is passionate about creating safe, happy and inclusive spaces for children, families and her colleagues, and she loves the positive energy that she gets back from her job every day.

Our Leadership Team

Elizabeth Robinson

MBA, LLB, MA, B (Hons), MAICD

Chief Executive Officer

Elizabeth has 25 years' experience in for-purpose leadership including over a decade as a Chief Executive Officer. With a career spanning early childhood education, early intervention, people and organisational development, and communications and marketing, Elizabeth provides strong governance, risk, strategic and operational management. (Joined 2017).



Steve Hughes

BA (Hons), ICAEW, AICD, FCA, Certified CEO

Chief Financial Officer

Steve has over 30 years' experience in the private sector in Chief Executive Officer and Chief Financial Officer roles across global and SME companies. He brings strong strategic, financial, and operational expertise to the organisation. (Joined 2022).



Mariam Christodoulos

B.Ed.(Early Childhood), Diploma of Children's Services, Diploma of Leadership and Management
Children's Service Manager (Centre-based Services)

Mariam is an early childhood teacher with over 20 years' teaching and management experience. Committed to social justice and inclusion, Mariam oversees our integrated centre-based services, building consistency, quality and high levels of service delivery for all stakeholders. (Joined 2004).



Janice Francis

BTeach(ECE), CertIVTrngAssmnt
Children's Services Manager (Family Day Care)

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



Leadership Team Changes in 2022

In 2022 we farewelled our Head of Finance and Business Services, Mark Katz, and our Human Resources Manager, Marlene Shepherd. We thank Mark and Marlene for their contributions to The Infants' Home, and wish them well in their future endeavours.

My son is quite timid but has been able to be social with the other babies and has come to be comfortable with [the Baby Time Playgroup Facilitators] too. I have learned a lot, in particular the importance of play for development, but more than anything it has been a social lifeline for me with a new baby and all our family either overseas and interstate.—Parent of a child attending our Baby Time Playgroup.

Our Board

Mary Verschuer

MBA, MScSoc, BAppSc, FAICD

President

Mary is an experienced non-executive director currently on the board of Maxiparts (ASX:MXI) and Forestry Corporation of NSW. Prior executive roles included CEO and President with global scope across a range of industries, including engineering, mining services and packaging. Member since 2008 (with a period of absence in 2015-16).

Meetings attended 7/7



Hilary Johnston-Croke

M.Ed, B.Sc (Hons), PGCE, Grad. Dip (Theology), GAICD

Vice President

Hilary has extensive professional and governance experience in education, from early childhood to tertiary, as a teacher, educational leader, and school principal. Hilary is currently a non-executive director of The University of Notre Dame Australia and the Alannah and Madeline Foundation, and Chair of the Advisory Committee for the Global Leaders Program, University of Wollongong. Member since 2017.

Meetings attended 6/7



Lindsay Smartt

BA, FIAA, FNZSA, FAICD

Treasurer, Chair of Audit and Risk Committee

Lindsay is an experienced non-executive director. He chairs Insignia Financial's Superannuation Funds, sits on the boards of Westpac Life and Fidelity Life (NZ) and is an experienced audit and risk committee chair. A qualified actuary, Lindsay has held senior roles in large financial institutions, global reinsurers and consultancies. Member since 2016.

Meetings attended 6/7



Anthony Kutra

B.Ec (Hons), MBA, MAICD, FAIM

Director

Anthony has held various senior management and director positions in Australia and overseas, covering the global mining services and engineering services industries. Member since 2008.

Meetings attended 7/7



Hugh Humphrey

MBA, BCom (Economics & Marketing), Chartered Banker (FINSIA)

Director

Hugh is Chief Executive Officer and Managing Director of CountPlus Limited (ASX:CUP). He is an experienced non-executive Director with significant expertise in effective risk management, business compliance and customer remediation gained from his career in the financial services sector. Member since 2015.

Meetings attended 5/7



Sarah Michael

RN, GAICD

Director, Member of Audit and Risk Committee

Sarah is a registered nurse with over 40 years' experience in the health sector in hospital, government and private sector roles. She currently holds a senior management position in Clinical Governance and Safety at St Vincent's Health Australia. Sarah has specific expertise in clinical governance, compliance and risk, policy development, organisational change, benchmarking, reporting and COVID-19 response plans. Member since 2017.

Meetings attended 6/7



The Hon Dr Peter Hendy

B.Econ (Hons), PhD, MAICD, FAIM

Director, Member of Audit and Risk Committee

Peter is a professional economist and company director. Formerly Chief Executive of the Australian Chamber of Commerce and Industry, Peter has had a long career in both the private and public sectors, including the areas of defence, international trade, treasury, education and industrial relations. 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 6/7



So lucky to have got a place at The Infants' Home. Child focused, compassionate care, multidisciplinary support eg sleep help, speech pathology etc. A wonderful group of people doing fabulous work for our community.—Parent of a child attending our centre-based services.

Melissa Collins

M.Bus(HRM), GAICD

Director

Melissa spent most of her career in management consulting and financial services prior to making the switch to community services to join Wayside Chapel as General Manager. Melissa has significant experience in delivering projects, leading change, and general management. Member since 2022

Meetings attended 2/2



David Jarjoura

GAICD

Director

David is an experienced non-executive director with over twenty-five years in executive and board roles in the public, commercial and not-for-profit sectors. David was non-executive director of MyHouse where he led strategic development and business restructuring. He currently has a portfolio of board appointments and experience in providing consultancy services to various clients. Member since 2022.

Meetings attended 2/2



Robert Crowe was a Board Director from February to April 2022.

Our 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.

Stories from our Community

Wrap around family support: Zac's Story

Zac*, a culturally and linguistically diverse 4-year-old, has a diagnosis of autism spectrum disorder (ASD Level 2) and moderate global developmental delay. Due to their complex residency status, Zac's family had been unable to receive National Disability Insurance Scheme (NDIS) funding to help them to access the early intervention that Zac needed to help him to develop to his full potential and to get ready to start school in 2023.

Zac first attended The Infants' Home via our free supported community playgroups. Zac's family was referred to our Child and Family Practitioner (Social Worker) who referred them to the Multicultural Disability Advocacy Association to make an appeal to the National Disability Insurance Agency (NDIA), and to legal aid services to assist them to navigate their rights under their residency status.

The family was supported to access affordable early intervention, and Zac attended a Preschool Early Intervention program to help him to get ready for school. He also enrolled in one of our early childhood education and care services where he received targeted early intervention within the mainstream program. Social Stories, which use visuals and simple language to explain social situations to children with ASD, were created to help Zac with this transition.

Zac's mother was referred by our Child and Family Practitioner to Carers' Gateway for emotional and financial support and both parents were assisted to access a free parenting program to increase their understanding of ASD. Zac also attended the free Sing&Grow Music Program at The Infants' Home with support from one of our Speech Pathologists.

From 'hopeless to hopeful': Meg's Story

When new mother Meg* first tried to get professional help with settling her young baby, she was left feeling brushed off and that her concerns had gone unheard. Feeling confused, tense, and dejected, Meg immediately called The Infants' Home's Sydney Hope Cottage Postnatal Service. A home visit by our Child and Family Health Nurse Denise McEwan was arranged, and Meg finally found the support she needed. Denise gave Meg practical information and techniques for settling her baby, as well as guidance on how to look for a cluster of 'tired signs' before putting her down for a sleep, something Meg had not heard of before and which made all the difference.

Meg found Denise to be warm and caring, and her calm nature created a peaceful environment for the family, alleviating some of the stress and tension of nap time and helping them to provide the right sleep space for their baby.

Denise reassured Meg that she was doing a good job, helping build her confidence as a new parent. Meg felt calmer and was more confident in understanding her baby's cues and knowing how to respond to these. During a follow-up consultation, Denise listened to and answered all of Meg's questions, bolstering her confidence further. By the time she was four and half months old, Meg had continued to be able to settle her baby successfully and improve her overall sleep patterns and routine.

Meg says, *"I went from feeling hopeless to hopeful, and ready to try and tackle some of the issues rather than wanting to stick my head in the sand and cry."*

** Names have been changed*

Our Friends and Supporters

Corporate Volunteers



Each year we welcome many teams of corporate volunteers who work with us to contribute their time, resources and skills to: help maintain our buildings, grounds and gardens; raise funds; assist with events; support our children's programs; and help with special projects. As a ChildSafe organisation our volunteers do not work directly with our children, however, their contributions play an important role in maintaining and supporting our operations and our work with children and families. Our volunteers have a genuine and positive impact on the community we serve.

Our Corporate Volunteer program was significantly impacted by the COVID-19 pandemic in 2020 and 2021. In 2022, as COVID restrictions gradually eased, we focussed on revitalising this essential program. However, with many organisations still negotiating the return of their teams to their workplaces with hybrid working arrangements, we were unable to build the program back up to its usual weekly schedule. Despite

these challenges, we were still fortunate to be able to welcome teams from the following organisations during 2022:

- Abacus Property Group
- Australia Post (pictured left)
- Goldman Sachs
- Jamf
- NAB (five teams)
- PwC (three teams)
- Westpac (two teams)

In total, we welcomed 114 corporate volunteers to 13 volunteer days, who contributed 684 hours to our program. This saved us an estimated \$30,000 which we were able to invest directly back into our programs for vulnerable children and families.

"I can speak for the whole team in saying we greatly appreciate the cause and all of the tremendous work you are doing. It was our pleasure to help out for the day, and we hope to see you all in future!"—Hugh, NAB Volunteer

Individual Volunteers

We are also grateful to individual volunteers Juliet Young, Sophie Christodoulos, Gemima Manual, Joanne Reardon and Lisa Smith who kindly donated their time in 2022 to assist us in undertaking records searches for The Infants' Home's care leavers, indexing our digitised historical records and supporting our customer service team. These generous individuals donated approximately 360 hours to support us.

Safewill Partnership

In 2022 The Infants' Home partnered with Safewill, an online Will-writing service. As a part of our partnership, Safewill offered The Infants' Home community a significant discount to write their bespoke Will online. Each Will is reviewed by Safewill's affiliate law firm, Safewill Legal, to ensure it has been filled out correctly. We are looking forward to continuing this partnership in 2023.

Our Community and Corporate Supporters

We thank the following organisations for their kind support for our programs and events in 2022:

- Agape Organic Food Truck
- Bunnings Warehouse, Ashfield
- Burwood Girls' High School
- Canterbury League Club
- Club Burwood RSL
- Sideways Deli Café
- Goldman Sachs
- Kambala Old Girls' Union
- Luna Park Sydney
- Niña Gadhia Photography
- Pandora
- Shiseido Child Foundation
- Specsavers Burwood
- Symbio Wildlife Park
- The Presbyterian Ladies' College, Sydney
- Turramurra Music.

NSW 2022 Community Building Partnership Program



We were delighted to welcome our local member, Jo Haylen MP, to The Infants' Home in December when she visited us to present our CEO Elizabeth Robinson with a cheque for funding to upgrade our Rigby House Community Space playground.

This grant was received through the 2022 NSW Government Community Building Partnership program and will help us to create a safe and functional space for our playgroups, parenting programs and community partnership programs. During the visit Elizabeth was also able to show Jo the work we had done previously through this grant program, to repair our Johnson House veranda .

Our Benefactors

We thank the following philanthropic foundations and funders for their support in 2022:

Goldman Sachs Community TeamWorks Program – Sandpits Refresh Project.

Goldman Sachs Gives (UK) – Case management and targeted early intervention for two children and delivery of three targeted integrated group programs.

Herbalife Nutrition Foundation – Head Start on Health Nutrition Program for Children.

NSW Community Building Partnerships Program – Rigby House Community Space Softfall Upgrade.

NSW Quality and Participation Grants – Gorton House Playground Resurfacing, Johnson House Deck Extension and Accessibility Ramp, Robinson House renovation.

The Rali Foundation – Targeted Transition to School Program.

The Woodend Foundation – Bridging the Gap: Targeted integrated early childhood education and early intervention for vulnerable children.

Variety Australia – Adaptive equipment and resources for children with additional needs.

West's Ashfield Leagues Club – Fathers', Male Carers' and Children's Playgroup, Integrated Groups for Children with Additional Needs and Getting Ready for School: Early Foundations Integrated Groups.



Individual Donors

Thank you to the following individuals who generously supported The Infants' Home in 2022 through individual donations of over \$50, our Workplace Giving program and our crowdfunding campaign:

- Venus Abdollahpoor
- Kate Bartlett
- Keshia Bastians
- Vicki Black
- Sarah Brand
- Gwynn Boyd
- David Burke
- Joshua Burnell
- Rocco Cacia
- Alma Campbell
- Melissa Carle
- Kevin Carroll
- Binu Chacko
- Jennifer Craigie
- Mariam Christodoulos
- Sophie Christodoulos
- Desmond Clarke
- Edward Close
- John Conquest
- John and Julia Cordukes
- Ann E Crowley
- Henry Dang
- Jessica Davis
- Rashmi Dewan
- Yi Deng
- Elizabeth El Othmani
- Sylvia Enfield
- Lara Farah
- Kevin Farmer
- Barbara Fox
- Janice Francis
- Joshua Frank

- Gerald Full
- Andrew Gerkens
- Maria Gonis
- Andrew Goodyear
- Chris Grundy
- Rudy Gunawan
- Margery Hertzberg
- Sally Hughes
- Steve Hughes
- Hugh Humphrey
- Saskia Ilott
- Hannah Jackson
- Robin Jefferson
- Hilary Johnston-Croke
- Amy Jones
- Sreedevi Koduri
- Wanta Kongyod
- Tamara Kuppusamy
- Anthony Kutra
- Wayne Le Clos
- Paul Leahy
- Marie Lewis
- Nicole Liu
- Laura Maclean
- Clare McCarthy
- Fran McCarthy
- Ruth Medd
- Huma Mirza
- Sarah Michael
- Andrew and Prim Murray
- Sally Nade
- Julia Odelli
- Augustina Ofili
- Barbara Osborne
- Alicia Owen
- Angela Owens
- Vivek Papineni

- Stephanie Pike
- Bec Purser
- Elizabeth Robinson
- Karlyn Robinson
- Janet Rowe
- Kangjie Shi
- Sophia Shephard
- Marlene Shepherd
- Novena Siau
- Lindsay Smartt
- Anne Spiteri
- Julia Suljada
- Sandy Sun
- Carolyn Swindell
- Hannah Temby
- Sue Thomson
- Bridget Tracy
- Julia Tregoning
- Ka Han Gloria Tung
- Anne Verschuer
- Catherine Verschuer
- Mary Verschuer
- Peter Wallace
- Faith Wang
- Katie Waud
- Sally White OAM
- Diana Wiesener
- Michael Wight
- Sandra Woods
- Anonymous donor

We thank all of our generous supporters for their individual donations throughout 2022.

Bequests

The Estate of Rachel MacDonald Boyd

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 almost 150 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 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 almost 150 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 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 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. The Risk Management Framework was initially developed in 2019 and is reviewed annually by the Board. The Board regularly receives comprehensive reports about risks, incidents, and how risk is managed.

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 Integrity, Inclusion, Partnership, Excellence and Discovery 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.



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