



# Annual Report 17-18



# From the CEO

2017-2018 was a big year for Jabiru. We experienced new leadership, improved processes, new operations and a reinvented approach.

The past year saw significant changes in the school-age care sector. Our administrative team and service managers successfully supported families to negotiate the transition from the Child Care Benefit to the new Child Care Subsidy. Our staff, children and families bravely faced several tendering processes in schools where we have deep-rooted community connections. Sadly, we had to say goodbye to some of our children, families and schools; while others were able to celebrate a continued connection to our schools and their broader communities. Jabiru continued to explore developing relationships with like-minded new and emerging school communities and in doing so, we have established three new services at Dutton Park, Mt Gravatt East and Pullenvale State School. Through the hard work and commitment of many of our staff we have also tasted success through the assessment and rating process, with all school-age care services meeting National Quality Framework standards.

Our communities team continued to face ongoing challenges with young people and families in our high schools and broader school communities. We were able to meet the challenges of working with these young people around key issues such as social and emotional wellbeing, conflict management, relationship/social skills, alcohol and other drug support, financial and housing support and delivering community engagement activities and workshops. We are now expanding our support in the early years space by working with 0-8-year-old children and their families. The implementation of our new Pathways to Early Learning and Development program will help to improve wellbeing for our children, parents and carers across the north Brisbane community via one-on-one support, family support, parenting programs and referral to educational and medical services were appropriate.

As we look to the future, we will face the competitive commercial challenges of our childcare business with an understanding that we can no longer rely on government funds alone for our community work. We are looking forward to developing social enterprises that support non-government-funded programs. Consequently, our operations team has

worked extremely hard to improve our administrative processes, including information and technology systems, online rostering, timesheets and staff learning and development platforms.

While we focus on the future, we understand that we must stay true to who we are: an organisation that uniquely focuses on the needs of children and young people and their families and communities; and that seeks to engage with people's lives through strong relationships and empowerment. I have been a part of the Jabiru community for close to 20 years and the people who deliver our programs and work with our many children, young people and families continue to make me proud of the communities we have become.

Jabiru values each of our employees as a critical element to achieving our mission. Our staff members have extensive experience on which they are keen to build. The team is positive about the future but understands the ever-present challenges of our day-to-day work. Our staff work tirelessly and they live and breathe social justice in every aspect of their working day. It is an honour and a privilege to work with them. I would like to thank our board for its ongoing passion and contribution to our governance, future planning and for the support of our mission, purpose and focus. I would also like to thank the Queensland Government for its ongoing funding and support, which enables us to operate so many of our programs. We would particularly like to acknowledge Education Queensland and the Department of Child Safety, Youth and Women.

Of course, thanks to our sponsors and supporters, who have been critical to our ability to deliver quality programs and activities, especially in the development and delivery of the Zillmere Festival. Your commitment to partnering with us to support our communities continues to inspire us.

Yes, it has been a big and evolutionary 2017-2018; and I am confident that we have successfully future-proofed our organisation for the coming year and beyond.

Brett Roland

Acting Chief Executive Officer





## Acknowledgement

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Jabiru acknowledges, with deep respect, the First Nations of this country, particularly the Turrbal, Jagera, Wakka Wakka, Gubbi Gubbi, Quandamooka and Bundjalung people of this region, their Elders and Ancestors. We mourn their dispossession and celebrate their resilience, seeking as an organisation to draw hope and inspiration from their wisdom and history, and to acknowledge and celebrate through our work, the continuity of Indigenous life and culture in the lands in which our work is located.

## Jabiru Statements

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### MISSION

We seek a world in which strong, confident, children and young people live safe, fulfilling lives.

### PURPOSE

We exist to empower and support children and young people, and their families, schools, and communities.

### FOCUS

We will focus our finite capacity on providing sustainable enterprise activities and programs that connect people, resources and ideas to create change for people who are marginalised and unjustly treated.

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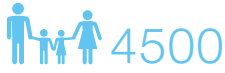






# 2017-2018 HIGHLIGHTS

## School-age care



Accessed by 4500 families



Average 81% of parents or carers very satisfied or satisfied with Jabiru Kids

\$136,248

invested in school infrastructure



11.4% of our school populations attended Jabiru school-age care every afternoon

## Supporting communities



1800 hours of support provided in primary schools



818 young people supported inside schools



1745 hours of support provided to 96 young people outside schools



60 young people supported in employment and training programs

## In the community



4 park play events held with total attendance of 2000



3 nature play vacation care programs implemented

## Our people



86% participated in training (target 76%)



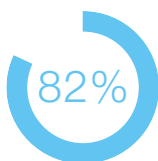
78% completed training (target 75%)

39 OUT OF 50

participants completed Cert II Skills for Work & Vocational Pathways



61% engaged in employment or further education & training (target 55%)



82% response rate to employee survey



78% of staff believe that Jabiru is a TRULY A GREAT PLACE TO WORK

\$140,000

More than \$140,000 invested in staff training and development





POP-UP  
PLAYBUS  
Jabiru Communities for Kids

POP-UP  
PLAYBUS  
Jabiru Communities for Kids  
Activities and Resources for Kids

POP-UP  
PLAYBUS  
Jabiru Communities for Kids  
Activities and Resources for Kids

POP-UP  
PLAYBUS  
Jabiru Communities for Kids  
Activities and Resources for Kids



# Jabiru is POPPING UP EVERYWHERE

## Pop-Up Play Café

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The Pop-Up Play Café creates new opportunities to meet and connect with parents and carers at Zillmere State School.

Parents and carers are often waiting around the school grounds to pick-up their children and we also noticed that some families stay on after the school day to connect with each other.

The idea behind the Pop-Up Play Café was to create a safe space for parents and carers and their children to engage in play together and with each other.

The Pop-up Play sessions are also a great way to support parents to reconnect with play in a safe, gentle and supported way. This activity has also provided a soft entry point for families to engage in other elements of our program work.





BELONG







# Engaging SCHOOL-AGE CARE

Jabiru provides before-school and after-school care and school holiday programs that support the development and wellbeing of children and families by ensuring they:

- ➔ Are nurtured and safe
- ➔ Experience meaningful personal learning and growth
- ➔ Have a healthy body and mind
- ➔ Engage in creative personal and group expression
- ➔ Build a confident resilient identity within strong dependable interpersonal relationships.

## Jabiru evolution

Jabiru school-age care commenced in Bracken Ridge in 1992 and worked locally for many years. We became the provider of choice in the outer northern Education Queensland district and reached as far as New Farm. In 2013, we expanded our business and won a tender for a cluster of five services in the Redlands local government area. Conversely, in recent years we have lost tendering processes for many of our heartland services, including Bald Hills, Norris Road, Sandgate, Brighton and Boondall. We commenced 2017-2018 with 22 services and ended with 16. Over the year we:

- ➔ Lost tenders for three services: Brighton, Norris Road and Stafford
- ➔ Relinquished three services: Alexandra Hills, Stafford Heights and Zillmere
- ➔ Won tenders for two new services: Dutton Park (commencing July 2018) and Mt Gravatt East (commencing August 2018).

## Our services

Every day, we average 1700 attendances by children for before-school and after-school care. Many of these children attend Jabiru regularly. A child who attends Jabiru full-time will spend more time with us – about 1500 hours per year – than they will in the classroom at school (about 1000).

### Jabiru after-school care is important for many families

On average, we have 11.4% of a school's population attending Jabiru every afternoon. Several of our services are well over this average - at three of our services we have nearly one in five children every afternoon. When we get the settings right on one of our services, attendances tend to grow – as illustrated by the growth trends below:



- 16 services, all in state schools
- 700 children a day
- Strong attendance growth trends
- Parent satisfaction averaging 81%



## Our growth

Service	Year commenced	Attendance as % of school population	Growth trend over three years	
			Before school	After school
Birkdale South State School	2013	8.70%	157%	108%
Bracken Ridge State School	1992	11.30%	110%	111%
Cleveland State School	2013	10.70%	133%	125%
Coolnwynpin State School	2013	13.30%	112%	130%
Hilliard State School	2013	8.90%	100%	110%
Kuraby State School	2014	3.70%	110%	133%
Minimbah State School	2015	11.60%	137%	119%
Mt Samson State School	2014	13.10%	125%	123%
Narangba State School	2008	10.90%	114%	93%
Nashville State School	2007	13.40%	107%	96%
New Farm State School	2001	19.70%	128%	121%
Northgate State School	2005	21.20%	150%	124%
Petrie Terrace State School	2002	18.10%	148%	115%
Runcorn Heights State School	2014	10.40%	91%	103%
Sandgate State School	2006	13.30%	91%	116%
Taigum State School	1992	8.40%	75%	89%

## Parent satisfaction

We generally get very positive feedback from parents in our annual customer satisfaction survey, averaging 81% of very satisfied or satisfied parents:

Service	Very satisfied or satisfied parents
Birkdale South State School	50%
Bracken Ridge State School	94%
Cleveland State School	89%
Coolnwynpin State School	85%
Dutton Park State School	n/a
Kuraby State School	100%
Minimbah State School	77%
Mt Samson State School	66%
Narangba State School	94%
Nashville State School	71%
New Farm State School	88%
Northgate State School	68%
Petrie Terrace State School	96%
Runcorn Heights State School	60%
Sandgate State School	95%
Taigum State School	100%





# Caring COMMUNITIES

## School welfare

In 2017-2018, Jabiru delivered 1800 hours of student welfare support at two Brisbane metropolitan schools and two schools in the Gympie region. Services included providing social and/or emotional support through assisting students to develop knowledge, understanding and skills that support learning, positive behaviour and constructive social relationships via social skills programs. Activities included:

- ➔ Transition to Prep – support for parents
- ➔ Individual and small group support
- ➔ Fathers and sons (Year 6) evening
- ➔ Breakfast clubs
- ➔ Anger management/resilience group
- ➔ 'Focusing on Friendships' with Year 5 and 6 students
- ➔ Zones of Regulation Program (classroom delivery 1/2P) to help identify emotions and feelings, learn strategies and develop individual toolboxes to self-regulate emotions and behaviour
- ➔ Individual and/or family support
- ➔ Mothers and daughters morning tea focused on building positive relationships and improving communication skills
- ➔ Year 6 school transition program.

## Youth support coordinators

Our Communities team provides youth support coordinator support in five state high schools, within Brisbane's Metropolitan North region. This initiative enhances opportunities for further education and sustainable future employment.

In 2017-2018, we supported 818 young people who had disengaged or who were at risk of disengaging from education. This included involvement in:

- ➔ Individual and group support
- ➔ Wellbeing and emotional support
- ➔ Young men's and women's groups
- ➔ Love Bites Positive Relationship Group delivery Wellbeing Wednesday Club (dance, art, movies, activities)
- ➔ Youth Week activities
- ➔ LGBTIQ support group
- ➔ Anger-management groups (Managing the Bull)
- ➔ Anti-bullying groups
- ➔ Recreational programs (RampAttak)
- ➔ Community development – enhancing the links between the school and its community, working with school-based support staff and community-based youth organisations and networks to help students.

- 1800 hours of student welfare support
- 818 disengaged young people supported in high school

- 96 young people supported with complex needs





## Youth support service

The Jabiru Youth Support Services (YSS) program has been operating in North Brisbane for three years. In 2017-2018, YSS spent 1745 hours ensuring 96 young people with multiple and complex needs received effective, coordinated and holistic responses through integrated case management. The YSS role includes case management, advocacy, counselling, collaboration with other relevant stakeholders and practical support. We target youths aged 12-18 years living in North Brisbane who are at risk of:

- Disconnecting from their family/ community or support networks
- Disengaging from school, training and/or employment
- Harm, including self-harm
- Homelessness.

## Pathways to Early Learning and Development

In 2017-2018, our Communities team secured Education Queensland funding to deliver the Pathways to Early Learning and Development (PELD) program. Historically, we have predominantly supported children in the five-to-eight-years age group, their parents/carers, young people and families. PELD funding allows us to implement early intervention programs with parents/carers and their child/ren under five years.

A dual-role model, with an early years educator and social worker, PELD aims to promote and protect the health, wellbeing and rights of all children and their families in their homes and communities, with a focus on those who may

be vulnerable and/or at risk. The Education Queensland funding is now supporting parents/carers to achieve better developmental outcomes for their child/children.

This is extremely valuable, as scientific research of early brain development can inform investments in early childhood. These basic concepts, established over decades of neuroscience and behavioural research, help illustrate why child development—particularly from birth to five years—is a foundation for a prosperous and sustainable society.

The PELD service model incorporates:

- Evidence-based early learning and development programs
- Qualified early childhood educators to work alongside human services staff
- Combination of group (i.e. supported playgroup) and individual (i.e. home visiting) early learning support
- Facilitated activities to ensure parents' active and regular involvement
- Transport solutions for families
- Provision of healthy food and health-related learning experiences (e.g. cooking workshops, nutrition and wellbeing programs)
- Supported access to child health specialists, especially speech pathologists and occupational therapists
- Supported transition to early childhood education and care services and formal schooling.









# Smooth OPERATIONS

Over the past year, our head-office operations team has been working hard to move all Jabiru’s information technology to the cloud. This has given our staff the flexibility to work anywhere without the clunkiness of logging on to an old and outdated server in our office. It has meant that we can share our work more easily, collaborate more effectively and spend less time waiting for slow servers. The project included development of a Jabiru SharePoint site to centrally house our documents for easy access, as well as a resource centre to capture all our policies, procedures and forms.

## Facilities

It has also been a very busy year for the operations team’s facilities group. It has coordinated the installation of a kitchen and storage shed, upgrade of furniture, installation of air-conditioners and painting and repairs. In addition, our facilities staff took the lead in moving into two new centres and moving out of seven old centres.

## Systems

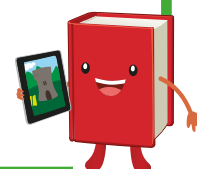
When the Federal Government transitioned from the Child Care Benefit system to a new Child Care Subsidy Scheme, it effected significant change for our 4000+ families, as it required parents and carers to register for the new scheme. Consequently, Jabiru organised a series of information communiques for parents to help navigate their way through Centrelink systems.

We implemented a new electronic enrolment and booking system for our childcare families called QikKids. We are now working directly with QikKids to tailor the software for our families into the future.

The operations team also ensured all services had Inclusion Plans in place, as well as assisting in the funding application process for children who needed additional support.

The team supported families from our new schools by visiting the services and allowing families to enrol on the spot and talk to us about any concerns with the changeover.

***‘Be true to your values ... remember what the organisation means to you. Change is inevitable, ensure changes are positive and true to the organisation’s vision and you won’t go wrong.’  
- Jabiru staff member***







# Outstanding PEOPLE

Jabiru currently has 36 full-time, 28 part-time and 144 casual staff. Our team is split into three major work areas: school-age care, communities and operations. Our work attendance software, Time Target, helps us to manage an average of 100 staff a day during the school term and more than 120 a day in the school holidays—from Cleveland to Runcorn Heights; from Minimbah to as far as Gympie.

## Training and development

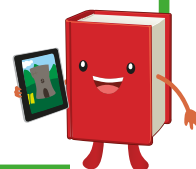
In 2017-2018, our people accessed more than \$140,000 of staff training, including Behaviour Masterclasses, Professional Standards for Educators, Exploring the Exceeding Theses of the NQS, Educators Tools, Nature Play, Transition to Prep and more.

## Employee involvement

During the past financial year, we also asked our staff for feedback via an Employment Engagement and Culture Survey. 167 responders (82%) gave us a good indication of what was working and what we could improve on in 2018-2019.

78% of staff thought that Jabiru was a truly great place to work. We scored high in management support, respect, fairness and reasonableness—with an overall satisfaction level of 69% that expectations were being met by managers. 72% of staff agreed that management wanted to improve the way things worked. We have some areas to improve on, including effective internal communication and helping people understand the challenges that we will experience in the next 12 to 18 months.

***‘I am proud to be part of this organisation. This organisation gives a chance to be a positive and supportive and strong partnerships with children, staff member and families and community. According to me it fulfils everything to make organisations better.’***  
**–Jabiru staff member**





# Taking STOCK

## Statement of Profit or Loss and Other Comprehensive Income

For the year Ended 30 June 2018

	Note	2018 \$	2017 \$
Revenue	3	<b>7,583,210</b>	7,481,009
Other income	3	<b>1,367,708</b>	1,169,175
Employee benefits expense		<b>(6,746,362)</b>	(6,492,813)
Depreciation and amortisation expense		<b>(20,459)</b>	(10,166)
Other expenses	4	<b>(2,118,472)</b>	(1,802,372)
<b>Surplus/(deficit) for the year</b>		<b>65,625</b>	344,833

## Statement of Financial Position

For the year Ended 30 June 2018

	Note	2018 \$	2017 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	<b>2,122,194</b>	2,372,245
Trade and other receivables	6	<b>311,829</b>	270,017
Other assets	8	<b>98,808</b>	89,262
<b>TOTAL CURRENT ASSETS</b>		<b>2,532,831</b>	2,731,524
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	7	<b>254,084</b>	131,160
<b>TOTAL NON-CURRENT ASSETS</b>		<b>254,084</b>	131,160
<b>TOTAL ASSETS</b>		<b>2,786,915</b>	2,862,684
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	9	<b>777,557</b>	955,171
Employee benefits	10	<b>496,875</b>	447,135
<b>TOTAL CURRENT LIABILITIES</b>		<b>1,274,432</b>	1,402,306
<b>NON-CURRENT LIABILITIES</b>			
Employee benefits	10	<b>41,227</b>	54,747
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>41,227</b>	54,747
<b>TOTAL LIABILITIES</b>		<b>1,315,659</b>	1,457,053
<b>NET ASSETS</b>		<b>1,471,256</b>	1,405,631
<b>EQUITY</b>		<b>1,471,256</b>	1,405,631
Retained earnings		<b>1,471,256</b>	1,405,631
<b>TOTAL EQUITY</b>		<b>1,471,256</b>	1,405,631



# Focusing on the FUTURE

The Jabiru board is made up of four experienced executives who are committed to both celebrating our organisation’s proud history and supporting our bright future:

Board member	Role	Length of service
John Cox	President	5
Robert Packer	Treasurer	1
Alison James	Member	2
Jonathan Butler-White	Member	1

Our board is proactively supported by Acting Chief Executive Officer Brett Roland and Board Secretary and Operations Support Manager Tania Lindenmayer.

Drawing on our mission to seek a world in which strong, confident children and young people live safe, fulfilling lives, we have developed clear visions for our school-age care and communities businesses, as well as supporting strategies:

Jabiru will be a premier niche provider of SCHOOL-AGE CARE services and will move from following the market to leading it.

To achieve this vision, we will provide programs that are:

- ➔ Developed by outside-the-square thinking
- ➔ Needs based
- ➔ Mission focused
- ➔ Integration enriched.

Jabiru will become a leading provider of accessible, free or affordably priced THERAPEUTIC AND SUPPORT SERVICES for children and young people, their peers and primary caregivers.

To achieve this vision, we will:

- ➔ Win offers as the incumbent
- ➔ Win offers for new work
- ➔ Increase self-funding
- ➔ Increase participation
- ➔ Provide new spaces for work
- ➔ Develop new corporate structures.

Jabiru will become a premier provider of MIDDLE-CHILDHOOD PLAY PROGRAMS and a leading advocate for policy and practice about middle childhood and play.

To achieve this vision, our programs will be:

- ➔ Creative
- ➔ Consumer focused
- ➔ Partner focused
- ➔ Integration enhanced.



#### Thanks to our school-age-care partners

Australian Council for Educational Leadership  
Australian Institute of Management  
BFX Furniture  
Crisis Prevention Institute  
Dr Louise Porter  
Flexi Flow  
Griffith University  
Helsinki Brief Therapy Institute  
Institute of Managers and Leaders  
KU Inclusion Support Agency  
Mason Kitchens  
NAPCAN  
Nature Play Queensland  
NOSHS National Outside School Hours Association  
Nutrition Queensland  
Parent TV  
Phoenix Support for Educators  
Pivot and Perform  
QCAN  
SBMAQ  
Street Science  
The Presencing Institute  
Unique Outcomes  
121 Creative

And of course, our schools/partners:

Birkdale South State School  
Bracken Ridge State School  
Brighton State School  
Cleveland State School  
Coolnwynpin State School  
Dutton Park State School  
Hilliard State School  
Kuraby State School  
Minimbah State School  
Mt Gravatt East State School  
Mt Samson State School  
Narangba State School  
Nashville State School  
New Farm State School  
Northgate State School  
Petrie Terrace State School  
Runcorn Heights State School  
Sandgate State School  
Stafford Heights School  
Stafford State School  
Taigum State School

#### Thanks to our community partners

Act for Kids Kedron  
Aspley State High School  
Australian Catholic University  
Benevolent Society  
Bracken Ridge State High School  
Brisbane City Council  
Chatsworth State School  
Child Youth Mental Health Services Nundah and Keperra  
Community Connections  
Earnshaw State High School  
Kids Help Line  
Koobara Kindy  
Kurbingu Youth Development  
Leeding Real Estate  
McDonalds Bracken Ridge  
MDA  
Micah Projects  
Mitchelton State High School  
Multicultural Affairs QLD  
Multicultural Development Australia  
North Brisbane Weightlifting Association  
North Star Football Club  
Northside Naidoc Committee  
Northside Transition Pathways Officers  
Nundah Neighbourhood Centre  
One Mile State School  
Open Doors  
PCYC Zillmere  
Petrie Terrace State School  
Picabeen Community Centre  
Possums  
Qikkids  
Queensland Health  
Queensland Police Service  
Queensland University of Technology  
RACQ Community Fund  
Sandgate High School  
Stafford Heights State School  
Sandbag  
St Flannan's Zillmere  
  
Taiwhanake Youth Academy  
Welcome to the Game  
Youth Outreach Service  
Zig Zag  
Zillmere Community Centre  
Zillmere Eagles  
Zillmere Festival  
Zillmere Library  
Zillmere State School



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## Jabiru Community Youth and Children's Services Association Inc

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