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Annual Report – 1 9

From the CEO: *Ready for the Future*

2018-2019 continued to see significant positive change for Jabiru. Focusing on our core identity and purpose, the Jabiru community provided services and activities that met the needs of children, young people and families.

Jabiru leadership spent the year improving financial systems and processes while negotiating through a challenging financial organisational position. With improved processes, new operations and a new approach, Jabiru is in a solid position for the 2019-2020 financial year.

We continued to see many changes in the schoolage care sector. Families and service managers worked though the transition to the new Child Care Subsidy (CCS). We negotiated significant shifts in patterns and fluctuations in attendance, particularly in vacation care, as we all gained a better understanding of the CCS and individual rebates.

In many of our schools, we were able to deepen community connections through our services working diligently to expand their communitybased activities and opportunities for wrap-around services supporting the children who need it most. Jabiru continued to explore developing relationships with like-minded new and emerging school communities and in doing so, we have established a new service at Spring Mountain. We now have a fantastic opportunity to build a new community in partnership with Spring Mountain State School from the ground up. Thanks to the hard work and commitment of many of our staff, we have also tasted success through revitalised assessment and rating process - with all school-age care services meeting National Quality Framework standards.

Our community engagement teams continued to work with children, young people and families (within educational contexts) experiencing complex vulnerabilities relating to social and emotional wellbeing, conflict management, relationship/social skills, alcohol and other drug support, and financial and housing support. Our community engagement teams also delivered play-based activities, parenting workshops and programs, playgroups, counselling and family support in the North Brisbane corridor. This year, we were excited to initiate a new partnership with Queensland University of Technology's School of Health Clinic, School of Psychology and Counselling Clinic, counselling and family support services. This resulted in the introduction of free individual and family counselling, using a strength-based reflective teams process for our existing client base. Additionally, our community engagement team helped to deliver the 17th Zillmere Festival in September, which attracted more than 6,000 attendees, as well as local stall holders, cultural groups, performers and community organisations that came together to celebrate the cultural diversity that the Zillmere community and surrounding suburbs have to offer.

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. The largest pieces of work have been the evaluation and improvements in our financial systems and processes and integrating a number of policy and procedure frameworks.

Our employees are critical to Jabiru's ability to achieving our purpose. Our staff members have extensive experience on which they are keen to build. 2018-2019 has seen the organisation consult our staff and create a number of structural and process changes based on their voices. Our teams have indicated positivity about future training, education, coaching and support opportunities that will support them to grow and perform their roles to the best of their abilities. Our team works tirelessly, living and breathing social justice. It is an honour and a privilege to work with them.

Many thanks to our board for its ongoing passion and contribution to our governance, future planning and commitment to our vision, 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.

While we focus on the future, we must also acknowledge the past. 2019 saw the passing of Jabiru's founder, Ken Morris. His unrelenting passion for an organisation that uniquely focused on the needs of children and young people and their families and communities has left a deep and everlasting impression on many community members, school-age care and community workers. Without his vision and passion for the communities in which we work, we would not be the organisation we are today. Having known Ken for 20 years, I am honoured with the opportunity to take on the custodianship of the Chief Executive Officer role. Through this opportunity we will continue to work side by side with children, young people and families in educational contexts; and seek to engage with people's lives through strong relationships, the creation of safe places and engaging communities.

2018-2019 has been an evolutionary year and I am confident that with a number of structural and systematic changes and reflection on and ongoing commitment to our vision and purpose, we have successfully future-proofed our organisation for the coming year and beyond.

Brett Roland

Chief Executive Officer



Acknowledgement

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

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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2018-2019 HIGHLIGHTS

School-age care



families used our services 87.5%

of parents or carers were very satisfied or satisfied with Jabiru



invested in school infrastructure



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

Supporting communities





young people supported

inside schools

hours of support provided in primary schools

In the community



hours of support provided to 113 young people outside schools



young people supported in employment and training programs



park play events held with total attendance of 2000



participated in training (target 76%)

Our people



completed training (target 75%)

6500

people attended the Zillmere Festival, which featured 45 performers and 20 local stall holders

39850

participants completed Cert II Skills for Work & Vocational Pathways



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



response rate to employee survey



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

\$140,000

invested in staff training and development



Zillmere FESTIVAL: united in celebrating diversity

The 17th Annual Zillmere Festival was held on Saturday 14th September at O'Callaghan Park – the second year at the North Star Football Club Grounds.

This year's Zillmere Festival attracted more than 6000 people, providing a unique opportunity to celebrate the many cultures of Zillmere and its surrounding suburbs.

With the support of local community organisations (including major supporter Zillmere PCYC, schools, sporting clubs, individuals and the team at Jabiru), all involved worked hard to ensure that the festival was a fun and inclusive local community event. Community members were involved in the planning, development and execution of the festival, with ongoing support of the Community Development Team at Brisbane City Council, including 50+ volunteers contributing time and talents to ensure the day's success.

To support and promote community awareness of cultural diversity, we created interactive spaces to bring people together in a safe and welcoming environment. A Chat and Chai space featured storytelling, chai tea, henna art and an interactive dance space that provided patrons with an opportunity to participate and learn dances.

As part of our commitment to ensuring that the festival was inclusive to all, \$5 food options were available at all participating stalls. All activities for children and families were free. The festival also provided an excellent fundraising opportunity for local organisations, with an increase to 60+ activity, information and market stalls and 15 food stalls from the local area. To encourage participation and maximise fundraising opportunities, stall fees were minimal or waived and equipment was provided free of charge or at cost with the help of local organisations sharing resources.

A standout was the addition of two new African food stalls. The African community was supported to share traditional cuisines and handmade craft items, as well as gain vital experience in community food production.

Welcome Australia held a come-and-try under 14's girls' soccer game and multicultural soccer tournament, with support from the North Star Soccer Club. An interactive youth zone and youth stage featuring talent from several local high schools, as well as a children and family zone offering a range of free activities ensured that the festival offered something for everyone. A new small blackboard program stage was also added to this year's festival.

Several community consultation meetings were held at local venues in the event lead-up, particularly with Aboriginal and Torres Strait Islander community members and leaders, successfully bringing these communities together to gather ideas and activities for the new Sand Circle Village.

Students from QUT assisted with community involvement and planning around stall holder, performer and volunteer involvement. They also helped with festival marketing and publicity and compilation of an extensive updated database of all local organisations, schools, clubs, childcare centres, print media and online portals.

Bayside Arts Community members provided support with handmade festival signage, props building, sewing of event flags, resources and general voluntary assistance on the day of the event.

Kurbingui Construction Youth Team under the Skilling Queenslanders for Work Program also joined the festival team, constructing the handmade stage and directional signs, while also joining the set-up team in the days leading up to the event.



School-Age CARE: evolving with our communities

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. We have continued to grow, now spanning Moreton Bay Shire and Brisbane and Ipswich City Councils. Conversely, in recent years we have lost tenders for many of our heartland services, including Norris Road, Sandgate, Brighton and Stafford. We commenced and ended 2018-19 with 17 services.

Jabiru after-school care is important for many families

On average, we have 10% of a school's population attending Jabiru services daily. 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:

School Name	Attendance as % of school population 2017-2018	Attendance as % of school population 2018-2019
Birkdale South	8.70%	10.62%
Bracken Ridge	11.30%	8.90%
Cleveland	10.70%	9.48%
Coolnwynpin	13.30%	11.13%
Dutton Park	0.00%	17.85%
Hilliard	8.90%	10.21%
Kuraby	3.70%	3.27%
Minimbah	11.60%	10.83%
Mount Gravatt East	13.20%	12.53%
Mount Samson	13.10%	9.25%
Narangba	10.90%	10.12%
Nashville	13.40%	12.08%
New Farm	19.70%	16.87%
Petrie Terrace	18.10%	16.08%
Pullenvale	0.00%	11.34%
Runcorn Heights	10.40%	6.81%
Taigum	8.40%	8.33%



Engaging School-Age Care

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).

- Average 640 children in before school, 875 children in afternoon and 575 daily in vacation care
- Parent satisfaction is up 6.5% from last year to 87.5% this year

Our growth

In 2018-2019, we continued to experience significant year-on-year growth across both before and after-school care. A number of our before-school services have experienced above 50% growth over the last three years, namely Birkdale South and Hilliard. Averaged out over the 16 services we have seen a 33.71% increase in attendance. After-school care has also experienced positive overall growth sitting at an average of 21.21% over the same period. In the coming year, as families and Jabiru better understand CCS impacts and as the childcare industry continues to grow, we predict high demand for our services. This is not only due to demand but to the focus on our social purpose, the quality of our programs, practice and care, and to our high parent and carer satisfaction levels.

Parent satisfaction

We consistently receive positive feedback from parents and carers though our feedback mechanisms. In 2018-2019, we increased the frequency of our online surveys to all parents and carers each school term. Recently, we initiated 'pulse surveys' in terms 2 and 4, which provided us with consistent opportunities to gauge satisfaction levels and opportunities for improvement.

This addition to our continual-improvement process has meant Jabiru school-age care services have seen an overall satisfaction level move from 81% in 2017-2018 to 87.5% in 2018-2019.

As we move to the future, we will aspire to further our gains this year through regular and enhanced feedback mechanisms and continual improvement processes.



Community ENGAGEMENT: reengaging young people

In 2018-2019, our student-welfare programs supported two Brisbane metropolitan schools and two Gympie state schools. Across the four schools, 1350 hours of student welfare support was provided to children and families. 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
- S Father and Son Year 6 Evening
- Breakfast Clubs
- Anger management/resilience group
- 'Focusing on friendships' with Year 5 and 6 students
- Zone of Regulation Program (classroom delivery ½) to help identify emotions and feelings, learn strategies and develop individual toolboxes to self-regulate emotions and behaviours
- Individual and/or family support
- Mother and Daughter Morning Tea focused on building positive relations and improving communication skills
- Year 6 school transition program.

Youth Support Coordinators

Our Community Engagement team provides youth support coordinator support in four state high schools within Brisbane's Metropolitan North Region. This initiative enhances young people's opportunities for further education and sustainable future employment. In 2018-2019, we supported 306 young people who had disengaged or who were at risk of disengaging from education. This included involvement in:

- Individual and group support
- S Wellbeing and emotional support
- Young men's and women's group
- Love Bites Positive Relationships Group
- Youth Week activities
- S LGBTIQ support group
- Anger-management groups (Managing the Bull)
- Anti-bullying support groups
- Recreational programs (RampAttak)
- Community development enhancing links between schools and their broader communities, working with school-based support staff and community based youth focused organisations and networks.

Youth Support Services

With an extension of the Youth Support Services funding in 2019, Jabiru is now in its fourth year of this program. In partnership with Picabeen Community Centres' young peoples' programs, in 2018-2019 our youth support services (YSS) dedicated 1500 hours ensuring 113 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 work with young people aged 12-21 years living in North Brisbane who are at risk of:

- Disconnecting from their family/community or support networks
- Disconnecting from school, training and or employment
- Homelessness.

In June this year, the children and families team settled into a new space at Zillmere State School. The new purpose-fitted space is called the Early Years Place and the team delivered a variety of place-based and outreach programs, activities, workshops and family support. Key aspects of our children and families work include a focus on connection, play, healthy children, parent and family support.

Child and Family Support

Connect. Supporting positive, secure and responsive relationships between parents/ carers and their children has long term benefits for children but also has positive impacts on day-to-day parenting experiences. Programs delivered this year include:

- Evidence-based parent support group programs, such as Circle of Security
- Fun and engaging play-based experiences that can be shared with children
- Behaviour guidance and support to understand and respond to children's needs.

Play. We know that play is essential for children's development and learning. Our playbased groups are focused on open-ended and child-lead play across all play types, making it easy for parents to see the learning that is taking place and practical ways to support children's play at home. Programs and play activities delivered this year included:

- Supported playgroup
- Pop-up play events in community spaces
- Workshops dedicated to exploring specific types of play
- Information about the specific ways play can benefit children's learning and development
- Take-home play kits so families can continue this play and learning at home and fun for all ages!

Healthy Children. We focus

on the foundations of children's health and the areas that we know parents worry about most – sleeping, eating and meeting developmental milestones. We provide supported access to child health specialists and other services. Services provided this year included:

- Information presented by other multidisciplinary professionals working with children and families, such as nutritionists, occupational therapists or speech pathologists, child and family nurses
- Workshops that promote children's health through nature-based play, sensory play, physical play and movement.

Parent Support. We understand that parents/carers are the most important people in children's early years but that it is not always easy. Our group programs help parents to increase knowledge, skills and confidence in the above areas and support parent's social connections, access to services and wellbeing support. Parent sessions provided this year included:

- Parent information sessions on topics such as starting kindergarten or school, children's health and nutrition
- Parent support groups
- Family support counselling, information and supported referral to other services.

Family Support. Jabiru's Family Support is a newly developed program operating in North Brisbane, which aims to support families in navigating challenges to feel confident and resilient. We work with families to:

- Support parenting knowledge, skills and confidence
- Strengthen the relationship between child and parent
- Build families' social connections, access to services and wellbeing support
- Provide information and referrals for families worried about their children's development and learning.

Our role includes counselling, referral and practical support tailored to families' individual needs. We operate from a family centred and strengths-based framework aiming to support and empower families, acknowledging that parents/carers are the most important people in their children's lives.

Family support is for families with child/ren aged 0 to 8 years old, residing in Zillmere, Boondall, Bracken Ridge, Fitzgibbon or Taigum. We work with families for three to six months, with fortnightly visits at Jabiru's Early Years Place.



Operations SUPPORT: cloud-based flexibility

Our Operations Support Services team has been maintaining our cloud-based computer systems and has worked to improve and streamline processes. We now have a range of e-forms that can be completed on many devices to make it easy for staff on the go to complete and submit required documentation. We have been working with Qikkids to help design features that will make it easy for families to enrol, book and change childcare arrangements. We have been a part of Beta testing the new Qikkids 6 staff portal, a more efficient internet-based roll-marking system. The team has moved into a more supportive role related to licence increases for our services and has managed to license the entire school at New Farm and increase capacity at Birkdale South, Pullenvale and Petrie Terrace.

The second half of the year included improvements to our financial policies and procedures and financial-management tools for programs, services and the organisation as a whole. These improvements will provide a more responsive financial systems that will support our ability to monitor and adapt to change, so that we can better maintain financial sustainability into the future.

Facilities

This year has been a big one for setting up new school-age care services. Our Operational Support Service team has organised and fit out three new services; Mt Gravatt East, Pullenvale and Spring Mountain. This included some major maintenance, such as kitchens, painting and flooring. Much of the year was also spent enhancing and developing our services through organising and supplying the necessary equipment to provide high-quality programs and services.

Systems

The Federal Government transitioned from the Child Care Subsidy system to a new Child Care Subsidy Scheme, which took effect as of July 2018. This effected significant change for our 4000+ families accessing our school-age care services. Consequently, Jabiru supported many families through this transition period, particularly with pre and post vacation care. We helped families to negotiate the new fortnightly care framework to get the best possible outcomes for their new subsidy arrangements.

The past year also saw the groundwork for expanding the use of Office 365 across Jabiru and integration of online systems like Time Target and our training platform ELMO.

'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 24 full-time, 49 part-time and 133 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 2018-2019, 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.

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. Jabiru gives me a chance to be positive and supportive in building strong partnerships with children, staff, families and the community.' –Jabiru staff member

Taking STOCK

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2019

	2019 \$	2018 \$
Revenue	7,617,853	7,583,210
Other income	1,454,018	1,330,921
Finance income	(32,133)	(36,787)
Employee benefits expense	(6,962,570)	(6,746,362)
Depreciation and amortisation expense	(26,730)	(20,459)
Other expenses	(2,418,236)	(2,118,473)
Surplus/(deficit) for the year	(303,532)	65,625

Statement of Financial Position

For the year ended 30 June 2019

	2019 \$	2018 \$
ASSETS CURRENT ASSETS		
Cash and cash equivalents	1,644,094 2,122,194	
Trade and other receivables	233,447 311,829	
Other assets	147,748 98,808	
TOTAL CURRENT ASSETS	2,025,289 2,532,831	
NON-CURRENT ASSETS		
Property, plant and equipment	460,082 254,084	
TOTAL NON-CURRENT ASSETS	460,082 254,084	
TOTAL ASSETS	2,485,371 2,786,915	
LIABILITIES CURRENT LIABILITIES		
Trade and other payables	724,080 599,142	
Employee benefits	462,562 496,875	
Other liabilities	103,894 178,415	
TOTAL CURRENT LIABILITIES	1,290,536	1,274,432
NON-CURRENT LIABILITIES		
Employee benefits	27,111 41,227	
TOTAL NON-CURRENT LIABILITIES	27,111 41,227	
TOTAL LIABILITIES	1,317,647 1,315,659	
NET ASSETS	1,167,724 1,471,256	
EQUITY		
Retained earnings	1,167,724	1,471,256
TOTAL EQUITY	1,167,724	1,471,256

Focusing on the FUTURE

The Jabiru board consists 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 (years)
John Cox	President	6
Robert Packer	Treasurer	2
Jonathan Butler- White	Member	2

During 2018-2019, we said goodbye to long-term board member Alison James and welcomed Sarah Lim. We wish Alison every success in her next endeavours and look forward to working with Sarah over the coming years.

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

Drawing on our purpose 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, community engagement and social-enterprise activities, 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:

- Social-purpose focused
- Oreating child-safe communities
- Developed by outside-the-square thinking
- Needs based
- Integration.

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 services
- Win offers for new work
- Increase self-funding
- Participation
- Provide new spaces for work
- Develop new social enterprises.

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.

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 NOSHSA 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

And of course, our schools/partners Birkdale South State School Bracken Ridge State School Brighton State School Cleveland State School Outton Park State School Dutton Park State School Hilliard State School Minimbah State School Mt Gravatt East State School Mt Gravatt East State School Narangba State School Nashville State School New Farm State School Northgate State School Petrie Terrace State School Runcorn Heights State School Stafford Heights School Stafford State School Thanks to our community partners

Taiwhanake Youth Academy Welcome to the Game Youth Outreach Service Zig Zag Zillmere Community Centre Zillmere Eagles Zillmere Festival Zillmere Library Zillmere State School







