



Annual Report 19-20





Going outside?



Have you talked to an educator?

SLIDE TO OPEN →

LABIRU



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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From the CHAIR

2020 has been challenging – for everyone, in multiple ways. We have had experiences of fear throughout the year...but I would like to focus on the green buds of hope that have arisen out of the past 12 months.

In the midst of the impacts of a pandemic, individually and as an organisation, Jabiru has been forced to re-examine its priorities. What is important, what do we give our time and attention to building, and what falls away with greater clarity? I believe that one of the points of clarity generated by 2020 events is a rediscovery of the place and value of community. Neighbours caring for neighbours, relationships being forged where they previously didn't exist, problems solved and lives enhanced as community has come together.

Community provided possibility; possibility provided hope.

This is not news to Jabiru; the value of community and the resources available to individuals as community comes together are two of the principles around which Jabiru's work is built. It is one of the values Jabiru offers to whichever context we work in. However, I believe the greatest opportunity for Jabiru comes from increased awareness of the value of community as it has been experienced personally in suburbs around us. The import of Jabiru's work throughout 2020 was similarly experienced. During COVID-19, Jabiru was creative and responsive in seeking to ensure families and communities were supported. Our staff went above and beyond to ensure the safety of all involved, at the same time as participating in ongoing development of the organisation to serve even greater numbers of children, young people and their families. The value, as already noted, is that this effort wasn't simply about the provision of services, it was about supporting people through the provision of services and building of community.

Thanks to our CEO and the executive team for leading the organisation through what has been

an extremely difficult and fluid year. Thanks to our managers and staff for their ceaseless work to ensure Jabiru could continue to contribute throughout 2020. And thanks to our board members who readily engaged in ensuring Jabiru was supported to continue to contribute.

Community provides possibility, possibility provides hope.

As we look to the future, the board is committed to ensuring Jabiru is structured in a way that most effectively supports its mission. We have started to explore transitioning the organisation from being an incorporated association to a company limited by guarantee, to ensure the organisational structure is efficient and fit for purpose. The board is also exploring a project of work to ensure we have clarity of vision, strategy and resourcing to support our work to go forward. We are committed to the ongoing development of our capacity to serve the organisation and to doing all we can to see it succeed.

For in the end, we too believe that community provides possibility and that possibility provides hope. And we wish to see that expressed for children, young people and their families.

John Cox
Chair



From the CEO

Our work at Jabiru is underpinned by our mission — Seeking a world in which strong, confident children and young people live safe, fulfilling lives.

Although COVID-19 has resulted in social, emotional and economic hardship in our communities, it has also provided the opportunity to gain valuable insight and inspiration from our people’s ability to adapt through creativity, innovation and our community’s resilience and sense of connection.

We are proud that we maintained all Jabiru services, activities and employees throughout the pandemic. Many of our staff members – particularly within School-age Care – were thrown into frontline work by providing continuity of care for children of essential workers, and children who are vulnerable. Our community workers adapted to new and evolved forms of practice to support many of the children, young people and families we work with in educational contexts and community-based environments.

With an intense focus on working together and through our solid partnerships with government, schools, community organisations and community members, we were able to achieve continuity of service and adaptive and flexible delivery of activities within our School-age Care service and work with the most vulnerable communities across South East Queensland.

At the heart of our adaptive practice was maintaining strong RELATIONSHIPS with children, young people and families, creating SAFE PLACES for service delivery and ENGAGING our COMMUNITIES through supported connection and access to up-to-date, accurate information and resources.

Jabiru’s quick adaptations of our existing services and staff supports included:

- ➔ As per our Business Continuity Plan- Pandemic Response, we implemented and activated our Disaster Management team
- ➔ Implementation of strict health and hygiene practices within our School-age Care and community-based services
- ➔ Creation of new and innovative ways of practice to meet the emerging needs of our communities through home and community-based school support, care packages, virtual parents and play groups
- ➔ Swift adaptation of our services’ supported our casual staff to maintain connection to Jabiru and our work through increased training and development opportunities
- ➔ Increased health and wellbeing activities for staff while working in highly stressful environments.

We faced these challenges on three key fronts: providing School-age Care services in a highly regulated and ever-changing environment for families of essential workers and families experiencing vulnerability; adapting services across our Community Engagement teams with community members who were poorly resourced and who’s experience of the digital divide was exacerbated by COVID-19; and ensuring our staff had the administrative, health and wellbeing resources to keep them safe and supported.

In a tale of two halves, we began the 2019-2020 year focused on delivering the key initiatives drawn from our customer and staff surveys. In bedding in our new School-age Care structure, increasing our staff support and coaching opportunities, and introducing new self-funded wraparound services and partnership managers, we looked forward to building on our community connections and deepening our working relationships with school-based leadership staff - with all staff working diligently to meet these aspirations.

From the CEO

The year provided a strong foundation for School-age Care staff to not only provide high-quality care but to adjust quickly to the implications of COVID-19 on our practice, our staff and the children, families and school communities we work with.

We implemented a new structure where Senior Manager roles focused on our program and practice and coaching and mentoring our Service Managers and Educational Leaders.

Through our newly expanded Building Success framework in ELMO, performance and accountability measures have been introduced with a focus on a deep embedding and alignment of our vision and purpose measures.

Through workshops engaging all enterprises, we explored how Jabiru's purpose aligned across the organisation, putting us in a good position to stay focused on our mission and purpose during the pandemic.

The continuity of service within School-age Care during the height of the pandemic was one of the most challenging environments Jabiru has faced in recent years. Our staff clearly articulated that the provision of services for vulnerable children, essential workers and supporting connection to health and wellbeing resources was, in their words, "it's just what we do."

In response to their dedication and commitment to providing safe, healthy and hygienic spaces, we worked closely with our schools and were able to deepen and broaden our community connections. Thanks to the hard work and commitment of many of our staff, we also saw the fruits of living and breathing our social purpose-driven work. In the dynamic and challenging COVID-19 context, we saw our overall customer satisfaction, feeling of safety and security and net promoter score increase, and just as importantly, 94% of families indicating that they were satisfied with our response to coronavirus.

Leading the way

A highlight of our year was the opportunity for two Jabiru School-age Care staff to present with Dr Jenny Cartmill at the 2019 World Education Research Association – International Research Networks (WERA-IRN) Extended Education Conference.

This was an important opportunity to highlight the purpose and value-based work Jabiru does while providing School-age Care. It highlights our clear value proposition over other School-age Care providers through the research model with the Queensland University of Technology (QUT).

Our paper was called Experiences of Learning Communities in School-age Care, with the primary research question of "What are the practices (of children, families, workers) that enable/create a learning community School-age Care?"

In asking this question, we conceptualised community in four ways – each interlinked:

- ➔ Community as a sense of belonging, connection and wellbeing (to feel safe, to be able to participate, to have a voice)
- ➔ Community as social networks, relations of trust, reciprocity, mutuality (both internal and external to site)
- ➔ Community as emergent through people's practice of curating/holding/creating space
- ➔ Community in the School-age Care site as 'the new neighbourhood,' in terms of a new kind of curated public space for people.

Our discussions suggested that play will be a significant theme in the practices, and there were thoughts about 'School-age Care as the new neighbourhood'. In particular, we were mindful of the importance of making explicit the relationship between learning communities and children's wellbeing, given the considered focus on the latter in relevant education and human services policies.

Engaging communities

Our Community Engagement team expanded its reach with children, young people and families. This included an increase in nature play-based activities, parenting workshops and support programs, playgroups, counselling and family support in the outer-north Brisbane corridor.

Even with a slight gap in service provision due to COVID-19, this year we built on our partnership with QUT's School of Health Clinic, School of Psychology and Counselling Clinic, counselling and family support services. This free individual and family work counselling was at capacity for the duration of the program.

In September 2019, in partnership with countless community-based organisations and groups, Jabiru played a key role in delivering the 18th Zillmere festival. As has been the case over the past number of years, the festival continued its growth pattern through attracting more than 5,000 attendees, as well as local stall holders, cultural groups, performers and community organisations that came together to celebrate Brisbane's cultural diversity. We have learned through COVID-19 that many of the community members with whom we work have been significantly impacted by the digital divide. Consequently, we have adjusted our service provision to better support the diversity that the Zillmere community and surrounding suburbs has to offer.

Taking action

This year, Jabiru commenced two significant value-based projects – our Reconciliation Action Plan (RAP) and Safeguarding Children accreditation.

At Jabiru, we value the deep and ancient wisdom and inspiration of traditional Aboriginal and Torres Strait Islander cultures; living cultures that continue to be expressed in many ways by contemporary Aboriginal and Torres Strait Islander people.

But we also acknowledge our sorrow at the loss of land, culture, heritage and kinship suffered by Aboriginal and Torres Strait Islander people through the practices of colonisation. We strive to learn and understand what it would mean for all Australians to embrace, as far as possible, what Aboriginal and Torres Strait Islander people have understood for up to 60,000 years about connection with this land.

We see our RAP as a commitment to and a signal of our continued public commitment to the reconciliation process.

A RAP is a strategic document that supports an organisation's business plan. It includes practical actions that will drive an organisation's contribution to reconciliation, both internally and in the communities in which it operates.

In undertaking Safeguarding Children Accreditation, we are focused on enhancing Jabiru's collective culture to safeguard children and maintain safe places for children, young people, families and staff. We will be spending much of next year reviewing policies and practices to understand how children and young people are currently safeguarded. We will develop a comprehensive Safeguarding Children and Young People Policy framework specific to Jabiru and explore strategies and the best approach regarding how all Jabiru staff, management and volunteers can better safeguard and respond to children and young people in the future.

High-performing team

None of what we have achieved this year would have been possible without the governance and support of Jabiru's Board. The Board provided our executive team with significant time and extensive support it needed to maintain focus on our vision and purpose while responding effectively to COVID-19.

Staff are the heart and soul of Jabiru and 2019-2020 was the ideal year to reflect this. With their hard work and dedication, our staff's ability to stay true to why Jabiru exists was not compromised during the pandemic but reinforced – through our unrelenting drive to place our children, young people and families' needs at the centre of our practice. Although, at times, we showed each other our vulnerabilities and were not sure of all the answers, we demonstrated deep trust in our purpose, as well as in our ability to innovate and problem solve through all stages of the pandemic

response. Thank you to the Enterprise Support team for supporting the finance, human resources, administrative services, customer service and communication needs of our work.

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.

2019-2020 has been a challenging, demanding and yet formative year. With all the barriers and tough experiences, it has reflected our creativity, innovation, passion and the strong relationships we hold and value. It reinforced why Jabiru exists and our ongoing commitment to our vision and purpose.

Brett Roland
Chief Executive Officer







2019–2020 HIGHLIGHTS

Response to COVID-19



Provided care for every family in School-age Care that required it



All School-age Care services and activities continued uninterrupted



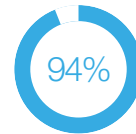
Supported families with home and community-based schooling



Introduction of Health and Wellbeing email Newsletter

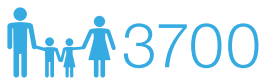


Family Packs distributed to outer-north Brisbane families

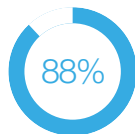


94% of service users satisfied with our response to COVID-19

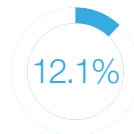
School-age Care



Accessed by 3700 families



Average 88% of parents or carers very satisfied or satisfied with Jabiru School-age Care



12.1% of our school populations attended Jabiru School-age Care every day

\$574,019

\$574,019 invested in school infrastructure through co-contribution

Supporting communities



1456 hours of support provided in primary schools



460 young people supported inside schools



2092 hours of support provided to 183 young people outside schools

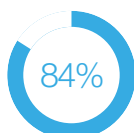


40 young people supported in employment and training programs



5 regular parenting and play groups

Our People



Improvement from 78% to 84% of staff believing that Jabiru is "Truly a Great Place to Work"



Provided 78 training and development modules for staff due to COVID-19

\$140,000

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



Connected SCHOOL-AGE CARE

Jabiru provides more than just School-age Care; we provide communities for children by embracing their cultures, abilities, interests and backgrounds.

While challenging, the global pandemic gave us space to re-evaluate and re-focus on our ‘why.’ Consequently, we demonstrated our deep commitment to developing community for our children and educators through creating a sense of place, building strong connections, driving innovation, strengthening relationships and embracing diversity.

Creating a sense of place

With 2020’s uncertainties, it became even more important for us to ensure that our children felt safe, valued and heard. There were two services that excelled in this area by creating spaces for and with children that engaged their imagination, fostered learning experiences and built connections with both their schools and local communities.

Birkdale South’s **edible Indigenous garden** was created from the idea to further embed Aboriginal and Torres Strait Islander practices within the service following commencement of Jabiru’s Reconciliation Action Plan journey. The children wanted to create a space that included Indigenous plants and fruits to incorporate into our Kid’s Café. With the school’s support and under the instruction of ‘Tucker Bush’ – a local wholesaling organisation providing native bush tucker plants – the service created an interactive environmental educational space in a zone that would otherwise have remained unused.

Nashville’s **loose-parts nature space** was developed using materials sourced sustainably by re-purposing items given to them by the

school. The area was chosen and designed by the children, with interchangeable items that can be moved to maintain engagement in the space. With the school’s support, the children assisted educators to create a space that will further enable their exploration and development in nature loose-parts play.

Building strong networks and connections

Our Spring Mountain service participated in the **Nature Play OSHC Bus Tour** with Phoenix Support and Nature Play Queensland, as one of three featured services showcasing their loose-parts program. During the tour, participants were encouraged to engage in open and honest conversations about their journey and challenges in developing these programs and participate in workshops focusing on Playwork theory and practice, behaviour and risk management.

Jabiru was invited to participate in an **OSHC Working Group** facilitated by the Queensland Department of Early Childhood Education and Care. Through this group, we were able to advocate and coordinate support for the outside-school-hours-care (OSHC) sector and encourage better understanding of OSHC’s unique operating context – during what seemed to be a daily changing environment due to COVID-19 – to ensure roll-out of the Federal Government’s Early Childhood Education and Care Relief Package and Queensland’s COVID-Safe Future Road to Recovery strategies.

In response to unprecedented (pandemic) times, QCAN launched **‘Togetherness Tuesdays’** to support and nurture its membership online, aiming to collaborate and share stories to uplift and inspire. Jabiru was asked to share our story on navigating the complexities associated with COVID-19. *Never let a good crisis go to waste – reflecting on COVID* discussed our early

Connected School-Age Care

response, changes to practice, key learnings and opportunities for the future.

Families were not only emotionally impacted by coronavirus, many were also financially impacted. Recognising this need in their community, Jabiru Taigum approached and began collaborating with a local childcare centre to develop a **community pantry** to support the community. With help from local food-distribution organisations, we look forward to watching this project flourish in the near future.

Innovation

2020 has given us greater determination to think outside the box and continue to provide innovative programs to our children and families. The beginning of our **Codee Coding** initiative saw four services contracted for coding programs and delivered with coding kits. The kits contain a variety of coding resources – all different, so they can be interchanged with other services to ensure children remain engaged in the activities. Our Service Manager at Jabiru Dutton Park assisted in the purchase of these resources and will provide training and ongoing support to our educators on how to use the resources and facilitate a coding program.

This year, in a bid to showcase the amazing programs being run at our services, Jabiru's first YouTube channel was established. The aptly named 'J-Squad' – made up of two of Jabiru attendees (presenters) and our Petrie Terrace Service Manager (videographer) – has been busily 'unwrapping' our service programs and showcasing what makes them unique. These videos have been extremely valuable in the tendering process, as we have not only been able to write about what we do, we have shown prospective schools how we do it.

The underutilisation of our casual educators, due to a reduction in School-age Care attendances, presented an opportunity to create our 'Mary Poppins project.' During the home-schooling period, we trialled three types of home-schooling support for families: one-on-one videoconferencing assistance, in-home support for the whole family and face-to-face small group settings. This created opportunities for our pre-service teachers to secure work while using their skills to support learning. The project has now evolved into our Curious Kids Homework Club and our one-on-one tutoring programs.

Relationships

In addition to putting strain on our families and finances, COVID-19 also impacted our educators – as they were very quickly thrust into the spotlight as 'essential workers'. The resulting pressure and anxiety inspired us to get creative with our rostering and pastoral care.

Due to a vast reduction in numbers across at least half of our services, we were able to trial 'learning from home' options, where educators could take a break from pressures of the unknown and increased hygiene requirements, while still engaging in meaningful skilling work.

Managers made their educators' wellbeing a key focus during this time, frequently checking in over the phone and sending care packages to let educators know that they were thought of and valued in their roles.

A Place to Belong

“At Jabiru we value diversity. Not as something to be tolerated or accepted, but as a powerful positive active energy that is enriching and life-giving.”

(Ken Morris – Jabiru founder)

Inclusion is at the heart of Jabiru’s practice framework, policies and procedures. Children with inclusion needs can be assured that our programs are inclusive of everyone’s individual needs.

We endeavour to have active Strategic Inclusion Plans at every service, which help the services to seek support with the development of inclusive environments. Where funding is unachievable, we often fund our own workers to ensure children with inclusion needs enjoy the same sense of belonging as their peers.

Parent Satisfaction

We generally receive very positive feedback from parents in our annual customer-satisfaction survey – averaging 86.68% of very satisfied or satisfied parents and achieving 100% satisfaction at four schools.

Parent feedback

“It is reliable, safe care that my children love! I think that they encourage the kids to be themselves and enjoy themselves..and I think that is such a special part of being a kid. I like that it is not super structured, and the kids have freedom to play or read or just be.”

“The caring nature of all the staff. They genuinely want to make the space fun and entertaining for all of the kids.”





Responsive COMMUNITY ENGAGEMENT

In 2019-2020, Jabiru's Community Engagement teams continued to provide quality holistic and therapeutic services for babies, children, young people and their families throughout Brisbane's northern suburbs.

Our Community Engagement teams are directly delivering Jabiru's purpose and mission across and within a variety of Government grant-based funding and fee-for-service opportunities. Skill sets and practice knowledge extend across a variety of professional backgrounds, including human services, social work, community development, behavioural science, counselling and early childhood.

Among the challenges of COVID-19, 2019-2020 has seen some positive achievements and learnings for our Community Engagement enterprise. Both the Children and Families, and Young People and Families teams have been extremely flexible and adaptable in accommodating work-from-home arrangements and how we delivered work in the community.

The teams pivoted, whereby the practice focused on:

- ➔ Using a telehealth model of service delivery
- ➔ Moving group work activities to online platforms, Microsoft Teams and Zoom
- ➔ Distributing high-quality electronic mailouts (EDMs) to community contacts
- ➔ Scaling down targeted community events/ activities in line with COVID-19 restrictions
- ➔ Increasing social-media presence to maintain connection to community
- ➔ Curating and delivering Play Resource Kits (Stay at Home – Play at Home).

While Jabiru's Community Engagement teams have increased their skills in delivering online programs, they are acutely aware that nothing can replace the experience of meeting face-to-face with community members.

Youth and Families team – supporting meaningful change

In 2019-2020, our Youth Support Coordinators (YSCs) worked within four Brisbane metropolitan schools, supporting **300 young people** experiencing barriers to maintaining their engagement in education. YSCs also helped school communities, teachers and families by promoting programs that foster social and emotional wellbeing. Jabiru's YSCs continued to draw on their unique community development practice to focus on building positive relationships and links to schools and the broader communities.

Activities included:

- ➔ Individual and small-group support
- ➔ Practical support to access resources (uniforms, go cards, etc.)
- ➔ Year 6 school transition activities
- ➔ Tenancy Skills Institute training
- ➔ Breakfast clubs
- ➔ Anger management/resilience workshops
- ➔ Drumbeat program
- ➔ Love Bites Positive Relationships program
- ➔ Youth Week activities
- ➔ RUOK activities
- ➔ Mental-health awareness programs.

Principal feedback

“Jabiru YSCs are local, knowledgeable and aware of community as they are long-term community members who are genuinely open to all possibilities. YSCs offer great supports and networks to external programs, including the Pop-up Play Bus. By providing this service (rather than the school), Jabiru can support YSC staff and give them access to other networks and resources.”

Youth Support Services – engaging young people

Now in the fifth year of this successful program, Jabiru’s Youth Support Services (YSS) recently received funding for a further three years. YSS community workers provide case management, advocacy, counselling, collaboration with other relevant stakeholders, and practical support (such as transport to necessary appointments). The YSS program operates from a young-person-centred and developmental-youth-work framework. We aim to build meaningful, respectful and professional relationships with young people to foster willingness and capacity for sustainable change.

The YSS program supports young people residing in Brisbane’s northern suburbs 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.

In partnership with Picabeen Community Centre’s young peoples’ programs, in 2019-2020 our YSS dedicated 1800 hours in support and case management and 340 hours in supporting young people aged 8-21 to access information and advice – ensuring a total of 183 young people had improved family interactions, quality of life and life skills.

YSS participant feedback

“I feel more capable of doing the things I need to do in my life.”

“My emotional wellbeing has improved/I have improved my mental health or feel generally happier.”

“There was no question about how the individual support worker was great; they were professional but also fun and great to work with because of it.”



Children and Families Team

Student Welfare Workers – support for school-age children

In 2019-2020, Jabiru’s Student Welfare Workers (SWWs) delivered 800 hours of support to two northside primary school communities and their children and families – including providing social and/or emotional support to school communities, children, staff and families. Jabiru’s SWWs use both child-focused interventions and their unique community development practice to build positive relationships and links to the school and broader community.

2019-2020 SWW activities included:

- ➔ Individual/family and small-group support
- ➔ Social and emotional wellbeing programs
- ➔ Mental-health-targeted programs to address anxiety and emotional dysregulation in the school environment
- ➔ Anti-bullying programs
- ➔ Play-based activities and support
- ➔ Transition to Prep and Year 6 programs.

Principal feedback

“Kids can communicate more easily to a non-school member and Jabiru SWWs have the ability to refer someone to welfare agencies.”

“Jabiru SWWs provide lots of collaboration around students’ wellbeing.”

Integrated Early Years Support – Play, Connect and Learn

Jabiru’s Integrated Early Years Support Services (IEYS) has continued to provide a comprehensive service delivery system for parents/carers and their children aged from birth to eight years. IEYS provides access to integrated services supports for parents/carers to increase their parenting skills and their child/children’s development in Zillmere, Taigum and surrounding suburbs.

In 2019-2020, Jabiru’s IEYS program supported 151 children and 100 parents/carers to improve their knowledge and experience of:

- ➔ Age-appropriate child development in cognitive, language and literacy, social emotional and motor domains
- ➔ Interaction with children that enhances age-appropriate development and reinforces cultural values
- ➔ Parent-child attachment
- ➔ Parenting practices
- ➔ Feeling of competence and confidence in parenting practices
- ➔ Involvement in child’s care and education.

Activities and programs that supported delivery of the IEYS program included:

- ➔ Family support case management/ counselling
- ➔ Playgroups
- ➔ Circle of Security Parenting Program
- ➔ Park Play
- ➔ Pop up Play Cafés
- ➔ Sing and Grow program

- Stay at home – Play at Home kits (COVID)
- Increased social-media presence and weekly mailout (COVID)
- Targeted community-engagement activities, e.g. Pop-up Play session at NAIDOC community day; Aboriginal and Torres Strait Islander Children’s Day at Zillmere State School; Local Level Alliance Child Protection week activity at Koobara Kindy; Outdoor Classroom Day at Bungwall Lagoon in Brighton; and Peach Tree Perinatal Wellness end-of-year celebration
- Health clinic for four-to-five-year-olds in collaboration with Queensland Health.

Parent/carer feedback

“By being able to recognise needs, better quality time and developing connections, my child is able to connect with me more and by identifying their needs, the tantrums have decreased.”

“Mummy is learning to be a better communicator and parent. I have better techniques to parent with now and I’m thinking about my parenting approach more.”

“Thank you, we received it and it was truly amazing. All three of my children are absolutely loving it. Thanks very much for the hard work you have done on the play kit.”

“I’ve loved how practical, simple and realistic your activity suggestions have been. Thank you for keeping in touch during these crazy times. I’ve appreciated the resources.”

Pathways to Early Learning and Development – the early years count

Jabiru’s Pathways to Early Learning and Development (PELD) program continues to provide evidence-based early learning and development support for vulnerable families with children aged from birth to five years who are experiencing multiple and complex needs.

In 2019-2020, our PELD program helped 147 children and 109 parents/carers with integrated, cross-disciplinary and multi-generational services through increasing parents/carers knowledge and experience by:

- Strengthening resilience and protective factors, such as parenting capabilities and problem solving
- Improving child development
- Providing access to other services that families may require
- Offering evidence-based early learning and development programs
- Providing qualified early childhood educators to work alongside human service staff
- Implementing in a combination of group (i.e. supported playgroup) and individual (i.e. home visiting) early learning support
- Facilitating activities to ensure parents’ active and regular involvement
- Providing transport solutions for families
- Providing healthy food and health-related learning experiences (e.g. cooking workshops, nutrition and wellbeing programs)
- Offering supported access to child health specialists, especially speech pathologists and occupational therapists
- Supporting transition to early childhood education and care services and formal schooling.



Activities and programs that supported delivery of the PELD program included:

- ➔ Intensive family support services
- ➔ Play-based workshops, e.g. Circus Kids Rock Zoom sessions
- ➔ Parent information sessions, e.g. Healthy Babies and Healthy Children Nutrition Workshop
- ➔ Program for Integrated Perinatal Peer Support (PIPPS) parenting-support group
- ➔ Zoom Parent Support Group
- ➔ Community engagement/play-based outreach group sessions, e.g. Pop up Play Café at Zillmere State School (school play-based session for children enrolled at ZSS, their younger siblings and parents/carers) and Worldly Women's Event (adjunct childcare for CALD children to support their families' involvement).



Parent/carer feedback

"Thank you. I am so much more confident to begin feeding. I love that this was informal but based on facts – so helpful."

"Very helpful and informative. Very supportive and encouraging of what works for you and your family. I hope to attend more."

"Thanks very much for your wonderful service again :). My kid will be going to prep school next year in a new suburb. We both enjoyed this 1-4 yo stage with your support (especially I learned a lot how to engage my kid cheerfully). I am glad that I met through your service besides Playgroup Qld, etc. Keep up your community service well for the future kids and parents."

"I love that the facilitators always kept in touch despite the whole COVID-19 situation; we always felt connected and they made a great effort in bringing their services online and also providing Play 8 kits along with ideas and tips and how to entertain our young ones. I am extremely grateful for their wonderful work and service to the community."

Targeted Family Support Program – capacity building for families

In 2019-2020, Jabiru's Targeted Family Support (TFS) program continued to assist and support capacity building for families and communities, so they can care for and protect children aged from birth to 18 years. The focus of the TFS program is to provide parenting programs and community events such as the Zillmere Festival.

This year's activities and programs included:

- ➔ Zillmere Festival (5000 participants)
- ➔ Parenting Programs (30 parents)
- ➔ Park Play (250 participants)
- ➔ Women's Multicultural events (140 women).

Community feedback

"Everything is better in a diverse community. Learning about different people, cultures, food, activities builds understanding; helps us be better people by accepting others and accepting we are different but all the same. The world would be extremely boring if we were all the same."

"It's wonderful to see all the various ethnic groups in their traditional dress at the Zillmere Festival. There was a good atmosphere created by the performers and stallholders."

"It increased my network and developed relationships with other parents; people are open, honest, relatable, we share our stories and give great support when needed."

Jabiru Health and Wellbeing Hub

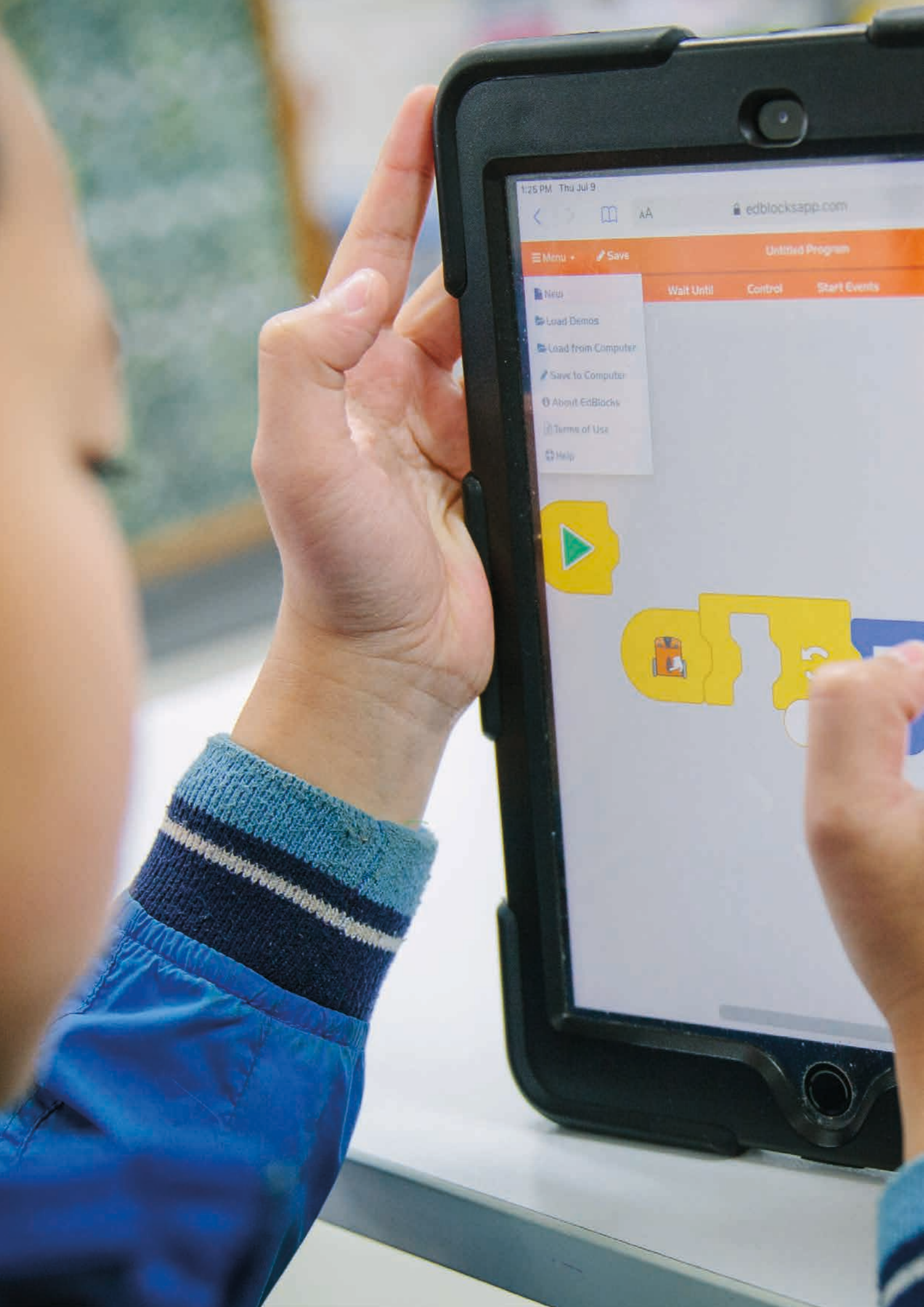
NDIS verification

This financial year, Jabiru was successful in achieving 'registered provider status' for the National Disability Insurance Scheme (NDIS), under the 'Therapeutic Supports' category. Initial focus of this work will be on 10 to 17-year-olds who are experiencing ability vulnerabilities and will include access to psychologists, social workers, occupational therapists and other allied-health professionals. NDIS accreditation will allow us to diversify and increase earning capacity outside the Community Engagement enterprise's current government grant-based funding.

Jabiru Health and Wellbeing Hub

The Jabiru Health and Wellbeing Hub's aim to provide no-cost, low-cost and full-fee professional therapeutic supports to community members is on track thanks to our partnership with QUT Counselling Services. In 2019-2020, the Master of Counselling team provided 120 hours of no-cost individual and family counselling for local community members. The success of this program has supported people who have experienced barriers to accessing therapeutic supports to make meaningful change in their lives. Consequently, work is underway at our Bracken Ridge Health and Wellbeing Hub after successfully accessing Gambling Community Benefit funding to develop both a base for the Youth and Families team and counselling rooms to provide therapeutic-support services.







Tailored ENTERPRISE SUPPORT

The Enterprise Support team is a collaborative partner within the Jabiru community, with expertise in administration, systems and capital works.

In 2019-2020, the team focused heavily on improving our systems – including moving the entire organisation to a cloud-based environment.

Systems

In line with the broader Jabiru organisation, the Enterprise Support team's strong culture of continual improvement led to our financial systems moving from Reckon to Xero in 2019-2020. The team also introduced a new streamlined enrolment-renewal process for our more than 3000 Jabiru School-age Care families – which now ensures parents/carers receive confirmation of their enrolments and important information for the new year.

Jabiru is continuing to improve its Microsoft SharePoint and Teams accessibility, with all staff now able to work and communicate within a cloud-based environment from wherever they are located. Additionally, SharePoint now includes a Policy Hub – a one-stop-shop for staff to access up-to-date information.

As a result of our new cloud-based approach, the Enterprise Support team also rolled out multifactor authentication (MFA) to all staff to ensure systems integrity.

Facilities

2019-2020 saw a redesign of our Bracken Ridge community hub space. This space will support Jabiru to generate income through our Jabiru Health and Wellbeing Hub by offering therapeutic allied health services.

The new improved facilities include two consultation rooms and will create wider long term community impacts by increasing access and participation rates in our programs that support children, young people and families experiencing vulnerabilities.

Jabiru's Health and Wellbeing Hub will provide the organisation with new opportunities to provide free community services, therapeutic support, and create employment opportunities for local professionals.

Parent feedback

"Having an app to make bookings at any time of the day or night is very convenient."

"All dealings with head office have always been great, questions quickly answered and fixed."





Empowered PEOPLE

Jabiru IS its people. We currently have 78 full-time equivalent staff across our three enterprise areas – School-age Care, Community Engagement and Enterprise Support

Each employee is critical to our success, so we continually strive to ensure our people LIVE our vision, purpose and values – both outside of and within the organisation.

In 2019-2020, we significantly increased our focus on supporting the health and wellbeing of all staff during the coronavirus pandemic. This included investment in individual and team supervision, as well as in proactive employee assistance programs. We also focused on developing ‘The Nest’ – our new online health, wellbeing and discount platform.

Training and development

Although face-to-face learning opportunities were not possible for the second half of the year, our people were still able to access training, such as Institute of Managers and Leaders webinars, Online Behaviour Masterclasses, Exploring the Exceeding Theses of the NQS, Educators’ Tools, Nature Play, Transition to Prep and more.

COVID-19 provided an invaluable opportunity to invest in a comprehensive online ELMO Building Success platform. We created a 78-module training and development curriculum that included an Indigenous Cultural Awareness Work Ready and Foundation course by YourMob Learning, as well as Infectious Disease COVID-19 and Human Rights Act training modules.

Employee involvement

In 2019-2020, Jabiru reaped the benefits of investing in strategies to address staff feedback from our 2017 Employee Engagement and Culture Survey. We saw significant changes in staff responses in our June 2020 follow-up survey, including 100 employees (52%) giving us a good indication of what was working and what we could improve on in 2020-2021.

We scored high in management support, respect, fairness and reasonableness – with an overall satisfaction-level increase from 69% to 82% that expectations were being met by managers. When exploring how Jabiru responded to COVID-19, 99% of staff believed Jabiru had handled the impact of the pandemic well. Building on these results, we saw an increase from 78% to 84% in staff believing that Jabiru was a truly great place to work and that they saw strong correlation to Jabiru’s purpose and willingness to support positive change. As a result, we have successfully navigated through a number of structural and role redesigns to better meet the needs of our staff and the people who access our services.

While we celebrate our success, Jabiru’s commitment to continual improvement will ensure that we always seek to do better. Consequently, we look forward to maintaining our open, collaborative and supportive culture as our organisation grows and matures.

Staff feedback

“Great culture of like-minded peers with a true vision and commitment to supporting children, young people and families. Jabiru is a good alignment of both my professional and personal values.”

Strong FINANCIAL PERFORMANCE

During the first half 2019-2020 we saw the benefits of improved tools and processes, which created a stable financial platform for us to invest in our social purpose-focused, self-funded health and wellbeing wraparound services and community-based activities

The second half of the year was dominated by the effects of COVID-19. Within our School-age Care enterprise, attendances dropped by 70% – significantly impacting our income – while our Community Engagement funding remained at full grant amounts.

Jabiru responded swiftly to the crisis by adjusting community-based activities and services for children, young people and families to best meet their needs. We are proud to report that even with the reduction of attendances and income, we did not close one service and provided care for every child and family that required it during the height of the pandemic.

We are grateful that our Queensland Government funding bodies supported us to operate all Jabiru programs during this period, despite the potential temporary restructuring of service provision. We would particularly like to acknowledge Education Queensland for the co-contribution and rent relief period it provided to our School-age Care services, as well as the Queensland Department of Child Safety, Youth and Women, which partnered with us to support the continuation of funding during program shifts. We would also like to thank the Federal Government for its Child Care Stimulus and Job Keeper packages.

Jabiru's revenue for the year, strengthened by non-recurrent COVID-19 funding, increased to \$10.4m compared to \$9.1m in 2019.

Although Jabiru remains focused on delivering mission- and purpose-focused work, we moved from a \$303k deficit to a \$902k surplus in 2019-2020, providing us with the opportunity in 2020-2021 to invest significantly in our organisational strategic direction and self-funded social for-purpose work, benefiting the communities in which we operate.



Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2020

	2020	2019
Revenue	7,654,956	7,636,493
Other Income	2,746,969	1,435,378
Finance Income	40,685	32,133
Salaries and Employee Benefits Expense	-7,277,338	-6,962,570
Depreciation And Amortisation	-57,387	-26,730
Other Expenses	-2,205,447	-2,418,237
SURPLUS/(DEFICIT) FOR THE YEAR	902,438	-303,532

Statement of Financial Position

For the year ended 30 June 2020

	2020	2019
ASSETS CURRENT ASSETS		
Cash and Cash Equivalents	1,842,115	1,644,094
Trade and Other Receivables	433,255	233,447
Loans and Advances	629,915	-
Other Assets	79,564	147,748
TOTAL CURRENT ASSETS	2,984,849	2,025,289
NON-CURRENT ASSETS		
Property, plant and equipment	455,257	460,082
TOTAL NON-CURRENT ASSETS	455,257	460,082
TOTAL ASSETS	3,440,106	2,485,371

LIABILITIES CURRENT LIABILITIES		
Trade and Other Payables	635,619	724,080
Employee Benefits	563,520	462,562
Other Liabilities	90,683	103,894
TOTAL CURRENT LIABILITIES	1,289,822	1,290,536
NON-CURRENT LIABILITIES		
Employee benefits	80,122	27,111
TOTAL NON-CURRENT LIABILITIES	80,122	27,111
TOTAL LIABILITIES	1,369,944	1,317,647

NET ASSETS	2,070,162	1,167,724
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EQUITY		
Retained earnings	2,070,162	1,167,724
TOTAL EQUITY	2,070,162	1,167,724





Bright 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:

- ➔ John Cox – President (seven years)
- ➔ Robert Packer – Treasurer (three years)
- ➔ Jonathan Butler-White (three years)
- ➔ Sarah Lim (one year).

Jabiru would like to thank outgoing Board member Alison James for her dedication to and passion for Jabiru, which has extended over a number of decades – from service user to Board member.

Our Board is proactively supported by Chief Executive Officer Brett Roland, Board Secretary and Operations Support Manager Tania Lindenmayer, General Manager Partnerships and Community Engagement Marian Cartwright and Chief Financial Officer Julia Fenech.

Continuing our journey to seek a world in which strong, confident children and young people live safe, fulfilling lives, we envisage the coming years with a clear sense of vision for our School-age Care and Community Engagement activities. We also seek a work environment that honours the integration of our vision and purpose, thereby LIVING the change we are trying to make in the world. Additionally, we seek to engage with deep respect in developing our Reconciliation Action Plan and achieving Safeguarding Children accreditation.

We are also committed to reinvigorated enterprise visions:

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
- ➔ Creating child-safe communities
- ➔ Developed by outside-the-square thinking
- ➔ Inclusive of an integrated and enriched health and wellbeing service across all enterprises.

Jabiru will be 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 school-age care service provider
- ➔ Increase our organisational footprint
- ➔ Increase self-funded health and wellbeing programs
- ➔ Provide new spaces and places for work
- ➔ Develop new social enterprises.

Jabiru will be 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
Dr Peter Westoby
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
Coolwynpin State School
Dutton Park State School
Hilliard State School
Minimbah 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
Sandgate State School
Stafford Heights School
Taigum State School

Thanks to our community partners

Act for Kids Kedron
Aspley State High School
Australian Catholic University
Australian Childhood Foundation
Benevolent Society
Bracken Ridge State High School
Brisbane City Council
Chatsworth State School
Child Youth Mental Health Services Nundah and Keperra
Community Connections
Community Praxis Co-op
Department Of Employment, Small Business And Training
Department Of Child Safety, Youth And Women
Education Queensland
Field Consulting
Kids Help Line
Koobara Kindy
Kurbingiu Youth Development
Leeding Real Estate
McDonalds Bracken Ridge
Mitchelton State High School
Multicultural Affairs QLD
Multicultural 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
QUT School Of Health Clinic
QUT School Of Psychology And Counselling Clinic
Sandgate High School
Stafford Heights State School
Sandbag
St Flannan's Zillmere
Taiwhanake Youth Academy
Think Business Solutions
Welcome to the Game
Your Mob Learning
Youth Outreach Service
Zig Zag
Zillmere Community Centre
Zillmere Eagles
Zillmere Festival
Zillmere Library
Zillmere State School



Jabiru Community Youth and Children's Services Association Inc

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