



JABIRU

Community Youth & Children's
Services Association Inc

Annual Report 2020-2021







Acknowledgement

Jabiru acknowledges, with deep respect, the First Nations of this country, particularly the Turrbal, Jagera, 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

OUR PURPOSE

Supporting children, young people and families to thrive.

OUR VISION

A leading provider of school-age and wellbeing services that support growth and connection.

OUR VISION FOR OUR SOCIETY

Safe and fulfilling lives for children and young people.

OUR VALUES

- ➔ Respect
- ➔ Relationships
- ➔ Rights
- ➔ Responsibility
- ➔ Reflection

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From the CHAIR

This time last year I was recognising the challenges involved in 2020. We thought then that we were heading toward a brighter year. Yet 2021 has continued to be challenging! The effects of the pandemic continue to impact our work, together with our commitment to serve the communities we touch.

One of the joys of being a part of a 'for purpose' organisation is having the privilege to see impact and difference being made in and through the work that everyone does. Success is not simply measured by a bottom line, but by connection; value creation; progress; opportunity; and the list could go on and on. Using this definition, Jabiru is a success.

As part of the board's commitment to the ongoing development of the organisation to fulfil its mission, Jabiru embarked on a large scale strategic review in 2021. The work done by the executive team with the board, delivered an ambitious strategy to take Jabiru forward.

I'd like to acknowledge the ongoing commitment of the executive team, management teams and staff teams to Jabiru being the best it can be and growing its footprint of service. In the end, the purpose of Jabiru is lived out in each and every action of each and every person who bears the Jabiru name. As we each take up the challenge to remember and live this, the success of Jabiru will continue to grow.

I have been privileged to be a part of this organisation across the last eleven years. To watch Jabiru touch literally thousands and thousands of lives. To be amazed at the commitment, talent, care and compassion of its staff. To dream about the possibilities with its leaders, and to realise many of those dreams.

So, I would like to finish by saying thank you. Thank you to the whole Jabiru team for your commitment to purpose; your commitment to the possibilities that exist for each and every person we serve. Thank you to the executive team for your leadership and your vision. Thank you to Brett for your passion for community, for people, and for Jabiru. Thank you to my board colleagues over so many years. Your volunteer commitment has been, and continues to be, exceptional.

John Cox
Chair



From the CEO

Emerging in the shadows of the continuing pandemic, 2021 provided an opportunity for Jabiru to step out from under that shadow and shine through the provision of social impact-driven health and wellbeing service provision and an organisational transformation agenda.

We have seen that the increase in social isolation, feelings of uncertainty and changing nature of the delivery of educational services during the pandemic has led to an increase in school-based challenging behaviours and increased rates of anxiety and depression among children and young people. This has been reflected in an increase in overall demand for our School-age Care and Health and Wellbeing services for many of the people we work with.

In meeting our community's needs, I would like to thank our 170 staff who have continued to deliver high-quality, person-centred School-age Care and Health and Wellbeing services. Without an employee base so connected to Jabiru's purpose, we would not have such rich and deep relationships across our communities.

In 2021 we were excited to welcome two new School-age Care services, Bayview and Norman Park State Schools, and several new wellbeing partnerships with Gumdale, Virginia and Bracken Ridge State Schools. Building a robust organisational partnership and embedding ourselves within these communities has been a privilege.

This year, we had an opportunity to reflect on Jabiru's 'social-for purpose' heart and future direction by developing a new five-year strategic plan. These next five years will see Jabiru focusing on developing services to create social impact outcomes, continue our drive to be recognised as a leading provider of school-age care and health and wellbeing services, have capable, passionate and engaged people,

continue to improve quality, all underpinned by effective governance and efficient administrative operations.

Safety continues to be a key focus for Jabiru as we continue to undertake our Safeguarding Children Accreditation. This year was spent reviewing policies and practices to understand how children and young people are currently safeguarded and implementing improved systems and processes.

As we proceed towards endorsement of our Reconciliation Action Plan, we continue to foster strong leadership in all areas of our business to ensure that both new and existing employees understand our commitment to Aboriginal and Torres Strait Islander people and communities. We value our existing and new relationships with Aboriginal and Torres Strait Islander people, organisations and the communities where we work and commit to embedding our Reconciliation Action Plan into all aspects of our work.

I would also like to thank the Queensland Government for its ongoing funding and support, enabling us to operate many of our programs. We would particularly like to acknowledge Education Queensland, Department of Children, Youth Justice and Multicultural Affairs and the Department of Employment, Small Business and Training.

None of what we have achieved this year and the vision for our future have been possible without the governance and support of Jabiru's Board.

As CEO, I have had the honour of working with our departing Chair John Cox for the past four years. During his eleven-year tenure on the Jabiru Board, he has provided stability, wisdom and direction through times of challenge and celebration. I would like to personally and on behalf of Jabiru thank John for your unwavering commitment to Jabiru's purpose and vision.

Brett Roland
Chief Executive Officer

2020–2021 HIGHLIGHTS

Response to COVID-19



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



All School-age Care service and activities continued uninterrupted

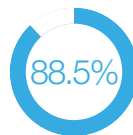


Distribution of monthly Health and Wellbeing email Newsletter

School-age Care



Accessed by 2895 families



Average 88.5% of parents or carers very satisfied or satisfied with Jabiru School-age Care



12.6% of our school populations attended Jabiru School-age Care every day

\$340,000

\$340,000 invested in school infrastructure through co-contribution



Acquisition of two new School-age Care services



Curious Kids Homework Club and Codee Coding Club trialled and implemented at two Jabiru School-age Care services

Supporting communities



2350 hours of support provided in primary schools



340 young people supported inside schools



1931 hours of support provided to 235 young people outside schools

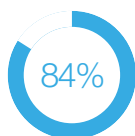


15 young people supported in employment and training programs



7 regular parenting and play groups

Our People



84% of staff believe Jabiru is "Truly A Great Place to Work"

\$85,000

More than \$85,000 invested in staff training and development



Launch of The Nest Employee Rewards Program in 2020



Expansion of the Online Learning Program

The New Neighbourhood SCHOOL-AGE CARE

Jabiru continues to extend traditional School-age Care services from places of recreational and custodial activities to animating communities as school-based ‘neighbourhood’ through industry leadership, connection, relationship, health, wellbeing and creativity.

Building strong industry leadership

Over 30 years of practice and research and our ongoing partnership with Queensland University of Technology’s Dr Peter Westoby and Griffith University’s Dr Jenny Cartmal resulted in the publication of “Towards a ‘third space’ community practice School-age Care: A learning community and ‘the new neighbourhood’” article is published in the international Childhood Journal. This article provides early validation of the practice framework Jabiru employs and its application and recognises Jabiru as a visionary in Australia’s ‘community learning’ space.

Community connection and relationship-based work was very evident on a day to day basis as the global pandemic continued. Our children and

families yearned for a sense of ‘the new normal’ and Jabiru’s focus on community development as an intentional and central practice in school-age care established a daily environment of stability, connection and belonging.

Connection and relationships in our New Neighbourhoods

In 2021, we welcomed two new school communities to Jabiru, Bayview and Norman Park State schools. With a strong vision and values alignment between Jabiru and school leadership, we have found the transition in, and ongoing working relationship with these school communities exciting, humbling and motivating.

This year, these two services have been focused on settling into our new spaces and developing strong working relationships with children, families, and school leadership. We have been developing a sense of shared community by participating in school events like; Under 8’s Day, community breakfasts, school barbecues, prep days, school assemblies, engagement with school leadership and welfare teams, and attending P&C meetings.

Our new neighbourhoods are cultivating an environment where our children and families feel safe, valued and connected.



Health and Wellbeing

The importance of supporting children's and educator's wellbeing is well established. With another year of living with COVID-19, resulting in several lockdowns, various restrictions in place and disruption to schooling, it is understandable that many people may have been struggling with their own wellbeing.

At Jabiru, this is a paramount concern for our teams, and we strive to support all our educators, children and their families. We have done this in the following ways:

- ➔ Access to Parent TV at all services and sharing information with families through our social media channels
- ➔ Regular check-ins with Service Managers and their teams from the Operations Managers
- ➔ Providing staff with access to our Employee Assistance Program
- ➔ Training on educator wellbeing at our Village Meeting and encouraging educators to complete Wellbeing Plans
- ➔ Sharing of Be You wellbeing resources to all Jabiru School-age Care services
- ➔ Health and Wellbeing email sent to educators and families

At Coolnywynpin, the focus on children's mental health and wellbeing continues to be successful with the children. The children can identify and ask for what they need when they are feeling overwhelmed or emotional. Many children are asking for specific activities that they find calming and that they can do in solitude should they wish to have personal space. Hama Beads and Loom Bands are frequently requested as an after school activity and are proving to be very popular across all age groups. In addition to being a calming activity, the children are learning a multitude of skills using these mediums and are proud to take home their handmade crafts.

New learning initiatives

The Curious Kids Homework Club was successfully trialled and implemented at two services. The club helps busy families to balance school and home commitments, and provides a focussed environment with dedicated learning support to assist children with their school homework. Each session is limited to six children and there are no additional fees for this activity. Due to its success the program will be rolled out across all our Jabiru services in 2022.

Our all-ages Codee Coding initiative was trialled at an initial four services. Using mobile coding units, which are able to be interchanged between services, children were kept engaged in the activities. Based on this success we will be expanding this program in 2022 with ongoing training and support for our educators.

High-quality services and school community satisfaction

We understand the value and importance of regular feedback from our school communities. With 88% of services 'Meeting' the National Quality Standards, we see the opportunity to invest in our continual improvement processes.

In our most recent pulse survey, 86.68% of parents and carers are very satisfied or satisfied with our service provision, and 98% of parents and carers are very satisfied or satisfied with our response to the challenges of COVID-19.

School leaders have also indicated that their overall satisfaction is 8.6 out of 10.

Parent feedback

“Can I just say, the Service Manager is so amazing! She is absolutely wonderful. I can't rave about her enough!”

“I am extremely happy with everything the service has to offer. My child loves going there, and all of the team are very friendly and welcoming.”

“Your staff are a credit to the organisation, thank you for the care you provide my child.”



Effective and Accessible HEALTH AND WELLBEING SUPPORT

In 2020-2021, Jabiru's Health and Wellbeing teams continued to provide quality holistic care and therapeutic services for babies, children, young people and their families throughout South East Queensland.

Jabiru's Health and Wellbeing teams work across schools and communities in South East Queensland, focusing on supporting children, young people and families to thrive. Our impact is measured by sustainable change.

Through our work with the Department of Education and Department of Children, Youth Justice and Multicultural Affairs, we have a 30+ years relationship working in local communities

such as Bracken Ridge, Mitchelton, Jinibara and Gumdale.

Regardless of the tenure agreement, we are committed to service quality driven by our continual improvement processes and ongoing practice reflection. At Jabiru, our infinite focus is on building the capacity of children, young people and families to thrive.

Our team includes practice knowledge across a variety of professional backgrounds, including human services, social work, community development, behavioral science, counselling, and early childhood.

Whilst COVID-19 still provided some challenges, 2020-2021 has seen some positive achievements and learnings for our Health and Wellbeing enterprise.

YOUNG PEOPLE AND FAMILIES TEAM

Youth Support Coordinators – supporting sustainable change

In 2020-2021, Jabiru's Youth Support Coordinators supported 340 young people, families and teachers across four Brisbane Metropolitan school communities to maintain engagement in education

and connection to their school and the broader community. The Youth Support Coordinators responded to the increase in the social and emotional wellbeing of young people as a result of COVID-19 and have continued to provide a high level of support in 2020-2021.

Youth Support Coordinator story

In April 2021, YouthFest was an event created by one of Jabiru's Youth Support Coordinators in response to students from a local high school expressing an interest to develop a Youth Week activity.

YouthFest was held at Kidspace Chermside and included live music, free activities including rock climbing, large games, chill out space, disco dome, and food trucks. 235 people, including young people, attended YouthFest which was a free youth event to help promote easy accessibility. Young people who were linked to the development of YouthFest gained valuable volunteering skills and were presented with a Certificate of Appreciation.

The event also provided a safe community activity, with collaboration with local QPS Crime Prevention teams, where young people were showcased for their many talents.

Youth Support Services – engaging young people experiencing vulnerabilities

Now in the sixth year, Jabiru’s Youth Support Services provided 235 young people aged between 8 and 21 years with 1931 hours of support, including case management, advocacy, counselling, relevant stakeholder collaboration and practical support. Young people access the Youth Support Services program when

seeking support with mental health concerns, housing challenges, disengagement with education, training, work opportunities or family relationship issues. Jabiru also partners with Picabeen Community Centre to deliver youth support services across Brisbane North. The Youth Support Services program operates from a young-person-centred and developmental-youth-work framework. We support young people to have an improved quality of life and enhance their access to opportunities to thrive.

Youth Support Services story

When Youth Support Services first met with Jasmine* she had been living away from home since she was 13 years old due to feeling unsafe and severe conflict in the home. Jasmine was disengaged from education and employment and had been struggling with substance misuse for over a year.

Jasmine was a trauma survivor and the family violence and partner DV she was experiencing was ongoing through the journey with Youth Support Services. Using the Jabiru strengths based, collaborative assessment, Jasmine identified the following goals and developed the case plan. Youth Support Services supported Jasmine to engage with youth housing and social housing services providing advocacy letters and advocacy conversations to support Jasmine’s request for independent long-term housing. Jasmine secured long-term social housing located in the inner city and with support services within walking distance. Youth Support Services was able to support Jasmine with brokerage for rent and supported moving into a new tenancy. Youth Support Services provided successful advocacy for Jasmine to return to Queensland Pathways and Jasmine is graduating Year 12 this year. Youth Support Services engaged with GIVIT where a donor offered a MacBook. This supported Jasmine to complete Year 12 and graduate with a Queensland Certificate of Education (QCE).

With Jasmine’s consent, Youth Support Services provided advocacy letters to the courts for legal matters which influenced the outcome of Jasmine’s legal matters with a lesser sentence.

** Young person’s name has been changed for confidentiality reasons.*



SCHOOL-AGE CHILDREN AND FAMILIES TEAM

Student Welfare Workers

In 2020-2021, Jabiru's Student Welfare Workers delivered 2350 hours of support to eight primary school communities in South East Queensland and their children and families – including providing social and emotional support to school communities, children, staff and families.

In 2021, Jabiru has seen an increase from two schools to eight, which has expanded our geographical Student Welfare Workers support reach. Jabiru's Student Welfare Workers use both child-focused interventions and their unique community development practice to build positive relationships and links to the school and broader community.

Student Welfare Worker story

Alongside some individual support at a primary school, the Student Welfare Worker has been supporting students primarily around themes of family experience of mental health and wellbeing concerns, anxiety, social support, transitions to high school and overall support for student mental health and wellbeing.

One of the team members has been slowly transforming the Student Welfare Worker space into a 'rainbow room' to support accessibility and comfort for children. Activities have a strengths-based approach and students have been identifying positive attributes about themselves. Identifying strengths are weaved into the different activities made available to support confidence and resilience.

The Student Welfare Worker has also provided referral support to the school and other community supports, with support and consent from families.





EARLY YEARS CHILDREN AND FAMILIES TEAM

Jabiru Early Years Place – play, connect and learn

In 2020-2021, the Jabiru Early Years Place continued to provide health and wellbeing support to over 300 parents/carers and 320 children across three programs focused on children aged 0-8 and their parents and caregivers in Zillmere, Taigum and surrounding suburbs.

Jabiru's **Integrated Service Delivery (ISD)** program has continued to provide a comprehensive service delivery system for parents/carers and their children aged from birth to eight years. Integrated Service Delivery provides access to integrated services supports for parents/carers to increase

their parenting skills and their child/children's development needs. 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 2020-2021, **Jabiru's Targeted Family Support** 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 Targeted Family Support program is to provide parenting programs and community events such as the Park Play event.

Early Years Place story

A client (38 years old) who is a single parent of two children presented to the Early Years Place experiencing challenges in parenting and balancing her wellbeing and life duties.

Initially the parent attended an Early Years Place playgroup and through discussions about her individual needs was supported to attend an eight-week Circle of Security parenting program (COS). Childminding was provided to overcome any barriers to accessing the COS parenting program. The COS parenting program offers peer support alongside an evidence-based attachment parenting program which supported the client through reflective conversations with other parents/caregivers. The client gained knowledge and strategies to support her parenting capacity including meeting her children's emotional needs as well as prioritising her own wellbeing.

The client reported that her wellbeing and mental health had improved as result of attending the COS parenting group as well as gaining a deeper understanding of her children's needs and development. The client also made new relationships with other parents/caregivers supporting her own connections.

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 2020–2021, the Master of Counselling team continued to provide over 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. The Health and Wellbeing Hub is set to expand in 2022 with the pilot of therapeutic support services for young people aged 10–17 years and their families, specifically addressing mental health concerns delivered in a young person-centred environment at Bracken Ridge.

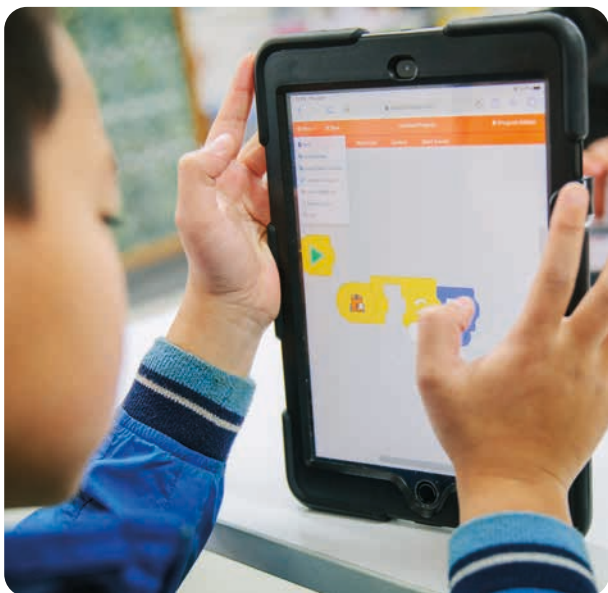
Tailored ENTERPRISE SUPPORT

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

In 2020-2021, the team focused on providing excellent customer service, helping find solutions to problems and supporting everyone to do their best work.

Systems

In line with the broader Jabiru organisation, the Enterprise Support team's strong culture of continual improvement led to several new initiatives. These included the implementation of Dext and Approval Max for staff to record expenses digitally, the implementation of Dynamic 365 to help manage our partnerships and track tender opportunities, and creating a case management system in Dynamic365 to track jobs. The team support all Jabiru staff with their IT needs, including setting up new users, ensuring equipment is working correctly and replacing faulty equipment.



Supporting our service delivery

Each month the Enterprise Support team answer an average of 1566 inbound calls and makes an average of 714 outbound calls. An average of 1400 payments are processed, and the team follow up an average of 115 failed transactions weekly. Annually, the team processes 4742 School-age Care enrolment forms. The team also coordinates with Jabiru Educators and multiple Childcare Staffing Agencies to fill shifts at Jabiru's School-age Care sites, fulfilling an average of 220 shifts per month.

Throughout 2020-21, the Enterprise Support team worked collaboratively with the School-age Care team to set up two new School-age Care services. The team helped increase the licence capacity at two more School-age Care services and supported licencing changes at another two School-age Care services.

Facilities

During 2020-21, the Enterprise Support team coordinated the renovations of the Community Space at Barrett Street, Bracken Ridge.

The addition of three counselling rooms has increased our capacity to provide health and wellbeing services to the Bracken Ridge community.

Empowered PEOPLE

Jabiru IS its people. We currently have 90 full-time equivalent staff across our three enterprise areas – School-age Care, Health and Wellbeing, 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 and within the organisation.

In 2020-2021, we continued 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 launched ‘The Nest’ – our new online health, wellbeing and discount platform providing staff with 24/7 access to articles, webinars and support services focusing on mental health, physical activities, and financial and dietary assistance.

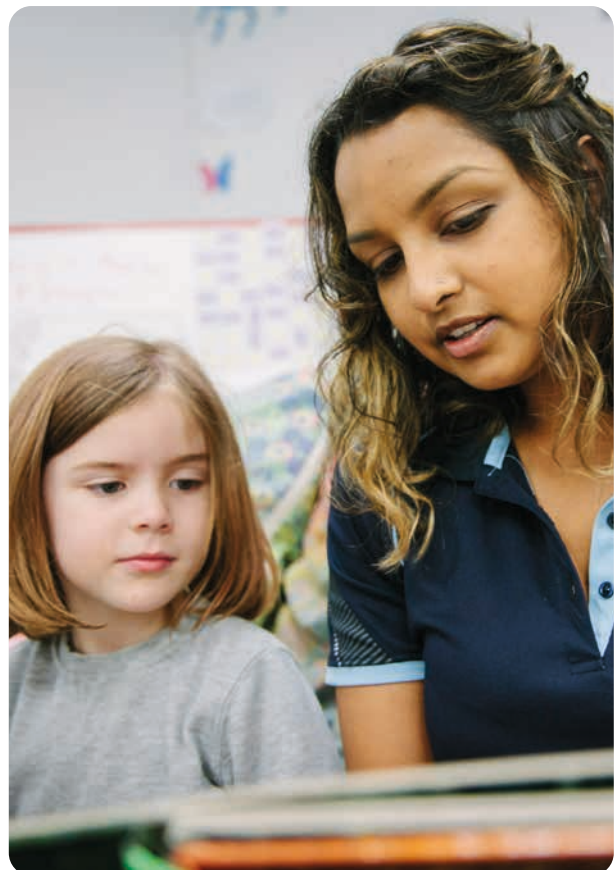
Training and development

Throughout 2020-21, Jabiru continued to support our staff to build their capacity and capability. Using a mix of face-to-face and online training, organisationally, we continued to embed a training and development curriculum that included an Indigenous Cultural Awareness Work Ready and Foundation course by YourMob Learning, Infectious Disease COVID-19 and Human Rights Act training modules. In the School-age Care space, we increased access to training from the Institute of Managers and Leaders webinars, Online Behaviour Masterclasses, Exploring the Exceeding Themes of the NQS and Educators’ Tools.

Employee involvement

In 2020-2021, Jabiru continued to reap the benefits of investing in strategies and build on the feedback from staff responses in our latest Organisational Culture and Engagement survey, including 100 employees (52%). We experienced a significant shift from staff viewing the organisation as one of ‘Ambition’, looking at new, better ways of moving forward, to one of ‘Success’, a view that Jabiru is achieving our vision and purpose and that we are proactive about continuous improvement.

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.



Strong FINANCIAL PERFORMANCE

The early part of 2020-21 continued to bear the effects of COVID-19, with government funding greatly assisting in sustaining our retention of employees and our School-age Care operations as attendance numbers (and revenue) recovered to normal operating levels.

As the year progressed, business operations stabilised, generating greater financial certainty, coupled with the addition of two new School-age Care centres to Jabiru. Our Health and Wellbeing team also continued to thrive, increasing the number of schools it supports through Student Welfare Worker and Youth Support Coordinator services, along with securing the extension of long-term programs to continue supporting children, young people and families.

We are grateful that our Queensland Government funding bodies supported us to operate all Jabiru programs during this period of uncertainty, 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 and the Queensland Department of Children, Youth Justice and Multicultural Affairs, which partnered with us to support the continuation of funding during the program shifts. We would also like to thank the Federal Government for its Child Care Stimulus and Job Keeper packages.

For the year, Jabiru's revenue increased to \$11.3M compared to \$10.4M in 2019–20, resulting in a net surplus of \$1.4M and a closing cash balance of \$3.7M. These outcomes were strengthened by non-recurrent COVID-19 funding, growth in School-age Care services, and further embedding of operational efficiency practices commenced in the prior year.

Jabiru remains focused on delivering its Vision, Purpose and Values; and increasing our contribution to the communities in which we operate is always at the forefront of our decisions and planning. For 2020–21, Jabiru commenced a holistic organisational review, with the funds it generated providing the opportunity for us to invest in our strategic direction, boost our internal capability and capacity, and increase our self-funded social-for-purpose work.





Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2021

	2021	2020
Revenue	9,419,791	7,655,700
Other Income	1,838,015	2,746,225
Finance Income	42,875	40,685
Employee Benefits Expense	-7,233,394	-7,280,868
Other Expenses	-2,619,100	-2,201,916
Depreciation and Amortisation	-64,397	-57,387
SURPLUS FOR THE YEAR	1,383,790	902,438

Statement of Financial Position

For the year ended 30 June 2021

	2021	2020
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents	3,675,831	1,842,115
Trade and Other Receivables	287,077	411,255
Loans and Advances	46,154	629,915
Other Assets	86,138	79,564
TOTAL CURRENT ASSETS	4,095,200	2,962,849
NON-CURRENT ASSETS		
Loans and Advances	540,391	-
Property, Plant and Equipment	486,268	455,257
TOTAL NON-CURRENT ASSETS	1,026,659	455,257
TOTAL ASSETS	5,121,859	3,418,106

LIABILITIES		
CURRENT LIABILITIES		
Trade and Other Payables	911,882	633,619
Employee Benefits	625,708	563,520
Other Liabilities	10,239	70,683
TOTAL CURRENT LIABILITIES	1,547,829	1,267,822
NON-CURRENT LIABILITIES		
Employee Benefits	120,078	80,122
TOTAL NON-CURRENT LIABILITIES	120,078	80,122
TOTAL LIABILITIES	1,667,907	1,347,944

NET ASSETS	3,453,952	2,070,162
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EQUITY		
Retained Earnings	3,453,952	2,070,162
TOTAL EQUITY	3,453,952	2,070,162

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 (eleven years)
- ➔ Murray Smith – Treasurer (one year)
- ➔ Jonathan Butler-White (three years)
- ➔ Lisa Coker (one year).

Jabiru would like to thank outgoing President and Board member John Cox for his decade long dedication to and passion for Jabiru, four years as a Board member and seven as president.

Our Board, in partnership with 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 spend a significant amount of time reflecting, refocusing and delivering on a revitalised Strategic Plan.

Continuing our journey to support children, young people and families to thrive, we envisage the coming years with a clear and integrated sense of vision for our Enterprise Support, School-age Care, and Health and Wellbeing activities.

Over the next five years, our strategic focuses are:

COMMUNITY IMPACT that supports more children, young people, families and communities to thrive.

To achieve this, we will:

- ➔ Provide school and family communities with an integrated suite of high quality, affordable, accessible wellbeing services
- ➔ Seek partnering, merger and acquisition opportunities with providers whose values are aligned with Jabiru
- ➔ Work with partners to introduce new and specialised services for those who experience complex vulnerabilities.

Jabiru is a RECOGNISED LEADER of service provision, partnerships and influencer.

To achieve this, we will:

- ➔ Advocate for systemic change in community-based wellbeing services to influence industry program logic
- ➔ Actively seek new partnerships with government, business, philanthropists and other providers to expand our reach and impact
- ➔ Engage with leaders and researchers to continue to understand and shape the sector
- ➔ Actively participate in government and sector peak bodies, networks and working groups.

Jabiru has CAPABLE PEOPLE that are passionate, engaged and equipped to deliver every day.

To achieve this, we will:

- ➔ Build a culture that aligns with our purpose and vision through an individual commitment to values and behaviours
- ➔ Define our Employee Value Proposition to attract, retain and grow our team
- ➔ Identify opportunities to grow financial and non-financial rewards for our people
- ➔ Increase our diversity and inclusivity
- ➔ Elevate safety and wellbeing as core values of Jabiru
- ➔ Strengthen our leadership and technical capability.

Jabiru delivers a valued suite of SERVICE to a high level of QUALITY

To achieve this, we will:

- ➔ Integrate systems and processes to enhance quality and risk management across all services
- ➔ Continually review and refine service delivery in response to customer feedback
- ➔ Ensure all OSHC services are at least 'meeting' National Quality Framework (NQF) standards
- ➔ Strive towards 'exceeding' NQF standards at multiple sites
- ➔ Build frameworks to ensure breaches of risk tolerance are minimised
- ➔ Attain and retain Safeguarding Children accreditation
- ➔ Retain Quality Assurance systems and rating (HSQF)
- ➔ Embed reconciliation action plan (RAP)

To have SUSTAINABLE OPERATIONS through a robust portfolio of sites and services underpinned by effective governance and efficient operations

To achieve this, we will:

- ➔ Retain and grow our School-age Care portfolio (i.e. School-age Care Services)
- ➔ Pursue revenue diversification opportunities to reduce our dependency on government funding
- ➔ Invest in our operations, systems and processes to make them more robust, integrated, effective and efficient
- ➔ Embed an organisational risk management framework
- ➔ Increase Jabiru brand awareness
- ➔ Explore environmental sustainability opportunities.



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
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:

Bay View State School
Birkdale South State School
Bracken Ridge State School
Cleveland State School
Coolnwynpin 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
Norman Park State School
Petrie Terrace State School
Pullenvale State School
Runcorn Heights State School
Spring Mountain State School
Taigum State School

Thanks to our community partners

3rd View Consulting
Act for Kids Kedron
Aspley State High School
Australian Catholic University
Australian Childhood Foundation
Benevolent Society
Bracken Ridge State High School
Brisbane City Council
Child Youth Mental Health Services Nundah and Keperra
Community Connections
Community Praxis Co-op
Department Of Employment, Small Business And Training
Department of Children, Youth Justice and Multicultural Affairs
Education Queensland
Field Consulting
Kids Help Line
Koobara Kindy
Kurbingu Youth Development
McDonalds Bracken Ridge
Mitchelton State High School
Multicultural Affairs QLD
Multicultural Australia
North Star Football Club
Northside Naidoc Committee
Northside Transition Pathways Officers
Nundah Neighbourhood Centre
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 District State 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 Festival
Zillmere State School

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