



Community Youth & Children's  
Services Association Inc

# Annual Report 2021-2022



## The Jabiru Board



**Kate White**  
President / Chair



**Murray Smith**  
Treasurer



**Jonathan Butler-White**  
Board Member



**Lisa Coker**  
Board Member



**Tania Lindenmayer**  
Secretary

## Executive Leadership Team



**Brett Roland**  
Chief Executive  
Officer



**Leanne Gain**  
General Manager  
School-Age Care



**Georgia Dwyer**  
General Manager  
Partnerships and  
Community Engagement



**Helena Kohl**  
General Manager  
People Quality and Risk



**Tania Lindenmayer**  
General Manager  
Enterprise Support



**Nicole Wailes**  
Financial Controller



**Lyn Zeederberg**  
Financial Controller



# Acknowledgement of Country

Jabiru acknowledges, with deep respect, the First Nations of this country, particularly the Turrbal, Jagera, Wakka, Gubbi Gubbi, Quandamooka, Bundjalung and Yugambah 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

**It has been a privilege to step into the role of Chair during the year 2021-2022. I acknowledge the many years of dedicated leadership by our previous Chair, John Cox, who – together with the Jabiru Board – has steered the organisation over periods of growth, consolidation, and reflection.**

Jabiru has grown to become a respected organisation that is truly impactful in the communities and cohorts it serves. Jabiru staff regularly acknowledge the privilege of working with children and young people at such a crucial period of their development and with their families and broader circles.

The Board's role is to ensure that the organisation has the clear direction, the support, and the resources to achieve the goals it has set for itself.

Late in 2021, the Board and Executive adopted an ambitious program of Strategic Initiatives designed to ensure that Jabiru remains fit for purpose in the ever-changing landscape in which we operate.

Through this program, for example, we have:

- Invested in core infrastructure to enhance the experience of our service users. An example of this is our planned transition to a new IT platform which, among other benefits, will provide an improved online bookings system for parents.
- Strengthened our risk management and safeguarding practices to ensure they are absolutely the best they can be.
- Recognising that a major challenge across the OSHC sector (and indeed many others) is the shortage of appropriately qualified and experienced staff, we have further enhanced our 'employee value proposition' to attract staff of the calibre we expect at Jabiru.

During the year 2021-22, more than 2000 families in and around Brisbane entrusted Jabiru with the care of their school-age children. Many other families and individuals engaged in the other programs we deliver, particularly in Brisbane North.

As a non-profit organisation committed to optimising our impact, we invested more than half a million dollars back into the communities and places we serve.

We head into 2023 with some exciting initiatives in the pipeline, a refined corporate structure, and a refreshed brand to convey Jabiru's renewed energy and focus.

Jabiru values highly its strong working relationships with school leadership, the Department of Education and other partners and I acknowledge those partners here. Together we continue to deliver genuine value.

My thanks also to our CEO and his highly capable executive leadership team that has served Jabiru and its constituents throughout this period. They lead a large, diverse, committed, and skilled team, and we acknowledge them here also.

And my sincere thanks to our Board of Directors for their 'above and beyond' commitment. We are very sorry to say goodbye to Lisa Coker and will miss her considered and insightful contributions to the Board's decision-making. We will welcome some new faces in 2023 to ensure the organisation continues to be governed in a way that enables our extraordinary staff team to continue to deliver on Jabiru's mission.

**Kate White**

President / Chair

# From the CEO

**As we reflect on 2021, we observed another year of adaption, pivoting and change as we launched our most ambitious Strategic Plan in 30 years.**

With a slight refocus of Jabiru's Purpose and Vision but essentially not changing why we do what we do, we will continue to support children, young people, and families to thrive by being a leading provider of school-age and wellbeing services that support growth and connection.

We have spent many months exploring and focusing on our desired future for Jabiru, with three key goals:

## Strengthen Jabiru

- ➔ Fully implement the Jabiru practice framework
- ➔ Define and operate high-quality health and wellbeing services
- ➔ Retain our existing School-Age Care and community services and grow via a clear value proposition

## Extend our reach and impact

- ➔ Explore partnering opportunities to deliver a broader suite of children's and health and wellbeing services in more communities.

## Thrive

- ➔ Uplift and simplify our brand messaging and presence
- ➔ Share exemplars of our impact and commitment to excellence

I would personally like to thank the whole Jabiru community for their passion and connection to our purpose and vision. Without your unrelenting commitment, we would not have successfully continued to deliver our School-Age Care and

Health and Wellbeing services through the daily impacts of COVID-19 and a new challenge of flood recovery during the months of February and March.

I would also like to acknowledge our funding bodies and Board for their continued support through the provision of resources and wisdom.

But most of all, I would like to lend my appreciation to all the children, young people and families who access our services and key stakeholders who partner with us as your provider of choice.

**Brett Roland**

Chief Executive Officer

# 2021–2022 HIGHLIGHTS

## Response to COVID-19



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

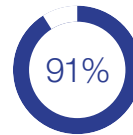


Most School-Age Care services and activities continued uninterrupted

## School-Age Care



Accessed by 2200 families



On average, 91% of parents or carers are very satisfied or satisfied with Jabiru School-Age Care



12.8% of our school populations attended Jabiru School-Age Care every day

\$548,000

\$548,000 invested in school infrastructure through co-contributions



Curious Kids Homework Club was implemented at 10 Jabiru School-Age Care services, and Codee Coding Club was implemented at seven

## Supporting Communities



3568 hours of support provided in primary schools



400 young people supported inside schools



1800 hours of support provided to young people outside schools

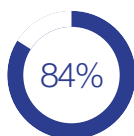


22 play-based community engagement events with families



5 regular parenting playgroups

## Our People



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

\$49,000

More than \$49,000 invested in staff training and development



Expansion of the Online Learning Program

# High-quality SCHOOL-AGE CARE

Jabiru’s vision of ‘supporting children and families to thrive’ is core to the provision of our school-age care and wellbeing services and 91% of our families agree that we provide high-quality care to their children.

## Health and Wellbeing

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Our Jabiru OSHC services have continued to weather the storm of the COVID-19 pandemic through 2021 and into 2022. We experienced snap lockdowns and the closure of several of our services due to the volume of staff isolating or testing positive for COVID-19. With the opening of the borders to interstate and international arrivals, the early childhood sector experienced a unique and never-before-experienced event of a two-week delayed start to schooling in 2022. During this delayed start, we continued to provide before and after school

care at all our sites; however, our attendances were significantly reduced during this time.

The end of February and the start of March found Queensland communities again digging deep to support each other through a localised emergency, with all South East Queensland state schools closed due to flooding. During this time, we witnessed many wonderful examples of the care and support that our school and broader communities provide to us and each other. We are ongoingly grateful to work with such amazing families, principals, staff, and communities. While, thankfully, none of our services were directly impacted by damage, we had countless stories of staff and families who were affected. In support of our families and staff during this time, we waived the gap fee for all families on flood-impacted days where schools (and subsequently our OSHC services) were closed. Additionally, we worked closely with staff who were affected by school closures or the floods themselves by maintaining standard pay for permanent staff who were unable to work. This was an excellent outcome for our families and staff and reflects Jabiru’s commitment to supporting our families and community to thrive.





## High-quality Service Delivery

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We are incredibly proud of our OSHC service ratings against the National Standards; we have successfully raised the ratings from Working Towards to Meeting for three of our services since taking over management. In 2021-22 the national data showed that just over 80% of all OSHC services are rated Meeting or above; in comparison, Jabiru's statistics are over 94% of our services rated Meeting or above; this equates to just one service that is rated Working Towards. With the impact of COVID-19 reducing the number of assessments and ratings conducted by the regulatory authority, it was with great excitement that our services at both Mt Gravatt East State School (2021) and Nashville State School (2022) were assessed as Meeting the national standards.

It's important to Jabiru that we maintain constant contact with our families, and our commitment to gathering the views of our families was evidenced in our March 2022 parent engagement survey. With our largest-ever parent participation, over 680 responses, 91% of our families told us they were satisfied or very satisfied with our service provision.

Delivering on our **Vision of 'Supporting children and families to thrive'** as indicated by families, we have, on average, a 10% year-on-year improvement over the last four years across all surveyed areas. In particular, overall, 63% of families have seen noticeable benefits/improvements in social skills and 54% in their child/ren's emotional wellbeing. 84% of families indicated they have peace of mind that their children are being cared for in a safe environment, 80% have seen improvements in their family circumstances, and 74% have seen an improvement in the emotional wellbeing.

This can be attributed to our holistic approach to intentionally create community by designing and developing programs and activities that meet children's and family's ideas, the national quality framework and tailored programs that turn the curve of vulnerability indicated in the schools' ICSEA and AEDC data.

### Parent feedback

*"I have had personal trauma over the years to deal with, and the whole Jabiru team have been very supportive of my son and I, and I could not say enough good things about them. I absolutely love the whole team here, and they have shown an amazing standard of professionalism and care for the last four years."*

*"The carers are so amazing and so great with my children, they put so much time and effort into all children, and my kids love their teachers so much couldn't ask for a better safe, happy, fun place to leave my children when I'm off to work."*

*"My child loves after school care for the fun, board games, basketball, handball, soccer and the educators are ALWAYS on the ball and are so kind and caring it's honestly amazing how they manage it all. Thank you."*

*"I am very satisfied with the range of activities on offer. I love that there is an option for homework, play and rest."*

*"My kids are really happy with activities at the after school care sessions. I'm happy about the interactions the children have with their leaders and their experiences."*

*"I love how they become friends with kids in different grade levels – it helps with social awareness but also awareness of what is happening in other parts of the school."*

*"The staff are so welcoming to me and my children I always feel comfortable and confident when dropping them off that they will be cared for and encouraged to have safe fun. When my children have had a tough day I know the staff will make them smile and be a friend to them. I am very grateful for this. The availability of Jabiru is a huge relief to me and my family in relation to work commitments."*





## Connection and Relationships

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In 2022, we have seen a significant increase in opportunities for Jabiru to support school events as we emerged from the uncertainty of the lockdowns and restrictions of the last two years such as Under 8's Days, P&C fundraising events and more localised community events such as celebrations for Mother's Day and NAIDOC Week.

In April 2022, after a 20+ year relationship, we were saddened to see our loss of tenure of the Jabiru New Farm service. We were however thrilled when announced as the successful tender for Waterford West State School, commencing in August 2022.



## Recognised Leader

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**Jabiru's unique value proposition within a school-age care context features community as an intentional and central practice that provides a 'third space' or a 'new neighbourhood' for children and families<sup>1</sup>.**

Therefore, we not only provide exceptional School-Age Care programs and practices that are carefully aligned with the National Framework but by reimagining School-Age Care programs as communities, this allows us to focus on ensuring that they are places of deep belonging, welcoming, learning, growth, and safety for children and that all of this takes place while children are relaxing and having fun.

2021-2022 saw our team build on the research project that produced the article in *Childhood with the commencement of Action Research into our Community Education Practice Model*. We are looking to develop and embed a community education practice for School-Age Care within the Australian context and clarify the role of our Community Educational Leader. We now have Community Educational Leaders at Birkdale South, Norman Park, Waterford West, and Bracken Ridge who lead the design and implementation of a quality play-based learning program and social and emotional wrap-around services.

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<sup>1</sup> Towards a 'third space' community practice school-aged care: A learning community and 'the new neighbourhood' *Childhood 1-16*, Westoby, Cox, Cartmel et al. 2021

## Student Wellbeing Workers

Our Student Wellbeing Workers team transitioned into the School-Age Care portfolio at the beginning of 2022 to support the organisation’s vision of greater synergy with all our School-Age Care programs. Our Student Wellbeing Workers are community-based workers located in primary schools throughout South East Queensland. They provide students, families, and staff with social, emotional and wellbeing support and enhanced engagement with the broader community.

In 2021-2022, Student Wellbeing Workers delivered 3568 hours of support to nine primary school communities. Most Student Wellbeing Workers have bachelor’s degrees and experience in various community sector roles, including mental health, art therapy, teaching, child development, social work, and human service work. Jabiru’s Student

Wellbeing Workers are essential members of the school student services team and work in collaboration with other workers in the school, e.g. Inclusion support, teachers, deputy and principal, as well as other specialists such as speech therapists, guidance officers, behavioural support, school-based psychologists, etc.



**Leanne Cain**  
General Manager School-Age Care

### Student Wellbeing Worker Story

At Bracken Ridge State School, the Student Wellbeing Worker provides a safe and caring presence that supports students in both group settings and individually and provides students with strategies that support holistic wellbeing.

The role has also provided crisis support. Current themes include anxiety, family dynamics, social and emotional support, and engagement within the broader BRSS community.

The Student Wellbeing Worker program provides activities during lunchtime to encourage young people to make positive choices, connect with their peers and creates a space to feel heard and included.

A favourite resource we like to use during support sessions is our ‘Feeling Bear Cards’. Talking about feelings isn’t always easy, so using Bear Cards can help us to express ourselves.



# Effective and Accessible HEALTH AND WELLBEING SUPPORT

Throughout 2021-2022, Jabiru's Health and Wellbeing Teams have continued their fantastic work supporting babies, children, young people, and their families throughout Brisbane North.

Our Health and Wellbeing teams deliver work focused on the Early Years and Parenting, Young People and Families and the Community through our capable team of human service workers, social workers, and early childhood educators. Jabiru's purpose fundamentally drives our work to support children, young people, and families to thrive and our vision for society that children and young people can live safe and fulfilling lives.

We recognise the importance of delivering quality, evidence-based support for our community.

We are committed to quality assurance and continual improvement processes underpinned by consistent practice reflection, professional development and relevant stakeholder and industry engagement. Our team deliver services within various settings, including local state schools, high schools, individual outreach, and community events. We offer support for children, young people and families through playgroups, individualised support, case management, group work and community events.

In parallel with local, national, and international challenges of residual COVID-19 impacts, major flooding events and workforce shortages, our Health and Wellbeing teams have worked incredibly hard to achieve some amazing pieces of work that will be celebrated below.

## YOUNG PEOPLE AND FAMILIES TEAM

👉 **COMMUNITY IMPACT and RECOGNISED LEADER**

### Youth Support Coordinators – Supporting young people with education engagement

Within 2021-2022, our Youth Support Coordinators have collectively supported over 400 young people, their families, and teachers across four local state high schools, including Aspley, Bracken Ridge, Mitchelton, and Sandgate.

This year, our workers have delivered innovative, collaborative, and young-person-led pieces of work both within schools and in the community. We have partnered with stakeholders, including Brisbane City Council, to deliver "School's Out on the Green" – a music festival led by school students (with the support of our YSC) to celebrate the end of a school term and the musical talent of young people in the community. Our YSCs have also partnered with BlueLight Association to deliver the Blue Edge program, facilitated recognised programs within our school communities, including LoveBites and completed training to deliver Peer Skills and Feeling Fantastic programs.

#### Principal Feedback

*"Emily is an outstanding YSC, and we are so blessed to have her in our school."*

Jacquita Miller

Principal, Aspley State High School

*'Elise has been such an asset to our team. She has contributed well and has actively been a part of our student support team. Elise certainly hasn't held back on giving fantastic advice or program suggestions that we can do or be involved with. I have sought advice from Elise, and she was very free with this. I think we are lucky to have her as part of the team.'*

Richard James

Deputy Principal, Sandgate District State High School



## Youth Support Services – Engaging with and advocating for young people experiencing vulnerabilities

Our Youth Support Services program has been in place since the funding was initially introduced in 2014 through the now-known as the Department of Children, Youth Justice, and Multicultural Affairs.

Throughout the last seven years, Jabiru has developed a prominent support service for young people in our community founded on

building strong working relationships and rapport with young people, effective collaboration with relevant stakeholders and with our unique Jabiru practice framework that is young-person centred, trauma-informed and developmental. Young People access this program for support in mental health, housing, education, alcohol and other drugs, legal matters, safety and family or social relationships. This year we have provided over 1800 hours of support for young people through case management, information provision, systemic advocacy, practical support, and therapeutic support.

### Gabby's Story\*

Gabby achieved her goals of financial independence and building life skills. She held a tenancy for a short period in 2021, which ended due to increased domestic violence experiences, addiction, and mental health.

At the start of 2022, Gabby courageously booked herself into rehabilitation and, on completion, engaged with our program to support a referral into housing. Gabby has secured transitional housing and has continued to work with our program and other services to support her goals of wellness, independence and restored relationships with family and her son.

*\*Young person has given consent for their name to be used for this purpose.*



## EARLY YEARS CHILDREN AND FAMILIES TEAM

👉 **COMMUNITY IMPACT and RECOGNISED LEADER**

### Early Years Place – play, connect and learn

Across 2021-2022, our Early Years Place continued to provide support for babies, children and their families and the community within Brisbane North. We are fortunate to receive funding from the Department of Children, Youth Justice and Multicultural Affairs and Department of Education Early Years and Family Support for **Targeted Family Support, Integrated Service Delivery and Pathways to Early Learning and Development**, respectively.

Across these programs, our team have continued to deliver parenting programs and community events that have become a staple and anticipated within the local community calendar, including the Worldly Women’s event, Park Play and Sing and Grow playgroup.

In addition, our Early Years team have developed a parenting program for families experiencing complex vulnerabilities in collaboration with Save

the Children and other allied health services, the Pop Up Play Café within Zillmere State School as a gentle engagement strategy for children and families and the Nature Playgroup – please see story below.



**Georgia Dwyer**  
General Manager  
Partnerships  
and Community  
Engagement

#### The Impact of Nature Play

The Jabiru Early Years team introduced a new project – a Mobile Nature Playgroup. This program was designed to travel around to different suburbs in Brisbane, targeting diverse families who may not have access to transport to attend our other programs. This program is designed to use nature to support the development of self-regulation in adults and children; in addition, there is a strong focus on relational work – role modelling the importance of safe, secure relationships. Our first stop was Bracken Ridge Barrett Street Nature Reserve.

During the term, not only did we meet a range of new families, but the Early Years team could also see the physical effects nature has on some of the little people who have difficulties with self-regulation. One little person who attended the program weekly would show up elevated, struggle to engage with peers and participate in the weekly activity. In the last group of term, this little person could engage in age-appropriate play with peers, participate in group activities and, when needing to self-regulate, ask for a pair of binoculars to ‘watch the birds’ and ‘look for koalas’. The Early Years team feel incredibly privileged to witness this little person develop some incredible skills in a short period.

# Tailored ENTERPRISE SUPPORT

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

In 2021-2022, the team focused on providing exceptional customer service, helping find solutions to problems and supporting everyone to do their best work. The team support all Jabiru staff with their IT needs, including setting up new users, ensuring equipment is working correctly and replacing faulty equipment.

## Systems

We conducted a full Enterprise Architecture Review of Jabiru's IT systems and priorities. This included the QikKids Replacement project. A detailed product evaluation was conducted of five Childcare Management systems with a recommendation for Jabiru to move to XAP. This move has been scheduled to roll out in August 2022 in our new Waterford West service, and all other Jabiru services to go live in November 2022.

A staged rollout of the Jabiru Dynamic365 CRM is underway (Customer Relationship Management system) to track and manage leads, tenders and grant opportunities, and value adds to contracts and cases. We are expanding on the CRM to include the ability to track value adds over the life of a contract. It also has a knowledge centre to ensure we keep corporate knowledge in a central location and the capacity to capture leads for new business.

The Intune project has begun implementation to enrol all our Apple devices to ensure global policies as set on devices as an extra layer of security for online safety. The project will continue into 2023 to ensure all legacy devices are enrolled.

## Supporting our Service Delivery

Each week the Enterprise Support team answer an average of 233 inbound calls and averages 45 outbound calls. An average of 1200 payments are processed, and the team follow up on an average of 75 failed transactions weekly.

Annually, the team processes 2200 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 74 shifts per week.

## Facilities

During 2021-2022, the Enterprise Support team worked collaboratively with the School-Age Care team to close one School-Age Care service. Additionally, the team supported five services to move to temporary locations while their rooms were upgraded or replaced. The team also assisted Taigum with a refresh of their equipment to assist with their tender win.



**Tania Lindenmayer**  
General Manager Enterprise Support





# Empowered PEOPLE

**In 2021-2022, over 220 passionate people contributed in a variety of ways to support children, families and young people to thrive.**

Jabiru continued to empower and reward our people through an evolving value proposition of financial and non-financial rewards, and we found creative ways to work with people to achieve balance in their personal and professional commitments. Our approach to supporting the people who work with us is no less relevant now than it was when we started 35 years ago and is just part of our everyday DNA.

Flexible working arrangements, genuine salary sacrificing, 24-hour/365 employee assistance, regular meeting forums and over 2,300 hours of formal training reflects how much we value our people. In February this year, we partnered with our teams to help us solve a global resourcing challenge, and our employee referral program has paid out over \$43,000 to staff who helped us directly recruit 26 much-needed candidates across five enterprises.

In the last 12 months, Jabiru welcomed 125 new people to the organisation and has remained focused on creating a rewarding environment where people who align with our vision can find flexible opportunities to contribute in ways that make sense for them...and, in doing so, helps us achieve our vision and purpose.



**Helena Kohl**  
General Manager People Quality and Risk

## **Justin's Jabiru Journey**

As a bachelor's qualified teacher, like many of our employees, I started in Outside School Hours Care (OSHC) as a side job for some work during school holidays.

After starting in 2014 as an educator, I was promoted to OSHC Service Manager full-time in 2016 at Jabiru's Bracken Ridge service. I then had an opportunity to second into Business Development to bring my knowledge to a new role working on our tendering and project work in School-Age Care.

After six months, I was again promoted to Operations Manager for six months, and more recently, I am absolutely loving my time in a

newly created role in the People Quality and Risk team as a Risk and Quality Auditor. In this role, I can bring my skills and experience in the field to work on making improvements at scale.

In my time with Jabiru, I have had many opportunities to develop personally and professionally. The organisation is deeply important to me. I have given a lot for Jabiru, which has given me a lot in return, and I wouldn't want to be anywhere else.



# Strong FINANCIAL PERFORMANCE

**During the 2021-22 year, we continued to see impacts on staffing and attendances from COVID-19, Brisbane's floods, and influenza. Attendance patterns in the latter part of the year returned to more regular operating levels.**

The first part of the year was dominated by continuing COVID-19 impacts. Within School-Age Care, attendances dropped by 15% in August and then to just over 40% of regular levels in January, significantly impacting income. As Brisbane was exiting the lockdowns in February, flooding forced school closures. In Term 2, a high rate of COVID-19 and influenza infections affected student attendance and staffing. During the year, excursions for vacation care were largely cancelled and replaced by internal activities. The New Farm contract ended in April 2022, and we won the tender for Waterford West which commences in August 2022.

Jabiru's Community Engagement team successfully secured funding for a two-year extension to the PELD contract (Pathways to Early Learning).

Although Jabiru remains focused on delivering mission and purpose-focused work, we commenced a significant program of work to invest in our organisational strategic direction and boost our internal capability, capacity, and systems. This program of work will continue through 2022-23.



**Lyn Zeederberg**  
Financial Controller



**Nicole Wailes**  
Financial Controller



## Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2022

	2022	2021
Revenue	10,355,154	9,419,791
Other Income	1,267,901	1,838,015
Finance Income	37,483	42,875
Employee Benefits Expense	-8,679,052	-7,233,394
Other Expenses	3,077,566	-2,619,100
Depreciation and Amortisation	-78,380	-64,397
<b>SURPLUS FOR THE YEAR</b>	<b>-174,459</b>	<b>1,383,790</b>

## Statement of Financial Position

As at 30 June 2022

	2022	2021
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and Cash Equivalents	3,421,192	3,675,831
Trade and Other Receivables	299,506	287,077
Loans and Advances	49,897	46,154
Other Assets	113,418	86,138
<b>TOTAL CURRENT ASSETS</b>	<b>3,884,013</b>	<b>4,095,200</b>
<b>NON-CURRENT ASSETS</b>		
Loans and Advances	489,976	540,391
Property, Plant and Equipment	504,568	486,268
<b>TOTAL NON-CURRENT ASSETS</b>	<b>994,544</b>	<b>1,026,659</b>
<b>TOTAL ASSETS</b>	<b>4,878,557</b>	<b>5,121,859</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and Other Payables	860,913	911,882
Employee Benefits	487,009	625,708
Other Liabilities	145,995	10,239
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,493,917</b>	<b>1,547,829</b>
<b>NON-CURRENT LIABILITIES</b>		
Employee Benefits	105,147	120,078
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>105,147</b>	<b>120,078</b>
<b>TOTAL LIABILITIES</b>	<b>1,599,064</b>	<b>1,667,907</b>
<b>NET ASSETS</b>	<b>3,279,493</b>	<b>3,453,952</b>
<b>EQUITY</b>		
Retained Earnings	3,279,493	3,453,952
<b>TOTAL EQUITY</b>	<b>3,279,493</b>	<b>3,453,952</b>



# 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:

- ➔ **Kate White** – President/Chair (one year)
- ➔ **Murray Smith** – Treasurer (two years)
- ➔ **Jonathan Butler-White** (four years)
- ➔ **Lisa Coker** (two years).

Jabiru would like to welcome our incoming President/Chair, Kate White.

Our Board, in partnership with our Executive team, spends 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 four years, our strategic focus areas are:

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**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:

Aspley State High School  
Bay View State School  
Birkdale South State School  
Bracken Ridge State School  
Cleveland State School  
Coolwynpin State School  
Dutton Park State School  
Gumdale State School  
Hilliard State School  
Holland Park State School  
Marshall Road State School  
Minimbah State School  
Mitchelton State High School  
Moorooka 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  
Sandgate District State High School  
Spring Mountain State School  
Stafford Heights State School  
Taigum State School  
Virginia State School  
West End State School  
Zillmere State School

#### Thanks to our community partners

Act for Kids Kedron  
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  
Kurbingiu Youth Development  
Multicultural Affairs QLD  
Multicultural Australia  
North Star Football Club  
Northside Naidoc Committee  
Northside Transition Pathways Officers  
Nundah Neighbourhood Centre  
Open Doors  
PCYC Zillmere  
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  
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

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

Community Annexe

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Community Youth & Children's  
Services Association Inc

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