

CAMP**BELL**
PAGE

ANNUAL REPORT

2016 | OUR STORIES



**THE BEST
YOU CAN BE.**



CONTENTS

A message from Our Chair & CEO	3
Our Board & Leadership Team	6
Our Mission & Purpose	8
Our Year In Review	10
Employment Services	13
Disability Employment	15
Community Development Program	17
Indigenous Support Services	19
Green Army	22
Youth and Family	24
Training	27
Financial Overview	29

WE ALL HAVE A STORY TO SHARE

Campbell Page is a not for profit organisation dedicated to transforming people's lives. We work to bring together individuals, partnerships and communities in a movement that provides widespread access to sustainable employment. These past 12 months we have started to share our stories in our community hubs, in our newsletter and online. From our beginnings 30 years ago to our activity today, we have continued our legacy of storytelling in this Annual Report. All of us have a story to share. We hope you enjoy hearing from our job seekers, trainees, young participants, Indigenous communities and staff as much as we have.





Nirmal Hansra
Chair



Dale Cleaver
Chief Executive Officer

A MESSAGE FROM OUR CHAIR & CEO

Financial Year 2016 was a very successful year for Campbell Page, with some exciting achievements including an increased emphasis on delivering services to the most disadvantaged in our community along with strong financial and operational performance.

We celebrated our 30th anniversary by providing \$30,000 in grants that benefited 5 of our local communities.

We are delighted that during the year we assisted over 9,000 people into jobs, work experience and education.

The Board and Leadership Team updated the company's Mission and Purpose to ensure it provides the clearest direction for the future. An extensive market analysis was also undertaken to establish our future strategy that ensures our organisation best addresses current and future community needs.

Together, the revised Mission, Purpose and 2020 Strategy reemphasise the important role Campbell Page plays as a Not For Profit, secular, community based organisation in supporting the most disadvantaged into sustainable employment. As the organisation heads into financial year 2017, the refreshed focus will be underpinned by a social investment strategy that will carry Campbell Page into the next decade and provide the foundation for the next 30 years of service to communities.

We will continue our work in helping the most disadvantaged gain employment. We will do this through many of our existing programs, but also through new initiatives.

To support the renewed focus and direction, we have refreshed our branding as well as our website and social media with images, profiles and stories of our job seekers and staff in action.

Financial performance

We achieved total revenue of \$46.4 million. Our net assets increased to \$7.5 million that includes cash of \$10.8 million.

We are financially strong and well positioned for future business growth and mission led investments.

continued next page





Nirmal Hansra
Chair



Dale Cleaver
Chief Executive Officer

A MESSAGE FROM OUR CHAIR & CEO CONTINUED

Operational performance

We are also proud of our improved and strong operational performance in our employment programmes during the year, and more importantly their impact in assisting disadvantaged people into work. Our jobactive operations in Illawarra South Coast achieved a 4 Star Rating and the majority of our Disability Employment Service sites achieved Star Ratings of 4 or 5. Our Community Development Program achieved a very strong rating performance and in recognition of this effort received a grant to commence a social enterprise on Palm Island.

The Green Army programme is providing valuable work skills to young people throughout NSW and Qld with 20% of participants successfully transitioned into permanent employment or further training. Our partnership with Skillset and TAFE Western has allowed us to offer a compelling Green Army service resulting in

158 projects being awarded to us across NSW and QLD.

Similarly, our Youth, Indigenous and Family programmes have all delivered strong results for our customers and all have exceeded the performance benchmarks set by the respective funders.

Service improvements

Whilst this year was characterised by strong performance, financial year 2017 will be the year where we build on this strong performance as we focus on service improvement to meet the future needs of the most disadvantaged in an evolving delivery landscape. Our Customer Charter will guide our staff ensuring that service improvement delivers quality outcomes for our customers.

Campbell Page's Mission and Values will continue to guide us as markets shift towards a consumer focused industry in the coming year.

Governance

During the year the Board undertook a performance and skills assessment and identified specific skill sets required to support the organisation's strategy. As a result David Nathan and Nell Anderson joined the Board on 27 June 2016, providing complementary skills to current directors.

David Hawdon stepped down as Chair and retired from the Board in November 2015 at the organisation's AGM. At that meeting previous board director Phil Armstrong was appointed to the Board to fill the casual vacancy until the next AGM.

David was first appointed to the Board of the Campbell Page 19 years ago and became Chair in 1998. During this period, he provided the organisation with a strong moral compass that has successfully navigated the many changes in government policy and programme delivery, ensuring the Mission and Values remained the

foundation of our direction and decisions.

We would also like to acknowledge the efforts and many successes of Xavier Crimmins who left Campbell Page in July 2015 after almost 20 years of service to Campbell Page as the CEO.

Finally, we wish to thank all our staff for their contribution and commitment to our Mission and our business partners.

**Nirmal Hansra (Chair)
and Dale Cleaver (CEO)**

02

OUR BOARD & LEADERSHIP TEAM

COMMUNITY. EMPLOYMENT. OPPORTUNITY

OUR BOARD & LEADERSHIP TEAM

OUR BOARD



Nirmal Hansra
Chair



Pamela Catty GAICD
Director



Jane Schwager
Director



Peter Bennett
Director



Phil Armstrong
Director



David Nathan
Director



Nell Anderson
Director

OUR LEADERSHIP TEAM



Dale Cleaver
Chief Executive Officer



Chris Mowday
Chief Financial Officer



Rachael Harvey
Head of People & Culture



Sotir Kondov
Head of Current & Expanding Business



Jacqui Boddy
General Manager Risk

“Our organisation is about transforming the lives of the most disadvantaged”
DALE CLEAVER, CEO

03

OUR MISSION & PURPOSE

WHO IS CAMPBELL PAGE?

OUR MISSION & PURPOSE

COMMUNITY. EMPLOYMENT. OPPORTUNITY.

Our vision to transform lives is strengthened by our focus to place the community at the heart of everything we do.



MISSION

We believe that no-one should be denied the opportunity of secure employment because of where they live or the circumstances into which they are born. To move people out of poverty, everyone must have access to the opportunity of sustainable employment.



HOW

We bring together individuals, partnerships and communities in a movement that transforms lives in Australia's most disadvantaged communities through widespread access to sustainable employment.



PURPOSE

We transform people's lives by securing long-term employment for the most disadvantaged.



GOALS

- Community impact
- Community support
- Financial strength
- Aligned & engaged staff



04

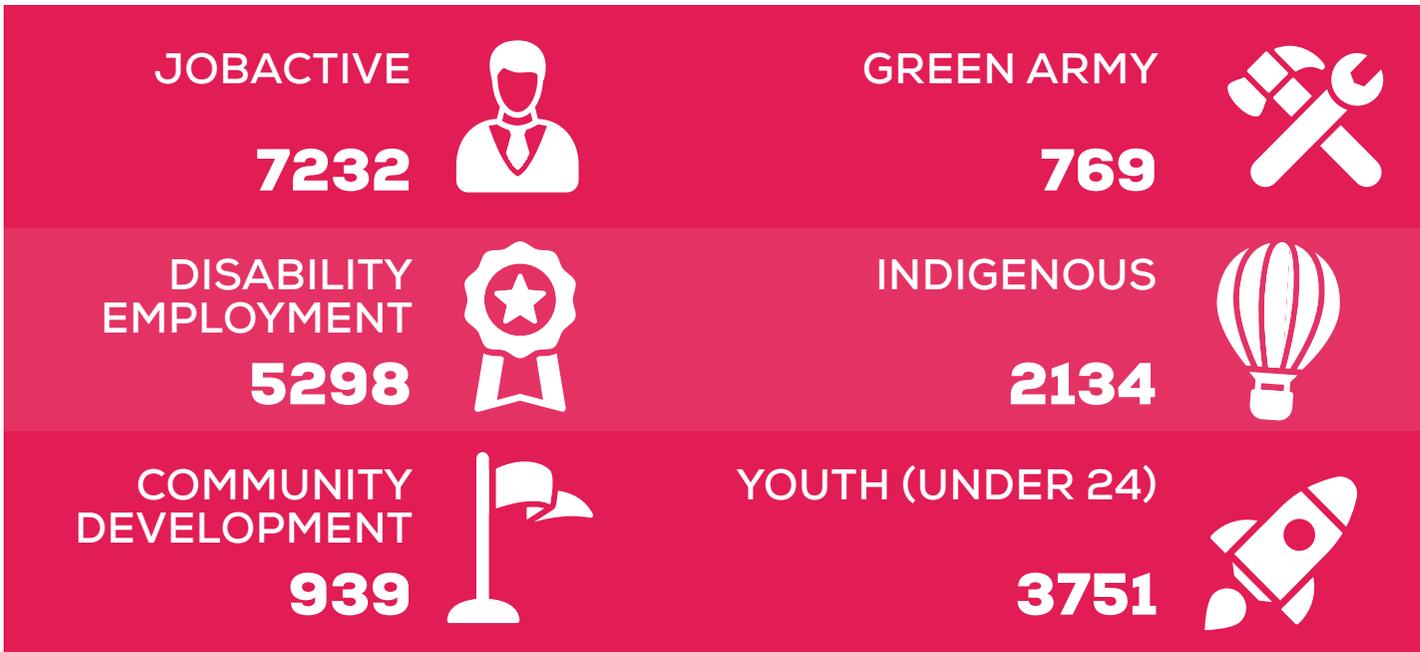
OUR YEAR IN REVIEW

TRANSFORMING LIVES

OUR YEAR IN REVIEW

MAKING AN IMPACT

This year we engaged with over 20,000 people through our services and 9,123 of these people were helped into jobs, work experience and education.



PEOPLE INTO JOBS,
WORK EXPERIENCE
AND EDUCATION

9,123





CELEBRATING THE COMMUNITY



At Campbell Page community is at the heart of what we do. That's why throughout the Financial Year '16, we continued to celebrate our 30th birthday by unveiling five grants to five of our communities.

The grant money was allocated to five communities based on the submissions sent in by staff outlining the communities they believed could benefit the most from the grant money.

The funds were used for everything from financing vocational training in a community café in Dapto to providing access to a community bus in Eden.

In the Financial Year 2017 we will continue to put the needs of each community first and work together to transform people's lives.

**CAMPBELL
PAGE**

05

EMPLOYMENT SERVICES

HELPING PEOPLE FIND
A FUTURE TO SMILE ABOUT

EMPLOYMENT SERVICES

Campbell Page has been providing Employment Services on the East Coast of NSW since 1998 and jobactive services since July 2015. We connect job seekers with employers and facilitate their transition into employment. From 18 locations, we work with the most disadvantaged to provide a network of support as they move into work. With a dispersed team of around 50 dedicated, passionate and

driven individuals we are able to provide the utmost service which is reflected by our strong 4 star rating at June 2015.

Of the 2,181 job seekers placed into work this year, 243 were Indigenous Australians, 898 maintained their work for 3 months. This Financial Year, we were also able to support 103 job seekers to commence an apprenticeship or traineeship.



“Campbell Page works with and supports people to transform their lives. We work with job seekers to see them not only find work but start a career.”

**GEORGIANA MENTIS,
OPERATIONS MANAGER JOBACTIVE.**

DEAN'S STORY

Aged 43, Dean had been unemployed for over a year and in a residential rehabilitation facility to try and tackle his alcoholism. Driven to make a change in his life, Dean was supported by Megan at our Moruya hub, where he identified a potentially suitable job as a Waste Sorter at a local plant.

Megan encouraged and supported Dean to go after the role helping him complete his application. All the effort was worth it as Dean got the job and we were able to

help him with the necessary clothing and Personal Protective Equipment (PPE) to start work. The first week of work was certainly a challenge for Dean but with the support of Megan, he was able to move past some initial obstacles and tackled week two with renewed enthusiasm and determination.

Dean was doing really well in his new role. However, after three months Dean was facing legal challenges in his personal life. Determined to help Dean keep it all

together and stay in work, Megan organised counselling for Dean to help him work through these trials and tribulations. Dean attended court and received a suspended sentence which allowed him to continue working and attending counselling.

Now, many months later, Dean still attends the Moruya office regularly to check in and let us know how he is doing. Each time he comes in we celebrate his newest achievement and

milestone with him. Dean's determination and the support of the Moruya team helped Dean recover and manage his problems with alcohol. One year ago, Dean would never have believed he would be in such a good place as he is now.

06

DISABILITY EMPLOYMENT SERVICES

WE ALL NEED
A LITTLE HELP SOMETIMES

DISABILITY EMPLOYMENT

Disability Employment Services (DES) is a contract funded by the Department of Social Services (DSS) to assist people with medical conditions, disabilities and injuries into sustainable employment. We deliver the Disability Management Service (DMS) program which is short term interventions and rehabilitation with ongoing assistance where required. We run this program in eight Employment Service Areas (ESAs) across Victoria, New South Wales and South Australia. We also have a Specialist Psychiatric Disability contract in our Westgate ESA in Victoria which services people living with mental health illness.

During the 2015-16 financial year we assisted over 5,298 people in 24 Employment Sites and placed over 1,616 participants into employment or education.

We continue to demonstrate a strong capability and positive performance trend history across all ESAs, with a national average of 3.7 Stars (industry average is 3 Stars).

We have 10 sites that achieved the elite 5 Star Rating for June 2016 and a further 4 sites that achieved a 4 Star Rating.

“I’m very excited about our Disability Employment Services. We are passionate to help people find work and to support those most disadvantaged in the community”

**RAQUEL VITKIN,
NATIONAL OPERATIONS MANAGER DES**



AMIR'S STORY

Amir has demonstrated his determination from a young age. At 22 he arrived in Australia searching for success, leaving all his family and friends behind in Egypt. He came to Campbell Page after several manual labour jobs were not giving him enough hours to sustain a comfortable quality of life. The lack of working hours was not the only struggle that Amir was facing. Campbell Page Sunshine Business Manager, Danni Jovanovic and Sunshine Business Development Manager Mark Nikolajenko were concerned when they found out that Amir was at risk of becoming homeless

through no fault of his own. The Campbell Page team decided to provide Amir with further financial assistance to help with the costs of hiring a storage space and trailers, along with other moving expenses.

The Sunshine team was further concerned when Amir told them he had been enduring severe pain from an injury he sustained in a horrific car accident.

Amir has been left with a spinal injury which has caused a chronic leg condition and employment limitations, which was his reason for leaving positions that required manual labour.

Every adversity that Amir has faced has not deterred his determination, courage and dedication to his goals in the slightest – it has motivated him further.

The Campbell Page team was quick to guide and mentor Amir through the challenges he was facing. The public transportation industry was immediately considered as it would not put any further strain on his existing injuries. As it turned out Amir already held a current truck driver's license, which meant that he was also qualified to drive a bus. Having never driven a bus before, Amir was enrolled in bus driving lessons. These

lessons furthered Amir's heavy vehicle driving skills so much so that he was successful in getting a trial with a bus company.

Amir prepared for the trial in his own time, driving the routes in his own car as well as travelling the routes as a passenger.

Campbell Page team members provided financial assistance to Amir so he could continue the high level of dedication he had towards getting this job. The financial assistance paid for public transportation costs and fuel cards so Amir could continue to learn the bus routes hands on.

07

COMMUNITY DEVELOPMENT PROGRAM

COMMUNITY IS AT THE
HEART OF WHAT WE DO

COMMUNITY DEVELOPMENT PROGRAM

Our Community Development Programme (CDP) is our remote employment and community development service. Campbell Page CDP has two parts; helping people find work, and allowing them to contribute to their communities and gain skills while looking for work. We have been operating employment programs on Palm Island since 2013, including CDP, which commenced in 2015. Since then our CDP Team has been dedicated to increasing employment and breaking the cycle of welfare dependency on Palm Island.

With 17 activities set up, we had a huge opportunity to develop the community and engage with job seekers. We have seen a significant increase in participation rates at the end of this financial year, which has led to 25 job seekers gaining employment. This is a rise from 50% to 80% in fewer than 10 months.

“We build the self-esteem of participants while working with them to reach personal goals.”

**SAMARA HANLEY,
OPERATIONS MANAGER CDP**



CORINA'S STORY

Corrina is a 20 year old Aboriginal woman from Palm Island. Campbell Page CDP assisted Corrina in gaining work ready skills and then employment after two weeks as a CDP participant.

While receiving Youth Allowance, Corrina was determined to build her skillset, find long-term employment and give back to her community. At the time,

Campbell Page CDP was running a program through the Arts Centre. While Corrina was only a participant in this program for two weeks, she gained confidence in herself, learnt team building skills and further developed her verbal and non-verbal communication skills.

After these two weeks within the program, Corrina applied for a job with Campbell Page

and got it! She came on board in November 2015 and has not slowed down since.

“I wanted to contribute to my community. Gaining employment from the very people who helped inspire me to continue the cycle.

I have now worked across a variety of roles in the company which has given me the opportunity to develop

a range of skills and learn about the business from different perspectives”.

Employment with Campbell Page has allowed Corrina to stay on Palm Island, assist in developing the community and seeing it thrive. Employment has given Corrina financial security and a sense of achievement and belonging.

08

INDIGENOUS SERVICES

WE'RE IN THIS TOGETHER

INDIGENOUS SUPPORT SERVICES

At Campbell Page we transform the lives of the most disadvantaged by bringing together individuals, partnerships and communities. That's why we provide both employment and family support services, tailored specifically to meet the needs of the Aboriginal and Torres Strait Islander communities we serve.

Mogo Indigenous Hub

Mogo Indigenous Hub provides Indigenous members of the community a range of services and activities specific to their needs.

These programs range from homelessness and health services, to youth and family support

Mogo Aboriginal Pre-School

Mogo Aboriginal Pre-School provides opportunities for children and their families to share their individual cultural needs and beliefs. We work collaboratively with families to ensure that each child's needs are met, while also creating a fun family atmosphere where children feel at home while learning. The pre-school also offers a locally based and locally run bus pick up and drop off service.

Eden Youth Centre

The Eden Youth Centre provides a range of innovative youth services and activities for young people in a safe environment. We act as a referral agency that connects members to various outside services for needed support and guidance. It is a place where young people can feel safe, meeting, interacting and enjoying their own space.

We aim to keep young people off the streets and provide a safe place for those who are having trouble at home.

With 30 active members, the Eden Youth Centre is working hard to transform the lives of people in the community.

Eden Hub Community Builders

The Eden Hub Community Builders is a program focusing on Indigenous and financially/socially disadvantaged people. The program strengthens the community by building people's capacity and opportunity to actively engage through a wide variety of community activities. The Hub is an effective way of reducing inequality and disadvantage.

This year, Campbell Page provided a 12 seater mini bus to the Eden Community through our 30th birthday community investment. The bus was provided as a means to address the lack of access to transportation to and from a wide range of social, health and other support services including the Eden Hub.

Reconnect (Eden and Eurobodalla)

Reconnect is a homelessness service that works with young people and their families. The program currently runs in Eden and Eurobodalla where young people aged 12-18 who are homeless or at risk of homelessness, are given guidance, support and assistance.

Our Eden Reconnect program focuses specifically on providing Indigenous services, while our Eden Reconnect Program is open to both Indigenous and non-Indigenous Australians. This year, both the Eden and Eurobodalla Reconnect services exceeded their KPIs by 20% and 95% respectively.



New Careers for Aboriginal People (NCAP)

The NCAP program assists aboriginal people to find employment or improve their current job situation through training.

The NCAP program and the Eden jobactive worked together to deliver the Job Readiness Package to Indigenous participants in Eden. The program supported over 100 clients increase their confidence and become job ready in the 2016 financial year.

“We welcome families and members of the community to share their stories at our pre-school. It allows the children to feel connected to their peers and the community”

**MARYANNE GRIFFITH,
INDIGENOUS SUPPORT SERVICES**



INDIGENOUS SUPPORT SERVICES

PALM ISLAND & NAIDOC

At Campbell Page we endeavor to celebrate all cultures to bring all members of our community together. Mogo Aboriginal Pre-School and our Eden Hub have been busy this year planning and hosting NAIDOC Week and National Aboriginal and Torres Strait Islander Children's Day celebrations.

Our NAIDOC Week celebrations included sponsoring the community events, hosting Community Open Days and barbecues and embracing Indigenous Australian and Torres Strait Islander culture through song, dance and art. All NAIDOC Week celebrations focused on highlighting and embracing aboriginal and Torres Strait Islander history, culture and achievements.

Our Mogo Aboriginal Pre-School also celebrated National Aboriginal and Torres Strait Islander Children's Day by participating in a

community event that saw Aboriginal and Torres Strait Islander families celebrate the strengths and culture of their children.

On Palm Island, Campbell Page activity supervisors facilitated the NAIDOC week celebrations. The NAIDOC Week celebrations included traditional song and dance and the creation of banners by the local Arts Activity program. On Palm Island there is a large Indigenous population, therefore NAIDOC Week is celebrated on a large scale to highlight the culture and achievements of the community.

09

GREEN ARMY

BE A PART OF SOMETHING

GREEN ARMY

Funded by the Department of Environment, Campbell Page Green Army has transformed from a concept in a tender document, to a high performing program across many areas. Together with our partners Skillset and TAFE Western, we have achieved great results this past financial year.

Environmentally, our teams have achieved fantastic results with over 190,000 trees planted, over 98,000 seedlings propagated ready for planting and treating over 4500 hectares of weeds.

Green Army has reached a number of key milestones whilst maintaining its quality delivery. The program has achieved considerable growth in the regions being serviced which includes extending our geographical reach to some of the more remote areas such as Wingecarribee, Innisfail and Kenmore. The biggest highlight

was achieving over 1000 participant enrolments within the program.

Other milestones this year included the commencement of 71 projects and the completion of 67 projects. Also we grew community partnerships from 23 to 42 throughout NSW, ACT and QLD. Additionally, we expanded projects in Far North QLD with a total of 15 projects secured making us one of the largest service providers in the region. Green Army maintained consistent Indigenous engagement of 24%, and increased the engagement of participants identifying as having a medical condition or disability (up from 8% to 10%). We also averaged 98% on WHS audits and safety checks and averaged 90%+ in host organisations and participant customer satisfaction surveys received by the Department of Environment.



"I am really proud to be a part of a program that has achieved such fantastic results for communities, young people and the environment"

**KRISTIE KELLY,
NATIONAL PROGRAM MANAGER,
GREEN ARMY**

ANTHONY'S STORY

Unemployed and uninspired, Anthony was facing many difficulties in his life. At the beginning of 2015, Anthony heard an advertisement on the radio for Campbell Page Green Army. Previously, Anthony had worked in jobs where he was primarily indoors, so the idea of working outside, doing physical work and meeting new people sparked

something inside him.

Anthony signed up for the Campbell Page Green Army program and hasn't looked back. He completed two rounds of the program which lasted for the majority of 2015. Unsurprisingly, due to his work ethic and the fact he clearly enjoyed the work he was doing, Campbell

Page offered him a job as a Green Army Team Supervisor. Anthony accepted on the spot and relished in starting his new role the very next week.

"It feels good to keep the cycle going. Overall Green Army is a great opportunity for young people who are experiencing hardships. It helps them to get involved

in the community, learn new skills, meet new people and make leaps and bounds on their journey towards employment - I'm a real life example of what can be achieved through Green Army."

- Anthony Hope,
Green Army Team Supervisor

10

YOUTH AND FAMILY SERVICES

BUILDING A FUTURE TO SMILE ABOUT

YOUTH AND FAMILY SERVICES



Campbell Page works closely with a number of communities to provide support for young Australians.

These services range from education and training, through to mentoring and individual case management. We are dedicated to overcoming the significant barriers young people in Australia may be facing.

Community Capacity Building Program

Campbell Page's Community Capacity Building (CCB) Program is a free service that supports families, friends and carers with children from ages 0–8 within the NSW communities of Bega, Eurobodalla and Queanbeyan. We focus on strengthening community connections and assisting families through providing access to resources, information and referrals, as well as facilitating wide range of local activities. These activities can include: workshops, training sessions, playgroups, and community events. The CCB Program helps to build strong families within communities so children can thrive.

This year the Community Capacity Building Program has helped over 450 families throughout the all three communities.

Support and Mentoring Youth in Learning and Earning (SYMLE – FLO)

Campbell Page's SMYLE has been a part of the South Australian government Department for Education and Child Development's Flexible Learning Options (FLO) program since 2011.

Our Campbell Page SMYLE students are young people disengaged from secondary school and experiencing barriers to participate in mainstream learning environments.

Our students are engaged in holistic case management, community and accredited learning programs that develop skills. This is achieved by the right environment and support to ensure they achieve Year 12 or an equivalent individualised training, education or employment pathway.

This year, SMYLE has increased case management attendance from the industry standard of 40%-60% to 60%, and has enrolled 107 Year 11 and 12 students.

Eurobodalla Youth Homelessness Support Services

Campbell Page's Eurobodalla Youth Homelessness Support Services (EYHSS) provides support for young people aged 16-24 who are homeless or at risk of homelessness. This year EYHSS supported over 170 young people internally and externally.

Child, Youth and Family Support

Campbell Page's Child, Youth and Family Support (CYFS) program provides support to children, young people (12-17 years) and families who have identified vulnerability. It aims to prevent the requirement for more intensive intervention. We provide services through the Moruya Youth Centre and Eurobodalla Aboriginal Youth Project and Eden Youth Services Centre.

Indigenous Advancement Strategy

Our Indigenous Advancement Strategy (IAS) delivers a range of programs for Aboriginal and Torres Strait Islander peoples. We aim to provide support to Indigenous individuals and families to enable them to strengthen relationships, improve health, social and emotional wellbeing and provide the stability that can lead to employment and/or education outcomes.

“We make a real difference in the lives of young people and positively impact their future”

**JO STOLZ,
COMMUNITY SERVICE MANAGER, SA**



YOUTH AND FAMILY SERVICES

JOE'S STORY

In 2012, 'Joe' came to the Campbell Page Moruya Youth Refuge after a family breakdown rendered him homeless. The Specialist Youth Homelessness Team has been assisting Joe for over 2 years, including helping him move into a Southern Cross Community Housing unit in Batemans Bay. For the first time in Joe's life he was living independently and on his own, however a new sense of freedom led Joe down a winding road. He openly admits that he was not ready to do this and the first month living on his own saw him engage in a wild lifestyle. Campbell Page worked with Joe to set goals and get him back on his feet.

"We helped him clean up his unit, work out how to tell his friends they couldn't come over and party, and connected him with medical and support services." – Janine Hutton, Senior Manager Youth and Family Programs.

The Moruya Youth Refuge Team also assisted Joe negotiate and come to an agreement with

Community Housing, in exchange for giving him another chance. Part of the agreement with Community Housing saw a Youth Worker visit Joe at his home once or twice a week to check in on how he was going, and support him through setting goals, mentoring and offering emotional support. Joe was now thinking seriously about his future and kept moving from one success to another – landing his first job at a local McDonald's, then at a Go-Kart track and finally at Woolworths, who provided him with the highest paying job he has ever had. Once employed, and renting with friends in the private market, Joe turned his efforts to repairing his relationship with his family. Joe is still employed by Woolworths and is enjoying his life right now. He is a frequent visitor of the refuge now as he enjoys catching up with his 'extended family' who taught him how to cook, clean, access services and have respect for himself and others.

11

TRAINING SERVICES

CAMPBELL PAGE
EMPLOYMENT & TRAINING

TRAINING SERVICES

We have worked with employers for a long time, so we know what skills they're looking for. At Campbell Page we offer both accredited and non-accredited training programs, which allow our trainees to build the skills needed to succeed. Our Registered Training Organisation (RTO) has delivered accredited training in QLD, NSW, ACT and Tasmania. Many of our trainees chose to enroll in community services courses, specifically in the Ageing and Early Childhood sectors.

Our RTO also delivered accredited Foundation Skills training to the Alexander Maconochie Centre (AMC) prison in the ACT.

During the 2015-2016 Financial Year we secured Smart and Skilled Funding in NSW delivering Cert III in Individual Support (Ageing). We continued to secure ongoing funding with the Department of State Growth (Skills Tasmania) to deliver Cert III in Individual Support (Ageing) and Cert III and Diplomas in Early Childhood Education and Care.

We also delivered Aged Care and Early Childhood Education and Care on Palm Island; established a training center in Moonah, Tasmania; presented our AMC's Education Services delivery model to the Australasian Corrections Education Association conference in November 2015; enrolled 820 learners; and issued 259 accredited qualifications and statements of attainments.

New Enterprise Incentive Scheme (NEIS)

NEIS is funded by the Department of Employment and provides mentoring and training to participants to start their own business. In the ACT, Campbell Page partnered with Holmesglen TAFE to deliver NEIS.

The accredited training supported 40 participants to realise their goals through networks, coaching and advice to assist in transitioning an idea and the formal training into a sustainable and viable business venture.

Recruitflex

Recruitflex is a recruitment service that Campbell Page offers to employers through professional Recruitment Specialists. Recruitflex delivers flexible recruitment to employers across a variety of industry sectors and skill sets as a means of adding value to businesses. Our approach is highly collaborative and consultative as we value developing relationships of understanding, accountability and trust.

From the candidate point of view, we provide a pathway to permanent employment by providing opportunities for casual assignments. We actively encourage our host employers to engage our casual workers permanently. Over the last financial year Recruitflex employed a total of 155 candidates across a variety of industry sectors. As at July 1st 2015, Recruitflex was successful in winning a tender with the local Eurobodalla Shire Council, for a period of 3 years, to provide daily on-hire employee services.

"I feel privileged to provide a service that assists people in gaining the skills and training they need to enter the workplace. We don't just help people start a new career, we also work with them to reach their potential"

**FIONA CUMBERLAND,
OPERATIONS MANAGER TRAINING**



URSULA'S STORY

When we first met Ursula she was a mature aged job seeker looking to enter the Aged Care Industry. At the time Ursula was living on government payments and was unable to afford the training required to move into Aged Care work. Working with her Candidate Coach at Campbell Page, Ursula was able to bridge the gap between her skill shortage and the career she wanted. Ursula had not been in a study environment for a number of years however she was able to overcome this initial challenge with the support of her Campbell Page Training Coordinator. Together they tailored Ursula's program to assist her in her return to study and also worked through the tricky theory components of the course. Ursula was able to gain her four week work placement at one of the largest employers in the Aged Care sector. She excelled during the period of

hands on experience. As a result Ursula was asked to submit an application for employment.

Ursula's Training Coordinator helped her prepare for the interview and orientation process, as well as applying for other roles. Ursula was so excited when she was offered employment that she personally visited her Training Coordinator to announce 'I got the job!'. Successfully completing this course gave Ursula a shot at pursuing her passion for Aged Care and also provided her with financial stability. She now loves what she does and finds Aged Care a rewarding pathway that enables her to give back to the community. Establishing her own financial independence has also transformed Ursula's life, providing her with a renewed sense of confidence and freedom.

12

FINANCIAL OVERVIEW

2015-2016 FINANCIAL YEAR

FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016



Directors' Report	30
Auditor's Independence Declaration	32
Statement of Comprehensive Income	33
Statement of Financial Position	33
Statement of Changes in Equity	34
Statement of Cash Flows	34
Notes to the Financial Statements	35
Directors' Declaration	43
Declaration under the Charitable Fundraising Act 1991 (NSW) for the year ended 30 June 2016	44
Independent Audit Report	45

DIRECTORS REPORT

The Directors of Campbell Page Limited have pleasure in submitting the following report for the financial year ended 30 June 2016.

Directors

The names and details of the Company's Directors in office during the financial year and up to the date of this report are set out below. Directors were in office for the entire period unless otherwise stated:

Current Directors

Nirmal Hansra

Qualifications MComm, FAICD, FCA, FCPA

Experience Appointed to the Board October 2012 and elected Chair November 2015. Previously Chair of the Audit and Risk Committee for three years. Nirmal has over 40 years of business management and corporate advisory experience. During his career Nirmal has held roles as CFO / Finance Director of both listed and unlisted companies covering operations in Australia and overseas. Nirmal is a director of Eureka Group Holdings Ltd, Have A Voice Pty Ltd, Kuringai Financial Services Ltd, Council on the Ageing (COTA) New South Wales and NF Australia Limited.

Pamela Catty

Qualifications DIJ, GAICD

Experience Appointed to the Board January 2010, Chair of the Governance, Board Development and Remuneration Committee and Member of the Audit and Risk Committee. Pamela has experience in executive leadership roles at Ansett, National Australia Bank and Coles Myer. She is now a non executive director and executive mentor and coach, and is a Director of both Circus Oz and the Australian Rail Track Corporation.

Jane Schwager

Qualifications AO, BA, Dip Ed, Acc. M. Leader

Experience Appointed to the Board March 2010, Chair of the Philanthropy Committee and member of the Governance, Board Development and Remuneration Committee. Jane has executive leadership experience in government departments and not for profit organisations and is currently working independently as a member of the NSW Civil and Administrative Tribunal. Jane is an accredited Mediator, consultant and board director, primarily in the field of not for profits and philanthropy.

Peter Bennett

Qualifications BEcon, Dip Ed, MBA, GAICD, FCPA, SA Fin.

Experience Appointed to the Board October 2013, Chair of the Audit and Risk Committee and Member of the Philanthropy Committee. Peter has over 30 years experience in accounting and finance including senior executive positions in the finance industry and the consumer goods industry in the Asia Pacific region. Peter is currently a director of Insearch Ltd, and a member of the University of Technology Sydney Council. Peter has been a long time member of the executive committees of several not for profit local organisations.

Phil Armstrong

Qualifications FNIA

Experience Appointed to the Board November 2015. Member of the Governance, Board Development and Remuneration Committee. Until his recent retirement, Phil was the Chief Executive Officer of Residential Aged Accommodation Organisation Banksia Villages. He is currently a Director of Australian Rotary Health, one of the largest non government providers of medical research funds in Australia.

David Nathan

Qualifications BSc, LLB, FAICD

Experience Appointed to the Board June 2016, member of the Philanthropy Committee. David has extensive experience in executive leadership in both the private and not for profit sectors. He is a qualified lawyer and former CEO of two major law firms, including as the CEO of the Australian offices of global law firm Baker & McKenzie. Most recently David was CEO of the largest professional indemnity insurer for Australia's doctors. His not for profit activities include being a director of the Australasian Foundation of Plastic Surgery.

Nell Anderson

Qualifications BSc (Hons), Grad Dip Bus Admin (UTS), GAICD

Experience Appointed to the Board June 2016, member of the Audit and Risk Committee. Nell has extensive senior executive experience in the pharmaceutical and tourism industries, with a focus on strategy development and implementation, marketing and stakeholder management. She is the Chair of the Ascham School Council and non executive director of Ascham Foundation and the MedicAlert Foundation.

DIRECTORS REPORT CONTINUED

Retired Directors:

David Hawdon Retired 24 November 2015

Qualifications BA LLB, GAICD

Experience Appointed to the Board in 1997 and was Chairman of Campbell Page Limited from 1998. David is a partner of BHM Lawyers.

Company Secretaries

Christopher Mowday

Catherine Officer (appointed Company Secretary 27 June 2016)

Dale Cleaver (resigned as Company Secretary 27 June 2016)

Directors' Meetings

The number of meetings of the Board, meetings of Committees of the Board, and the number of meetings attended by the Directors and Committee members respectively during the financial year is set out below.

	Directors' Meetings		Board Audit & Risk Committee		Governance, Board Development & Remuneration Committee	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Nirmal Hansra	9	9	1	1	-	-
Pamela Catty	9	8	3	3	4	4
Jane Schwager	9	9	-	-	4	3
Peter Bennett	9	9	4	4	-	-
Phil Armstrong (appointed 24 November 2015)	5	4	-	-	2	2
David Nathan (appointed 27 June 2016)	1	1	-	-	-	-
Nell Anderson (appointed 27 June 2016)	1	-	-	-	-	-
David Hawdon (resigned 24 November 2015)	4	4	-	-	4	4

The Chairman of the Board attends Board Committee meetings as a matter of course. All Board members are sent Board Committee meeting agendas and may attend any Board Committee meeting.

Principal activities

The company's short term and long term objectives are centered on the delivery of the organisational mission.

We transform people's lives by securing long term employment for the most disadvantaged.

We believe that no one should be denied the opportunity of secure and sustainable employment because of where they live or the circumstances into which they are born.

We bring together individuals, partnerships and communities in a movement that transforms lives in Australia's most disadvantaged communities through widespread access to sustainable employment.

To achieve these objectives, the Company has adopted the following strategies:

- a high performance internal culture with strong governance and capability development;
- customer experience that reflects operational integration with product and service alignment;
- be the "go to" organisation for government, industry and customers;
- recognised as a thought leader with profile and reputation; and
- commercially strong and financially independent organisation.

No significant changes in the nature of the Company's activities occurred during the financial year.

Financial Year 2016 was marked by business consolidation after the impact of the partial loss of the employment services tender in the prior year and related group restructure required.

As a result, total revenue declined by 31.2% to \$46,436,694. Despite this revenue reduction the company posted a surplus of \$929,861 (2015: \$11,424,888 deficit). Underlying EBITDA in 2016 after allowing for one off costs was \$2,782,009 (2015: \$4,033,821) being 6% (2015: 6%) of revenue.

Net assets increased by 14.2% to \$7,486,267 placing the company in a strong position for future business growth.

Auditor's independence declaration

The auditor's independence declaration in accordance with the *Australian Charities and Not-for-Profits Commission Act 2012* for the year ended 30 June 2016 has been received and can be found on page 32 of the financial report.

Signed in accordance with a resolution of the Board of Directors

Director: .....Nirmal Hansra

Director: .....Peter Bennett

Dated this 19th day of October 2016



Campbell Page Limited
ACN 120 363 635

Auditor's Independence Declaration under section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 to the Directors of Campbell Page Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2016, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-Profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Hales Douglass Pty Ltd

Andrew Hare
Partner

19 October 2016

Ulladulla NSW 2539

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016 (\$)	2015 (\$)
Services Revenue from continuing activities	3	46,321,296	67,094,983
Other income	3	115,398	397,444
Depreciation and amortisation expense	4	(818,279)	(2,740,125)
Employee Expenses		(23,062,887)	(40,542,258)
Occupancy expense		(2,736,483)	(9,188,615)
Communication expense		(1,715,354)	(3,250,259)
Travel expense		(931,062)	(1,454,925)
Other expenses from continuing activities		(7,191,794)	(5,582,008)
Campbell Page UK Loan Impairment		(1,033,919)	(5,438,584)
Campbell Page Group Costs		(27,358)	-
Tender costs		(5,500)	(1,990,000)
Contract closure costs		-	(5,290,000)
Green Army Project Expenses		(7,940,539)	(3,347,089)
Finance costs	4	(43,658)	(93,452)
Surplus/(Deficit) before income tax		929,861	(11,424,888)
Income tax expense		-	-
Surplus/(Deficit) from continuing activities		929,861	(11,424,888)
Surplus/(Deficit) for the year		929,861	(11,424,888)
Other comprehensive income, net of income tax			
Other comprehensive income, net of income tax		-	-
Total comprehensive income/(loss) for the year		929,861	(11,424,888)

STATEMENT OF FINANCIAL POSITION

30 JUNE 2016

	Note	2016 (\$)	2015 (\$)
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	10,808,976	11,555,864
Receivables	6	516,914	961,124
Other current assets	7	1,266,965	1,734,107
TOTAL CURRENT ASSETS		12,592,855	14,251,095
NON-CURRENT ASSETS			
Financial assets	8	7,361	7,361
Property, plant and equipment	9	3,091,156	2,020,035
TOTAL NON-CURRENT ASSETS		3,098,517	2,027,396
TOTAL ASSETS		15,691,372	16,278,491
LIABILITIES			
CURRENT LIABILITIES			
Payables	10	6,088,626	6,983,766
Current provisions	11	1,125,893	2,325,347
TOTAL CURRENT LIABILITIES		7,214,519	9,309,113
NON-CURRENT LIABILITIES			
Non-current provisions	11	990,586	412,972
TOTAL NON-CURRENT LIABILITIES		990,586	412,972
TOTAL LIABILITIES		8,205,105	9,722,085
NET ASSETS		7,486,267	6,556,406
EQUITY			
Accumulated surplus		7,486,267	6,556,406
		7,486,267	6,556,406
TOTAL EQUITY		7,486,267	6,556,406

The accompanying notes form part of these financial statements

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2016

Note	2016 (\$)	2015 (\$)
Opening Balance	6,556,406	17,981,294
Total comprehensive income/(loss) for the period	929,861	(11,424,888)
Closing Balance	7,486,267	6,556,406
Equity Comprises		
Accumulated surplus	7,486,267	6,556,406

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2016

Note	2016 (\$)	2015 (\$)
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers	52,133,823	76,133,740
Payments to suppliers and employees	(48,393,034)	(73,029,802)
Interest received	155,109	313,441
GST paid	(3,171,284)	(4,483,223)
Dividends received	521	521
Net cash provided by/(used in) operating activities	12 725,135	(1,065,323)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of property, plant and equipment	-	76,154
Loan provided to Campbell Page UK Ltd	-	(305,610)
Payments for property, plant and equipment	(1,472,023)	(677,385)
Net cash provided by/(used in) investing activities	(1,472,023)	(906,841)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net increase/(decrease) in cash and cash equivalents held	(746,888)	(1,972,164)
Cash and cash equivalents at beginning of year	11,555,864	13,528,028
Cash and cash equivalents at end of year	5 10,808,976	11,555,864

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

1 Basis of Preparation

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*. The Directors have determined that the Company is not a reporting entity. The financial report is presented in Australian dollars which is both the presentation and functional currency of the Company.

Campbell Page Ltd is a not for profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements have been prepared in accordance with the following accounting standards as required under the *Australian Charities and Not-for-Profits Commission Act 2012*:

- **AASB 101 Presentation of Financial Statements**
- **AASB 107 Statement of Cash Flows**
- **AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors**
- **AASB 1031 Materiality**
- **AASB 1048 Interpretation of Standards**
- **AASB 1054 Australian Additional Disclosures**

There were no new or amended standards adopted during the period which had any impact on the current period or any prior period and are not likely to affect future periods.

The presentation and classification of items in the financial report has been retained from one period to the next unless it is apparent, following a review of the financial report, that another presentation or classification would be more appropriate having regard to the criteria for the selection and application of accounting policies in AASB 108. Where a change in classification of a balance has been deemed appropriate the comparative balance has also been reclassified to ensure consistency in the financial report between periods.

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non current assets.

Significant accounting policies adopted in the preparation of these financial statements are presented below and are consistent with prior reporting periods unless otherwise stated.

2 Summary of Significant Accounting Policies

(a) Revenue

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

Interest revenue is recognised on a proportional basis taking into account the effective interest rates applicable to the financial assets. Dividend revenue is recognised when the right to receive a dividend has been established.

Government Grants are not recognised until there is reasonable assurance that all conditions have been complied with and that the grants will be received. Grants are recognised in the income statement over the periods necessary to match them with the related costs which they are intended to compensate, on a systematic basis. Grants related to assets are presented in the balance sheet by recognising the grant as deferred income.

All revenue is stated net of the amount of goods and services tax (GST).

(b) Cash

Cash and cash equivalents in the balance sheet comprise cash at bank and in hand and short term deposits with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(c) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the relevant expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

(d) Investments

Investments are brought to account at valuation. Dividends and interest are brought to account when received.

(e) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and accumulated impairment losses.

Property

Freehold land and buildings are measured on the cost basis.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

Plant & Equipment

Plant and equipment is measured on the cost basis.

The carrying amount of plant and equipment is reviewed annually by management to ensure it is not in excess of the recoverable amount from those assets. The recoverable amount is assessed on the basis of the expected net cash flows which will be received from the assets' employment and subsequent disposal. The expected net cash flows have not been discounted to present values in determining recoverable amounts.

(f) Make Good Provision

In accordance with the application of the Australian Accounting Standards, a provision has been recorded for the potential cost of returning leased premises to their original state, a provision to make good. This is offset by an asset raised and amortised over the life of the lease.

The balance of the make good asset and accumulated amortisation is reviewed at the end of each financial year.

(g) Depreciation

The depreciable amount of all fixed assets including buildings and capitalised leased assets, but excluding freehold land, are depreciated on a straight line basis over their estimated useful lives commencing from the time the asset is held ready for use. Properties held for investment purposes are not subject to a depreciation charge. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The estimated useful life of the specific assets is as follows:

Buildings:	20 - 25 yrs
Plant and equipment:	3 - 10 yrs

(h) Intangibles

Service Contracts

Service contracts are recorded at cost, less accumulated amortisation and impairment. Amortisation is charged on a straight line basis over the life of the service contract. The contract life and amortisation is reviewed at the end of each financial year.

(i) Employee Benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits expected to be settled within one year together with benefits arising from wages and salaries, annual leave, long service leave and time in lieu which will be settled after one year, have been measured at

the amounts expected to be paid when the liability is settled plus related on costs.

Contributions are made by the Company to an employee superannuation fund and are charged as expenses when incurred.

(j) Contingent Liabilities

A contingent liability is recorded as an expense and a liability if it is probable that future events will confirm that, after taking into account any related probable recovery, an asset has been impaired or a liability incurred and a reasonable estimate of the amount resulting from the loss can be made.

(k) Events after Balance Date

Assets and liabilities are adjusted for events occurring after balance date that provide evidence of conditions existing at the balance date.

(l) Significant Accounting Judgements, Estimates, and Assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements and estimates on historical experience and on other various factors it believes to be reasonable under the circumstances, the result of which form the basis of the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions and conditions. Further details of the nature of these assumptions and conditions may be found in the relevant notes to the financial statements.

Key Estimates

Impairment

The company assesses impairment at the end of each reporting period by evaluating conditions and events specific to the company that may be indicative of impairment triggers.

Make Good Provision

Provisions for future costs to return certain leased premises to their original condition are based on the company's past experience, with similar premises and estimates of likely restoration costs determined by the company's property manager. These estimates may vary from the actual costs incurred as a result of conditions existing at the date the premises are vacated.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

3 Revenue and Other Income

	2016 (\$)	2015 (\$)
- Services revenue	46,321,296	67,094,983
Other income		
- Gain/(Loss) on sale of fixed assets	(102,779)	(143,735)
- Dividend received	521	521
- Interest received	217,656	540,658
	115,398	397,444
Total Revenue and Other Income	46,436,694	67,492,427

4 Profit from Continuing Activities

Profit from continuing activities before income tax expense has been determined after:

Finance costs

Financial liabilities measured at amortised cost:

- Interest expense	43,658	93,452
Total Finance Costs	43,658	93,452

The result for the year includes the following specific expenses:

Other expenses:

- Bad and doubtful debts	9,982	173,981
- Depreciation of property, plant and equipment	608,857	2,435,263
- Amortisation expense	209,422	304,863
Total Other Expenses	828,261	2,914,107

5 Cash and Cash Equivalents

	2016 (\$)	2015 (\$)
Cash in hand	20,231	20,079
Cash at bank	10,781,288	11,534,028
Deposits at call	7,457	1,757
Total Cash and Cash Equivalents	10,808,976	11,555,864

6 Receivables

CURRENT

Trade & other debtors	526,914	1,138,086
Provision for doubtful debts	(10,000)	(176,962)
Total Receivables	516,914	961,124

7 Other Assets

CURRENT

Prepayments	187,865	395,844
Rental bonds	86,764	186,920
Other current assets	992,336	1,151,343
Total Other Current Assets	1,266,965	1,734,107

8 Financial Assets

NON-CURRENT

Shares	7,361	7,361
Total Financial Assets	7,361	7,361

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

9 Property, Plant & Equipment

	2016 (\$)	2015 (\$)
NON-CURRENT		
LAND AND BUILDINGS		
Land		
At cost	210,000	210,000
Total Land	210,000	210,000
Buildings		
At cost	1,588,559	1,588,559
Accumulated depreciation	(565,555)	(532,564)
Total Buildings	1,023,004	1,055,995
Total Land and Buildings	1,233,004	1,265,995
PLANT AND EQUIPMENT		
Plant and Equipment		
At cost	3,467,115	3,369,956
Accumulated depreciation	(3,353,352)	(3,308,241)
Total Plant and Equipment	113,763	61,715
Motor Vehicles		
At cost	245,202	239,233
Accumulated depreciation	(175,564)	(125,011)
Total Motor Vehicles	69,638	114,222
Information Technology		
At cost	679,005	334,890
Accumulated depreciation	(277,596)	(100,121)
Total Information Technology	401,409	234,769

	2016 (\$)	2015 (\$)
Leasehold Improvements		
At cost	2,914,367	2,594,805
Accumulated depreciation	(2,056,184)	(2,362,250)
Total Leasehold Improvements	858,183	232,555
Leasehold Improvements: Make good		
At cost	637,412	317,369
Accumulated depreciation	(222,253)	(206,590)
Total Leasehold Improvements: Make good	415,159	110,779
Total Plant and Equipment	1,858,152	754,040
Total Property, Plant and Equipment	3,091,156	2,020,035

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

(a) Movements in carrying amounts of Property, Plant and Equipment

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Land	Buildings	Plant and Equipment	Motor Vehicles	Information Technology
	\$	\$	\$	\$	\$
Year ended 30 June 2016					
Balance at beginning of year	210,000	1,055,995	61,715	114,222	234,769
Additions	-	-	97,159	5,970	385,781
Disposals	-	-	-	-	-
Depreciation & Amortisation	-	(32,991)	(45,111)	(50,554)	(219,141)
Balance at the end of the year	210,000	1,023,004	113,763	69,638	401,409

	Land	Buildings	Plant and Equipment	Motor Vehicles	Information Technology
	\$	\$	\$	\$	\$
Year ended 30 June 2015					
Balance at beginning of year	210,000	1,088,986	814,579	77,045	184,548
Additions	-	-	52,440	82,948	209,022
Disposals	-	-	(39,699)	-	(63,442)
Depreciation & Amortisation	-	(32,991)	(765,605)	(45,771)	(95,359)
Balance at the end of the year	210,000	1,055,995	61,715	114,222	234,769

	Leasehold Improvements	Leasehold Improvements: Make good	Total
	\$	\$	\$
Year ended 30 June 2016			
Balance at beginning of year	232,555	110,779	2,020,035
Additions	983,115	520,154	1,992,179
Disposals	(96,427)	(6,352)	(102,779)
Depreciation & Amortisation	(261,060)	(209,422)	(818,279)
Balance at the end of the year	858,183	415,159	3,091,156

	Leasehold Improvements	Leasehold Improvements: Make good	Total
	\$	\$	\$
Year ended 30 June 2015			
Balance at beginning of year	1,592,492	335,016	4,302,666
Additions	229,331	103,644	677,385
Disposals	(93,731)	(23,018)	(219,890)
Depreciation & Amortisation	(1,495,537)	(304,863)	(2,740,126)
Balance at the end of the year	232,555	110,779	2,020,035

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

10 Payables

	2016 (\$)	2015 (\$)
CURRENT		
Trade creditors	1,635,044	1,671,724
Grants in advance	2,601,484	805,785
Other payables	1,852,098	4,506,257
Total Payables	6,088,626	6,983,766

11 Provisions

	2016 (\$)	2015 (\$)
CURRENT		
Annual leave	981,301	1,311,332
Long service leave	51,998	133,049
Provision for make good	20,513	484,557
Other provisions	72,081	396,409
Total Current Provisions	1,125,893	2,325,347

NON-CURRENT

Long service leave	314,796	306,514
Provision for make good	675,790	106,458
Total Non-Current Provisions	990,586	412,972

(a) Movement in Provision for Make Good

Opening balance	591,014	1,183,061
Interest Expense	43,658	93,452
Increase in provision during the year	520,156	103,644
Make good expense incurred	(305,548)	(646,528)
Write back of provision	(52,977)	(142,615)
Closing Balance	696,303	591,014

12 Cash Flow Information

(a) Reconciliation of result for the year to cash flows from operating activities

Reconciliation of net income to net cash provided by operating activities:

	2016 (\$)	2015 (\$)
Profit from continuing activities after income tax	929,861	(11,424,888)
Non-cash flows in profit:		
Net loss on disposal of property, plant and equipment	102,779	143,735
Amortisation expense	209,422	304,863
Depreciation expense	608,857	2,435,263
Interest accrued on loan to Campbell Page UK Ltd	-	(227,217)
Recognition of impairment on loan to Campbell Page UK Ltd	-	5,438,584
Changes in assets and liabilities, net of the effects of non cash movements:		
- (increase)/decrease in receivables & other current assets	911,352	663,750
- increase/(decrease) in provisions	(1,141,996)	(1,057,752)
- increase/(decrease) in payables	(895,140)	2,658,339
Cash flow from operations	725,135	(1,065,323)

(b) Reconciliation of cash

Cash at the end of the financial year as shown in the Cash Flow Statement is reconciled to the related items in the Statement of Financial Position as follows:

	2016 (\$)	2015 (\$)
Cash and cash equivalents	10,808,976	11,555,864
Total cash and cash equivalents	10,808,976	11,555,864

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

13 Remuneration of Auditor

	2016 (\$)	2015 (\$)
Amounts Received or due and receivable by the auditor	66,000	60,000

14 Capital and Leasing Commitments

(a) Operating Lease Commitments

	2016 (\$)	2015 (\$)
Minimum lease payments under non-cancellable operating leases:		
- not later than one year	3,291,085	3,771,273
- between one year and five years	3,820,925	3,339,176
	<u>7,112,010</u>	<u>7,110,449</u>

Operating leases have an average lease term of one to three years. Assets that are the subject of operating leases include Motor Vehicles, Premises and Plant & Equipment.

(b) Capital Commitments

At reporting date the company has not entered into contracts for capital expenditure which have not been provided for in the financial statements.

15 Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2016 (30 June 2015:None).

16 Events Occurring After the Reporting Date

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

17 Corporate Information

The financial report of Campbell Page Limited for the year ended 30 June 2016 was authorised for issue in accordance with a resolution of the directors on 19 October 2016.

Campbell Page Limited is a Company limited by guarantee incorporated and domiciled in Australia.

The registered office of the Company is located at:

1 Museum Place
Batemans Bay NSW 2536

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2016

18 Information to be furnished under the *Charitable Fundraising Act 1991 (NSW)*

(a) Details of aggregate gross income and total expenses of fundraising appeals:

	2016 (\$)	2015 (\$)
Gross Proceeds from fundraising appeals		
General Donations	7,198	4,400
Less total direct costs of fundraising appeals		
General Expenses	(595)	-
Net surplus from fundraising appeals	6,603	4,400

(b) During the year members of the governing body received the following remuneration:

Name	Position	Type	2016 (\$)	2015 (\$)
Nirmal Hansra	Chairperson	Director's fees	43,177	32,850
Thomas Slockee (resigned 30/06/2015)	Director	Director's fees	-	32,850
Jane Schwager	Director	Director's fees	30,047	32,850
Pamela Catty	Director	Director's fees	30,047	32,850
David Hawdon (resigned 24/11/15)	Chairperson	Director's fees	19,647	54,750
Peter Bennett	Director	Director's fees	30,047	32,850
Phil Armstrong (appointed 24/11/15)	Director	Director's fees	10,950	-
David Nathan (appointed 27/06/16)	Director	Director's fees	-	-
Nell Anderson (appointed 27/06/16)	Director	Director's fees	-	-
Total			163,915	219,000



DIRECTOR'S DECLARATION

DECLARATION UNDER THE CHARITABLE FUNDRAISING ACT 1991 (NSW) FOR THE YEAR ENDED 30 JUNE 2016

The directors have determined that the Company is not a reporting entity and that these special purpose financial statements should be prepared in accordance with the accounting policies described in Note 2 of the financial statements.

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 33 to 42, are in accordance with the *Australian Charities and Not-for-Profits Commission Act 2012* and the *Australian Charities and Not-for-profits Commission Regulation 2013* and:
 - (a) comply with Australian Accounting Standards as stated in Note 1; and
 - (b) give a true and fair view of the financial position as at 30 June 2016 and of the performance for the year ended on that date in accordance with the accounting policy described in Note 2 of the financial statements.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director  Nirmal Hansra

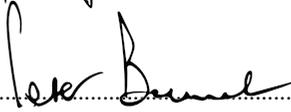
Director  Peter Bennett

Dated this 19th day of October 2016

The Directors of Campbell Page Limited declare that the company is the holder of an authority under the *Charitable Fundraising Act 1991 (NSW)*. The Directors further declare that in their opinion:

1. the statement of comprehensive income gives a true and fair view of all income and expenditure of the organisation with respect to fundraising appeals;
2. the balance sheet gives a true and fair view of the state of affairs with respect to fundraising appeals conducted by the organisation;
3. the provisions of the Act, the regulations under the Act and the conditions attached to the fundraising authority have been complied with by the organisation; and
4. the internal controls exercised by the organisation are appropriate and effective in accounting for all income received and applied by the organisation from any of its fundraising appeals.

Director  Nirmal Hansra

Director  Peter Bennett

Dated this 19th day of October 2016

Campbell Page Limited

ACN 120 363 635

Independent Audit Report to the members of Campbell Page Limited

Report on the Financial Report

We have audited the accompanying financial report, being a special purpose financial report of Campbell Page Limited, which comprises the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

Directors' Responsibility for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*, the *Australian Charities and Not-for-profits Commission Regulation 2013*, the *Charitable Fundraising Act 1991 (NSW)* and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Company's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

Independence

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*.

Campbell Page Limited

ACN 120 363 635

Independent Audit Report to the members of Campbell Page Limited

Opinion

In our opinion the financial report of Campbell Page Limited is in accordance with the *Australian Charities and Not-for-Profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2016 and of its performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards to the extent described in Note 2, and the *Australian Charities and Not-for-Profits Commission Regulation 2013*.

Reporting under *Charitable Fundraising Act 1991 (NSW)*

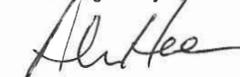
In our opinion:

- (a) the financial report gives a true and fair view of the Company's financial result of fundraising appeal activities for the financial year ended 30 June 2016;
- (b) the financial report has been properly drawn up, and the associated financial records have been properly kept for the period ended 30 June 2016, in accordance with the *Charitable Fundraising Act 1991 (NSW)* and Regulations;
- (c) money received as a result of fundraising appeal activities conducted during the period ended 30 June 2016 has been properly accounted for and applied in accordance with the *Charitable Fundraising Act 1991 (NSW)* and Regulations; and
- (d) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report which describes the basis of accounting. The financial report is prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Australian Charities and Not-for-Profits Commission Act 2012* and the *Charitable Fundraising Act 1991 (NSW)* and Regulations. As a result, the financial report may not be suitable for another purpose.

Hales Douglas Pty Ltd



Andrew Hare
Partner

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