



STRATEGIC PLAN

OUR STRATEGY
TOWARDS 2020

CAMPBELL
PAGE

BE

OUR STRATEGY

Our Purpose

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

Our Mission

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 were born.

To move people out of poverty, everyone must have access to the opportunity of sustainable employment.

Our Ambition

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.

Our Values



ANYTHING'S
POSSIBLE



DELIVER ON
OUR PROMISE



DARE TO
BE DIFFERENT



WE'RE IN
IT TOGETHER



NEVER
GIVE UP



DO WHAT'S
RIGHT

WE EXIST TO
TRANSFORM
PEOPLE'S LIVES...





OUR APPROACH TO TRANSFORMING LIVES

For over 30 years Campbell Page has been a driving force for positive change in people's lives. We have been at the heart of the community, helping individuals and families, giving guidance and support to those most disadvantaged. Our approach to transforming lives – a long-term relationship through to stabilisation, ensuring independence and a skill base are created, is the thing that sets us apart. The way we engage with customers will need to remain relevant and compelling, in order to deliver the highest quality of service and stay competitive in the market.

We need to be open to different ways of going about our work , because the environment in which we operate is more competitive than ever before. Sector and funding reforms mean that more than ever, not-for-profits need to be agile to anticipate and respond to the changing operating environment. The shift towards individualised funding gives consumers more control over their services provision and choice over providers. As a result, we need to be highly visible, while also decreasing our reliance on traditional government purchasing.

Attracting and retaining our future workforce in a highly competitive market will be fundamental to our success if we are to continue delivering the highest quality of services.

HOW WILL WE ACHIEVE OUR GOALS?

Our organisational Strategy will ensure we deliver integrity, excellence and compassion in everything we do.

This will be achieved through three key priorities:

1. Strengthening our existing work by:

- Focusing on employment services in disadvantaged communities, in particular for people with a disability and for Indigenous Australians
- Embracing new ways of thinking – delivering services to the community in different ways
- Understanding our customers' needs and delivering what they need

2. Undertaking new initiatives by:

- Understanding the gaps/opportunities in the rapidly changing service environment including NDIS and focusing on targeted aspects of employment
- Working to provide solutions and support to those communities that need us the most

3. Investing in mission based initiatives by:

- Investing our surplus to enable disadvantaged cohorts in identified communities to bridge the gap to employment
- Placing service improvement at the heart of what we do – regularly reviewing and enhancing our operating practices, frequently testing and implementing new ideas
- Harnessing cutting-edge technology from around the world
- Prioritising customer voice - giving those we serve the opportunity to shape the service they want to receive
- Working in partnership with other services and stakeholders to offer integrated, coordinated journeys to our customers





PATHWAY #1

GROW & EXTEND EXISTING BUSINESS

Objective

GROWTH THAT BUILDS ON
OUR EXISTING STRENGTHS
AND SERVICE PROVISION.

We will

- Become a leading provider of job seeking and placement services for disadvantaged communities
- Innovate to support sustainability of employment
- Consolidate core offerings for a focused service provision
- Advocate for disadvantaged communities ensuring they have a voice where needed



PATHWAY #2

PRODUCT & MARKET DEVELOPMENT

Objective

ADOPT A CUSTOMER
ORIENTATION AND CAPACITY
– UNDERSTANDING, DELIVERING
AND SATISFYING CUSTOMER
NEEDS THROUGH A COMPELLING
PRODUCT OFFER.

We will

- Achieve market leadership through excellent customer service
- Seek and incorporate feedback
 - encourage customer voice
- Improve services to meet customer needs
- Develop new services where there are gaps in the market



PATHWAY #3

CHANNELS, PARTNERSHIPS & ALLIANCES

Objective

ESTABLISH THE CHANNELS AND PARTNERSHIPS THAT WILL EXTEND AND ENHANCE OUR CAPACITY TO SERVE OUR CUSTOMERS.

We will

- Seek and develop partnership opportunities
- Foster a performance based, values-driven culture that empowers our people and partners to do their best work together
- Collaborate to enable sustainable social enterprise and community models



PATHWAY #4

PEOPLE & CULTURE

Objective

BUILD A TEAM AND CULTURE THAT SUPPORTS OUR MOVE TO BECOME AN INNOVATIVE, CUSTOMER-CENTRIC ORGANISATION.

We will

- Develop and position Campbell Page as an employer of choice that attracts, rewards and retains great people
- Develop a culture base that encourages ownership and accountability
- Transform the organisation into an agile, competitive team with the core competencies to meet our customers' needs



PATHWAY #5

BRAND & COMMUNICATIONS

Objective

BUILD OUR COMMUNITY REPUTATION
AND COMMUNICATE OUR VALUE
PROPOSITION TO OUR PRIORITY
MARKETS.

We will

- Grow our brand recognition and awareness among the community, our support base and other partners/providers



PATHWAY #6

ENABLING TECHNOLOGY

Objective

ADOPT ENABLING TECHNOLOGIES THAT WILL ENHANCE OUR ENGAGEMENT WITH CUSTOMERS AND OUR EFFICIENCY.

We will

- Our customer experience and engagement is enhanced through technology solutions
- Maximise efficiency through technology and remain sustainable in our markets



PATHWAY #7

FINANCIAL MANAGEMENT

Objective

ADOPT FINANCIAL SYSTEMS AND STRATEGIES THAT SUPPORT OUR TRANSITION TO A SUSTAINABLE NEW SOCIAL ENTERPRISE / COMMUNITY MODEL.

We will

- Ensure our Mission based activities are adequately funded and supported by surplus generating activities
- Ensure finance systems support a positive customer experience, are efficient and suitable for future markets



PATHWAY #8

NEW INITIATIVES

Objective

DESIGN, BUILD AND TEST NEW INITIATIVES THAT WILL DELIVER OUR MISSION, PURPOSE AND ENSURE SUSTAINABILITY.

We will

- Develop new agile operating models for service delivery
- Build specialist capability for disconnected communities and groups
- Develop and implement service delivery for focus areas of disability and Indigenous markets where we can show greatest impact and value

CAMPBELL PAGE

Campbell Page is a not-for-profit organisation dedicated to transforming people's lives by securing long-term employment for the most disadvantaged. We partner with government, communities and individuals in a movement that provides widespread access to sustainable employment. Our reach extends from youth, Indigenous and family programs through to education, training and employment services.

Find out how we can help you:

T 1300 139 920

E hello@campbellpage.org.au

CAMPBELLPAGE.ORG.AU

