

ANNUAL REPORT

2018-19



**CREATE
YOUR
POSSIBLE**

**Where others see problems,
we see possibilities.**

**We've been believing in people
for more than 30 years,
it's a part of who we are.**

**We want to hear your story,
so we can help find opportunities.**

**We don't just team up with you,
we get in your corner.**

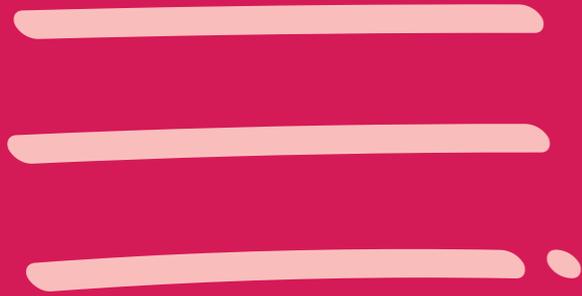
**Because sometimes
just knowing someone has your back,
is all you need to take the next step.**

Campbell Page...

**CREATE
YOUR
POSSIBLE**



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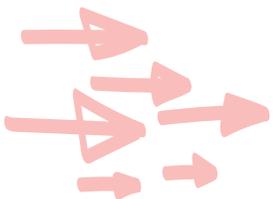
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WHO WE ARE...

We're a not-for-profit organisation delivering a range of employment, community and commercial services.

From more than 80 locations across four states, we offer:

- employment support to those experiencing long periods of unemployment, those with temporary or permanent illness, injury or disability, or those that just need a bit of extra help finding a job
- pre-employment support and training
- labour hire services, specialising in local people for local jobs, primarily in NDIS, construction and local government
- a range of local, tailored, Indigenous, youth and family services
- an Aboriginal preschool for children aged 3 - 6 years, in Mogo, NSW.



We'd like to show our respect for the traditional custodians of this land in which we work and meet.

We also acknowledge and respect Elders past and present, and emerging leaders.



VICTORIA

Airport West • Bayswater • Boronia • Box Hill • Broadmeadows • Clayton • Coburg • Corio • Craigieburn • Cranbourne North • Dandenong • Doncaster East • Emerald • Epping • Frankston • Geelong • Greensborough • Hastings • Heidelberg • Lilydale • Malvern East • Melton South • Mill Park • Mordialloc • Mornington • Pakenham • Preston • Queenscliff • Ringwood • Rosebud • Sunbury • Sunshine • Torquay • Watergardens • Werribee • Whittlesea • Yarra Junction

NEW SOUTH WALES

Batemans Bay • Bega • Bermagui • Bowral • Corrimal • Dapto • Eden • Hurstville • Kiama • Marrickville • Merimbula • Miranda • Mogo • Moruya • Narooma • Nowra • Redfern • Shellharbour • Sutherland • Sydney • Ulladulla • Vincentia • Wallaga Lake • Wollongong

SOUTH AUSTRALIA

Adelaide • Elizabeth Vale • Enfield • Kilkenny • Mile End • Modbury • Munno Para • Norwood • Port Adelaide • Salisbury • Stirling • Woodville

QUEENSLAND

Nundah • Palm Island • Spring Hill • Townsville • Upper Mount Gravatt • Yeronga • Zillmere

BOARD CHAIR & CEO REPORT



Nirmal Hansra
Chair



Natalie Turmine
CEO

“ We’re proud of the inspirational and life changing outcomes we’ve assisted our customers and communities to achieve over the last twelve months! ”

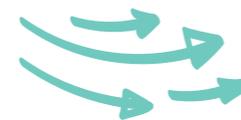
Congratulations to all of our customers that achieved employment, education, parenting, health, financial and wellbeing goals over the past year. We wish them well on their journeys.

We would like to thank our Board, Management, Staff, Employers, Partners and Funders that have assisted Campbell Page to deliver our purpose of helping people, finding jobs and building better communities.

The Year in Review

Over the past twelve months we have more than doubled the number of Campbell Page locations in NSW, VIC, QLD and SA - from 37 sites to 82 sites. We invested significantly in extending our footprint and growing our customer base through our new 5-year Disability Employment Services and ParentsNext contracts.

**we've grown
from 37 sites**



**to 82 sites
across four
states!**

The Disability Employment Services contract now has uncapped market shares. Campbell Page has a new and improved customer-centric 'choice and control' focus. We are embedding a customer-centric culture in order to better help our customers, as well as keep and grow our customer base.



**launched our
ParentsNext
program in NSW**

The Board and Leadership Team have reviewed our employment strategy and remain focused on helping our customers achieve their goals of finding sustainable employment. We are well positioned for the future of jobactive contracts. We are committed to improving our performance so that we can support more employment outcomes for the long-term unemployed in our communities. We retained all our jobactive sites during the mid-term review and our contract has been extended an additional two years until June 2022.

Our ethical Labour Hire business, Recruitflex, had a record-breaking year. We successfully tendered and won several significant employer contracts and we intend to continue that growth in the coming financial year.



**Recruitflex, our
ethical labour
hire business, had
a record breaking
year**

June 2019 saw the end of our contract delivering the highly successful Community Development Programme on Palm Island. This was a result of government policy to transfer this program to Indigenous-owned organisations. We would like to formally thank and acknowledge all our employees from Palm Island, Department of Prime Minister and Cabinet, community, council, service providers and employers who worked closely with us to deliver an impressive 483 job placements over the past six years.

We welcomed the internal promotion of Anne Hodge who after over 20 years at Campbell Page, has taken on the executive role as Head of Community Services. Our Youth, Indigenous and Family programs continue to exceed all performance benchmarks set by our funders and the team has delivered life-changing results for our customers.

We have welcomed back our Head of People and Culture, Rachael Harvey, who took a well-earned twelve-month sabbatical overseas. We would like to acknowledge and thank Rachael McConnell who stepped up into the role during that time.

As part of our growth strategy, we have updated our brand, messaging and visual style to be more customer focused, more relatable and engaging and - dare we say it - a little more fun. It's what our customers told us they wanted, and we're delighted to deliver it.

Financial Year Performance

This financial year, we achieved total revenue of \$32.5 million.

Our services' income declined by \$1.7 million due to the early termination of the Green Army program, as a result of changes in government policy. However, we continued to devote 94% (2018: 91%) of services income towards employment and community services, generating an operating surplus of \$1.93 million.

Campbell Page continued to invest in the company's business and growth strategies, and advocate on behalf of job seekers and remote communities. Our commitment to the future growth of our services resulted in a deficit of \$1.58 million.

Making an Impact

This year we are proud to have been able to assist 6,648 people find suitable employment, work experience or education. We also provided support services via our community programs to over 1,500 individuals.

We are grateful for the support of all our Federal, State and Local Government funders, our partners, employers and community service partners, who share in our passion for helping people to create their possible and achieve their goals.

We are looking forward to another exciting and rewarding year ahead at Campbell Page and will always strive to make a real difference to the communities in which we work.



Nirmal Hansra
Chair, Campbell Page Board of Directors



Natalie Turmine
Chief Executive Officer

“

CAMPBELL PAGE HAS INVESTED HEAVILY IN PREPARING FOR STRATEGIC GROWTH AND FURTHER DIVERSIFYING OUR SERVICE OFFERING. WE WANT TO HELP MORE PEOPLE FIND JOBS, IMPROVE THEIR LIVES AND HELP BUILD BETTER AND STRONGER COMMUNITIES.

Natalie Turmine, CEO

BOARD OF DIRECTORS



Nirmal Hansra
Chair

EXECUTIVE TEAM



Natalie Turmine
CEO



Nell Anderson
Director



Peter Bennett
Director



Pamela Catty
Director



Peter Bacon
Head of Strategic
Growth



Rachael Harvey
Head of People &
Culture



Anne Hodge
Head of Community
Services



Kay Joyce
Head of Customer
Experience & Marketing



David Nathan
Director



Jane Schwager
Director



Charles Weiser
Director



Gail O'Donnell
Chief Financial
Officer



Chris McEwan
Head of Information
Technology



Ross McLatchie
Chief Operating
Officer



Rachael McConnell
Acting Head of People
& Culture (to Jan 2019)

OUR PURPOSE

“ we help people find jobs
& we build better communities ”

OUR VALUES

DO WHAT'S RIGHT



NEVER GIVE UP



ANYTHING'S POSSIBLE



DELIVER ON OUR PROMISE



WE'RE IN IT TOGETHER



DARE TO BE DIFFERENT



OUR PRIORITIES...



**putting
customer
progress 1st**

We're committed to delivering a customer experience that provides genuine benefit to our customers and supports them to achieve their goals.



**cultivating
our
culture**

We're creating and supporting a 'customer-centric & high-performing' culture with great leaders who nurture and inspire the next generation of leaders.



**growing
& getting
stronger**

We're growing our organisation with purpose and passion, improving performance and strengthening our competitive advantage.



**more \$\$
into the
community**

We're creating greater financial strength by improving performance and diversifying funding, so that we can increase our re-investment into the community.



**tech tactics
to support
& grow**

We're developing and deploying creative technological solutions that provide greater support for our customers, employees and organisation to succeed.

“

**CAMPBELL PAGE IS THE
BEST JOB AGENCY I HAVE
SEEN IN AUSTRALIA.
THANK YOU VERY MUCH. I
WILL NEVER FORGET YOUR
HELP AND SUPPORT.**

customer from Coburg, VIC

OUR IMPACT



15,772

customers supported
across all community and
employment services

6,648

people placed into
employment, work experience
& education

8,436

people living with disability
were supported this
past year

1,259

Indigenous Australians
supported into employment
or work experience

12%

of our employees identify as
Aboriginal or Torres Strait
Islander

36%

of our employees are
culturally diverse

80+

sites across four States -
VIC, NSW, SA & QLD

419,047

hours of support
provided to our customers

97%

of employees believe Campbell
Page makes a positive impact
to the community

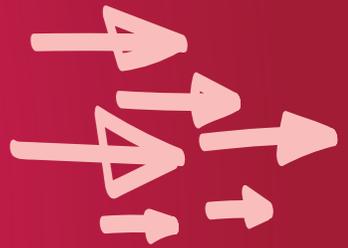


“

VERY WELCOMING WITH A BIG SMILE, THEY MAKE YOU FEEL COMFORTABLE, THEY DON'T MAKE YOU FEEL USELESS BECAUSE YOU DON'T HAVE A JOB. THEY LOVE WHAT THEY DO AND IT SHOWS.

disability employment services customer

OUR RANGE OF SERVICES



Supporting people with injury, illness, health conditions or disability on their search for employment.



Supporting people experiencing unemployment to find a job or build their skills to help them become job ready.



A pre-employment program helping parents to establish the basics before their kids start school.



From 2013 - 2019, we delivered the Community Development Programme on Palm Island, assisting people living in this remote community to transition into employment.



Our wide range of Community Services have been developed over time, in collaboration with the community, to respond to the individual needs and wants of local people.



Providing specialised, cost-effective and ethical labour hire solutions and recruitment services.

(Your local labour hire specialists)



DISABILITY EMPLOYMENT SERVICES



2,150

customers successfully achieved their employment & education goals

3,122

mature-aged customers supported in their search for employment

2,671

customers with psychiatric and mental health issues were supported

31%

of our customers are culturally and linguistically diverse

1,068

employers were provided with staffing solutions



Supporting people to find employment is what drives us, so we were delighted to extend our reach into more communities this year by opening **45** new Disability Employment Services (DES) sites.

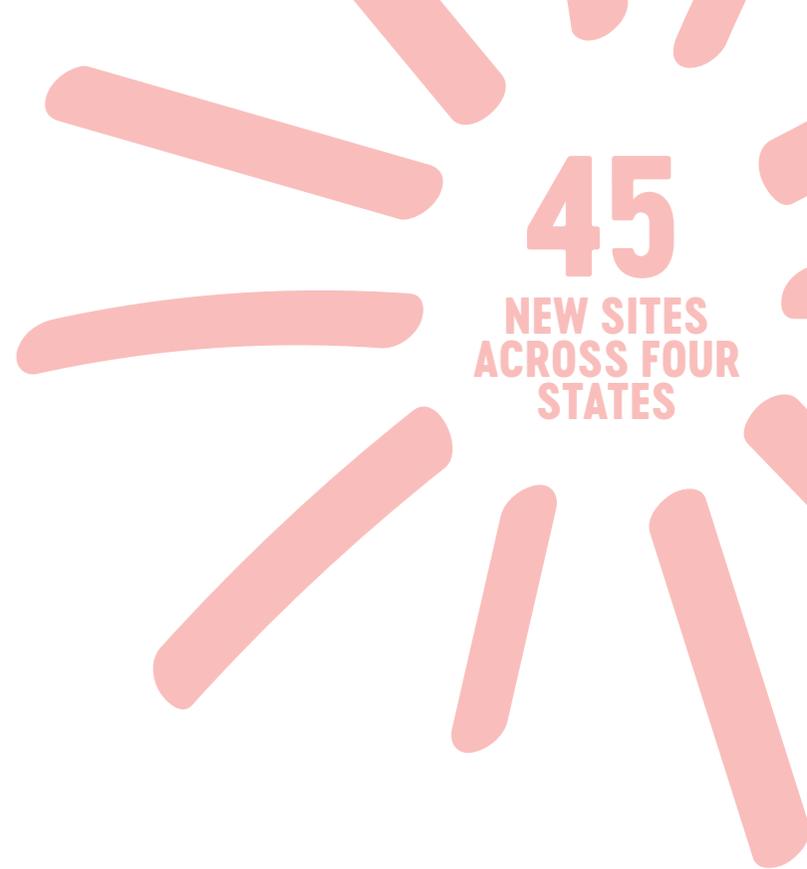
We're now in 18 Employment Service Areas and delivering DES from 70 sites across four states. This includes our move into the Queensland market, with offices opening in North and South Brisbane.

Expanding our service locations has allowed us to grow the number of customers we can support, and this year, we're proud to have supported **6,971** customers with an illness, injury, health condition or disability, in their search for employment.

As the rate of mental illness continues to rise across Australia, so too do the levels of related unemployment. This past year, we supported **2,671** customers with psychiatric and mental health issues to overcome their barriers and work towards their goals of education or employment.

Our focus on customer-centricity and community connections continues to be a driving force across Campbell Page as we strive to help people find jobs and build better communities.

45
NEW SITES
ACROSS FOUR
STATES



Some key highlights:

- We supported **2,150** customers with a disability to achieve their employment and education goals.
- We welcomed over **1,000** new Employment Support Service customers with permanent or long-term disability or health condition that are looking to gain employment.
- As part of our **Accessibility Day 2018** celebrations, we placed **49** customers into work trials with local employers, giving them on the job skills and opening the door to employment.



jobactive EMPLOYMENT SERVICES

1,599

customers successfully
achieved their
employment goals

1,058

employers were provided
with staffing solutions

623

Indigenous customers achieved
education, employment & work
for the dole placements

11%

of our customers
are being assisted with stable
accommodation

25%

of our customers
are mature-aged



This year our jobactive teams across NSW supported almost 6,000 people experiencing unemployment to make the shift and create a plan for re-entering the workforce.

With 18 locations throughout the Illawarra and South Coast, we support customers in receipt of government payments to find employment and/or education that best suits their needs and skills.

We're proud to have supported over **830** Indigenous Australians, over **1,450** customers with a disability, and more than **1,400** young Australians as they strive to change their circumstances by gaining employment.

Our commitment to our customers remains steadfast and work is underway in our jobactive teams to further improve the quality of services.

To support this focus, we delivered a collaborative, intensive **10-week training course** from our Corrimal site. This brought together jobactive, Recruitflex and our training partners to skill customers for jobs in the growing NDIS/care industries, through a combination of soft skills training, accredited pre-qualification modules and practical work experience.

We also piloted a series of 8-week **Indigenous mentoring** workshops in Moruya and Batemans Bay; Indigenous supported job search sessions

17,577

HOURS OF SUPPORT
in jobactive



led by an Aboriginal mentor; and a 3-month Youth mentoring program, facilitated by New Careers for Aboriginal People program, in Narooma. We anticipate many more of these trials over the coming year.

Some key highlights:

- We supported **1,663** customers to achieve their employment and education goals.
- We supported **1,479** mature-aged Australians in their efforts to re-enter the workforce.
- Our Bega, Ulladulla and Vincentia sites achieved a **5-star rating** in the Department of Employment, Skills, Small and Family Business industry ranking guide.
- Great customer feedback, like this gem;

“Whoever is in charge is doing an amazing job ... the vibe is so nice and everyone is so kind and helpful and this is my first time here.”

ParentsNext

739

parents of young children were supported to prepare and plan for employment

199

parents started accredited education courses and training

53

homeless parents with young children were supported

21%

of the parents we supported are Indigenous Australians

39

parents commenced employment and exited the program

12

locations delivering ParentsNext across Illawarra South Region

Our first year of delivering ParentsNext has been incredibly successful. We've supported more than 730 parents of young children to prepare and plan for employment when their children reach school-age.

With a strong focus on customer-centricity and creating community connections, we've had an incredibly positive reaction to the program from our customers. So much so that 39 of our customers have exited within the first 12 months, as they've successfully gained employment.

On July 1, 2018 we started delivering ParentsNext from 10 sites across NSW, however soon realised that our customers would greatly benefit from an additional two locations, and so expanded into Moruya and Narooma.

To support our parents in environments best suited to their needs, our team regularly gets out into the community and holds appointments in an array of convenient community locations including local schools, Centrelink offices, Services NSW and baby clinics.

The Department of Human Services annual review saw Campbell Page exceed the national average in all performance indicators for ParentsNext, and we were ranked 14th out of the 142 providers.

TOP 10%

**WE'RE RANKED
14/142 PROVIDERS
NATIONWIDE**

Highlights from our customers:

- "I am so proud of myself, I am the first person in my family to achieve any qualification and now I have my traffic control tickets. I am showing my kids that just because you are a single parent doesn't mean you can't go places!"
- "Thank you, I have never had support like this. Always felt passed around. I feel like ParentsNext really care. I am now studying and due to start work."
- "Amazing! I want a better life for me and my kids and ParentsNext is helping me get the training I need to provide for my kids."
- "Wonderful experience, love the flexibility of ParentsNext and the choice I get, feel like I am not being pushed through the system."



“

IN THE PAST YEAR THAT MY DAUGHTER HAS BEEN SEEING CAMPBELL PAGE, SHE HAS GONE FROM BARELY HAVING THE CONFIDENCE TO LEAVE THE HOUSE TO GOING FOR JOB INTERVIEWS, HAVING HER FIRST EVER JOB AND NOW BEING ON THE VERGE OF STARTING A REAL CAREER.

customer from Woodville, SA

COMMUNITY DEVELOPMENT PROGRAMME

691
customers were supported on Palm Island this past year

98%
of our customers on Palm Island were Indigenous Australians

93%
of our employees on Palm Island were Indigenous Australians

30%
of our customers were young Australians

60
activities were designed and delivered on Palm Island

483
locals were supported into employment and education throughout our 6 years

Campbell Page is tremendously proud of our achievements delivering the Community Development Programme on Palm Island, which drew to a close on June 30 2019.

After six successful years on the Island, a change in government policy meant Campbell Page regrettably ended our Community Development Programme.

Since starting the contract in July 2013, we're proud to have supported **1,599** local people on Palm Island, **98.5%** of which were Indigenous Australians.

With a focus on supporting people in the remote community to transition into employment, our support was based on building skills, knowledge and experience, while also actively contributing to the local community.

Of the 1,599 customers we supported, **483** successfully gained employment and a further **190** customers successfully achieved their education goals.

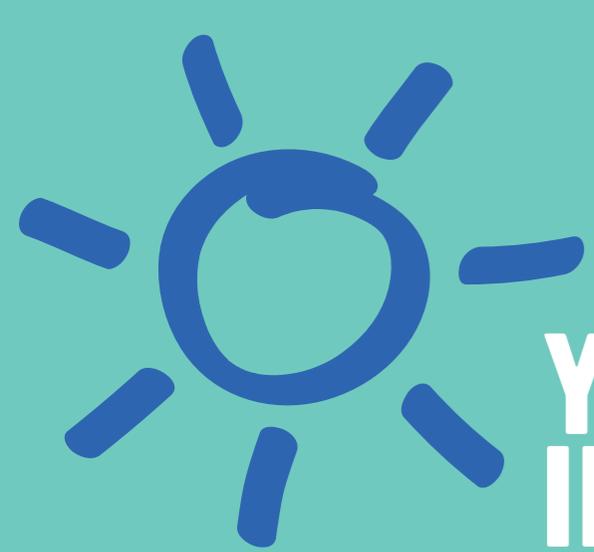
2018 also saw the Centenary of People on Palm Island and we shared in many of the 100 year celebrations on the Island, in collaboration with the Palm Island Aboriginal Shire Council.

FAREWELL TO THE COMMUNITY ON PALM ISLAND

We'd like to thank the Palm Island community for welcoming us to the Island and wish the Palm Island Economic Development Corporation every success with the contract in the future.

Key highlights of CDP:

- Successfully delivered a high-performing CDP on Palm Island for six years, from July 2013 to June 2019.
- We donated **100 trees** and joined the local community to plant them in celebration of the Centenary of People on Palm Island.
- We continue to deliver Recruitflex labour hire services on Palm Island



YOUTH, INDIGENOUS & FAMILY SERVICES

1,500+

individuals and families were supported by our Community Services team

52%

of the people we supported are Indigenous Australians

300

people we supported were homeless or at significant risk of homelessness

3,857

people attended our Community Capacity Building Events

93%

of parenting program attendees reported better family relationships

51

children enrolled in Mogo Aboriginal Preschool



Working at a grass-roots level in local communities our Youth, Indigenous and Family Services team delivers a range of vital support services.

Our range of supports includes playgroups and preschool, specialist Indigenous employment and career planning, and wellbeing education and support for parents, young people and community.

We also deliver **crisis support** and intervention for young people experiencing **homelessness**, and crisis triage, including specialist referrals such as mental health, domestic violence, and drug and alcohol support.

Our team works to support and help build strong communities and advocates for those who experience **social or economic disadvantage**.

We understand that each customer's journey is unique. Our support is informed by evidence-based practice and supported by our case management process. We work together to explore possibilities and set clear goals and we celebrate success, offer hope and build on our customers' stories of strength and empowerment.

Our support programs include:

- Community Capacity Builders Program (Eurobodalla, Bega Valley & Queanbeyan)

- Eden Community Hub - Community Building Program
- Eurobodalla Youth Homelessness Support Services & Youth Refuge
- Homeless Youth Assistance Program in partnership with Southern Youth and Family Services - Eurobodalla
- Indigenous Advancement Strategy - Mogo Preschool Journey to Success, and Eurobodalla Schools Cultural Immersion and Leadership Program - Eurobodalla, Bega Valley
- Mogo Aboriginal Preschool
- Aboriginal Families as Teachers - Yarn to Learn - Mogo
- New Careers for Aboriginal People (NCAP)
- Reconnect (Eurobodalla & Bega Valley)
- South Coast Youth Services (Eurobodalla Aboriginal Youth Project/Eurobodalla Youth Project) and Eden Youth Centre
- Smart Skilled and Hired Youth Employment Innovation Challenge (Nowra)



186

customers employed throughout the past year

24

labour hire employees moved into permanent roles

19

Indigenous customers placed into employment as part of CDP on Palm Island

36

customers placed into major infrastructure projects

20+

years experience delivering ethical, local labour hire services



OUR PEOPLE OUR DIFFERENCE

This year has seen Recruitflex (our local labour hire business on the South Coast, NSW) achieve encouraging organic growth, not only in our number of employers but also in the industries we service.

Recruitflex continues to be a cost effective, ethical labour hire solution for the regional south coast of NSW.

Specialising in community care, NDIS workforce, construction, cleaning and gardening, we aim to provide our customers with a personalised quality workforce and our employees a safe, secure working environment.

Last year we were successful in our tender to supply labour hire services to the Eurobodalla Shire Council and this relationship has remained strong this year. We look forward to continuing this 15 year relationship with the Council.

We also expanded our number of contracted employers this year as we commenced working with them on major infrastructure projects in the Eurobodalla Shire to supply labour on a as needs basis.

As well as welcoming new contracts, we expanded our geographic footprint by bringing Recruitflex to Palm Island and Townsville in Queensland. 19 new indigenous customers joined our ranks, undertaking various cleaning and gardening roles.

Recruitflex has invested in significant resources during the year in developing its product and systems to further enhance its offering to employers and employees.



**OUR STAFF TELL US
OUR CULTURE IS**

**POSITIVE
& SUPPORTIVE**

**(results of employee
engagement survey, 2019)**

OUR PEOPLE

296

our average
headcount
for the year

26 & 74

our workforce is made
up of 26% men
and 74% women

42yrs

is the average
age of our
workforce

36%

of our employees
are culturally
diverse

16%

of our employees speak
more than one language
(trés bien!!)

46%

of our workforce have
flexible working
arrangements

15 & 1

15 female employees and 1
male employee took
parental leave

19 & 38

our management structure
is comprised of 19 men
and 38 women

21 & 79

of the promotions awarded
this year, 21% went to men
and 79% went to women

FINANCIAL OVERVIEW

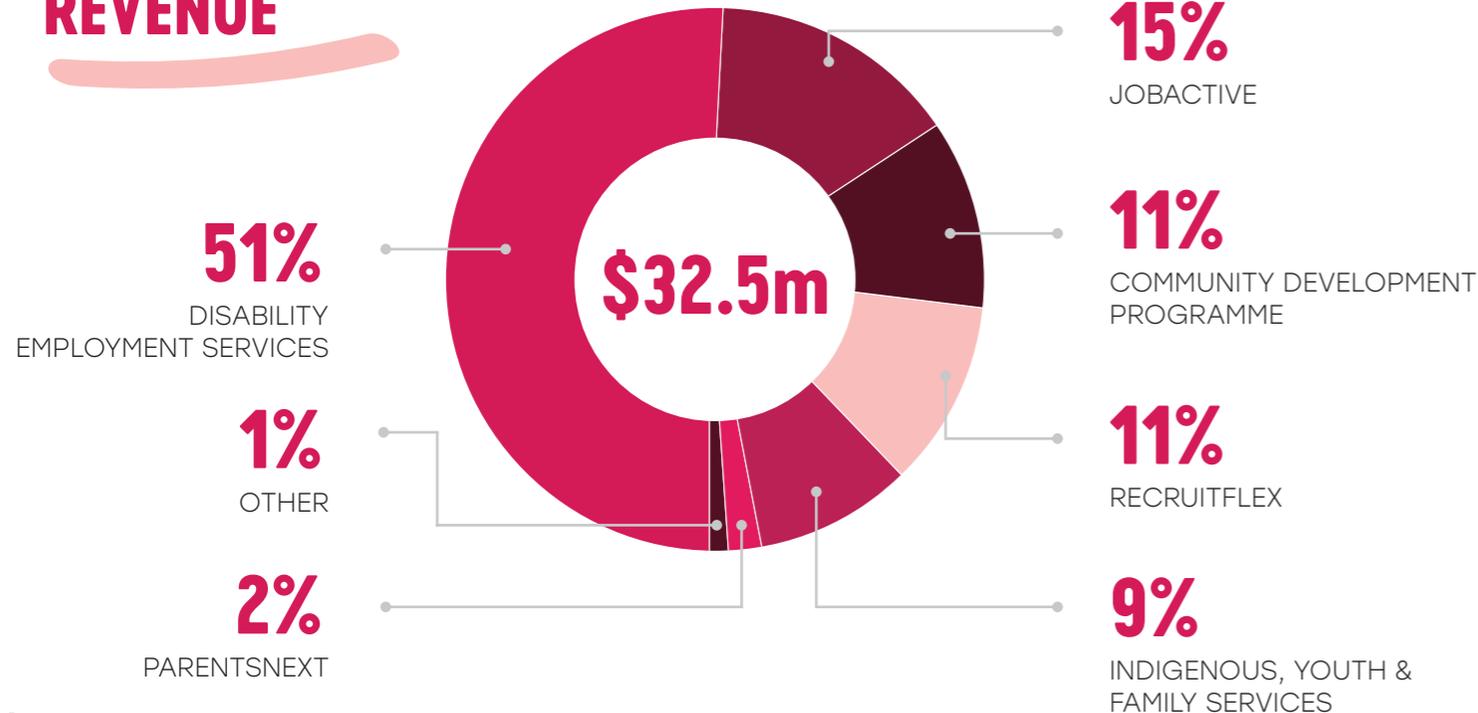
The company achieved revenue of \$32,552,294 and continues to invest in the development of its services and people in order to achieve its long-term growth strategy.

Key highlights included:

- The successful roll-out of the new Disability Employment Services and ParentsNext contracts
- Opening of 45 new sites, thereby doubling our footprint
- Over \$4m invested in services to the Indigenous community

Campbell Page posted a deficit of \$1,588,147 and operational EBITDA, before investment, was surplus \$1,938,000.

REVENUE



Campbell Page is proud to support:

- People living with disability
- Aboriginal and Torres Strait Islanders
- Multicultural Australia
- Ending Domestic Violence and violence against women
- LGBTIQ+ community
- Gender Equality
- Mental Health and Wellbeing

We are also proudly working towards becoming a White Ribbon Accredited Workplace.





campbellpage.org.au